SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL – February 15, 2008

Friday, February 15, 2008

ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1. Actra Mandate	11:00	George C.B. Smith	YES	YES
2. APS mandate		George C.B. Smith	YES	YES
3. CCSB, Pension and Benefits initiative		George C.B. Smith	YES	YES
4. Varia		ALL		
Conclude	11:45			

UPDATES / INFORMATION

s.18(a)

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

s.21(1)(d)

Schedule A

Board of Directors
(February 15, 2005)

Subject matter

ACTRA Mandate

Background

The current Radio and Television Agreements expired on June 30, 2005.
ACTRA has been : There was a lengthy hiatus while ACTRA concluded a deal with the CFTPA (independent producers). ACTRA has also recently completed a deal with the NFB. From ACTRA's perspective,
The financial terms negotiated with the Independent Producers and the NFB i

Information on the matter

For decision: ☐ **For information:**

Prepared by

Name: George C.B. Smith, Senior Vice-President, Human Resources and Organization
Date: February 15, 2008

Management recommendation

IT IS RESOLVED THAT on the recommendation of the Human Resources and Compensation Committee the Board of Directors hereby approves

Last discussed at the Board

Date:
Decision made:

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

The Alliance of Canadian Cinema, Television and Radio Artists "ACTRA"

In 1992 the Federal Government created a statutory regime recognizing the contribution of artists and producers to the cultural life of Canada. As a result, the Status of the Artist Act was passed, providing independent artists the right to form associations and negotiate minimum conditions of work with federal producers. ACTRA is one of the Guilds certified under this Act. The Canadian Artists and Producers Professional Relations Tribunal (CAPPRT) was formed, which administers this collective bargaining regime, essentially a new labour relations board for independent artists. ACTRA was certified in May 1996. Prior to this formal recognition, ACTRA and its predecessors had bargained collectively with CBC on a voluntary basis. Since 1996, ACTRA and the CBC have bargained 4 agreements, successfully negotiating minimum levels of remuneration and various working conditions. There are currently separate agreements for Radio and Television. The agreements expired on June 30, 2005. **s.21(1)(b)** **s.21(1)(d)**

Influencing Factors

It is essential that the CBC / ACTRA

ACTRA / CBC-SRC Relations

Although ACTRA's certification was formalized in 1996, the relationship was established many years earlier and today the parties enjoy a mature labour relationship. It is also recognized that much of

resolved, resulting in few formal grievances and there have been no arbitrations in recent years.

Page 4

is withheld pursuant to sections

est retenue en vertu des articles

21(1)(b), 21(1)(d)

of the Access to Information Act

de la Loi de l'accès à l'information

Schedule A

Board of Directors
(February 15, 2008)

Subject matter

APS Mandate

Background

The collective agreement between APS and CBC/Radio-Canada expires on June 30, 2008. This will only be the fourth time that the parties will meet to negotiate a collective agreement since APS was certified in 1995. The collective agreement with APS provides for a significant amount of flexibility in the day-to-day management of employees who are covered by its terms and conditions. The focus on this round of negotiations will be to maintain the existing flexibility and to secure a long term deal. No significant changes to the collective agreement are being sought by CBC/Radio-Canada.

Information on the matter

Mandate document of key issues.

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

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

Prepared by

Name: George C. B. Smith
Senior Vice-President, Human Resources and Organization

Date: February 14, 2008

Management recommendation

That we strive for 5 year agreement, which would expire June 30, 2013. Approval for signing bonus of up to

Last discussed at the Board

Date:
Decision made:

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

Association of Professionals and Supervisors (APS) Collective Bargaining

From the time of certification by the Canadian Industrial Relations Board (CIRB) in 1995, APS and CBC/Radio-Canada have negotiated a total of 3 collective agreements since 1996; the third of which is set to expire on June 30, 2008. Unlike many of the collective agreements that exist in CBC/Radio-Canada, the collective agreement with APS provides for a significant amount of flexibility in the day-to-day management of employees who are covered by the terms and conditions of the APS collective agreement. Also unique to APS is its position as the only 'national' union in its representation of employees in both the English and French Services.

Prior to 1995, APS was an association of employees within CBC/Radio-Canada who were not only grouped in for pay and benefit purposes with management employees, but also thought of and therefore treated as management employees. Today, for determination of pay and benefits, this is still the case. Management and APS salary planning and review occur annually and are established by management, not negotiated. As well, in the text of the collective agreement, it is further recognized that "many of the terms and conditions governing employment are Professionals and Supervisors in the Corporation are found elsewhere than in the Collective Agreement." These terms and conditions may be found in legislation and in Corporation policies, which do not form part of the collective agreement unless stated.

It is the interest of the CBC/Radio-Canada to maintain the existing flexibility during this round of negotiations and to secure a long term agreement with APS.

Influencing Factors

Overlaying the need to maintain flexibility is the need to be cognizant of other major issues that are occurring and which may be influencing factors on the negotiations. It will be necessary to maintain a concerted industrial relations strategy to ensure the issues are managed effectively:

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

APS & CBC/Radio-Canada Relations

APS sees itself in many ways as separate and distinct from the other unions in CBC/Radio-Canada, particularly the CMG. Over the years since their certification an effective labour-management relationship has been established and nurtured which provides for a more effectively managed collective bargaining and labour relations. Issues are generally resolved prior to grievances being filed – very few matters proceed to arbitration. .

The flexibility of the collective agreement and the effective labour-management relations create the risk of management at times not recognizing or appreciating APS as a proper union and failing to recognize that the employees it represents are unionized. The majority of the current leaders for APS come from Quebec, where there is a tendency at times towards more traditional day-to-day union-management relations. It is critical the relationship with APS continued to be managed in a way that recognizes their role as employee representatives while at the same time allowing CBC-Radio/Canada to maintain existing levels of flexibility.

The Core Issues

Maintaining existing flexibility is critical as is negotiating a new collective agreement in a relatively short period of time due to the labour uncertainty in other parts of the Corporation.

APS Salary Review –

Page 8

is withheld pursuant to sections

est retenue en vertu des articles

21(1)(b), 21(1)(d)

of the Access to Information Act

de la Loi de l'accès à l'information

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

Conclusion

Management proposals for this round of negotiations with APS are based on the need to retain the flexibility that exists, while at the same time ensuring the negotiations are concluded in a succinct period of time. Discussions with APS suggest they would also be willing to negotiate a long term deal relatively quickly if their concerns were adequately addressed.

Again, it is the interest of the CBC/Radio-Canada to maintain the existing flexibility during this round of negotiations with APS through minimal changes to the collective agreement. We recommend that the Board approve this strategy.

Pages 10 to / à 22

are withheld pursuant to sections

sont retenues en vertu des articles

21(1)(b), 21(1)(d)

of the Access to Information Act

de la Loi de l'accès à l'information

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL – February 15, 2008

Wednesday, March 19, 2008

ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1. Actra Mandate	11:00	George C.B. Smith	YES	YES
2. APS mandate		George C.B. Smith	YES	YES
3. CCSB, Pension and Benefits initiative		George C.B. Smith	YES	YES
4. Varia		George C.B. Smith	YES	YES
Conclude	11:45			

UPDATES / INFORMATION

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL – February 15, 2008

Friday February 15, 2008

ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1. Actra Mandate	11:00	George C.B. Smith	YES	YES
2. APS mandate		George C.B. Smith	YES	YES
3. CCSB, Pension and Benefits initiative		George C.B. Smith	YES	
4. Varia		All	YES	YES
Conclude	11:45			

UPDATES / INFORMATION

361st MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Conference call - January 23, 2008

Wednesday, January 23, 2008

ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1. Approval of the minutes of the November 23, 2007 meeting 2. Matters arising from previous meetings	11:00	Tim Casgrain	YES	YES
3. Chair's Report		Tim Casgrain		
4. President's Report		Hubert T. Lacroix		
5. Approval of International Sales transaction		Richard Stursberg	YES	YES
6. Approval of SportsCo Licence Application		Richard Stursberg	YES	YES
7. Approval of Corporate Plan		Michel Tremblay	YES	YES
8. Report on Integration		Richard Stursberg		YES
9. Health, Safety and Environmental Report		George Smith		YES
10. Report of the Human Resources and Compensation Committee		Edna Turpin	YES	
In Camera **Next Meeting** – March 18 – 19, 2008 - Toronto				
Conclude	14:00			

UPDATES / INFORMATION

a) Summary of Government Funding (10 years and capital) – Johanne Charbonneau
b) Labour Relations Update – George Smith
c) Workforce Report – George Smith
d) Litigation Report – Pierre Nollet
e) President's Signing Resolution – Pierre Nollet
f) Privacy Report – Pierre Nollet
g) Report on compliance with Corporation's Code of Conduct and Conflict of Interest – Auditors – Pierre Nollet
h) Report on Policies and practices concerning perquisites and use of Corporate assets — Johanne Charbonneau and George Smith

Board of Directors

January 23, 2008

Subject matter

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

Background

The attached provides a 10-year historical overview of the Corporation's parliamentary appropriations as at December 18, 2007. The approved reference levels for 2008/09 and beyond are also provided.

Information on the matter

See attached.

For information [X]

Prepared by

Name:	Johanne Charbonneau
Date:	December 18, 2007

Management recommendation

Not required.

Last discussed at the Board

Date:	November 20, 2007
Decision made:	N/A

Next steps

Not required.

Anticipated project completion date: _____

(If contract, indicate date of expiry): _____

Page 27

is withheld pursuant to section

est retenue en vertu de l'article

18(a)

of the Access to Information Act

de la Loi de l’accès à l’information

Schedule A

Board of Directors

(January 23, 2008)

Subject matter

Labour Relations Update

Background

This is a standing item on the Board of Directors' agenda which provides the status of CBC's collective agreements.

Information on the matter

Not applicable.

For decision: **For information:** ■

Prepared by

Name: George C.B. Smith
Senior Vice-President, Human Resources and Organization

Date: January 2008

Management recommendation

Not applicable.

Last discussed at the Board

Date: November 2007
Decision made:

Anticipated project completion date: **____N/A____**
(If contract, indicate date of expiry): **_____**

Labour Relations Update for the Board of Directors' meeting of January 23, 2008

AGREEMENTS PRESENTLY BEING NEGOTIATED

UNION	Effective Date	# of Members	Central Issues
NATIONAL FILE			
-	-	-	
ENGLISH FILE			
CMG (Canadian Media Guild)	**April 1, 2004 – March 31, 2009**	**N/A**	• The CBC-CMG agreement expires March 31, 2009
ACTRA (Alliance of Canadian Cinema, Television and Radio Artists) (Performers)	**July 1, 2003– June 30, 2005**	**N/A**	• Negotiations with ACTRA commenced in May 2005 and are ongoing. • ACTRA and the Independent Producers (Canadian Film and Television Production Association (CFTPA)) ratified their Agreement. • ACTRA has signaled its intention to seek • CBC has responded to ACTRA's proposal based on the agreed mandate. •

s.21(1)(b)

s.21(1)(d)

WGC (Writers Guild of Canada) **Television and Radio Agreement**	**Sept. 1, 1998– August 31, 2000**	**N/A**	• Agreements were to expire August 31, 2000. Parties agreed to extend until further notice.
ENGLISH FILE			
IATSE (International Alliance of Theatrical, Stage Employees and Moving Picture Machine Operators of the United Sates and Canada) (Stagehands)	**No agreement since 1994**	**3**	• No need at this time to consider negotiations.
APS	**July 1, 2005– June 30, 2008**	**646**	• Although Agreement expires end of June 2008, the parties may begin collective bargaining in February or March.

s.21(1)(b)

s.21(1)(d)

NEGOTIATED AGREEMENTS

UNION		Effective Dates of Collective Agreement	# of Members
NATIONAL FILE			
AFM	The American Federation of Musicians of the United States and Canada (AFM)	April 1, 2006 – March 31, 2010	N/A
ENGLISH FILE			
CMG	Canadian Media Guild	April 1, 2004– March 31, 2009	5,141
FRENCH FILE			
SCRC (Unit 1)	Syndicat des communications de Radio-Canada	March 27, 2006– March 29, 2009	1,390
STARF (Unit 2)	Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada	April 13, 2006– March 31, 2009	1,336
UDA	Union des artistes	November 14, 2005– November 13, 2009	N/A
SARTEC	(Société des auteurs de la radio, de la télévision et du cinéma)	July 10, 2006 – July 9, 2010	N/A
SPACQ	Société professionnelle des auteurs et des compositeurs du Québec	8 janvier 2007 – 7 janvier 2011	N\A
AR	Association des réalisateurs	Oct. 1, 2007 – Dec. 11, 2011	380
SCFP	Syndicat Canadien de la Fonction Publique	Oct. 1, 2007 – Sept. 26, 2010	662

Schedule A

Board of Directors

(January 22-23, 2008)

Subject matter

Workforce Information

Background

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

- media component with a comparison to beginning fiscal year;

- geographic location (map of Canada)

Information on the matter

Attached

For decision ☐ **For information** ☒

Prepared by

Name: G.C.B. Smith
Date: December 14, 2007

Management recommendation

N/A

Last discussed at the Board

Date:
Decision made:

Next steps

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

Annexe A

Conseil d'administration

(22 et 23 janvier 2008)

Sujet

Information sur la main-d'oeuvre

Contexte

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

- composante média (avec une comparaison par rapport au début de l'exercice);

- lieu géographique (carte du Canada).

Renseignements connexes

Voir document joint

Décision à prendre ☐ **À titre d'information** ☒

Préparé par

Nom : G.C.B. Smith
Date : le 14 déc. 07

Recommandation de la direction

N/A

Dernière discussion au Conseil

Date :
Décision prise à cette occasion :

Suivi

Date prévue de l'achèvement du projet : _____
(Indiquer la date de fin du contrat) : _____

TOTAL WORKFORCE / EFFECTIF TOTAL

Full Time Equivalent / Équivalent temps plein

Month / Mois : November / novembre 2007
(November 25, 2007 / Le 25 novembre 2007)

	Permanent (a,b)	Temporary Temporaire (a,b)	Contract Contractuel (a,b)	Short term Court terme (d)	TOTAL	TOTAL Begin. FYR Apr 2007 Début de l'exercice avril 2007	Variance Écart
Radio English/ Radio anglaise	936	61	139	130	1,266	1,289	-23
Radio French/ Radio française	646	64	246	166	1,122	1,087	35
Television English/ Télévision anglaise	2,269	114	364	305	3,051	3,102	-51
Television French/ Télévision française	2,266	262	216	423	3,167	3,105	62
Corporate/ National	1,027	68	192	16	1,302	1,266	36
TOTAL	**7,144**	**569**	**1,155**	**1,039**	**9,907** *	**9,849** **	**58**

* 9,907 FTE/EPT = 10,791 head count / effectifs réels.
** 9,849 FTE/EPT = 10,710 head count / effectifs réels.

Notes:
(a) Employees on leave of absence are excluded. / Les employés en absence autorisée sont exclus.
(b) FTE is based on the full-time / part-time percentage of the employee's working schedule. /
L'EPT est basé sur le pourcentage temps plein / temps partiel de l'horaire de travail des employés.
(d) Includes casual + short term contract. FTE is based on the total days worked over a four week period. /
Comprend les occasionnels et les contractuels courte durée. L'EPT est basé sur le total des jours travaillés durant une période de quatre semaines.

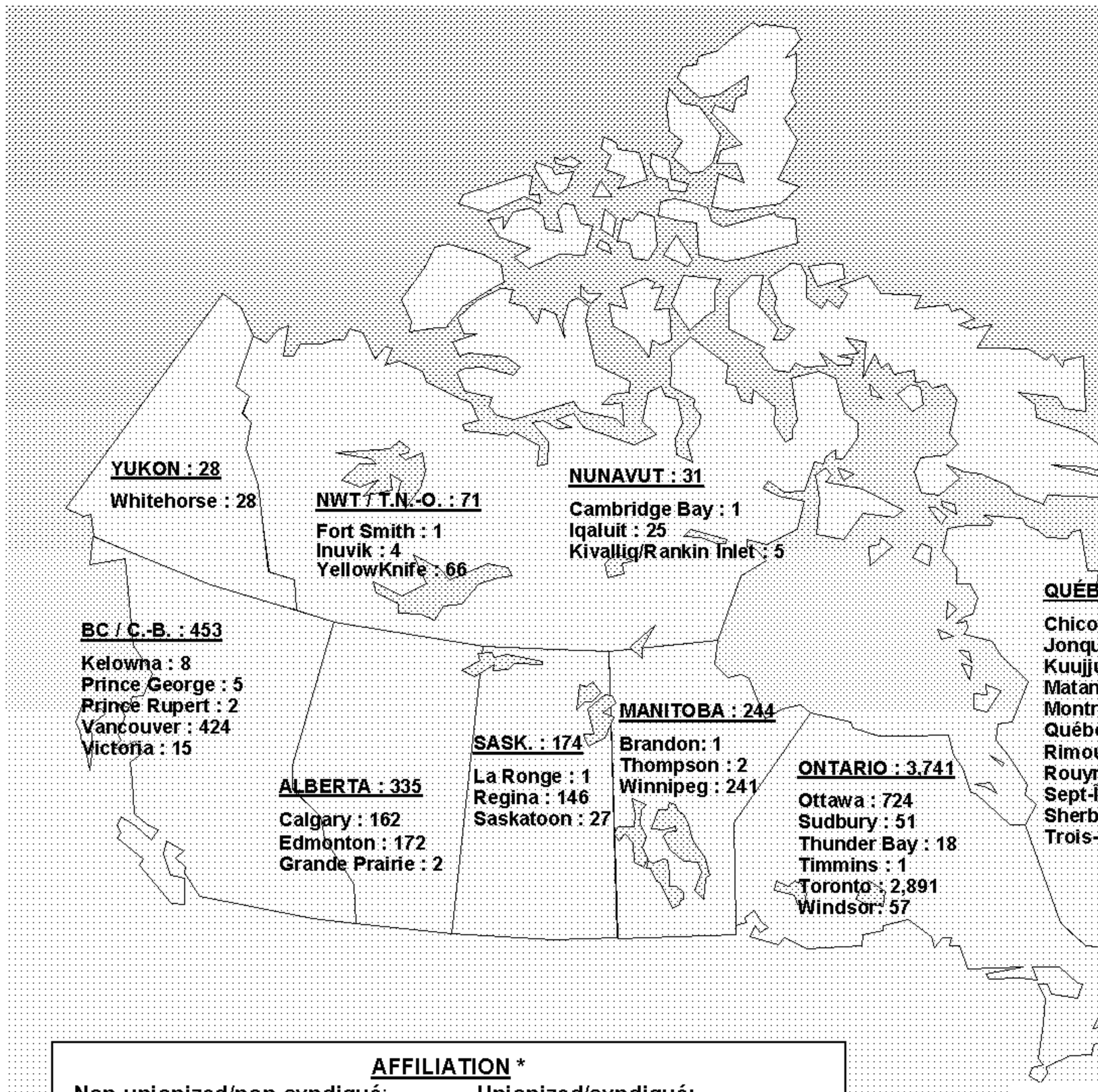
The sum of the details may not balance with the totals due to rounding / La somme du détail peut différer des totaux en raison de l'arrondissement.

Prepared by: SSO / HR Reporting.

CBC Map / Carte de la SRC

Full Time Equivalent / Équivalent temps plein

November 2007 / novembre 2007



OUTSIDE CANADA / À L'ÉTRANGER : 45

Bangkok : 1
Beijing : 2
Beirut: 1
Cape Town: 1
Dakar: 1
Jerusalem : 4
London : 8
Los Angeles: 1
Mexico : 1
Moscow : 1
New York: 1
Paris : 6
Rio de Janeiro : 1
Shanghai: 1
Washington : 15

NEWFOUNDLAND / TERRE-NEUVE : 164

Corner Brook : 13
Gander : 5
Grand Falls : 7
Happy Valley/Goose Bay : 8
Labrador City : 1
Marystown: 1
St. John's : 129

YUKON : 28

Whitehorse : 28

NWT / T.N.-O. : 71

Fort Smith : 1
Inuvik : 4
YellowKnife : 66

NUNAVUT : 31

Cambridge Bay : 1
Iqaluit : 25
Kivallig/Rankin Inlet : 5

QUÉBEC : 4,051

Chicoutimi : 25
Jonquière : 16
Kuujjuaq : 3
Matane : 29
Montréal : 3,567
Québec : 284
Rimouski : 29
Rouyn-Noranda : 15
Sept-Îles : 27
Sherbrooke : 31
Trois-Rivières : 26

BC / C.-B. : 453

Kelowna : 8
Prince George : 5
Prince Rupert : 2
Vancouver : 424
Victoria : 15

MANITOBA : 244

Brandon: 1
Thompson : 2
Winnipeg : 241

SASK. : 174

La Ronge : 1
Regina : 146
Saskatoon : 27

ONTARIO : 3,741

Ottawa : 724
Sudbury : 51
Thunder Bay : 18
Timmins : 1
Toronto : 2,891
Windsor: 57

ALBERTA : 335

Calgary : 162
Edmonton : 172
Grande Prairie : 2

P.E.I / I.-P.-É. : 52

Charlottetown : 52

NOVA SCOTIA/ NOUVELLE-ÉCOSSE : 228

Halifax : 204
Sydney : 24

NEW BRUNSWICK / NOUVEAU-BRUNSWICK : 290

Bathurst : 4
Campbellton : 1
Caraquet : 2
Edmunston : 2
Fredericton : 47
Moncton : 200
Sackville : 14
Saint John : 20

AFFILIATION *

Non-unionized/non-syndiqué:		Unionized/syndiqué:	
Unaffiliated:	24	APS:	698
Executives:	65	CMG:	4396
MS:	1066	SCRC:	1315
Confidential:	185	STARF:	1196
SUBTOTAL:	1,340 (14%)	SCFP:	608
		AR:	354
		SUBTOTAL	8,567 (86%)
GRAND TOTAL:	9,907		

Total FTE/ETP 9,907 = Head count / effectifs réels 10,791

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

Shared Services / Services partagés

Schedule "A"

Board of Directors

January 23, 2008

Subject matter

Litigation report

Background

Semi-annual Law Department report on most significant files.

Information on the matter

See attached report

For decision ☐ **For information** ☒

Prepared by

Name: Pierre Nollet
Date: December 31st, 2007

Management recommendation

N/A

Last discussed at the Board

Date: June 19, 2007
Decision made: N/A

Next steps

Update as necessary.

CBC Radio-Canada

Pierre Nollet
Vice-President, General Counsel & Corporate Secretary
Vice-président, avocat conseil & secrétaire général
Direct: (514) 597-6376
Facsimile: (514) 597-4087
pierre_nollet@cbc.ca

Memorandum

Confidentiel et privilégié
Confidential and privileged

To/À: Board of Directors

From/De: Pierre Nollet

Date: December 31, 2007 **s.23**

Subject/Objet: **Litigation Report – significant files**

This report indicates to the Board of Directors certain important activities that took place in the litigation section recently:

s.23

s.23

s.23

s.23

Schedule A

Board of Directors

January 23, 2008

Subject matter

President and CEO's Signing Authority

Background

In 2004, the Board approved the attached signing authority.

Information on the matter

At the request of Board members, we are attaching, as a standing item, the actual signing resolution for reference purposes.

For decision ☐ **For information** X

Prepared by

Name: Pierre Nollet
Date: January 4, 2008

Management recommendation

Last discussed at the Board

Next steps

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

On a motion duly moved and seconded

WHEREAS the President and CEO requires sufficient authority to carry out his/her functions; and

WHEREAS the Board reviews and approves the Capital and Operating budgets each and every year; and

WHEREAS the authority granted to the President and CEO shall be carried out within the limits of the approved budgets, the Corporation's By-laws and the Broadcasting Act;

IT IS THEREFORE RESOLVED THAT the President and CEO directly or through his/her delegate be and is hereby authorized to decide, enter into or commit on behalf of the Corporation for:

1. *(acquisition or disposition of real property)* any matters which have a financial value or consideration to the Corporation of less than $4 million, when covered by Section 48(2) of the Broadcasting Act;
2. *(leasing of real property)* any matters which have a financial value or consideration to the Corporation of up to $15 million, when covered by Section 48(2) (b) of the Broadcasting Act and Order in Council number P.C. 2002-1582 and dated September 24, 2002;
3. *(programming)* any matter relating to the acquisition, production co-production of financing of programs and has a financial value or consideration to the Corporation of up to $10 million and commits the Corporation to a period of 4 years or less;
4. *(revenue generating)* any matter where the main objective is to generate revenues which has a financial value or consideration to the Corporation of up to $15 million and commits the Corporation to a period of 4 years or less; provided that advertising contracts shall follow the general rules below;
5. *(general)* any other matters which have a financial value or consideration to the Corporation of up to $5 million save and except when Governor in Council approval or Minister of Finance approval is required, pursuant to Section 46 and 46.1 of the Broadcasting Act.

The above authority does not include the power to agree to or enter into new business ventures on behalf of the Corporation

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

IT IS FURTHER RESOLVED THAT the President directly or through his/her delegate be and is empowered and directed, in the name and on behalf of the CBC, to make, execute and deliver and to do all such acts and things as are necessary or appropriate to effect the foregoing resolution and to execute all agreements, undertakings, documents, instruments or certificates in the name and on behalf of the CBC in connection with the authority contemplated in the foregoing resolution and any acts or things heretofore done or made or documents heretofore executed and delivered which effect the foregoing resolution are in all respect approved, ratified and confirmed.

Schedule "A"

Board of Directors

January 23, 2008

Subject matter

REPORT ON PRIVACY

Background

CBC/Radio-Canada became subject to the *Personal Information Protection and Electronic Documents Act* (*PIPEDA*) in 2001. Since then, CBC/Radio-Canada has adopted a Privacy Policy and implemented a number of measures to comply with the requirements of the legislation. Effective September 1, 2007, the Corporation became subject to the Privacy Act.

Information on the matter

A report on the operations of the CBC/Radio-Canada Privacy Office for the period January 2007 – August 31, 2007 is attached.

For decision ☐ **For information** ☒

Prepared by

Name: Pierre Nollet
Date: January 4, 2008

Management recommendation

N/A

Last discussed at the Board

Date: January 2007
Decision made: Privacy Report was submitted for information

Next steps

December 2007

Report on Privacy

This is a report on the operations of the CBC/Radio-Canada Privacy Office for the period from January 1, 2007 to August 31, 2007. A separate report will be prepared and submitted in June 2008 covering the period September 1, 2007 to March 31, 2008 in compliance with the reporting requirements of the Privacy Act, to reflect the fact that since September 1, 2007, CBC/Radio-Canada has been subject to that Act.

CBC/Radio-Canada became subject to the privacy provisions of the *Personal Information Protection and Electronic Documents Act (PIPEDA)* on January 1, 2001 when the legislation was proclaimed in force.

Pursuant to the provisions of the *Federal Accountability Act*, commencing September 1, 2007, the privacy legislation applicable to CBC/Radio-Canada is the public sector privacy law, namely, the *Privacy Act*.

CBC/Radio-Canada Privacy Policy

Until recently, CBC/Radio-Canada's Privacy Policy closely mirrored the legislation *(PIPEDA)*. The Privacy Policy was revised in September 2007 to conform to the provisions of the *Privacy Act.* Since its introduction, the Policy has been and continues to be supported by Privacy standards and an employee manual developed to facilitate the proper use of personal information within the Corporation.

The Privacy Office

The Corporate Secretariat is responsible for overseeing compliance with the legislation, for initiating procedures and guidelines to assist with compliance, and for responding to complaints and inquiries about privacy matters.

The Vice President, General Counsel and Corporate Secretary is the individual accountable for compliance through the CBC /Radio-Canada Privacy Coordinator. A centralized process for access requests, complaints, and inquiries has been established in the Privacy Office to facilitate adherence to a consistent process. Since September 2007, the Access to Information and Privacy Office is responsible for this process.

Requests for Personal Information

CBC/Radio-Canada has received a number of requests for personal information since Privacy legislation was introduced. The chart below sets out the requests and related information:

Requests for Personal Information received by CBC/Radio-Canada Privacy Office

	2001	2002	2003	2004	2005	2006	2007 (Jan. 1 to Aug.31)
Requests Received	3	9	6	5	33	5	15
Completed within 30 Days	0	3	0	1	3	3	3
Extensions Required	3	6	6	4	30*	2	12
Complaints made to Privacy Commissioner	0	1	2	0	0	0	0
Disposition by Privacy Commissioner	n/a	Note 1	Note 2	n/a	n/a	n/a	n/a

* The Privacy Office did not receive these requests from Human Resources until just before the deadline, hence the need to request an extension to process them (these requests may have been related to or affected by the lockout).

Note 1 Not well founded

Note 2 1 well founded on delay, not well founded on substance
1 resolved

Complaints and Inquiries

Statistical information about complaints and inquiries received by the Privacy Office is set out in the chart below:

Complaints and Inquiries received by CBC/Radio-Canada Privacy Office

	2001	2002	2003	2004	2005	2006	2007 (Jan. 1 to Aug.31)
Complaints/Inquiries Received	10	0	3	2	1	8	6
Resolved by CBC	10	0	2	1	1	8	6
Complaints made to Privacy Commissioner after being submitted to CBC	1	0	1	0	0	0	0
Complaints made directly to the Privacy Commissioner	1	0	0	1	0	1	0
Disposition by Privacy Commissioner	Note 1	n/a	Note 2	Note 3	n/a	Note 4	n/a

s.23

A similar exclusion for CBC/Radio-Canada is contained in the *Privacy Act*, which provides as follows: s.23

> **69.1** This Act does not apply to personal information that the Canadian Broadcasting Corporation collects, uses or discloses for journalistic, artistic or literary purposes and does not collect, use or disclose for any other purpose.

In an effort to foster better public relations, however, the CBC/Radio-Canada Privacy Office has assisted in the resolution of complaints made about programming.

Privacy Website

The Privacy Office maintains an internal website with information about the CBC/Radio-Canada Privacy Policy, a users manual for employees, a summary of exemptions, and contact information.

CBC/Radio-Canada's Privacy Practices

Application of *PIPEDA*

CBC/Radio-Canada Privacy Office

The Privacy Office conducts periodic surveys and provides additional training as necessary. During 2007, although no formal surveys were conducted, some training was offered to selected areas in preparation for the Corporation coming under the *Privacy Act* in September.

CBC/Radio-Canada IT systems

CBC/Radio-Canada also has built into its IT programs significant protection for personal information by the use of controlled access to personal information on a "need- to-know" basis. The Corporation has also instituted processes to verify the identity of any employee seeking personal information. HR@myfingertips allows only the employee, whose identity must be verified, to view or alter personal information in his or her own file.

Protection for CBC/Radio-Canada IT Systems

CBC/Radio-Canada has well developed IT network protection, employing two levels of firewall, one for the public web sites that must be accessed by the public at large and a second, more secure firewall, to protect internal networks. The use of authentication

devices for access to the network, and periodic testing of network security provide further assurance of IT network protection at CBC/Radio-Canada.

CBC/Radio-Canada is committed to monitoring and wherever possible, implementing best practices for IT security to maintain optimal service with appropriate protection.

Protection of Personal Information in the Financial Software System

Over the past years steps have been taken to introduce greater protection of personal information within SAP, CBC/Radio-Canada's financial software system and related systems such as LiveLink. In addition to reducing the number of employees having access to the personal information in these systems, the further step of masking the social insurance number for contract employees has been added to provide more protection.

Further Steps

CBC/Radio-Canada has recently recruited a National Records Information Management (RIM) Program Manager. This individual and his team are responsible for ensuring that the Corporation adheres to appropriate records and information management policies and procedures for its records and information. The comprehensive review of the records and information management (RIM) program at CBC/Radio-Canada will include, as one aspect, an examination of the treatment of personal information. This will serve to reinforce awareness of the necessity and importance of protecting personal information within CBC/Radio-Canada.

A significant focus in 2007 has been preparation for the Corporation coming under the *Privacy Act.* The specifics of these efforts will be detailed in the report to be produced at the end of the fiscal year.

Conclusion

CBC/Radio-Canada has taken a number of steps to promote an environment that respects and protects privacy and personal information. While best practices continue to evolve as experience is gained, CBC/Radio-Canada has implemented good privacy practices and will monitor their effectiveness and introduce enhancements as necessary.

Schedule A

Board of Directors

(January 23, 2008)

Subject matter

Review of Corporation's Code of Conduct and Conflict of Interest Guidelines

Background

As part of the Terms of Reference, the Nominating and Governance Committee has the responsibility to verify compliance with the Code of Conduct and Conflict of Interest Guidelines.

Information on the matter

To fulfill its mandate, the Board of Directors has requested input from the internal auditors and the Office of the Auditor General whether they have discovered any non-compliance with the Code of Conduct and Conflict of Interest Guidelines while performing their respective audits. Their reply is attached.

For decision ☐ **For information** X

Prepared by

Name: Pierre Nollet
Date: January 4, 2008

Management recommendation

N/A

Last discussed at the Board

Date: January 24, 2007
Decision made: N/A

Next steps

Annexe A

Conseil d'administration

(le 23 janvier 2008)

Sujet

Examen du Code de conduite et des lignes directrices relatives aux conflits d'intérêt

Contexte

Dans le cadre de son mandat, le Comité des nominations et de la gouvernance doit s'assurer que le Code de conduite et les lignes directrices aux conflits d'intérêt sont respectés.

Renseignements connexes

Afin de remplir son mandat, le Conseil d'administration a demandé aux vérificateurs internes et à la vérificatrice générale s'ils avaient constaté des écarts au Code de conduite et aux lignes directrices relatives aux conflits d'intérêt dans le cadre de leurs examens respectifs. Leur réponse est ci-jointe.

Décision à prendre ☐ **For information** [X]

Préparé par

Nom : Pierre Nollet
Date : le 4 janvier 2008

Recommandation de la direction

S.O.

Dernière discussion au Conseil

Date : le 24 janvier 2007
Décision prise à cette occasion : S.O.

Suivi

Pages 53 to / à 54

are withheld pursuant to section

sont retenues en vertu de l'article

20(1)(b)

of the Access to Information Act

de la Loi de l'accès à l'information

Office of the Auditor General of Canada
Bureau du vérificateur général du Canada

MONTRÉAL
SERVICE JURIDIQUE
3 JAN. 2008
LAW DEPARTMENT

21 December 2007

Mr. Pierre Nollet
Vice-President, General Counsel and Corporate Secretary
Canadian Broadcasting Corporation
Law Department
1400 René-Lévesque East Blvd.
2nd Floor
Montréal, QC
H2L 2M2

Dear Mr. Nollet:

The present is in reply to your letter dated December 6, 2007 asking us if we were aware of any breaches of the *Employees Code of Conduct*, the *Code of Conduct and Conflict of Interest Guidelines for Members of the Board of Directors* or the by-law(s) of the Canadian Broadcasting Corporation (the Corporation) for the period from January 1st, 2007 to December 21, 2007.

Our mandate is to carry out an annual audit where we conduct an independent examination of evidence supporting the amounts and disclosures in your financial statements. Our legislative audit mandate broadens the scope of a traditional financial audit by requiring an assessment of compliance with significant authority instruments and by requiring us to report any other matters we become aware of during the course of our examination that, in our opinion, should be brought to the attention of Parliament. These authority instruments include: the *Broadcasting Act*, Part X of the *Financial Administration Act* and regulations, and the by-laws of the Corporation. We integrate this work with our other audit procedures, focusing our efforts on the authorities that we believe are most important to users. The result of this work is included in a separate paragraph of our auditor's report.

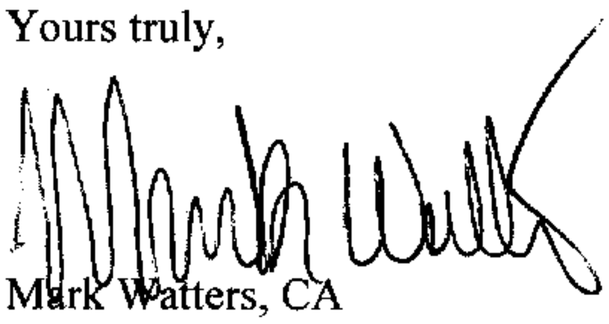
Regarding the other documents, i.e. the *Employees Code of Conduct* and the *Code of Conduct and Conflict of Interest Guidelines for Members of the Board of Directors*, it would be important to note that our audit procedures are not primarily or specifically directed, and cannot be relied upon, to specifically identify any breaches in the policies set out therein. However, upon identification of such breaches, we would report them to the appropriate level of management.

We have started our financial audit work for the year ending March 31, 2008 and we anticipate completing the audit in June 2008. So far, we did not come across transactions that were contravening any corporate by-laws or that were non-compliant with the listed Codes. At the time of completion of our financial audit work, any material breaches or contraventions of the Code(s) or by-law(s) that we may have encountered in the course of our work will be drawn to your attention.

240 rue Sparks Street, Ottawa, Ontario K1A 0G6

Should you have any questions or would like to discuss the content of this letter, please do not hesitate to call me at (613) 995-3708.

Yours truly,



Mark Watters, CA
Assistant Auditor General

cc: Mr. Robert Rabinovitch
Mr. Hubert Lacroix
Ms. Johanne Charbonneau

Board of Directors

January 23, 2008

Subject matter

Compliance with Corporation's Code of Conduct, Officer's Expenses and Perquisites and Corporate Assets

Background

Each year, management comments on the appropriateness of the controls in place regarding officers' compliance with the Code of conduct, the approval of expenses and the use of corporate assets.

This report is normally presented to the Nominating and Governance Committee at its January meeting.

Information on the matter

See attached.

For decision ☐ **For information** ☒

Prepared by

Name:	Johanne Charbonneau and George Smith
Date:	January 4, 2008

Management recommendation

N/A

Last discussed at the Board

January 24, 2007

Next steps

This letter is prepared annually.

January 4, 2008

Vice-President and Chief Financial Officer and Senior Vice-President, Human Resources and Organization

Code of Conduct, Officers' expenses and perquisites and Corporate assets.

Members of the Nominating and Governance Committee

In accordance with the terms of reference of this committee, we have been asked to prepare this note commenting on the extent to which the Corporation's systems and practices provide assurance that the Code of Conduct is respected and that the policies and practices concerning the examination of officers' expenses and perquisites including the use of corporate assets are adhered to. It is the fifth time this report is being made to the Nominating and Governance Committee of the Board.

Code of Conduct

At its November 2006 meeting, the Board of Directors approved a new Code of Conduct policy. The policy is written in such a way as to require that employees perform their jobs with the highest level of integrity, consistency and transparency. Corporate Policy 2.2.21 and its guidelines and procedures are posted on the Corporation's intranet and are accessible to all employees of CBC/Radio-Canada. Also, all officers are required to sign an annual attestation that they have reviewed the policy and the Code of Conduct and that they comply with it.

Examination of Officers' Expenses

The bulk of officers' expenses are incurred for official business travel. Because of the sensitivity of duty entertainment expenses we will also consider these in our scope. All travel-related expenses (including the cost of transportation, accommodation and meals), must be reported on a travel expense account that is verified and approved by the President or his delegate. For this purpose, the President has delegated his authority to Micheline Delorme, Senior Director, Strategic Initiatives & Resource Planning. In rare instances, exceptions to the travel policy may be made but require approval of the President.

Duty entertainment expenses are treated in a similar fashion. In its Delegation of Signing Authority and Delegation of Financial Authorities

policies, the Corporation stipulates that employees may not sign for any reimbursement of expenses for which the employee receives a direct benefit. For example, the registration fee to attend a work-related conference or seminar must be authorized by the employee's supervisor. In the case of an Officer who reports to the President, the President or his delegate must approve the expense.

Finally, the President and the Chair of the Board's expenses are approved in the same manner. In addition, they are reviewed by Internal Audit and ratified in summary form by the Audit Committee and posted on the Corporation's public web site on a quarterly basis.

We are also presently gearing up to begin reporting all Vice-Presidents' expenses on our Corporate Internet site as of October 1, 2007.

s.21(1)(b)

s.21(1)(d)

Use of Corporate Assets

CBC employees may, in certain cases, be authorized to enjoy the use of corporate assets in locations other than CBC premises (i.e. their home). For example, several employees have computers and related equipment, faxes, television sets, radio equipment and mobile equipment such as palmtops and cellular phones in their home or in other off-CBC premises.

In such cases, corporate policy 2.3.2 on Assets requires that the relocation of corporate assets off CBC premises be authorized in writing and supported by appropriate documentation. Managers and employees must ensure that adequate controls (including home and auto insurance) are in place to safeguard such assets. Furthermore, assets located off CBC premises must be physically verified at least once a year and copies of such lists must be sent to Human Resources to ensure recovery if/when the employee leaves the Corporation. Again, Executives are asked once a year to complete a disclosure form attesting to which assets they use off CBC premises and to the control they exercise over their own component. All Executives of the Corporation have made a disclosure.

Conclusion

As a result of the review and information provided by executives, we are of the view that the Corporation's systems and practices provide assurance that the Code of Conduct is respected and that the policies and practices concerning the examination of officers' expenses and perquisites including the use of corporate assets are adhered to.

Johanne Charbonneau

George C.B. Smith

360th MEETING OF THE BOARD OF DIRECTORS OF THE CANADIAN BROADCASTING CORPORATION
MONTREAL QUEBEC
November 21, 2007

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Robert Rabinovitch	President and CEO
Ms. Johanne Brunet	
Mr. Bernd Christmas	
Ms. Hélène Fortin	
Mr. Peter Herrndorf	
Ms. Yasmin Jivraj	
Mrs. Nezhat Khosrowshahi	
Ms. Trina McQueen	
Mr. Rémi Racine	
Ms. Edna Turpin	

REGRETS:

Mr. K. (Rai) Sahi

ALSO ATTENDING:

Mr. Richard Stursberg, Executive Vice-President, English Television
Mr. Sylvain Lafrance, Executive Vice-President, French Services
Mr. George Smith, Senior Vice-President, Human Resources and Organization
Ms. Jane Chalmers, Vice-President, English Radio
Mr. Pierre Nollet, Vice-President, General Counsel and Corporate Secretary
Ms. Johanne Charbonneau, Vice-President and CFO
Mr. Michel Tremblay, Vice-President, Strategy and Business Development
Mr. Bill Chambers, Vice-President, Communications
Mr. Ray Carnovale, Vice-President and Chief Technology Officer
Mr. Michel Saint Cyr, President, Real Estate Division
Ms. Meg Angevine, Compliance Officer and Assistant Corporate Secretary

Other participants as identified in the minutes.

360TH MEETING OF THE BOARD OF DIRECTORS OF THE CANADIAN BROADCASTING CORPORATION
MONTREAL QUEBEC
November 21, 2007

The Chair, Mr. Timothy W. Casgrain, called the meeting to order at 9:10 a.m. He welcomed Rémi Racine, the newest Board member, to his first meeting.

APPROVAL OF MINUTES

On a motion duly moved and seconded,

IT IS RESOLVED THAT the minutes of the Board of Directors' meeting held on September 19, 2007, be and are hereby approved as presented.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

Galaxie Stingray Transaction

Michel Tremblay provided an update on the status of the transaction, advising that a great deal had been accomplished since the September Board meeting. He reported that definitive agreements have been negotiated, and the Minister has signed the submission to Treasury Board for approval of the transaction. It will be considered by Treasury Board on December 6, 2007 and if approved, is scheduled to close in mid- December 2007.

Pierre Nollet added that the motion with respect to the transaction has been modified to reflect the final terms of the agreement and is included in the September Board minutes. Mr. Nollet confirmed that, by approving the minutes, the Board is ratifying all the changes to the agreement.

The President and CEO complimented Mr. Tremblay, Mr. Nollet, and their teams on the hard work and excellent results achieved to this point.

CHAIR'S REPORT

RECOGNITION OF THE CONTRIBUTION OF THE PRESIDENT AND CEO

The Chair noted that the President and CEO will be stepping down on December 31st 2007. He added that he and his colleagues on the Board of Directors have expressed a desire to formally recognize the contribution made by Robert Rabinovitch during his tenure as President and CEO.

On a motion duly moved and seconded

IT IS RESOLVED THAT

for his uncompromising and tireless effort to develop a professionally managed organisation that delivers high-quality and distinctive content;
for having inspired a high- performance culture that is focused on serving Canadians;
for having positioned CBC/Radio-Canada to succeed in extending its ambitious Canadian schedules to a wide array of platforms in times of invigorating demographic and technological change;
for having reinforced the ability of the entire organisation to work together as one company;
for having built a strong relationship between senior management and the Board;
and, more generally, for successfully guiding Canada's largest cultural institution through an extended period of continuous change,

Robert Rabinovitch, the longest serving President and CEO in the last half century, is hereby recognized by the CBC/Radio-Canada Board of Directors and sincerely thanked for his dedication to the cause of public broadcasting.

MOTION CARRIED UNANIMOUSLY

Mr. Casgrain reported briefly on the appointment of the new President and CEO, expressing his pleasure that the PMO supported the selection committee's recommendation and noting that the transition was underway.

In addition, Mr. Casgrain provided a report on his activities since the last Board meeting, referencing a number of meetings and other events comprising his schedule. In particular, he highlighted the following: (i) the Glenn Gould reception at the Museum of Civilization; (ii) evenings hosted for the French and English television season launches; (iii) meetings with the senior management within English Television; and (iv) the Citizenship ceremony at the Toronto Broadcast Centre, at which individuals representing 93 countries were sworn in as Canadian citizens.

PRESIDENT AND CEO'S REPORT

PROGRAMMING & MEDIA ISSUES

Comprehensive information on media operations is provided to the Board by way of a written report included with the Board materials for each meeting. The President and CEO also delivers an oral report of the highlights in the meeting. The following is a brief selection of items reported to the Board.

Programming Highlights

English Television

The audience response to the new season has been very positive with CBC's prime time share at 7.1 %, up one-half point over the same period last year, and CBC's share trending upward in all time periods.

English Radio

Preparation is underway for the final phase of Radio 2 redevelopment, with programming changes slated for fall 2008.

FRENCH SERVICES

Audience share for FTV remains relatively stable but with some increase for specific time periods. In 2008, Radio-Canada will broadcast *Little Mosque on the Prairie*, dubbed entirely in Quebec.

GOVERNMENT / REGULATORY ISSUES

Funding

Mr. Rabinovitch reported that Treasury Board has responded that it is not prepared to grant relief to CBC/Radio-Canada with respect to the $6.6M efficiency cut in 2008-2009.

Heritage Committee

The President and the Media Vice-Presidents are scheduled to appear before the Committee on November 27 in Ottawa, their last appearance before the Report on the Mandate Review is issued, with Mr Lacroix appearing in early December.

CRTC

A number of hearings will take place over the winter, dealing with a range of topics, including several significant transactions and the Canadian Television Fund.

MANAGEMENT ISSUES

Access to Information

s.21(1)(b) The Corporation has received 448 requests to date, a volume well beyond what could reasonably have been anticipated and is late in responding to many of them.

the Corporation is taking steps to manage this risk. The requests are varied and broad in scope, the associated workload is significant and staff will be added to address the demand.

City of Montreal

Negotiations with respect to the transmission tower on Mont Royal have taken a positive turn and everything is now in place for a successful conclusion on terms favourable to the Corporation.

Mr. Rabinovitch concluded his remarks by expressing his thanks to Mr. Casgrain and the Board for their support. He added that it had been a distinct pleasure to work with them over the period of his presidency. Lastly, he commended the members of his senior management team for their dedication and hard work on behalf of CBC/Radio-Canada, and for their service to the cause of public broadcasting.

The Chair thanked Mr. Rabinovitch for his report.

CBC/RADIO-CANADA STRATEGIC DIRECTION 2008-2009

Outlook and Corporate Priorities

Michel Tremblay introduced the presentation by reviewing the steps in the annual strategic planning process at CBC/Radio-Canada. Comprehensive written material was distributed in advance covering

- Political and regulatory outlook
- Environment snapshot
- Key risks and opportunities
- 2008-2009 Strategic directions
- Corporate priorities
- Measuring our performance
- Financial overview
- Corporate Plan 2008-2009 strategy

Mr. Tremblay indicated the topics he would highlight for the Board relative to the material circulated and offered focused comments on each one, reviewing the associated key risks and opportunities under each heading, referencing the plans developed to manage the risks and exploit the opportunities for each.

Michel Tremblay also canvassed the key corporate priorities, noting that programming remains the over-riding priority for the Corporation. Mr. Tremblay referenced the remaining steps in the rollout of the corporate framework to measure performance, adding that 2008-2009 targets for all indicators will be included in the Corporate Plan.

Ms. Charbonneau provided a very high level financial overview with respect to the upcoming budget for the 2008-2009 year, based upon the assumptions outlined in the material.

Lastly, Mr. Tremblay noted that the Corporate Plan for 2008-2009 will be presented to the Board at the January 2008 meeting prior to its submission to the Minister on January 31, 2008.

During the presentation, management responded to comments and questions from Directors on a range of subjects including: (i) the key stages in the strategic planning process at CBC/Radio-Canada; (ii) the goals associated with diversity; (iii) the arguments being advanced in support of subscriber fees for conventional broadcasters; (iv) certain provisions in the financial information related to the Olympics; (v) revenue generation opportunities related to RCI; and (vi) the key risks facing the Corporation in the next five years, with a focus on the impact of the departure of the current President.

Following discussion, the Board endorsed the overall strategy as presented.

On motion duly made and seconded,

IT IS RESOLVED THAT the overall strategy for the Corporation for the 2007-2008 year is hereby approved in principle as presented.

MOTION CARRIED

The Chair thanked Mr. Tremblay and Ms. Charbonneau for the presentation.

NEW MEDIA PRESENTATIONS

Geneviève Rossier, Director, Information, New Media, and Steve Billinger, Executive Director, Digital Programming and Business Development, joined the meeting.

Ms. Rossier presented a review of Internet and Digital Services within Radio-Canada over the past ten years, covering (i) growth in users; (ii) revenue growth and user satisfaction levels; (iii) the importance of a consistent vision across all platforms; (iv) upcoming challenges and the proposed strategy to address them; and (v) specific long term goals for the service.

Johanne Brunet joined the meeting.

Mr. Billinger provided a similar review for the English Digital and Internet Services, highlighting (i) the current state of the service and supporting infrastructure; (ii) content and programming development; (iii) the interrelationships between the various platforms; and (iv) strategy and business plans for the coming year.

The Chair thanked Ms. Rossier and Mr. Billinger for their engaging and informative presentations.

Ms. Rossier and Mr. Billinger withdrew from the meeting.

CRTC ANNUAL REPORT

Michel Tremblay provided highlights of the CBC/Radio-Canada Annual Report to CRTC concerning the broadcast year 2006-2007, which must be filed with the CRTC no later than November 30, 2007. A written document outlining the background and context for the reporting requirement and containing a summary of the report to be submitted was distributed to the Board in advance of the meeting. Overall, the report confirms that CBC/Radio-Canada has had an excellent year and has met or exceeded its licence requirements in almost every category.

s.21(1)(b) The Chair thanked Mr. Tremblay for his report.

DEVELOPMENT OF THE 2007-2008 ANNUAL REPORT

Bill Chambers presented a proposal for the information of the Board, outlining a revised approach to the 2007-2008 annual report. He stated that two separate but complementary documents will be produced, one with a marketing focus and the other to report on business and financial aspects of the Corporation's fiscal year.

Mr. Chambers referred to the practice in prior years of combining a major marketing document with the financial information required in the annual report and noted that the trend in recent years has been to move away from this approach. In response to an inquiry from the Board as to the basis for the revised approach, Mr. Chambers indicated that it is based upon several factors, including: (i) the requirements of the *Broadcasting Act,* (ii) the current trends in corporate annual reports; (iii) the guidelines issued by Treasury Board for Crown Corporations' Annual Reports; (iv) the expectations of the Office of The Auditor General with respect to Crown Corporation reporting and (v) the differing needs of the various audiences for the Annual Report. He added that separating the content into two volumes will create opportunities for cost savings as well as promoting more efficiency in reaching the targeted audiences. The Board endorsed the proposal.

Mr. Chambers emphasized that Board members would be kept apprised as the development of the two volumes of the report proceeds through the usual stages to completion.

The Chair thanked Mr. Chambers for his presentation.

HUMAN RESOURCES AND COMPENSATION COMMITTEE REPORT (IN CAMERA)

The Corporate Secretary and the Senior Vice-President, Human Resources and Organization, remained in attendance and the other members of management left the meeting.

Ms. Edna Turpin, Chair of the Committee, presented the report.

IR Update

s.21(1)(b)

The Committee was informed that the members of AR and SCFP have now ratified their respective collective agreements reached with CBC/Radio-Canada, in respect of which the Board had approved mandates. The next negotiation will be with APS and is likely to start in mid 2008. With respect to the 2009 negotiations with CMG, SCRC and STARF, management is currently working on a plan for presentation to the Committee in Spring 2008.

Recognition of the Contribution of the Vice President, English Radio

The Committee noted the retirement of Jane Chalmers, Vice President, English Radio, after long service to the Corporation and formally recognized her contribution. After the conclusion of the Board meeting, the Chair circulated the following text of the motion and asked Board members to ratify it.

On a motion approved in writing by the Board of Directors,

WHEREAS Jane Chalmers has served as a dedicated employee since 1984;

WHEREAS Jane Chalmers distinguished herself and made a significant personal and professional contribution to the success and well-being of the public broadcaster, and

WHEREAS Jane Chalmers, as Vice President, English Radio achieved substantial success with the program development initiative, her revival and support for the regions and finally through the growth of listenership;

IT IS RESOLVED THAT the Board of Directors expresses its appreciation and admiration to Jane Chalmers for her leadership in guiding and promoting CBC/Radio-Canada, its mission and its mandate.

MOTION CARRIED UNANIMOUSLY

Integration of English Services
The Chair of the Committee reported on the discussion held by the Committee with respect to the question of organizational and succession plans for English Radio, indicating that the Committee had not reached a consensus. Board members engaged in a further discussion at some length on the opportunity to integrate English services and the appropriate timing of such a change.

The President and CEO stated that the concept of integration had already been approved in principle by the Board and outlined the rationale in support of integration at this time. He noted that the factors influencing the decision to proceed now include: (i) the opportunity created by the retirement of the Vice President, English Radio, a situation parallel to the one prompting the integration of French Services; and (ii) critical assets such as greater synergy, further integration and enhanced competitive advantage.

Lastly, the President and CEO informed the Board that he had fully discussed this change in structure with the incoming President and CEO and the Chair and both supported the proposal to proceed at this time.

On a motion duly moved and seconded:

> **IT IS RESOLVED THAT** on the recommendation of the Human Resources and Compensation Committee, the Board of Directors hereby approves the merger of the position of Executive Vice-President English Television and Vice President English Radio, including the responsibility for New Media in a newly created position of Executive Vice-President, English Services, which position shall be an Officer of the Corporation.

MOTION CARRIED, with two contrary votes and one abstention

Management committed to bring forward a comprehensive plan for achieving the integration to the next board meeting. The Board asked management to dedicate the necessary resources and time to address all the issues that will inevitably arise from this announcement.

Appointment of Executive Vice President, English Services
The President and CEO recommended that the serving Executive Vice President, English Television, Richard Stursberg, be appointed to the newly created position.

On a motion duly moved and seconded:

> **IT IS RESOLVED THAT** on the recommendation of the Human Resources and Compensation Committee, the Board of Directors hereby approves the appointment of Richard Stursberg to the position of Executive Vice-President, English Services, effective immediately.

MOTION CARRIED, with three abstentions

The Chair thanked Ms. Turpin for her report.

The in camera session concluded and other members of management re-joined the meeting.

AUDIT COMMITTEE REPORT

Ms. Hélène Fortin, Chair of the Committee, presented the report. She reported on the following matters considered by the Committee:

Ratification of the Chair's and the President and CEO's Travel and Hospitality Expenses
The expenses were ratified as submitted.

Appointments to Pension Board of Trustees
These appointments are made each November pursuant to recommendations received from the Consultative Committee on Staff Benefits and the CBC Pensioners National Association.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** on the recommendation of the Audit Committee, the Board of Directors hereby approves (i) the appointment of Jon Soper and Claude Godin to the Pension Board of Trustees for the period January 1, 2008 to and including December 31, 2008 or until the appointment of a successor; and (ii) the appointment of Paul Gaffney to the Pension Board of Trustees for the period November 22, 2007 to and including December 31, 2008 or until the appointment of a successor.

MOTION CARRIED

CFO Report
Johanne Charbonneau presented an oral report to the Committee. This is a new initiative on the part of the CFO to ensure that the Committee is kept apprised of significant developments since the last Board meeting, particularly those matters which may have implications for the Audit Committee. She referred to a number of matters, including: (i) the Galaxie Stingray transaction, (ii) the Toronto Broadcast Centre initiative, (iii) Sirius Canada, (iv) Plans for a third HD mobile unit, (v) funding issues, and (vi) new accounting standards applicable to Crown Corporations.

Leveraging Our Assets
Michel Tremblay reported on the Corporation's efforts internally to generate revenues for re-investment in programming, reviewing the key projects and activities undertaken by various business areas within CBC/Radio-Canada in this

regard. He also provided comparative figures for the last four consecutive years, noting both the gross revenues and net contribution figures in each case. In addition, Mr. Tremblay described the various projects focused on producing
s.18(a) approximately per year in savings and efficiencies. Lastly, he outlined the risks and opportunities associated with these initiatives.

Merchandising Division – Business Plan Update

In response to a request from the Committee, Michel Tremblay and René Bourdages provided an updated business plan, outlining (i) the mission and governance of the division; (ii) growth since it was established in 2002; (iii) 2006-2007 highlights and results; (iv) key elements of the 2007-2008 action plan; and (v) the long term vision.

Approval of Contracts

After discussion, the Committee approved the following contracts:

1. **Air Canada contract** - renewal of the preferred supplier agreement for one year (November 1, 2007 – October 31, 2008) with an option to renew for one additional year. The estimated annual spend

2. **Bell Canada contract** - amendment to the 3 year Standing Offer for the purchase of Cisco and Network General equipment to increase the estimated annual expenditure from

3. **English Television Programming contract** – agreement to acquire the broadcast rights to Jeopardy and Wheel of Fortune commencing September 2008. Richard Stursberg outlined the terms of the proposed transaction and explained how it is aligned with the current strategy for English Television.

s.68.1

Vision Project

Ray Carnovale provided a detailed update on the project, summarizing progress to November 14, 2007. He reported on a number of matters including:

(i)

s.18(b)

s.20(1)(b)

(ii)

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

Annual Attest Audit Plan
Mark Watters and Pascale Legault of the OAG presented the annual attest audit plan for the year ending March 31, 2008. The plan is consistent with prior years' plans in scope and content and the estimated budget is 5600 hours.

Risk Management
Continuing with the practice of briefing the Committee on how key risks are being managed, there was a presentation on:

Training, Leadership and Succession Planning
George Smith outlined the risks involved and provided some background and context for the current situation at CBC/Radio-Canada. He stressed that the goal is for the Corporation to remain an employer of choice, thus positioning it to compete effectively in the ongoing war for talent. Mr. Smith outlined the work done to date to address the risks posed and canvassed the future plans now in development to meet the challenges facing the Corporation.

Vancouver Redevelopment Project
Michel Saint-Cyr presented an update on the Vancouver redevelopment project, highlighting the numerous changes that have occurred since the Board approved it. Various factors have affected the cost of the project, including (i) changes to the plan instigated by the City of Vancouver, (ii) the inflated state of the Vancouver real estate market; and (iii) unexpected costs related to the renovation of an existing building. The additional costs have been offset in part by rising revenues for commercial space and parking. To further mitigate the financial pressure, the Real Estate group has undertaken value-engineering exercises, which have improved the situation considerably. Despite these efforts, additional funding in the amount of $18.9 million is required to complete the project. The Committee recommends that the Board approve the funding as requested.

On motion duly made and seconded,

> **IT IS RESOLVED THAT** on the recommendation of the Audit Committee the Board of Directors hereby approves additional funding for the Vancouver Redevelopment Project in the amount of $18.9M, bringing the total approved funding for the Vancouver Redevelopment Project to $73.1M.

MOTION CARRIED

Quarterly Financial Management Report 2nd Quarter 2007-2008
Ms. Charbonneau delivered a detailed report on the financial results for the second quarter of 2007-2008. In her remarks, she noted:

- the results essentially reflect a balanced position with a small deficit of $900K. This balanced position is projected for year end.
- the forecast capital deficit at year end remains at $15M but this will be absorbed during the course of the year through adjustments to the timing of capital spending
- revenue shortfalls in ETN and FTN and revenue projections for year end
- highlights of the results for FTN and ETN, the mobile division, Galaxie, merchandising
- status of expenditure on all the large scale projects currently in progress
- equity, cash and receivables position of the Corporation

Quarterly Internal Audit Report
Michel Maisonneuve reported that a total of four projects were completed and the corresponding reports issued during the period. While each report contained notable observations requiring follow up, no critical issues were disclosed. In addition to the new reports issued, Internal Audit continues to conduct follow-up audits with respect to outstanding notable observations from audit reports issued prior to this quarter. For each of these, Internal Audit is satisfied that management has either addressed the issues identified or is making acceptable progress in doing so.

Special Examination Action Plan
Johanne Charbonneau presented a summary of the current status of the action plan prepared by management to address the recommendations in the 2005 Special Examination Report. This update is presented to the Audit Committee each November as part of the ongoing monitoring of progress.

The Chair thanked Ms. Fortin for her report.

Mr. Herrndorf left the meeting.

NOMINATING AND GOVERNANCE COMMITTEE REPORT

At the request of Peter Herrndorf, Chair of the Committee, Pierre Nollet presented the report.

Appointment of President and CEO
The Committee conveyed its thanks to Mr. Casgrain for all his hard work with respect to the selection of the new President and CEO of the Corporation, noting that this is the first time in memory that the Chair of CBC/Radio-Canada has played such an active role in the selection process.

Board Composition
The Committee considered the situation of those Board members whose terms will be expiring in 2008. A total of six Directors are affected, which represents a significant proportion of the Board. The Committee is concerned at the potential dislocation this situation poses for both the Board and for CBC/Radio-Canada and proposes that its concerns be communicated to the Government.

After discussion, the Committee recommended that the Chair of the Committee contact the Government to convey these concerns and to propose that the new
s.21(1)(a) appointments
s.21(1)(b)

Corporate Policy Framework
The Committee examined the listing of corporate policies provided, separated to indicate those requiring Board approval and those approved by management and concluded that the approval appears to be at the appropriate level. The Committee recommended that, as part of the regular and ongoing review process, when the content of each policy is reviewed, the Board Committee should revisit the approval level at the same time.

Board Training
The Committee discussed the issue of Board training and recommended that further training be postponed until the new Board appointments are made in the new year. In May 2008, the Corporate Secretary will bring forward proposals on training for the Committee's consideration.

Access to Information Policy
The Committee considered whether CBC/Radio-Canada, a government institution for the purpose of the *Access to Information Act*, should be subject to the Access to Information policy promulgated by Treasury Board or should

instead be governed by its own policy.

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

Consistent with this view, the Committee reviewed and recommends approval by the Board of a new corporate policy on Access to Information.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** on the recommendation of the Nominating and Governance Committee, the Board of Directors hereby approves the Access to Information Policy as presented, a copy of which is filed with the original of these minutes as Exhibit A.

MOTION CARRIED

Best Practices re Board Materials
The Committee was advised that management is examining ways to establish a coherent framework for records management to ensure that the Corporation adopts and follows best practices for board documents both in terms of efficiencies and confidentiality. The Committee discussed various options relating to the distribution, security, collection and destruction of Board materials but did not reach any definitive conclusion.

Board members decided that it was premature to adopt the proposal and deferred consideration until further study has been completed on a range of options covering all the issues raised.

The Chair thanked Mr. Nollet for presenting the report.

APPROVAL OF BANKING RESOLUTION

CBC/Radio-Canada has conducted banking through the facilities of Riggs Bank in Washington for a number of years to service the Corporation's Washington Foreign Office operations. Riggs Bank has been acquired by PNC Bank and accordingly a new banking resolution is required for the Corporation's account.

On motion duly made and seconded

> **IT IS RESOLVED THAT** on the recommendation of management, the Board of Directors hereby approves the Banking Resolution for PNC Bank pursuant to the terms and conditions found in the Supplementary

Resolution, a copy of which shall remain attached to these minutes as Appendix 1.

MOTION CARRIED

CONCLUDE

Having no further business to discuss, the meeting concluded at 3:05 p.m.

Schedule A

Board of Directors

(January 23, 2008)

Subject matter

Presentation on CBC English Services - International Sales

Background

This document provides a review of the Memorandom Of Understanding signed with Content Film for the sale of CBC International Program Sales (subject to Board for approval)

Information on the matter

For decision	X	**For information**	

Prepared by

Name: Richard Stursberg, Steve Billinger, and Neil McEneaney
Date: January 14, 2008

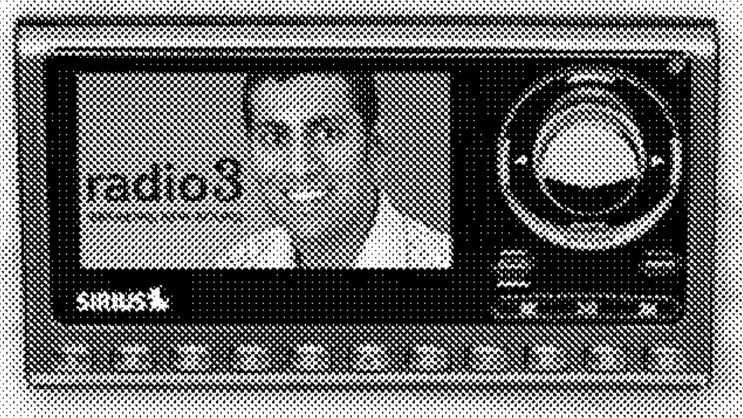
Recommendation

- Approve sale of International Program Sales

Last discussed at the Board

N/A

Next steps



CBC English Media

January 23, 2008

Board Presentation

Richard Stursberg

CBC

January 22, 2008

2. International Sales

January 2008 Board Presentation

Richard Stursberg

January 22, 2008

CBC

Overview

Sale of CBC International Television Program Sales

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

Strategic Opportunity
Sale of CBC International Television Program Sales

Reasons to exit the business now

s.18(a)
s.18(b)
s.68.1

Five Year Financial Scan
CBC International Television Program Sales

	Fiscal Years					Five Year Total
	04 - 05	05 - 06	06 - 07	07 - 08 projected	08 - 09 projected	
Operating Margins						
Revenues						
Costs*						
Margin $						
Margin %						

All dollars in 1,000s

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

Strategic Opportunity

Sale of CBC International Television Program Sales

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

Strategic Opportunity

Sale of CBC International Television Program Sales

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

Strategic Opportunity
Sale of CBC International Television Program Sales

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

000085

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

The Sale
An Overview

The Sale
An Overview

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

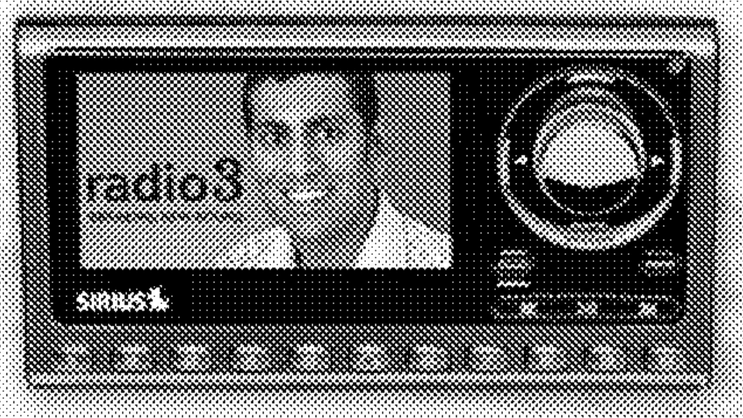
s.18(a)
s.18(b)

The Sale
Financial Summary

Gain in Cash Position

Gain in cash position

* ContentFilm will be assigned outstanding receivables and payables. CBC will negotiate retaining the positive cashflow.



CBC English Media

January 2008 Board Presentation

Richard Stursberg

CBC

January 22, 2008

s.18(a)

s.18(b)

s.20(1)(b)

APPENDIX 1

DISPOSITION OF INTERNATIONAL SALES BUSINESS

Board of Directors

(January 23, 2008)

Subject matter

Presentation on CBC English Services - Sportsco Update

Background

This document provides a review for the approval for an application of a Category 2 Sports Specialty Channel licence.

Information on the matter

For decision	X	**For information**	

Prepared by

Name: Richard Stursberg, Steve Billinger, Scott Moore, and Neil McEneaney
Date: January 14, 2008

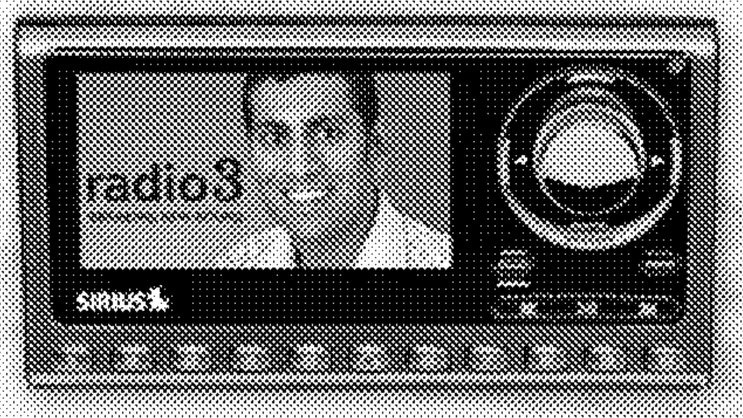
Recommendation

Approve application for a Category 2 Sports Specialty Channel licence

Last discussed at the Board

N/A

Next steps



CBC English Media

January 2008 Board Presentation

Richard Stursberg

CBC

January 22, 2008

3. SportsCo Update

January 2008 Board Presentation

Richard Stursberg

CBC

January 22, 2008

SportsCo
Licence Application Summary

- **Name of Service:** CBC SportsPlus
- **Type of Licence:** Category 2 Digital Specialty Programming Undertaking
- **Description of Service:** A national, English-language, 24 hour per day specialty TV sports channel devoted to the coverage of Canadian athletes
- Proposed Conditions of Licence:
  - **Nature of Service:** "The licensee shall provide a national English-language specialty television service which shall consist of programming dedicated primarily to the coverage and celebration of Canadian athletes with a particular emphasis on amateur athletes."
  - **Canadian Content:** 80% of the full 24 day and 80% of the evening broadcast period (6pm-midnight).
  - **Program Categories:** Programming shall be drawn exclusively from the following categories: News (1), Analysis and interpretation (2a), Long form documentary (2b), Reporting and actualities (3), Informal education (5b), Professional sports (6a), Amateur sports (6b), General entertainment and human interest (11), Interstitials (12), Public service announcements (13) and Infomercials, promotional and corporate videos (13).
  - **Amateur Sport:** The channel would make a specific commitment to amateur sport devoting no less than 25% of the broadcast year to amateur sport (category 6b).
  - **Canadian Program Expenditures:** not applicable to Category 2 licensees.
  - **Compliant with industry codes**, i.e. CAB Broadcast Code for Advertising to Children, CAB Voluntary Code Regarding Violence in Television Programming and CAB's Sex-Role Portrayal Code for Television and Radio Programming.

Strategic Opportunity
CBC Sports Television Channel

Why CBC wants to do it

- CBC has significant investment in major sports properties (NHL, FIFA).
- CBC current offering is too limited to take full advantage of these rights.
- Competitors are able to leverage multiple broadcast and broadband channels in acquiring and deriving value from sports rights.
- As outlined in September, CBC intends to have another broadcast platform for sports.
- Two Options
  1. Licence and Build CBC O&O Sports Channel.
  2. Partner with third party or achieve through acquisition.
- This proposal only deals with the first option, which may never be fully acted upon.

Strategic Opportunity
CBC Sports Television Channel

Why BDUs would buy it

- Offering is driven by CBC Branded Sports journalism desk delivering content across multiple channels / platforms.
- Brand value of Hockey Night in Canada, FIFA and CBC amateur sports in daily programming.
- Viewer perception of getting “complete package” in any sport CBC covers.

Other benefits

- Expand brand/reach and profitability of cbcsports.ca.
- Create market leverage with carriers - Sports (Centre-Ice & SportsCo), News, all platforms.
- Position for likely specialty channel de-regulation.
- Drive greater advertising value.
- Compete for rights on major sports properties such as Olympics.
- Creates perception that CBC has other options, which is beneficial to partnership acquisition discussions.

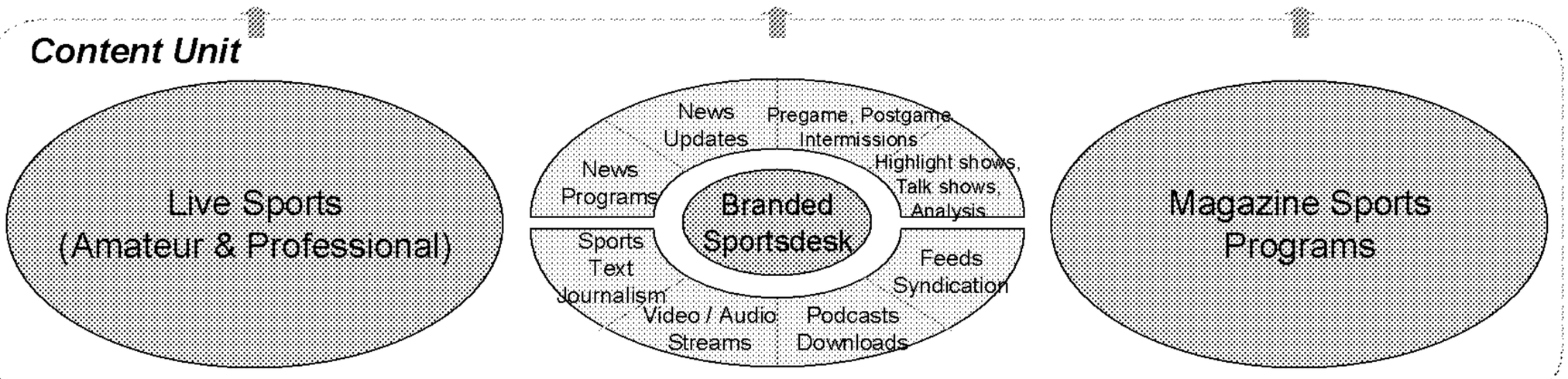
Bundled Offering
Product Overview

Broadcast Channels

New License

CBC Main	*Bold TV*	*Newsworld*	*CBC Sports Plus*
• Live sports • Sportsdesk	• Live sports	• Sportsdesk	• Live sports • Sportsdesk • Magazine

Content Unit



Broadband Channels

Expanded CBCSports.ca	*Mobile*	*Syndication & VOD*

Critical Path
Assuming Licence Application is Approved

- Will not launch unless CBC can guarantee favourable financial criteria around revenues and subscribers.
- Will not launch if CBC finds success through partnership acquisition path.

Key Financial Assumptions in Model

- Full costing, no laying off costs to other parts of CBC.
- Advertising revenue will be helped by association with main network (sponsored mentions on main network programming).
- Promotion on CBC Newsworld will be key.
- Can repeat some main network sports programming at no cost.

Investment Criteria

Go / No-go criteria based on achieving favourable financial situation as illustrated in the model below

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

CBC Sports Plus Category 2 Licence

	Year 1	Year 2	Year 3	Year 4	Year 5
Subscribers					
Average Subscriber Fee					
Total sub revenues					
Advertising Revenues					
Total Revenues					
Expenses					
Margins before start-up costs					
Start-up costs – amortized over 5 years					
Gross Profit (Loss)					

- Note: Full costing

Comparables

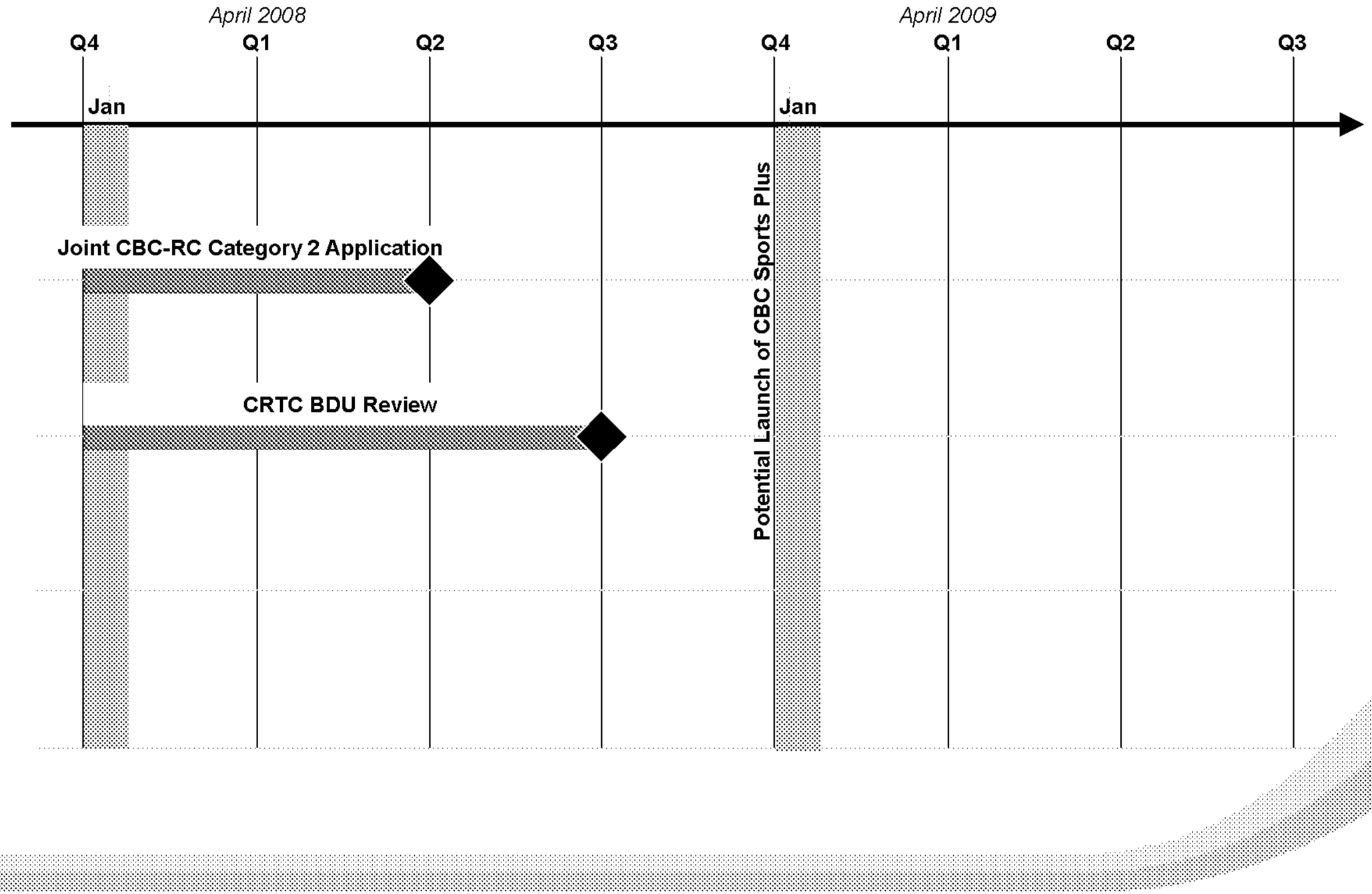
Competitive Financial Information

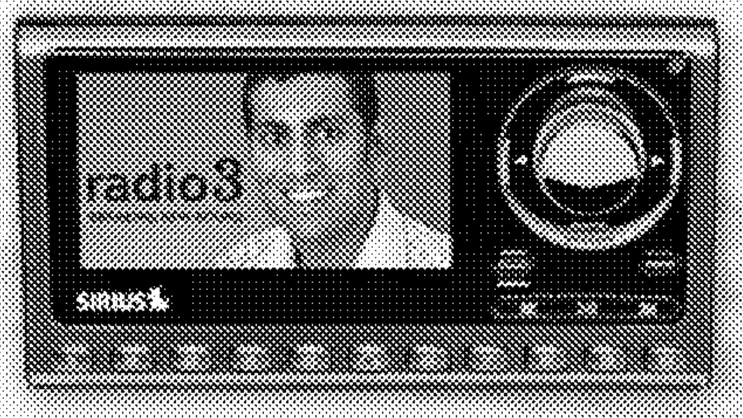
	CBC Sports Plus	TSN	SportsNet	The Score	Fox Sports
Subscribers					
Average Subscriber Fee					
Total sub revenues					
Advertising Revenues					
Total Revenues					
Expenses					
Gross Profit (Loss)					

- Competitive financial information based on the 2006 broadcast year

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

Key Dates


April 2008
April 2009
Q4
Q1
Q2
Q3
Q4
Q1
Q2
Q3
Jan
Jan
Joint CBC-RC Category 2 Application
CRTC BDU Review
Potential Launch of CBC Sports Plus



CBC English Media

January 2008 Board Presentation

Richard Stursberg

CBC

January 22, 2008

APPENDIX 1

APPLICATION FOR A SPORTS SPECIALTY LICENCE

WHEREAS the Corporation wishes to file an application for a Category 2 Digital Specialty Programming Undertaking (the "Service");

WHEREAS, the Service would provide a national English –language specialty television service which shall consist of programming dedicated primarily to the coverage and celebration of Canadian athletes with a particular emphasis on amateur athletes; and

WHEREAS, the launch of the Service will remain subject to the approval of the business plan and funding by the Board of Directors.

BE IT RESOLVED:

THAT the Corporation be and it is hereby authorized to file an application for the Service;.and

THAT any one of the Executive Vice-President, English Services, the Vice-President, Strategy and Business Development, or the Vice-President and Chief Financial Officer or their respective delegates (hereafter the "officers"), be and is hereby authorized to execute and deliver such application and is hereby authorized and directed, for and on behalf of the Corporation to execute, whether under the corporate seal of the Corporation or otherwise and to deliver all such other documents, instruments and agreements and to do all such acts and things as such officer or delegate may in his or her absolute discretion determine to be necessary or desirable to carry out the foregoing resolutions inclusive of this resolution, including, without limitation all documents and actions necessary in connection with the filing of the application.

.....

Schedule A

Board of Directors Meeting
January 23, 2008

Subject matter

CBC/Radio-Canada's Corporate Plan 2008-2009 to 2012-2013

Background

CBC/Radio-Canada must, under section 54 of the Broadcasting Act, file a Corporate Plan with the Minister of Canadian Heritage to lay out the priorities of the Corporation for the next five years. While the Corporate Plan, including its various appendices, is subject to a limited distribution within Government, a summary of the Plan, which is a public document, is later tabled in the House of Commons.

This Corporate Plan reflects the discussion of strategic directions that took place at the September and November 2007 Board of Directors meetings. While last years Plan introduced data for two corporate performance measures and reported media performance against targets, this year's Plan includes data for all eight Corporate Priorities. Media performance measures are again included and may be found in Appendix E. Please note that final performance indicator tables will be provided under separate cover once all Business Plan submissions have been filed (January 16).

The Corporate Plan also provides the means by which CBC/Radio-Canada's capital budget is approved by Treasury Board.

Please note that the attached version of the Plan does not include the capital budget section, which will be forwarded to the Board under separate cover as soon as possible.

To meet Treasury Board guidelines, the Corporate Plan must be filed with the Minister of Canadian Heritage eight weeks prior to the Corporation's fiscal year.

Information on the matter

Corporate Plan is attached

For decision ■ **For information** ☐

Prepared by

Name: Michel Tremblay/Research & Strategic Analysis, Media, Finance
Date: January 11, 2008

Recommendation

Approval of Plan

Last discussed at the Board

Date: January 24, 2007
Decision made: Approval of Corporate Plan for 2007-2008 to 2011-2012

Next steps

1. File the Corporate Plan with the Minister of Canadian Heritage at the end of January 2008
2. The summary of the Corporate Plan will be submitted in Spring 2008.

Pages 105 to / à 159

are withheld pursuant to sections

sont retenues en vertu des articles

18(a), 18(b)

of the Access to Information Act

de la Loi de l'accès à l'information

Appendix B – Capital Budget

Capital

s.18(b)

s.21(1)(c)

s.18(b)

s.21(1)(c)

s.18(b)

s.21(1)(b)

s.21(1)(c)

At the request of the government, a plan to accelerate the CBC/Radio-Canada transition to HD/DTV was submitted to the Department of Heritage on September 23, 2005. On May 17, 2007, the CRTC issued Broadcasting Public Notice 2007-53 on "Determination regarding certain aspects of the regulatory framework for over-the-air television". One of the main points which came out of this notice is that the Commission decided to adopt, for planning purposes, a shut-down date for analog television transmission of August 31, 2011. This decision potentially has major funding and service impact on CBC/Radio-Canada, and raises a number of policy issues concerning how CBC/Radio-Canada will deliver its television services in the future.

s.18(b)

s.21(1)(b)

At the

The CRTC also issued its new Policy on Digital Radio, in Broadcasting Public Notice CRTC 2006-160. This new Policy opens the door for alternative usages of the RF spectrum currently allocated to Digital Radio Broadcasting (DRB), including the broadcasting of new digital audio programming services, multimedia and IP packaged content.

s.18(b)

s.21(1)(b)

Appendix B

CONFIDENTIAL

CANADIAN BROADCASTING CORPORATION
PROPOSED CAPITAL BUDGET
FOR THE FISCAL YEAR ENDING MARCH 31, 2009

	Capital Budget (in thousands of dollars)
Transmission	
Replacement and Improvements to Maintain Service	s.18(a)
Distribution Technology	s.18(b)
Production Facilities	
Radio and Television Networks	
Information Technology and New Business Information Systems	
Master Control and other broadcast signal presentation facilities	
Total Capital Budget (Base capital appropriation plus planned transfers from operating)	

Schedule A

Board of Directors

(January 23, 2008)

Subject matter

Presentation on CBC English Services - Integration

Background

This document provides an update of CBC English Service's progress on Integration.

Information on the matter

For decision		For information	X

Prepared by

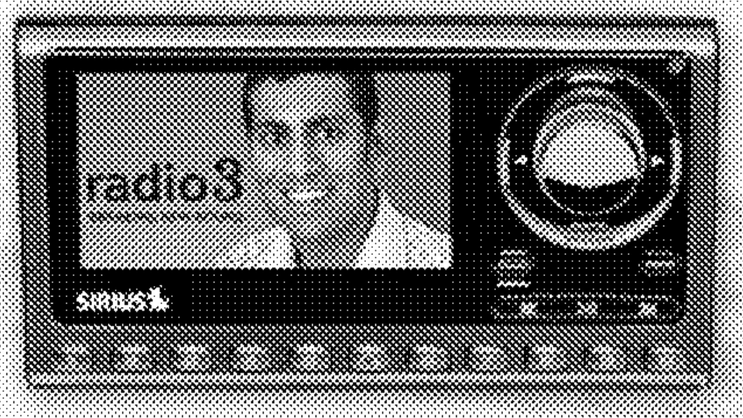
Name: Elizabeth Dalzell
Date: January 14, 2008

Recommendation

Last discussed at the Board

N/A

Next steps



CBC English Media

January 2008 Board Presentation

Richard Stursberg

CBC

January 2008 Board Presentation

Richard Stursberg

CBC

January 22, 2008

Confidential

English Services Integration
Overview

- Integration of English Radio and English Television under one Executive Vice-President announced on November 29, 2007.
- Reflected the company's need for media services to organize around content rather than platforms. Mirrors similar initiative in French Services.
- In many ways, English Services already well down the path to full integration (e.g., Support Services, mycbc initiative, creation of integrated news services under newly-hired Publisher).
- However, formal integration under one EVP still a significant change – full of opportunity and challenges.
- Involves the merger of two different structures and organizational cultures, although with strongly shared values.
- Effective change management will be essential.

English Services Integration
Goals

- Overarching goal is to preserve the distinct, non-commercial nature of English Radio while identifying a shared vision, set of values, ways of operating and measures of success that support an integrated English Services.

- Elements of this change include:
  - Organizational, resource management and decision-making structures that support the creation and effective management of content across all platforms.
  - Providing opportunities to develop key leaders.
  - Potential efficiencies particularly in the areas of Production and Resources.

English Services Integration
What has happened to date

- Communications and change management
  - Comprehensive internal and external communication plan developed for day of announcement including:
    - Briefings for key individuals in English Radio and Television.
    - Briefings for the Senior Management Teams of both services.
    - "Embargoed" interviews with journalists (one Radio and one TV).
    - A staff note late morning, followed by two joint "town-halls", a press release and media interviews.
    - Conversations with key Hosts and personnel followed through the day on November 30th.
- Fully integrated English Services Senior Management Team
  - Regular meetings began the next week.
  - Full-day face-to-face meeting on December 12, 2007.

CBC

English Services Integration
Shared Vision And Values

- Full day SMT held on December 12th to discuss shared vision, values, measures of success and how to engage with employees during the change.
- The team developed the following as a preliminary statement of English Services' vision and measures of success:

CBC is successful when we matter to Canadians.

This means that Canadians, from across the country, from all walks of life, know us, value us, actively engage in our programs, our services and participate in the creation of content.

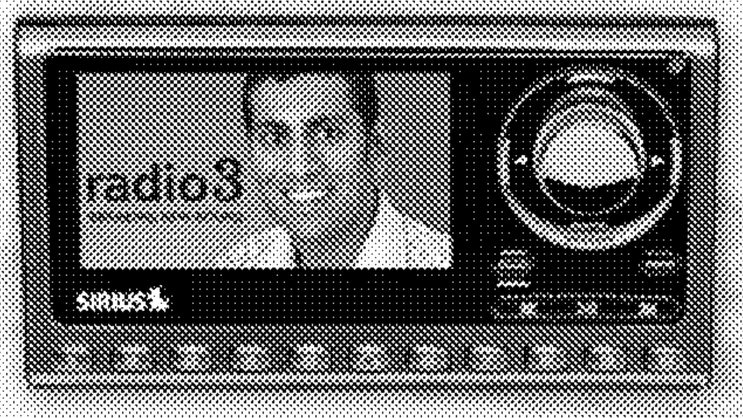
We measure this by the quantity and breadth of our audience reach AND by the emotional connection people have with us.

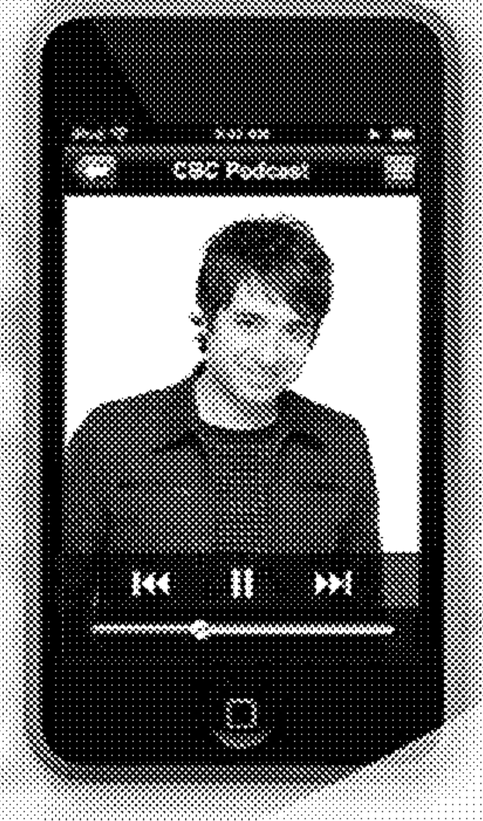
English Services Integration
Next Steps

- New English Services Organizational Structure
  - Currently under development. To be announced no later than January 31, 2008.
    - Change to organizational structure will occur primarily in three areas:
      - News
      - Production and Resources
      - The Regions
- Organizational structure is informed by best practices.

English Services Integration
Next Steps

- Comprehensive change management and communication plan under development.
- Employee engagement will be a key consideration in the plan. We will use integration as the "starting point" to talk to employees about where English Services is headed and why and to help them become better aligned with our overall direction.
- To anchor the change and enrich the dialogue with employees, we will finalize the shared values, vision and measures of success developed on December 12th. We will also roll-out English Media's new branding ("Canada Lives Here"), providing an excellent opportunity for us to communicate to all English Services staff and to reinforce common messages.
- The shared vision, values and measures of success will form the foundation of our performance objectives, management practices and operating principles.
- We will provide regular updates to the Board of Directors.





CBC English Media

January 2008 Board Presentation

Richard Stursberg

CBC

January 22, 2008

Confidential

English Services Integration
Update to the Board of Directors – January 23, 2008

The announcement on November 29, 2007 that English Radio and English Television would report to an Executive Vice-President of English Services reflects the company's need for our media services to organize around content rather than platforms. To accomplish it, we need to merge two different structures and organizational cultures.

This will serve as an update on the integration of English Services to the Board of Directors as promised at the November Board meeting.

A. Integrating English Services - the Challenge

As stated previously, the integration of English Services has been underway for some time; support services like HR, Finance and Legal are fully integrated; the myCBC initiative has driven the integration of news at a local level; and the decision to bring all news activities under the direction of a Publisher have moved English Services closer to full integration.

Still, the decision to organize under one Executive Vice-President is significant and more formally acknowledges the importance of managing along content lines. There are change management challenges that must be addressed to ensure that the strengths of both services are not diminished but enhanced.

Simply put, the key objectives in moving forward with the integration of English Radio and English Television are:

- To preserve the distinct, non-commercial nature of English Radio while identifying a shared vision, set of values and measures of success for an integrated and stronger English Services.
- To establish organizational, resource management and decision-making structures that support the creation and effective management of content across all platforms;
- To use this as an opportunity to develop key leaders and to find opportunities to identify efficiencies particularly in the areas of Production and Resources.

To accomplish this, we are developing a plan that outlines all of the elements of this change project, including milestones and timetables. We will also be leveraging best practices identified in the industry and within the CBC.

B. What has occurred to date?

a) Communication and Change Management

In a change of this size, all stakeholders need to be carefully managed including employees and managers, who are currently "invested" in the status quo and who have faced significant change in recent years. In particular, Radio employees need to be re-assured that the distinctive, non-commercial nature of the Radio service is respected and maintained. Stakeholders also include our union(s), who may echo employee concerns about redundancies, training, jurisdiction, workload, etc.

In the six weeks since the announcement, the following initiatives have been taken:

i) November 29th

The communication plan associated with the announcement included the following tactics:

- Briefings for key individuals in English Radio and Television
- Briefings for the Senior Management Teams of both services
- "Embargoed" interviews with two CBC journalists (one Radio and one TV).
- A staff note late morning, followed by two joint "town-halls", one hosted by Andy Barrie and one by Nancy Wilson, where Richard Stursberg and Jennifer McGuire jointly answered questions from the Hosts and from staff. In between the two town halls, Jennifer and Richard took the opportunity to interact with staff on the floor and answer their questions. Both Jennifer and Richard received positive feedback about their candour and the tone that was set.
- A press release and media interviews.
- Conversations with key Hosts and personnel followed throughout the day on November 30th.

ii) An Integrated Senior Management Team

Immediately after the announcement, English Radio's and English Television's Senior Management Teams began meeting together on a weekly basis. On December 12, 2007, the integrated English Services Senior Management Team met for the first time for a full day, offsite. The focus of the retreat was to provide an opportunity for the team to begin to discuss a shared vision, values and measures of success and to discuss the importance of engaging with our employees so that they understand where we're headed and how they can contribute.

The team very quickly (in the span of several hours) developed the following as a preliminary statement of English Services' vision and measures of success:

CBC is successful when we matter to Canadians.

This means that Canadians, from across the country, from all walks of life, know us, value us, actively engage in our programs, our services and participate in the creation of content.

We measure this by the quantity and breadth of our audience reach AND by the emotional connection people have with us.

This work will need further refinement, but it was extremely encouraging that, in very short order, the team (both Radio and TV) was able to develop and universally support the above statement. It will serve as the foundation for our 2008/09 objectives, for our guiding principles as we move forward through the integration process and for the dialogue we need to begin to have with employees about English Services.

b) A New Organizational Structure

Senior management presented an interim organizational structure to the Board in November. Since then, in consultation with Human Resources, we have begun to map out a new organizational structure, which we plan to announce on January 31, 2008. A copy of the new structure is attached.

The key differences between this structure and the preceding one are:

- All production operations (the Toronto Production Centre, the News Production Service and the Radio Production Service) fall under a single manager. This is the same approach as Radio-Canada.
- Sports reports to the Network Program Office (NPO). Again this is the same approach as Radio-Canada. In effect all television programming – except news – reports to the Head of the NPO.
- The regions are integrated under a single manager

The News Department is also being reorganized and streamlined around two major organizational blocks:

- News gathering, which will run a unified assignment of all journalistic resources, ultimately resulting in the creation of an internal wire service that will feed video, audio and text to all of our various news properties; and
- Programs, which will draw their stories from the news gathering operation and turn them into the individual radio, television and on-line shows.

This structure is based on best practices in other advanced news organizations, particularly those used by CNN. A copy of the new organizational structure for News is attached. It will also come into effect on January 31, 2008.

C. Next Steps

The establishment of a new organizational structure (with all of the communications and HR implications) is just one element of the strategic change management plan that is required to ensure that English Services' integration is successful.

The other key initiative is to ensure that all of our employees understand and "buy in" to a common set of goals, values and metrics. Over the next months, the Senior Management Team (SMT) will be elaborating an employee engagement strategy based on the vision and principles established at the December meeting and described earlier. The extent to which the organization succeeds will depend on the extent to which our employees – our greatest resource – understand and enthusiastically adopt the new directions. The development and execution of this effort will be the Executive Vice-President's most important priority for the next year.

We will continue to update the Board at regular intervals throughout this change project.

Richard Stursberg
Executive Vice-President
English Services

English Services Integration
Timeline (Draft for discussion purposes)

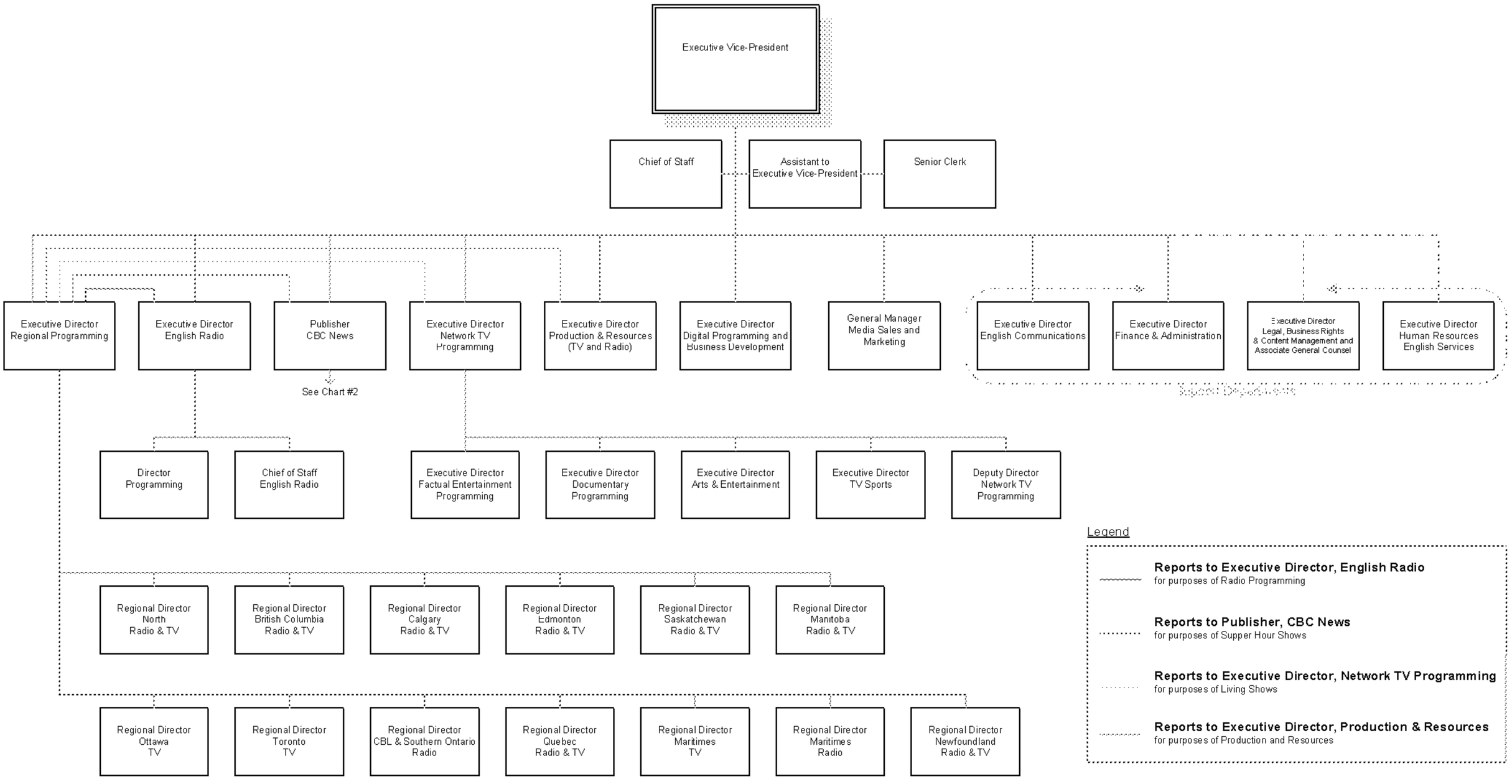
Major Milestones	Timeline for Completion
Final draft of organizational structure for President's review	January 7
Speak with leaders affected by the changes in organizational structure and confirm their roles	January 7 (week of)
	January 8
Update to Board of Directors	January 23
Announce new organizational structure and finalize top-level change management plan	January 31 (latest)
Commence searches to staff vacancies created as a result of new organizational structure	January 31
Transition of senior leaders to new roles as required by priorities and operational imperatives	February 1 – April 30
Finalize personnel changes implemented as a result of recruitment process	April 30

s.18(b)

s.20(1)(b)

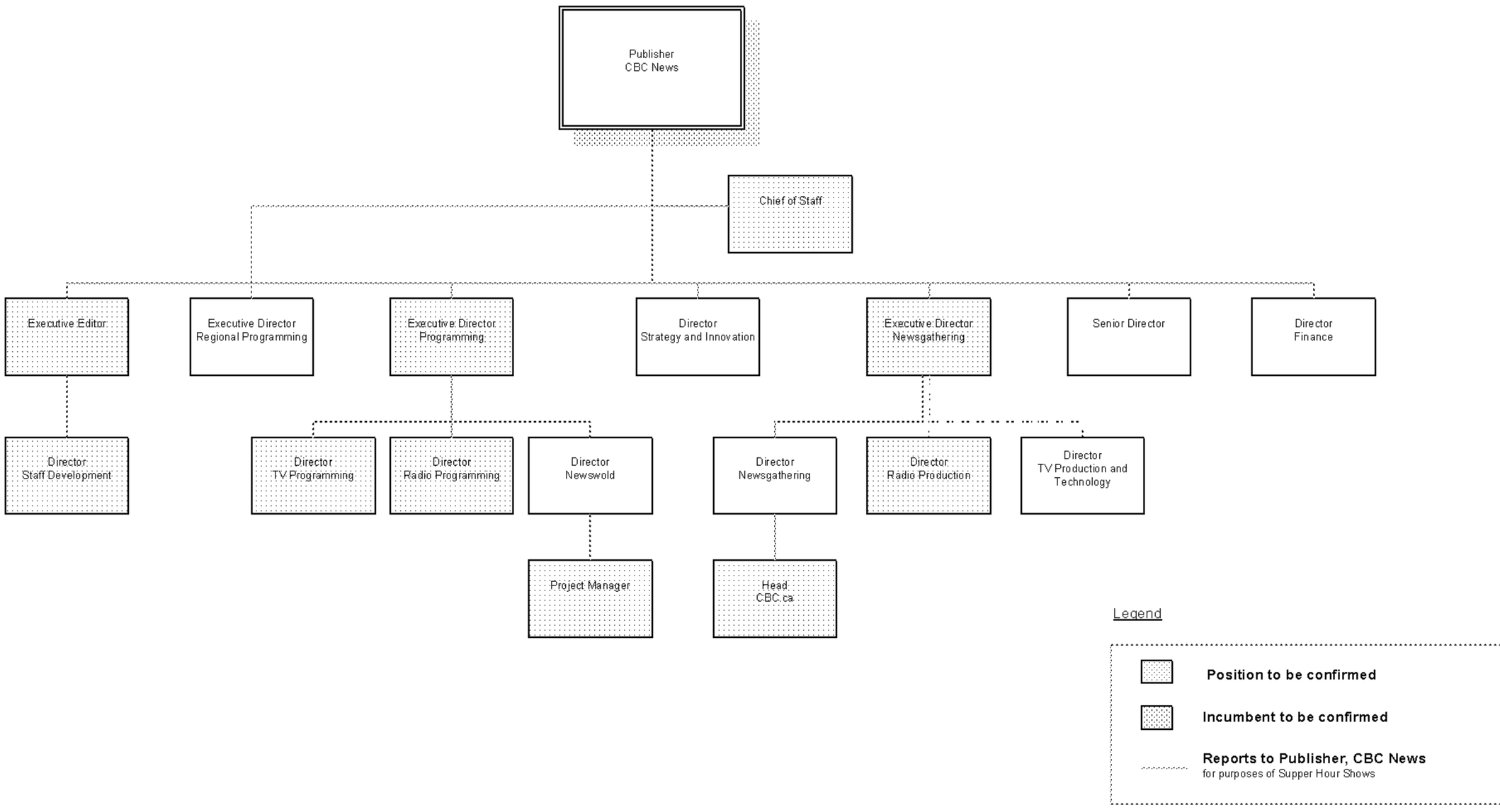
Confidential / For Discussion Purposes Only – ENGLISH SERVICES – (draft)

Monday, January 07, 2008



Confidential / For Discussion Purposes Only – CBC NEWS / Chart #2 (draft)

Monday, January 07, 2008



Schedule A

Board of Directors

January 23, 2008

Subject matter

Health, Safety and Environment – Annual Report

Background

The HR Committee Terms of Reference outlines the requirement for an Annual Report on Health, Safety and Environment.

Information on the matter

Health & Safety, Disability Management & Health & Wellness: Overview
Absenteeism; Accomplishments 2007; Future Plans.
Environment: Legislation; Incidents 2007; Accomplishments 2007; Future Plans.

For decision **For information** X

Presented by

Name:	George C.B. Smith
Date:	January 2008

Management recommendation

N/A

Last discussed at the Board

Date:	January 2007
Decision made:	N/A

Next steps

Disability Management

- Attendance management – training and communication.
- Absenteeism reporting: improve statistics to senior management and managers.

Health & Wellness

- Organizational assessment.
- Complete Respect workshop rollout.
- Exploit online tools, etc.
- EAP – improve quality & consistency.

Health & Safety

- H&S audit at selected locations.
- Strategic approach – engagement at planning stages. I.e. Olympic coverage preparedness, crisis management.

Environment

- Greening of Operations, through various organizational principles, practices & initiatives
- Review of various legislation & regulations and their implications on CBC/Radio-Canada – status review on current activities.

Anticipated project completion date: **N/A**
(If contract, indicate date of expiry): _____

Annual Report on Health & Safety and Environment

Presentation to the Board of Directors

January 23, 2008

Table of content

1. Health and Safety, Disability Management and Health and Wellness

- Overview of absenteeism
- Major 2007 accomplishments
- Plans for the future

2. Environment

- How are we meeting the legislation?
- 2007 Incidents reported externally
- 2007 Major Accomplishments
- Plans for the Future

Part 1 – Health and Safety, Disability Management and Health and Wellness

Overview of absenteeism - Costs

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

- **Total cost of absenteeism in 2006-2007*: = 3.99% of payroll**
  - slight increase from 3.94% of the payroll in 2005-2006 in 2006-2007
    - **Short term disability**:
      - 1-4 days : 1.33% of payroll
      - 5-85 days: 1.05% of payroll
    - **Long term disability** (paid by employees) (after STD): 1.25% of payroll
    - **Special leaves** (ex: wedding, bereavement): 0.25% of payroll
    - **Workers Compensation**: 0.10% of payroll

  - Watson Wyatt benchmark in 2007- 5.4% of payroll:
    - **STD** 1.1% of payroll
    - **LTD** 1.8% of payroll
    - **Workers Compensation** 1.3% of payroll
    - **Personal leaves** 1.2% of payroll

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

- **CBC-Radio-Canada higher than Watson Wyatt benchmark for STD and lower for LTD and significantly lower for workers compensation**

*The period referred in this report is October 1st to September 30 for 2005-2006 and 2006-2007
** Total cost for CBC-Radio Canada is since LTD paid by employees

Overview of absenteeism - Days

- Total number of days of absence per employee in 2006 and 2007 slightly lower than the previous year at 16.3 from 16.8 in 2005-2006
  - STD: 7.4 days per employee

    1-4 days:
    - 4.1 days per employee
    - 71% of employees had one occurrence

    5-85 days:
    3.3 days per employee
    11% of employees had one occurrence
  - LTD:
    - » 8 days per employee
    - » 4% of employees had one occurrence
  - Special Leaves:
    - » 0.8 day per employee
    - » 27% of employees had one occurrence
  - Workers compensation:
    - » 0.1 day per employee
    - » 0.4% of employees had one occurrence

- Statistics Canada 2006 reports 9.7 days per employee
  - Unionized 10.3 days per employee
  - Non-unionized 7.2 days per employee

Overview of absenteeism - Causes

- **The leading cause of disability is psychiatric conditions:**
  - No data currently available for STD
  - Long Term Disability :
    - Currently 31.2% of all new claims
    - Slight decrease from 36 % in 2004 and in 2005 and 33.8% in 2006

- **The second leading cause of disability is:**
  - For STD: Unknown
  - For LTD: Cancer currently representing 11.2% of all claims
    - From 8.8% in 2004

Major accomplishments in 2007

- **Health and Safety**

  - **Total injuries down: 117 vs. 135 in previous year**

  - **Lost Time injuries down: 60 vs. 77**
    - Strains/Sprains and Contusion/Bruise most common type of injury – same as last year
    - Back and Knee most common body parts injured

  - **A major injury** to a cameraman occurred in Afghanistan in August 2007, leading to an amputation. Unfortunately, with many more employees working in war zones, we must prepare for further incidents.

Major accomplishments in 2007

- **Disability Management**
  - **Increase time spent for medical and technical evaluation of Workers Compensation cases to protect the Corporation's interests**
    - This resulted in 15 claims not recognised as related to work
      - » English network: 10 cases contested and 5 rejected (non-work related)
      - » French Network: 12 cases contested and 10 rejected (non-work related)
  - **Attendance Management training program delivered to more than 200 managers**
    - This provides the manager with tools to access and manage attendance in their sector and to make sure stakeholders' roles and responsibilities are known and understood at all levels

Major accomplishments in 2007

- **Health and Wellness**

  – As announced by R. Rabinovitch in April 2007, Respect workshops were jointly delivered in French and English networks. As of December 14, 2007, 320 workshops were given to 4,565 employees (50% of the employee base)

  – Flu Vaccination program successfully delivered for the 4th year to 2,691 employees, which represents 27% of the total work force

Major accomplishments in 2007

- **Health and Wellness (Cont'd)**
  - **A variety of local initiatives were held:**
    - Lunch and learn sessions, walking club, yoga, mental health awareness seminars, etc
    - Screening clinics for detection of cardiovascular risk factors related to kidney disease were held in Toronto and Montreal
    - "Taking Care of U" Toronto Wellness Fair
      - 700 participants over 30 exhibitors, 7 lectures and 8 demonstrations
      - Main themes covered: Fitness, Nutrition, Stress Solutions and Work Life Balance

Major accomplishments in 2007

- **Health and Wellness (Cont'd)**

s.18(a)

  - **Employee Assistance Program (EAP)**
    - Program budget in 2007-2008:
    - Number of users after QI - QII in 2007-2008: 580
    - Estimated number of users in 2007-2008: 1250

Usage information for QI-QII 2007-2008

- Consultations for emotional difficulties and work & career issues represent 46.1% of cases
- Consultation for family problems, legal and financial issues represent 50.2% of cases
- Addiction represents close to 1% of cases

Major accomplishments in 2007

- **Health and Safety**

  - 17 different types of HS&E Training provided
    - ↳ 440 staff trained
    - ↳ 8 Courses adapted to e-learning format

  - 1 Policy and 27 Workplace H&S Committees
    - ↳ 4 Policy committee meetings
    - ↳ 243 Workplace committee meetings

  - ➢ 260 ergonomic assessments conducted

  - ➢ Contractor's Safety Program finalized and implemented

Plans for the future

- **Disability Management**

  - **Attendance Management**
    - Continue delivery of the Integrated Attendance Management Course for managers
    - Corporate wide communication to clarify roles and responsibilities

  - **Improve reporting of statistics relating to absences:**
    - Causes of disability for STD
    - Periodic reports to senior management
    - Workers compensation cases

Plans for the future

- **Health and Wellness**
  - Organizational assessment to identify health and wellness priorities for CBC - Radio-Canada
  - Complete rollout of the respect workshops
  - Exploit Intranet capabilities to enhance employee awareness and access to tools
  - Other activities will include
    - Flu Vaccination, stress management programs, local wellness initiatives, travel & health support, post traumatic stress debriefing

Plans for the future

- **Employee Assistance Program**
  - Improve quality and consistency of services across regions – current RFP process to determine advisability of a single EAP provider
  - Leverage employee portal – key strategic communication tool to promote EAP and employee wellness
  - Promote diversity in EAP operation and functions
  - Improve communications/coordination between EAP and HR

Plans for the future

- **Health and Safety**
  - Health & Safety audits will be conducted at selected locations during 2008
  - Be more strategically involved in the operations: provide advice and guidance at the planning stages
  - Be a strategic partner in the crisis management / business continuity planning exercises conducted in various locations
  - Support for the Olympics Coverage preparedness

Appendix A
Overview of absenteeism - Costs

Total costs of absences per type of absence and per employee

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

	2004 (January 1- December 31)		2005 (January 1- December 31)		2005-2006 (October 1- September 30)		2006-2007 (October 1- September 30)	
	Total cost ($)	Cost per employee ($)	Total cost ($)	Cost per employee ($)	Total cost ($)	Cost per employee ($)	Total cost ($)	Cost per employee ($)
STD 1-85 days								
1-4 days *	-	-	-	-	-	-	5,845,647	540
5-85 days *	-	-	-	-	-	-	6,776,083	626
LTD (paid by employees)								
Special Leave								
Workers Compensation ₮								
Total	**24,186,043**	**2,537**	**25,067,579**	**2,863**	**25,675,822**	**2,776**	**25,845,624**	**2,510**

% of costs of absences per type of absence and in % of payroll

	2004 (January 1- December 31)		2005 (January 1- December 31)		2005-2006 (October 1- September 30)		2006-2007 (October 1- September 30)	
	% of All costs	% of payroll	% of All costs	% of payroll	% of All costs	% of payroll	% of All costs	% of payroll
STD 1-85 days	57.7%	2.28%	56.8%	2.46%	58.4%	2.31%	59.7%	2.38%
1-4 days *	-	-	-	-	-	-	33.8%	1.33%
5-85 days *	-	-	-	-	-	-	25.9%	1.05%
LTD	32.4%	1.28%	34.6%	1.50%	32.6%	1.29%	31.4%	1.25%
Special Leave	6.4%	0.25%	5.7%	0.25%	6.2%	0.24%	6.4%	0.25%
Workers Compensation ₮	3.5%	0.14%	2.9%	0.13%	2.8%	0.11%	2.6%	0.10%
Total		3.95%		4.34%		3.94%		3.99%

Benchmark Watson Wyatt - Staying at work Study - % of payroll

	1997	2000	2002	2005	2007
STD	1.2%	1.3%	1.1%	1.4%	1.1%
LTD	2.0%	2.0%	1.9%	1.9%	1.8%
Workers Compensation	2.4%	1.6%	1.3%	1.2%	1.3%
Personal Leave					1.2%
Total	5.6%	4.9%	4.3%	4.5%	5.4%

Appendix B
Overview of absenteeism – Days lost

s.18(a)

s.18(b)

Days lost per type of absence

	2004 (January 1- December 31)		2005 (January 1- December 31)		2005-2006 (October 1- September 30)		2006-2007 (October 1- September 30)					
	Total days lost	Days per employee (FTE)	Total days lost	Days per employee (FTE)	Total days lost	Days per employee (FTE)	Total days lost			Days per employee (FTE)		
							All employees	Unionized employee	Non Unionized employee	Average - All employees	Unionized employee	Non Unionized employee
STD												
[redacted]												
[redacted]												
LTD												
Special Leave												
Workers Compensation [redacted]												
Total	151,931	16.0	153,439	17.5	153,556	16.8	150,175	137,562	12,613	16.3	17.4	9.5

Canadian Benchmark

– Statistics Canada

	Days per employee		
	2004	2005	2006
Canadian average	9.2	9.6	9.7
Canadian unionised Employee			10.3
Canadian non-unionised Employee			7.2
Federal Administration	13.1	14.4	14.1
Public Sector in Canada	12	12.5	12
Information, Culture and Recreation	7.8	8.5	8.7
CBC/Radio-Canada	17.5	16.8	16.3

Appendix C - Overview of absenteeism – Causes of long-term disabilities

LTD Claims Distribution By Diagnosis - Trend (Great West)

s.18(a)

s.18(b)

By Amount Charged to Plan

Diagnosis **	Amount Jan 2004 - Dec 2004	%	Amount Jan 2005 - Dec 2005	%	Amount Jan 2006 - Dec 2006	%	Amount Jan 2007 - Nov 2007	%
Back								
Cancer								
Circulatory System								
Musculoskeletal								
Nervous System								
Psychiatric								
Other								
Total	$7,844,163	100.0%	$8,677,956	100.0%	$8,250,943	100.0%	$7,189,994	100.0%

By Number Of Open Claims In Period

Diagnosis **	Number Jan 2004 - Dec 2004	%	Number Jan 2005 - Dec 2005	%	Number Jan 2006 - Dec 2006	%	Number Jan 2007 - Nov 2007	%
Back	18	4.2%	21	4.8%	24	5.3%	23	5.3%
Cancer	38	8.8%	46	10.5%	45	10.0%	48	11.2%
Circulatory System	19	4.4%	19	4.3%	22	4.9%	17	3.9%
Musculoskeletal	37	8.6%	34	7.8%	37	8.2%	41	9.6%
Nervous System	31	7.2%	31	7.1%	35	7.8%	29	6.8%
Psychiatric	154	36.0%	157	36.0%	151	33.8%	133	31.2%
Other	130	30.4%	127	29.1%	132	29.5%	135	31.6%
Total	427	100.0%	435	100.0%	446	100.0%	426	100.0%

**** If this report includes the diagnosis categories "Psychiatric" or "Musculoskeletal", then the following notes apply:**

- Psychiatric excludes psychotic disorders

- Musculoskeletal excludes back disorders

++ Some diagnosis categories may have been combined to ensure employee rights to confidentiality

Part 2 – Environment

How are we meeting the Legislation?

- **New Environmental Information & Control Process introduced in 2006-07 to monitor our performance**

- **Processes are in place to mitigate risks for the following:**
  - Canadian Environmental Assessment Act [CEAA]
  - Fuel Storage Tanks
  - Hazardous Residual Materials
  - Generators and Other Sources of Emissions
  - Site Contamination
  - Cooling Systems
  - Asbestos
  - PCBs
  - IAQ [Indoor Air Quality]
  - Non-Ionizing Radiation

How are we meeting the Legislation? (Cont'd)

- **Performance is reported and reviewed regularly with senior management at the Environment Lead Team [ELT]**
  - **HR, Real Estate,Transmission, Legal, Risk Management, Communications and Media Lines**
- **Incidents are tracked and corrective action plans are implemented**
- **2 Audits conducted – Montreal, Moncton**
- **Performance measurement or benchmarking tools developed for**
  - Fuel Storage Tanks, Generators, Emissions, Cooling Systems, Sites,
  - Energy, Non-hazardous Residual Materials, Water Consumption
- **Legal Department currently reviewing environmental legislation applicable to CBC/Radio-Canada**
- **11 Categories of Environmental training provided to employees**
  - On-line Asbestos Awareness Course Developed

2007 Incidents Reported Externally

- **9 Environmental incidents required reporting to governmental authorities**
  - Halocarbons releases: 8

- **24 additional incidents were reported internally**
  - Halocarbons releases: 9
  - Fires: 6
  - Spills: 7
  - Employee complaints: 2

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

- **All incidents have been closed with the exception of ongoing remediation**

000204

2007 Major Accomplishments

- CBC/Radio-Canada recognized on 4 occasions for environment related building management activities

- On-going Indoor Air Quality monitoring program introduced

- 75.6% of space occupied by CBC/Radio-Canada is certified BOMA Go Green, 66.2% is certified Go Green Plus

- Regular benchmarking studies performed on energy management

- Framework to recycle e-waste responsibly identified, TBC Pilot Project saw >90,000 lbs of e-waste diverted from landfill

2007 Major Accomplishments

- 59 Environmental site assessments conducted
- 15 Transmitter sites assessed for RF Radiation
- 10 Asbestos site reassessments conducted
- 9 indoor, 1 underground fuel storage tanks replaced
- 1 Hybrid news vehicle introduced to fleet in Montreal
- Addition of organic recycling and improved waste and recycling centres introduced in Toronto
- Species at risk study initiated for owned transmitter sites

Plans for the Future

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

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
By Conference call

Friday, June 27, 2008

	ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1.	Audit Committee Report • Approval of the Financial Statements • Approval of Management Discussion & Analysis section of Annual Report	13:00	Hélène Fortin	YES	YES
2.	Vancouver project – Historical update	13;20	Hubert T. Lacroix		YES
3.	Terms of Reference of the Special Committee on Project Development	13:30	Tim Casgrain	YES	To follow
4.	Approve change of dates for June 2009 meeting	13:40	Pierre Nollet	YES	

Next meeting – September 23-24, 2008
Charlottetown, PEI
Conclude 13:45

UPDATES/INFORMATION

a) 2007-2008 Quarterly Management Financial Report – 4th Quarter – Johanne Charbonneau

TERMS OF REFERENCE FOR THE SPECIAL COMMITTEE ON TORONTO PROJECT DEVELOPMENT

I. PURPOSE

The purpose of the Special Committee on Project Development (the "Committee") is:

Monitor the scope and financing of the Workplace Revitalization Project for the Canadian Broadcasting Centre in Toronto (TBC).

II. COMPOSITION AND TERMS OF OFFICE

A. All Board members shall be members of the Committee.

B. The Committee Chair shall be appointed by the Board.

C. The Committee shall meet as and when requested by the Chair of the Committee, provided reasonable notice is given to Committee members.

D. Five members of the Committee shall constitute a quorum.

E. The Committee Chair, in consultation with the President and CEO, shall set the agenda for each meeting, which shall then be circulated to Committee members.

F. The Corporate Secretary, or his or her delegate, shall be the Secretary to the Committee.

G. The Executive Vice-President, English Networks and the President, Real Estate, shall be invited to attend all meetings.

TERMS OF REFERENCE FOR THE SPECIAL COMMITTEE ON TORONTO PROJECT DEVELOPMENT

III. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Board delegates to the Committee the following duties and responsibilities to be performed by the Committee on behalf of the Board:

A. Monitor each Project objectives, achievements, expenditure controls and review the development and timelines of the Projects;

B. To report to the Board of Directors with its findings and recommendations.

IV. ACCOUNTABILITY

A. The Committee shall report to the Board as required and at the conclusion of the Committee's work.

B. The Committee will only keep minutes of the recommendations and findings and such Minutes shall be available through the Corporate Secretary.

RESOLUTION: **APPROVAL OF FINANCIAL STATEMENTS AND MANAGEMENT DISCUSSION AND ANALYSIS**

DULY ADOPTED AT THE: **SPECIAL MEETING OF THE BOARD OF DIRECTORS CANADIAN BROADCASTING CORPORATION CONFERENCE CALL June 27, 2008**

On motion duly made and seconded

IT IS RESOLVED THAT, on the recommendation of the Audit Committee, the Board of Directors hereby approves the Consolidated Financial Statements of the Corporation, comprising the Consolidated Balance Sheet, Consolidated Statement of Operations, Consolidated Statement of Changes in Equity, Consolidated Statement of Cash Flow, Consolidated Statement of Comprehensive Income (Loss) and Notes to the Consolidated Financial Statements as presented by management for the year ended March 31st 2008.

IT IS RESOLVED THAT, on the recommendation of the Audit Committee, the Board of Directors hereby approves the Management Discussion and Analysis section of the Annual Report as presented for the year ended March 31st 2008.

MOTION CARRIED

CERTIFIED TRUE COPY

The foregoing resolution was duly adopted at a Special meeting of the Board of Directors held by conference call on June 27, 2008 and is still in full force and effect.

Certified on _____

_____
Pierre Nollet
Corporate Secretary

TERMS OF REFERENCE FOR THE SPECIAL COMMITTEE ON REAL ESTATE PROJECTS

I. PURPOSE

The purpose of the Special Committee on Real Estate Projects (the "Committee") is:

Monitor the scope and financing of the Workplace Revitalization Project for the Canadian Broadcasting Centre in Toronto (TBC); monitor the completion of the redevelopment and costs for the Vancouver Broadcast Center and monitor the redevelopment plans for La Maison Radio-Canada site in Montreal.

II. COMPOSITION AND TERMS OF OFFICE

A. All Board members shall be members of the Committee.

B. The Committee Chair shall be appointed by the Board.

C. The Committee shall meet as and when requested by the Chair of the Committee, provided reasonable notice is given to Committee members.

D. Five members of the Committee shall constitute a quorum.

E. The Committee Chair, in consultation with the President and CEO, shall set the agenda for each meeting, which shall then be circulated to Committee members.

F. The Corporate Secretary, or his or her delegate, shall be the Secretary to the Committee.

G. The Executive Vice-President, English Networks and the President, Real Estate, shall be invited to attend all meetings on the Toronto and Vancouver Projects and the Executive Vice-President, French Networks and the President, Real Estate shall be invited to attend all meetings on the Montreal Project.

TERMS OF REFERENCE FOR THE SPECIAL COMMITTEE ON REAL ESTATE PROJECTS

III. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Board delegates to the Committee the following duties and responsibilities to be performed by the Committee on behalf of the Board:

A. Monitor each Project objectives, achievements, expenditure controls and review the development and timelines of the Projects;

B. To report to the Board of Directors with its findings and recommendations.

IV. ACCOUNTABILITY

A. The Committee shall report to the Board as required and at the conclusion of the Committee's work.

B. The Committee will only keep minutes of the recommendations and findings and such Minutes shall be available through the Corporate Secretary.

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
By Conference call

Friday, June 27, 2008

ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1. Audit Committee Report • Approval of the Financial Statements • Approval of Management Discussion & Analysis section of Annual Report	13:00	Hélène Fortin	YES	YES
2. Vancouver project – Historical update		Hubert T. Lacroix		YES
3. Terms of Reference of the Special Committee on Project Development		Tim Casgrain	YES	To follow
4. Approve change of dates for June 2009 meeting		Pierre Nollet	YES	
Next meeting – September 23-24, 2008 Charlottetown, PEI Conclude	13:45			

UPDATES/INFORMATION

a) 2007-2008 Quarterly Management Financial Report – 4th Quarter – Johanne Charbonneau

Board of Directors

(June 27, 2008)

Subject matter

2007/2008 Quarterly Financial Management Report (Unaudited) – Fourth quarter results.

Background

N/A

Information on the matter

See attached.

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

Prepared by

Name: J. Charbonneau
Date: June 13, 2008

Management recommendation

N/A

Last discussed at the Board

Date: March 12, 2008
Decision made: Reviewed 2007/2008 Quarterly financial Management Report – Third quarter results

Next steps

N/A

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2007/2008
QUARTERLY FINANCIAL MANAGEMENT REPORT
4th quarter, ended March 31, 2008
(UNAUDITED)

To be presented to
The Audit Committee

June 27, 2008

Confidential

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Operations

Detailed tables and comments on major variances		Pages 6-19
Appendix A	Corporate summary of variances	Page 20
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Appendix F	Merchandising Division	Page 25
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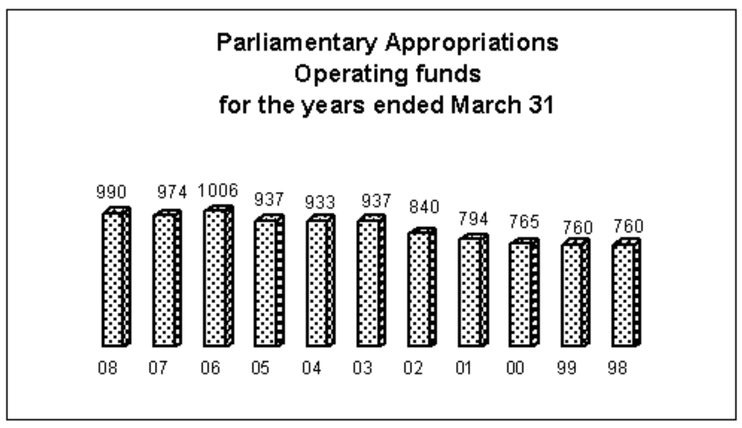
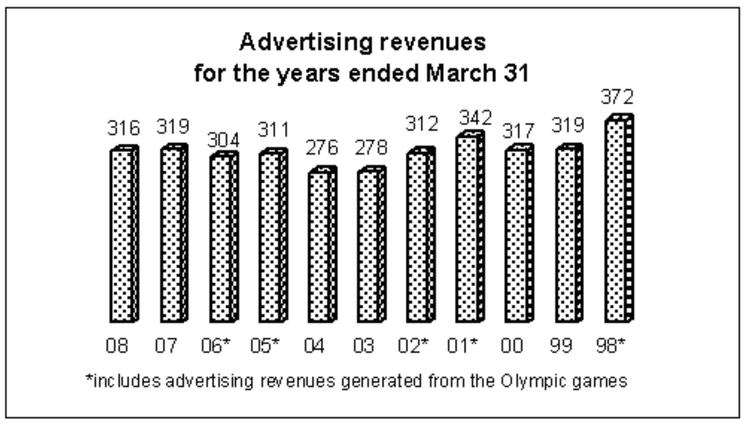
Capital

Capital budget overview	Pages 35-38
Capital investment plan – Projects over $5 million	Pages 39-41

Financial Highlights
for the fiscal year ended March 31
(millions of dollars)

	ACTUALS		BUDGET		
	2008	2007	2008	s.18(a)	s.18(b)
Operating (see Operations section for details)					
Parliamentary appropriation for operating expenditures (page 7)	990	974			
Advertising revenues (page 7)	316	319			
Specialty Services - sources of funds (page 7)	126	127			
Miscellaneous revenues (page 7)	128	120			
Expenditures - regular operations (page 12)	1,448	1,450			
Specialty Services - expenditures (page 12)	112	120			
Net position, end of the fiscal year (page 6)	44	46			
Capital (see Capital section for details)					
Parliamentary appropriation for capital expenditures (page 35)	92	92			
Capital expenditures, end of the fiscal year (page 35)	119	146			
Net position, end of the fiscal year (page 35)	8	(24)			





Overview of Financial results for the 4th quarter ended March 31, 2008

Operations (refer to page 6)

This report presents the results of operations for the Corporation for the twelve months ended March 31, 2008, compared to the year-to-date budget. These results are also compared to the year-to-date results for the same period in 2006/2007.

s.18(a)

s.18(b)

Operations

Financial Management Report
Corporate Summary
For the fiscal year ended March 31
($000's)

s.18(a)

s.18(b)

	2007/2008			2006/2007	
	Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS					
Total government funding and carryovers	1,035,348	1,035,348	—	1,050,818	—
Commercial revenues - regular operations		315,871		318,848	
Miscellaneous revenues - regular operations		128,110		119,937	
Total commercial and miscellaneous revenues		443,981	—	438,785	—
TOTAL SOURCE OF FUNDS - MAIN SERVICE		**1,479,329**		**1,489,603**	
TOTAL SOURCE OF FUNDS - SPECIALTY SERVICES		**125,519**		**126,963**	
TOTAL SOURCE OF FUNDS FOR CBC		**1,604,848** B		**1,616,566**	
APPLICATION OF FUNDS					
Expenditures - regular operations		1,448,496		1,449,961	
TOTAL APPLICATION OF FUNDS - MAIN SERVICE		**1,448,496**		**1,449,961**	
TOTAL APPLICATION OF FUNDS - SPECIALTY SERVICES		**112,314**		**120,389**	
TOTAL APPLICATION OF FUNDS FOR CBC		**1,560,810** C		**1,570,350**	
NET POSITION OF CBC'S OPERATIONS		**44,038** A		**46,216**	
Prior year carryover NATV		11,128		29,960	
NATV funds transferred to regular operations		0		(18,832)	
Unused proceeds of sales and interest income from sale NATV		0	—	0	—
Net position for NATV		11,128		11,128	

A summary of the results at March 31, 2008, by component, is provided in Appendix A.
Note - negative variances are indicated by brackets

Financial Management Report
Source of funds
For the fiscal year ended March 31
($000's)

	2007/2008 Budget	2007/2008 Actuals	2007/2008 Variance to Budget	2006/2007 Actuals	2006/2007 Variance in Actuals
SOURCE OF FUNDS					
Parliamentary appropriation s.18(a)	989,564	989,564		974,323	
Prior year carryover s.18(a)	45,784	45,784		57,663	
Prior year carryover - NATV s.18(b)	0	0		18,832	
Total government funding and carryovers	**1,035,348**	**1,035,348**		**1,050,818**	
Commercial revenues					
Commercial revenues - regular operations:					
English Television	212,961			208,001	
French Television	102,910			110,847	
Total commercial revenues	**315,871**			**318,848**	
Miscellaneous revenues					
Miscellaneous revenues - regular operations:					
English Television	21,757			18,974	
French Television	21,913			21,694	
English Radio	1,191			1,114	
French Radio	674			452	
Sirius	2,100			2,100	
Mobile Division	4,535			1,874	
Merchandising Division	10,245			10,727	
Corporate Activities	17,265			15,811	
CBC Technologies	8,218			8,471	
Real Estate Division	9,030			7,624	
Galaxie	22,146			21,838	
Radio Canada International	309			307	
TBC land interest	8,727			8,951	
Total for regular operations	**128,110**			**119,937**	
Total commercial and miscellaneous revenues	**443,981**			**438,785**	
TOTAL SOURCE OF FUNDS - MAIN SERVICE	**1,479,329**			**1,489,603**	
Specialty service revenues:					
Newsworld	78,918			78,432	
Réseau de l'information	46,169			46,560	
Prior year carryover	432			1,971	
TOTAL SOURCE OF FUNDS - SPECIALTY SERVICES	**125,519**			**126,963**	
TOTAL SOURCE OF FUNDS FOR CBC	**1,604,848**			**1,616,566**	

A summary of the net results at March 31, 2008, by component, is provided on Appendix A.

Notes are explained on pages 8 to 11
Note - negative variances are indicated by brackets

Revenues – Main Service and Specialty Services – 4th quarter results
Actuals to Budget -

Note 1

Note 2

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s.68.1

Note 4

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Note 7

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

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Note 9

s.68.1

Note 10

Note 11

s.18(a)

s.18(b)

s.18(a)

s.18(b)

Revenues – Year over year comparison – Net decrease of

s.68.1

000227

Note 19

Note 20

s.18(a)

s.18(b)

Financial Management Report
Application (use) of funds
For the fiscal year ended March 31
($000's)

	2007/2008			2006/2007	
	Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
APPLICATION OF FUNDS					
Expenditures - regular operations:					
English Television		532,998		522,177	
French Television		364,359		358,880	
English Radio		135,883		138,508	
French Radio		89,347		95,068	
Mobile Division		6,699		3,640	
Ottawa Production Centre	s.18(a)	4,904		4,982	
Merchandising Division		10,826		10,850	
Corporate Activities		93,076		96,400	
CBC Technologies	s.18(b)	87,300		85,418	
Real Estate Division		99,557		94,762	
Galaxie		13,132		8,065	
Radio Canada International		11,695		12,087	
Corporate Reserve		(1,280)		19,124	
Total expenditures - regular operations		**1,448,496**		**1,449,961**	
TOTAL APPLICATION OF FUNDS - MAIN SERVICE		**1,448,496**		**1,449,961**	
Expenditures - specialty services:					
Newsworld		66,124		74,167	
Réseau de l'information		46,190		46,222	
TOTAL APPLICATION OF FUNDS - SPECIALTY SERVICES		**112,314**		**120,389**	
TOTAL APPLICATION OF FUNDS ON CBC'S OPERATIONS		**1,560,810**		**1,570,350**	

A summary of the results at March 31, 2008 by component, is provided on Appendix A

Notes are explained on pages 13 to 19

Note - negative variances are indicated by brackets

Expenditures – Main Service and Specialty Services – 4th quarter results
Actuals to Budget

Note 1

s.68.1

Note 2

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

000230

Note 3

s.68.1

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Note 5

Note 6

s.18(a)

s.18(b)

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s.18(a)

s.18(b)

Expenditures – Year over year comparison -

Note 12

s.68.1

s.18(a)

s.18(b)

Note 13

s.68.1

Note 14

s.18(a)

s.18(b)

Note 15

Note 16

Note 17

Note 18

s.18(a)

s.18(b)

Note 19

Note 20

Note 21

Note 22

s.18(a)

s.18(b)

s.68.1

CORPORATE SUMMARY - VARIANCE OVERVIEW
($000's)

	2007/2008 Actuals at March 31		
	Revenue Variances	Expenditure Variances	Net variance
Main Service:			
English Television			
French Television			
English Radio			
French Radio			
Mobile Division			
Ottawa Production Center			
Merchandising Division			
Corporate Activities	**s.18(a)**		
CBC Technologies	**s.18(b)**		
Real Estate Division			
Galaxie			
RCI			
Total - Components			
Corporate Reserve			
TOTAL - MAIN SERVICE			
Specialty Services:			
Newsworld			
RDI			
TOTAL - SPECIALTY SERVICES			
NET POSITION			

Note - negative variances are indicated by brackets

Financial Management Report
English Television
For the fiscal year ended March 31
($000's)

			2007/2008			2006/2007	
	s.18(a)	s.18(b)	Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS							
Net Parliamentary Subsidy							
Surplus Carryover							
Commercial Revenue - Television							
Commercial Revenue - Internet							
Host Broadcaster							
Business Development Revenue							
bold (formerly Country Canada)							
Miscellaneous Revenue							
TOTAL SOURCE OF FUNDS							
APPLICATION OF FUNDS							
Costs related to Revenue-generating Services *							
Marketing and Sales							
Programs Sales to Other Broadcasters							
Business Development							
Host Broadcaster							
bold (formerly Country Canada)							
Subtotal - Revenue-generating Services							
Programming and Administration	**s.68.1**						
Sports							
Arts & Entertainment							
News and Current Affairs							
Network Programming							
Production and Resources							
CBC.ca							
Production Services							
Communications							
Regional Operations							
Network Reserve							
Subtotal - Programming and Administration							
Support and Others							
Management							
Affiliates							
Plant - Broadcast Services - Master Control							
Support Services (Network and Regional)							
Subtotal - Support and Others							
TOTAL APPLICATION OF FUNDS							
NET POSITION							

*Please note that other areas may also generate revenues. These are only the services whose main function is revenue-generation.

Financial Management Report
French Television
For the fiscal year ended March 31
($000's)

		2007/2008			2006/2007	
		Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS						
Net Parliamentary Subsidy	s.18(a) s.18(b)					
Surplus Carryover						
Commercial Revenue - Television						
Commercial Revenue - Internet						
Miscellaneous Revenue						
TOTAL SOURCE OF FUNDS						
APPLICATION OF FUNDS						
Costs related to Revenue-generating Services						
Sales and Marketing (incl. Internet)						
Commercial Production						
Program Sales to Other Broadcasters						
Host Broadcaster						
Production Services and Others						
Costs - Contra Agreements						
Subtotal - Revenue-generating Services						
Programming and Administration						
Sports	s.68.1					
Arts & Entertainment						
News and Current Affairs						
Media Operations						
New Media						
Plant - Production Services						
Communications						
Regional Operations						
Network Reserve						
Subtotal - Programming and Administration						
Support and Others						
Management						
Affiliates						
Plant - Broadcast Services - Master Control						
Support Services (Network and Regional)						
Subtotal - Support and Others						
TOTAL APPLICATION OF FUNDS						
NET POSITION						

Financial Management Report
English Radio
For the fiscal year ended March 31
($000's)

	2007/2008			2006/2007	
	Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
	s.18(a)				
	s.18(b)				
SOURCE OF FUNDS					
Net Parliamentary Subsidy					
Surplus Carryover					
Miscellaneous Revenue					
TOTAL SOURCE OF FUNDS					
APPLICATION OF FUNDS					
Information Programming					
Current Affairs					
Network Music Department					
Network Arts & Entertainment					
Radio 3					
Sirius					
Toronto Radio Production Centre					
Program Services					
Network Services					
Distribution					
Administration					
Entrepreneurial Activities					
Network Reserves					
Regional operations:					
Newfoundland					
Maritimes					
Quebec					
Ontario					
Ottawa					
Toronto					
CBC North					
Manitoba					
Saskatchewan					
Alberta-Calgary					
Alberta-Edmonton					
British Columbia					
Subtotal - Regional operations					
TOTAL APPLICATION OF FUNDS					
NET POSITION					

Financial Management Report
French Radio
For the fiscal year ended March 31
($000's)

	2007/2008			2006/2007		
	Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals	
SOURCE OF FUNDS						
Net Parliamentary Subsidy						s.18(a)
Surplus Carryover						s.18(b)
Miscellaneous Revenue						
TOTAL SOURCE OF FUNDS						
APPLICATION OF FUNDS						
Management						
Program Development						
Information Programming						
Promotion and Advertising						
Première Chaîne Programs						
Media Operations						
Distribution						
Espace Musique						
Sirius						
Network Reserve						
Regional operations:						
Programmation						
Atlantic						
Quebec						
Ontario/ Outaouais						
Manitoba						
Saskatchewan						
Alberta						
British Columbia						
Subtotal - Regional operations						
TOTAL APPLICATION OF FUNDS						
NET POSITION						

s.18(a)

s.18(b)

Merchandising Division
Schedule of Incremental Revenues and Costs
For the fiscal year ended March 31
($000's)

	2007/2008			2006/2007	
	Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS					
Sales of products:					
Retail operations					
Distribution					
Educational					
Licensing					
TOTAL SOURCE OF FUNDS					
APPLICATION OF FUNDS					
Administration					
Sales of products:					
Retail operations					
Warehouse					
Distribution					
Educational					
Licensing					
TOTAL APPLICATION OF FUNDS					
Net Position before Other Significant Items					
Bad Debt Provision					
Retroactive rights & royalties					
Inventory write-offs					
Total Significant Items					
NET POSITION					

s.68.1

s.18(a)

s.18(b)

Financial Management Report
Mobile Division
For the fiscal year ended March 31
($000's)

	2007/2008			2006/2007	
	Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS					
Net Parliamentary Subsidy					
Prior Year Carryover					
Mobile Rental Revenue					
TOTAL SOURCE OF FUNDS					
APPLICATION OF FUNDS					
General Management					
General Operation					
Cost related to Revenue Generating Activities					
Cost related to Internal Activities					
TOTAL APPLICATION OF FUNDS					
NET POSITION					

Galaxie
Schedule of Incremental Revenues and Costs
For the fiscal year ended March 31
($000's)

		2007/2008			2006/2007	
		Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
Incremental Revenues						
Satellite						
Cable						
Music for Business						
Internet						
Other						
Surplus Carryover	**s.18(a)**					
Total Incremental Revenues						
	s.18(b)					
Incremental Costs						
Rights						
Internet						
Administration						
Programming	**s.68.1**					
Distribution						
Marketing						
Rising Star Program						
Total Incremental Costs						
Capital expenditures						
Total Incremental Costs - including Capital expenditures						
Excess Revenues/(Costs)						
Impact of agreement with Stingray Digital Group Inc						
Stingray option grant price						
Stingray annual mimimum payment						
Net-Profit to Stingray						
Galaxie expenses not absorbed by Stingray						
Write-offs, legal fees, etc						
Excess Revenues/(Costs) - Stingray agreement						
Excess Revenues/(Costs) - including Stingray Digital Group Inc agreement						

Newsworld
Schedule of Incremental Revenues and Costs
For the fiscal year ended March 31
($000's)

		2007/2008			2006/2007	
		Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
Incremental Revenues	**s.18(a)**					
Commercial Revenue						
Cable Subscriptions	**s.18(b)**					
Program Sales						
Surplus Carryover						
Total Incremental Revenues						
Incremental Costs						
Programming						
Distribution	**s.68.1**					
Management and Services						
Selling						
Promotion/Marketing						
Total Incremental Costs						
Excess of Revenues over Costs						
Repayments to the Main Service						
Capital expenditures						
Total repayments to the Main Service						
Excess Revenues/(Costs)						

Le Réseau de l'information
Schedule of Incremental Revenues and Costs
For the fiscal year ended March 31
($000's)

	s.18(a) s.18(b)	2007/2008			2006/2007	
		Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
Incremental Revenues						
Commercial Revenue						
Cable Subscriptions						
Program Sales						
Others						
Surplus Carryover						
Total Incremental Revenues						
Incremental Costs	**s.68.1**					
Programming						
Technical Services						
Sales & Marketing/Promotion						
Management and Services						
Total Incremental Costs						
Excess of Revenues over Costs						
Repayments to the Main Service						
Capital expenditures						
Total repayments to the Main Service						
Excess Revenues/(Costs)						

GAINS THROUGH EFFICIENCIES

Appendix K

UPDATED - MARCH 2008

Changed from previous version		Permanent	One-time	Total Annual	Total One-time	2001/2002 to 2005/2006	2006/ 2007	2007/ 2008	2008/ 2009	Future years
						(incremental basis)				
				($000'S)	($000'S)	($000'S)	($000'S)	($000'S)	($000'S)	($000'S)
	ENGLISH TELEVISION									
	ENGLISH RADIO									
	FRENCH RADIO									

s.18(a)

s.18(b)

s.68.1

GAINS THROUGH EFFICIENCIES

UPDATED - MARCH 2008

Appendix K

Changed from previous version		Permanent	One-time	Total Annual ($000'S)	Total One-time ($000'S)	2001/2002 to 2005/2006 ($000'S)	2006/ 2007 ($000'S)	2007/ 2008 ($000'S)	2008/ 2009 ($000'S)	Future years ($000'S)
						(incremental basis)				
	FRENCH TELEVISION									
	ARTV:									
	TOTAL - FRENCH TELEVISION									
	SHARED SERVICES ORGANISATION									
	STRATEGIC SOURCING									
	ENTERPRISE-WIDE PROJECTS									
	CORPORATE INITIATIVES									

s.18(a)

s.18(b)

s.68.1

000248

s.18(a)

s.18(b)

s.68.1

GAINS THROUGH EFFICIENCIES

UPDATED - MARCH 2008

Appendix K

Changed from previous version		Permanent	One-time	Total Annual ($000'S)	Total One-time ($000'S)	2001/2002 to 2005/2006 ($000'S)	2006/ 2007 ($000'S)	2007/ 2008 ($000'S)	2008/ 2009 ($000'S)	Future years ($000'S)
						(incremental basis)				
	CHIEF TECHNOLOGY OFFICER									

GAINS THROUGH EFFICIENCIES

UPDATED - MARCH 2008

Appendix K

Changed from previous version		Permanent	One-time	Total Annual ($000'S)	Total One-time ($000'S)	2001/2002 to 2005/2006 ($000'S)	2006/ 2007 ($000'S)	2007/ 2008 ($000'S)	2008/ 2009 ($000'S)	Future years ($000'S)
						(incremental basis)				
	CHIEF TECHNOLOGY OFFICER (cont'd)									
	REAL ESTATE DIVISION									

Changed from previous version		Permanent	One-time	Total Annual ($000'S)	Total One-time ($000'S)	2001/2002 to 2005/2006 ($000'S)	2006/ 2007 ($000'S)	2007/ 2008 ($000'S)	2008/ 2009 ($000'S)	Future years ($000'S)
						(incremental basis)				
	REAL ESTATE DIVISION (cont'd)									

s.18(a)

s.18(b)

Capital

2007/08 Capital Budget Overview as at March 31, 2008

Component	Capital Plan	Actual Expenditures	Surplus/ (Deficit)	As % of Capital Plan *
English Television (ETN)				
French Television (FTN)				
English Radio (ERN)				
French Radio (FRN)				
Information Technology (IT)	s.18(a)			
Real Estate (RE)	s.18(b)			
Broadcast & Telecom Networks (BTN)				
Transmission Division (T&D)				
Human Resources (HR)				
Corporate Components				
Galaxie				
Fleet Management				
Mobile Division				
Minor Capital				
Enterprise Wide (EW) - details on the next page				
Corporate Contingency				
Impact of approved plan being higher than available capital (1)	189			
Total Surplus/(Deficit)				
% of Available Capital				
TOTAL AVAILABLE CAPITAL				
Capital Appropriation				
Operating to capital vote transfers (Net ARLU)				
Operating to capital vote transfers (Net Non-ARLU)				
2006/07 Carryover				
3rd Party Payments				
Repayments to NATV				
Loans from NATV				
Proceeds of Sale/Trade-ins				
Total Available Capital in 2007/08				
TOTAL SURPLUS/(DEFICIT)				

* Throughout the year, the quarterly reports reflected a different percentage calculation in this column, namely the actual expenditures as a percentage of the forecasted expenditures. Now that the actual expenditures are final, the percentage calculation compares the surplus/ (deficit) to the capital plan.

s.18(a)
s.18(b)
s.68.1

2007/08 Capital Budget Overview - Enterprise Wide Projects
as at March 31, 2008

s.68.1

2007/2008 Capital Budget Overview as at March 31, 2008 - Notes

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s.18(a)

s.18(b)

2007/2008 Capital Budget Overview as at March 31, 2008 - Notes

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s.18(a)

s.18(b)

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is withheld pursuant to sections

est retenue en vertu des articles

18(a), 18(b)

of the Access to Information Act

de la Loi de l'accès à l'information

2007/2008 to 2009/2010 CAPITAL INVESTMENT PLAN
Projects over $5 million, as at March 31, 2008 - Notes

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2007/2008 to 2009/2010 CAPITAL INVESTMENT PLAN
Projects over $5 million, as at March 31, 2008 - Notes

Note 8

s.18(a)

s.18(b)

DRAFT

Annual Report 2007-2008

Corporate Communications

at June 18, 2008

DRAFT

Opening Visual Essay

Table of Contents

Message from the President and CEO

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 look forward to the Government's response.

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

Message from the Chair

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
President
Hutton-Belleville Inc.
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

Dr. Edna Turpin
Executive Consultant
St. John's, Newfoundland and Labrador

DRAFT

BOARD OF DIRECTORS - YEARLY ATTENDANCE, MAY 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 [a)]	4/4	N/A	3/3	N/A	3/3	N/A
Hubert T. Lacroix [b)]	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 [c)]	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 [d)]	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.

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

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

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

d) Rémi Racine joined the Board on October 12, 2007.

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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 twelve 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.

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.

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.

Public Accountability

CBC | 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/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/Radio-Canada websites.

Here are examples of reporting instruments:

- Annual Report of CBC/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 | Radio-Canada Corporate Plan and Corporate Plan Summary
- CBC | 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

CBC | 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 CBC | Radio-Canada programming staff and programming Management, and report directly to the President of the Corporation and, through the President, to the Corporation's Board of Directors. The role of the 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, CBC | Radio-Canada, PO Box 500, Station A, Toronto ON M5W 1E6 (*ombudsman@CBC.ca*) and,

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

Codes of Conduct

CBC | Radio-Canada employees at all levels and across the Corporation are expected to adhere to 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

CBC/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, CBC/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.

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

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.

CBC/Radio-Canada Services

CBC/Radio Canada delivers a comprehensive range of News, information, entertainment, and sports 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.

RADIO AND SATELLITE RADIO

CBC RADIO ONE
Canada's English-language radio 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 94. 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 93.

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 138.

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 187.

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 188. 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.

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.

INTERNET

CBC.ca
One of Canada's most popular and comprehensive English-language media websites, with up-to-the-minute CBC 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 94. 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 93.

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.

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, *Hockey Legends* 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. Only on CBC|Radio-Canada can audiences find News, stories, entertainment, and perspectives that reflect the diversity of Canada.

We're ready for what's next
In recent years, CBC | 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.

[Chart/Table of expanding audio/video choices for Canadians]

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 $138 million. We are re-investing these savings and new revenues in programming.

Our renewal strategy — begun in 2000-2001 and designed to help us create the best and most relevant programming for Canadians while improving productivity and achieving savings — is indeed working: despite having a vast range of media choices, 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.

Call-out:
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.

More choice for audiences — but less room for Canadian content
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 primarily foreign content, there is less and less space for Canadian programming. In fact, only CBC | Radio-Canada has a specific mandate to produce a diverse range of programming for and about Canadians.

[Chart showing media concentration in Canada before and after mergers]

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 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.

[Chart from Nordicity report showing costs vs. revenue for conventional TV broadcasters]

[Repeat of last year's chart showing Federal indirect funding for English-language television (see 2006-2007 AR, page 21)]

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

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 are the only Television broadcaster with a mandate to offer Canadian programs in prime time, 37 per cent of the Fund is reserved for independent productions that we broadcast.

[Chart showing prime-time Canadian content for CBC TV vs. privates beside chart showing private TV broadcaster investment in Canadian vs. U.S. programming]

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.

CBC | 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/Radio-Canada, which is devoted to Canadian content.

[Chart coming from Research showing effect of CTF elimination]

CBC | Radio-Canada's financial challenges
As well as the challenges facing all broadcasters, CBC | 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 covered now.

[Chart of declining constant dollar CBC | Radio-Canada funding, 1990-2007 beside chart showing increase in services in same period]

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 HDTV exclusively via cable and satellite. If Canadian broadcasters do not follow suit, audiences will 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. The transmitters alone would cost between $50 million and $600 million, depending on the comprehensiveness of the coverage — 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 radio. Some of this 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.

Call-out:
CBC Radio One's Ottawa morning show 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.

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.

[Chart of English and French Radio audience share over last 5-7 years, beside chart showing overall decline in radio listening]

Call-out:
The ongoing renewal of CBC Radio 2 strengthens our commitment to the original objectives of the network, as defined by the CBC | Radio-Canada 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…"

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.

Continuing success for Télévision de Radio-Canada
CBC Television's successes were preceded by similar renewal for Télévision de Radio-Canada. 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.

Call-out [to be placed in following New Media section]
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.

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.

[Chart showing monthly visits to French and English websites compared to competing Canadian media sites]

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.

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."

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.

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 a 19.8 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), Gémeaux 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.

Key Performance Indicators

CBC | Radio-Canada uses programming performance indicators to ensure that it is continuing to provide Canadians value for the money they have invested in their national public broadcaster.

Specifically, CBC|Radio-Canada monitors and evaluates the views and viewing, listening and surfing habits of Canadians to ensure that it is providing them with programming to their satisfaction and that meets their needs.

Measuring Performance

The Auditor General of Canada's report on the Special Examination of CBC/Radio-Canada, released in 2005, suggested improvements in the ability of CBC/Radio-Canada's Board of Directors, the Government and the public to assess CBC/Radio-Canada's performance on a year-to-year basis. As a result, we have enhanced the strategic planning process by developing performance indicators for each of our Corporate priorities and linked them to the Corporation's main Television and Radio networks, or to individual media operations, as appropriate.

The incorporation of these performance indicators into the Corporation's planning process began in 2006. They are now fully integrated into that process, making it possible to examine annual performance results, performance against targets and performance trends.

These changes have already enhanced the planning process and, in the longer term, should significantly increase the effectiveness of the Corporation's overall operations.

Corporate Measures of Performance

Corporate Priority	Indicator	2006-2007 Result	2007-2008 Targets	2007-2008 Result
CONTENT	CANADIAN CONTENT			
	• CBC Television*			
	All day	81%	81%	80%
	Prime time (Monday-Sunday, 7:00-11:00 p.m.)	80%	80%	81%
	• Télévision de Radio-Canada*			
	All day	82%	82%	79%
	Prime time (Monday-Sunday, 7:00-11:00 p.m.)	88%	88%	89%
	• CBC Radio			
	All day	99%	99%	99%
	Prime time (Monday-Friday, 6:00-9:00 a.m.)	100%	100%	100%
	• Radio de Radio-Canada			
	All day	100%	100%	100%
	Prime time (Monday-Friday, 6:00-9:00 a.m.)	100%	100%	100%
	NUMBER OF AWARDS			
	CBC Television	288	288	220
	Télévision de Radio-Canada †	29	29	29
	CBC Radio	121	100	140
	Radio de Radio-Canada	6	6	6
	DISTINCTIVENESS			
	• Main Television and Radio networks	90%	90%	89%

* Based on previous broadcast year.
† Internal productions only.

Corporate Priority	Indicator	2006-2007 Result	2007-2008 Targets	2007-2008 Result
REGIONAL REFLECTION AND THE CHANGING FACE OF CANADA	Programs produced in regions for regions	83,775 hours	83,800 hours	86,200 hours
	Programs produced in regions for networks	12,642 hours	12,600 hours	11,000 hours
	CBC/Radio-Canada usage by visible minority (18+)	87%	87%	82%
	Visible minority staff CBC/Radio-Canada	Number of staff 528 (excludes short-term employees)	Number of staff 530 (excludes short-term employees)	Number of staff 544 (excludes short-term employees)
SUSTAINABILITY OF CANADIAN SCHEDULES	Television advertising revenue	$315 million*	$320 million*	$310 million*
	Expenditures on Canadian programming	95% of programming budget	95% of programming budget	On target †
EFFICIENCY	Self-generated revenues	$110 million†	$110 million†	$138 million
	Programming expenditures	82% of total budget	82% of total budget	On target
CREATIVE HUMAN RESOURCES	Commitment to training and development CBC/Radio-Canada	$ per employee1,013	$ per employee 1,013	$ per employee 1,005
	Employee satisfaction (periodic) CBC/Radio-Canada	Index 85% (2004 employee survey)	Index 85% (2004 employee survey)	n/a

* Only the main networks; excluding Internet revenues.

† Includes primarily Galaxie, CBC Country Canada (now **bold**), Internet, and program sales, but not advertising revenues.

Corporate Priority	Indicator	2006-2007 Result	2007-2008 Targets	2007-2008 Result
STRATEGIC PARTNERSHIPS	Number of joint ventures/ partnerships CBC/Radio-Canada**	6	6	15
COLLABORATION	Expenditures on cross-media programming	$10,335,070	$10 million	On target
STRONG STAKEHOLDER RELATIONSHIPS	Opinion leaders' overall impression of CBC/Radio-Canada*	77% favourable	77% favourable	77% favourable
	Opinion leaders' general impression of CBC/Radio-Canada as being an essential service*	78% agreement	78% agreement	87% agreement
	Canadians' satisfaction levels with main Television and Radio networks	89%	89%	89%
	Relevance to stakeholders	Percentage of Canadians using our services † 86%	86%	Percentage of Canadians using our services † 86%

** Defined as an agreement initiated by or under the responsibility of CBC/Radio-Canada's Corporate Business Development, and a major contributor to the Corporation. The Corporation has many strategic partnerships at both the Corporate and network levels. The 15 strategic partnerships identified in this table relate to Corporate level partnerships with companies such as Sirius Canada, Air Canada and Clear Channel Outdoor (related to CBC News Express).

* *CBC/Radio-Canada Opinion Leader Survey*, March 2008, conducted by Phoenix Strategic Perspectives Inc.

† Usage of main Television, Radio and websites.

Media Lines' Goals and Achievements

CBC/Radio-Canada delivers a comprehensive range of News, information, entertainment, and sports 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 via Radio, Television, Internet, satellite-based and wireless services, offering high-quality, distinctive content by, for and about Canadians, however and wherever they want it.

English Services

CBC/Radio-Canada's English Services comprise CBC Television, CBC Newsworld, **bold** (formerly CBC Country Canada) *documentary* (formerly The Documentary Channel, in which CBC/Radio-Canada acquired majority control this year), CBC Radio One, CBC Radio 2, CBC Radio 3, and *CBC.ca*. As of November 2007, all of these services report to the Executive Vice-President for English Services. This integrated approach allows for better planning and sharing of resources and programming across the media lines, and the achievement of savings and synergies.

CBC Radio's Strategic Objectives

To remain relevant and to meet the needs of its listeners in today's competitive radio environment, CBC Radio established four main strategic priorities for 2007-2008: excellence in program development for CBC Radio Two and all services; News integration; strategic development on New Media platforms; and, effective employee engagement. These priorities were designed to increase listener satisfaction, particularly with CBC Radio One and CBC Radio 2 (measured under Listener Satisfaction below); serve the public (measured under National Reach and Share, indicating the extent of usage by the Canadian public); maintain and improve the quality of its services (assessed by national and international award-granting bodies and measured under Program Excellence); and, as a long-term objective, to extend local market service into a number of areas where no local CBC Radio One service exists (measured under Local Service Extension).

CBC Radio – Performance Indicators

	CBC Radio 2007-2008 Goals	CBC Radio 2007-2008 Achievements
Cost		
• Cost of programming	• New Measure	• $112.9 million[1]
Audience[2]		
• CBC Radio One and CBC Radio 2 Combined reach	• 3.8 million	• 3.9 million
• CBC Radio One and CBC Radio 2 Combined share	• 12.2%	• 13.4%
Mandate CBC Radio One		
• Satisfaction[3]	• 67%	• 69%
• Essential[3]	• 85%	• 86%
• Regionally reflective[3]	• 76%	• 74%
• Ethnically/culturally diverse[3]	• 65%	• 65%
Relevance: Has programs I want to listen to[3]	• 58%	• 61%
Program Review		
• Pitches received and processed	• New Measure	• 394
• Pilots made	• New Measure	• 45
• New shows or new series debuted	• New Measure	• 15
Recognition for Program Excellence		
• Number of national or international awards	• 100	• 140
Local Service Extended into Unserved Major Radio Markets		
• Number of service extensions into markets with >100,000 population	• n/a[4]	• n/a[4]

1. Programming and production basis.
2. BBM Fall Survey.
3. FIATS Fall Survey, Core Listeners, Top 3 box score (October 2007-March 2008).
4. Service extensions to underserved markets are a significant long-term goal for CBC Radio. While resources did not permit any such extensions during 2007-2008, this goal remains an important strategic objective for CBC Radio.

CBC Radio's Future Directions

Excellence in program development for CBC Radio 2 and all platforms

- Reinforce CBC Radio 2's commitment to high-impact, high-profile classical programming as well as other important genres.
- Introduce programs featuring high-impact documentaries and other types of context-rich material.

Revitalise CBC News and pursue the Local Radio Plan

- Offer communities local News that embodies CBC journalistic standards, is customisable and diverse, and brings strength and nuance to the debate on local, regional and national issues.
- Pursue funding opportunities for local service extensions.

Strategic development on New Media platforms

- Build thematic portals in collaboration with CBC Television, to give audiences easy access to content across all platforms.
- Consolidate content and resources with CBC Television to offer audiences richer and deeper content.

CBC Television's Strategic Objectives

CBC Television focused on programming and platforms in 2007-2008, in order to continue to provide Canadians with high-quality programming. Specifically, CBC Television targeted six strategic priorities: addressing the problem of Canadian entertainment programming; increasing audiences; securing key sports properties; increasing regional connections; renewing CBC News; and pursuing online opportunities and expansion.

To measure its success in achieving its objectives, CBC Television set out four main performance indicators with targets, as shown in the following table. Among the results was an increase in the viewing share of CBC Television, particularly in prime time when television is primarily consumed. The network also worked to preserve its distinctive place in Canadian broadcasting through increased audience usage (measured under Audience); the maintenance of an offering of diverse programming (Differentiation) as well as high-quality programming as judged by viewers (Public Perception). To successfully pursue its priorities, the network prudently managed its financial situation, including pursuing self-generated revenues and managing its financial resources effectively (measured under Revenue and Cost).

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CBC Television – Performance Indicators

	CBC Television 2007-2008 Goals	CBC Television 2007-2008 Achievements
Public Value		
• Differentiation[1]	• Maintain Ratio	• Achieved
• Public Perception	• Each Program 60% in Top 3 Box score	• Achieved
Audience		
• CBC Television prime-time share regular season	• 7.5%[2]	• 7.8%
Revenue		
• Main networks – commercial advertising revenues Fiscal year (April-March)	• $212 million	• $210 million
• Advertising and other miscellaneous revenues	• New measure	• $231 million
Cost		
• Total budget with allocations Fiscal year (April-March)	• $513 million	• $530 million
• Cost of programming	• New Measure	• $451.9 million[3]

1. Based on percentage of titles.
2. These performance indicator targets were reported for the first time in the 2007-2008/2011-2012 Corporate Plan. Unfortunately, the filing deadlines for the Corporate Plan required some of these targets to be provided on a preliminary basis, in advance of final approvals in the Spring of 2007. The actual target for this indicator, as established by the Corporation prior to the start of the 2007-2008 fiscal year, was 7.5%, and not the preliminary 8.0% identified in the 2007-2008 Corporate Plan. To correct this issue going forward, CBC/Radio-Canada has adopted a new reporting timeframe for Corporate Plan performance measures and targets that is now fully aligned with CBC/Radio-Canada's Corporate approval process.
3. Programming and production basis.

CBC Television's Future Directions

Address the challenge of Canadian entertainment programming.

- Increase the viewership and appeal of Canadian entertainment programming
- Continue to appeal to a broader range and number of Canadians through more loyalty-engendering series with full-season runs.

Increase audiences

- Continue to consolidate CBC Television's schedule with a same day, same channel approach.
- Refocus CBC Newsworld as a continuous source of hard News to create compelling, in-demand programming, hosts and coverage of News stories.
- Focus on positioning the new **bold** channel as the home for cutting-edge dramatic and arts programming and exclusive sports events.
- Promote the rejuvenated and now CBC majority-owned *documentary* channel, showcasing the best in Canadian and international documentaries, films and series.

Secure key sports properties

- Secure long-term rights to further amateur and professional sports properties as appropriate opportunities arise.
- Build on the recently renewed NHL rights contract by extending the *Hockey Night in Canada* brand across multiple platforms.

Increase regional connections to CBC

- Enhance the connection to local communities through regional programming.

Renew CBC News

- Evolve and strengthen News and information programming.
- Expand to a "24 x 7" capability on multiple platforms.

Pursue online opportunities and expansion

- Continue program extension strategy.
- Partner with other organisations on digital programming.

CBC.ca's Strategic Objectives

CBC.ca and the Digital Programming group maintain a goal of supporting CBC's Television and Radio programming services. In 2007-2008, *CBC.ca*'s four main strategic priorities were to: increase traffic by concentrating on its core programming strengths (importance and popularity); increase revenue by expanding advertising inventory and developing sponsorship opportunities; support multi-platform initiatives for programming and content distribution via non-over-the-air platforms; and, enhance site reliability and stability. In the pursuit of these strategic priorities, *CBC.ca* established five objectives for 2007-2008 for which performance results appear in the table below.

CBC.ca – Performance Indicators

CBC.ca 2007-2008 Goals	*CBC.ca* 2007-2008 Achievements
Increase traffic	• *CBC.ca* continued as the number one news/media website with 4.1 million average monthly unique visitors, up 4.2% over the prior year.
Implement Web 2.0 and the Media	• *CBC.ca* drew over 27,000 registered members and over 10,000 comments on *CBC.ca* content with its user-generated content tools. • Since June 1, 2007, CBC has added over 5,700 on-demand videos and served 6.2 million streams.
Increase revenues	• *CBC.ca* ad banner revenue rose 18% during the fiscal year for a 2007-2008 total of $3,119,000.
Support the development and implementation of a multi-platform strategy	• Business Development & Digital Programming substantively reorganised in 2007 to a service model providing creative, business and product development services to content areas. • Business Development was integrated across platforms and with Corporate Business Development, including an integrated Affiliate Relationship business unit.
Increase site stability and reliability	• *CBC.ca* adopted a service rental model, concentrating on market-leading vendors to provide reliability, scalability and flexibility with minimal capital investment – leading to significant savings. • The current platform provides best-of-class recognition of our secure streaming solution, approved by FIFA and the IOC.

CBC.ca's Future Directions

- Enhance reliability and stability of CBC's online presence.
- Support the development and implementation of a multi-platform strategy.

French Services

CBC/Radio-Canada's French Services comprise Télévision de Radio-Canada, Réseau de l'information de Radio-Canada (RDI), Première Chaîne, Espace musique, Espace classique, Bande à part, Radio Canada International (RCI), RCI viva, and *Radio-Canada.ca*. All of these services report to the Executive Vice-President for French Services. This integrated approach facilitates the development of a global vision of French Services that recognises the individual strengths and distinctive character of each media line while promoting the overarching goal of improving the quality of the democratic and cultural life of Canadians. The Corporation is also a partner in ARTV and TV5Monde.

Radio de Radio-Canada's Strategic Objectives

Over the past five years, Radio de Radio-Canada's Première Chaîne and Espace musique have continued to expand their listenership, as illustrated by the audience level indicator. Note that the 2007-2008 results are somewhat anomalous, but still bear out this trend. In 2007-2008, Espace musique entered the second phase of its development, and achieved its objective of supporting the Canadian music industry by investing $5.5 million in the production of concerts to be aired on its network. French Services had the overall objective of consolidating its regional roots: for Radio de Radio-Canada, this translated into maintaining a high level of investment in the regions.

Radio de Radio-Canada – Performance Indicators

	Radio de Radio-Canada 2007–2008 Goals	Radio de Radio-Canada 2007–2008 Achievements
Maintain an optimal listenership • Combined audience shares of Première Chaîne and Espace musique	• Between 14% and 16%	• 20%[1]
Continue our commitment to Canadian musicians • Concert recordings	• 300	• 150[2]
• Budget invested in musical production for Espace musique	• New measure	• $5.5 million
Invest in the regions • Maintain our level of investment in regional production	• 45%	• 48%
Evaluate the performance of all employees in relation to objectives	• Between 90% and 100%	• Between 90% and 100%

1. Average of Fall and Spring BBM surveys.
2. Although the number of recordings decreased, the investment stayed the same — fewer recordings, but with higher impact.

Télévision de Radio-Canada's Strategic Objectives

In 2007–2008, Télévision de Radio-Canada focused on objectives whose performance is measured in four indicator categories: audience, financial, reflecting the diversity of contemporary Canada, and human resources.

Under the first indicator, the shares and overall satisfaction index show that Télévision de Radio-Canada achieved its audience growth objective (0.6 percentage points over 2006–2007), while maintaining a high-quality offering. Our financial indicators reflect the effectiveness of business objectives aimed primarily at optimising resources: we invested the bulk of funds (80 per cent) in programming, while maximising all available financial leverage, public revenues and outside funding sources. The reflection and diversity indicators are linked to the objective of consolidating regional roots, represented here by an increase in the average number of regionally produced programming hours broadcast nationally, as well as a better reflection of cultural diversity through a more representative workforce.

Télévision de Radio-Canada – Performance Indicators

	Télévision de Radio-Canada 2007-2008 Goals	Télévision de Radio-Canada 2007-2008 Achievements
Audience		
• Overall audience appreciation with programming ("On a scale of 0 to 10, how would you rate Radio-Canada programming?")	• 6.7	• 7
• Combined audience shares for Télévision de Radio-Canada and RDI	• Between 15% and 20% At least 13% for Télévision de Radio-Canada	• 14.1% (Télévision de Radio-Canada 2.1% (RDI)
Financial		
• Percentage of financial resources invested in programming	• 80%	• 81%
• Achievement of advertising revenues, main network only	• $108 million	• $100 million
• Maintaining Radio-Canada's Canadian Television Fund funding at previous years' levels	• $25.2 million	• $27.5 million
Reflection of diversity		
• Annual weekly average for regional programs on the network	• 7 hours	• 7.8 hours
• Increase in the percentage of employees considering themselves to be part of a visible minority (network and regions)	• 1.4%	• 1.6%
Human resources		
• Evaluation of the performance of all employees in relation to objectives	• Between 90% and 100%	• Between 90% and 100%

Radio-Canada.ca's Strategic Objectives

In 2007-2008, *Radio-Canada.ca* remained focused on its main strategic objective: providing original, innovative Web content, even in the context of the proliferation of online offerings. To this end, *Radio-Canada.ca* developed a 2007-2008 action plan whose results are described in the table below.

Radio-Canada.ca – Performance Indicator

Radio-Canada.ca 2007-2008 Goal	*Radio-Canada.ca* 2007-2008 Achievements
• Maintain high average traffic on *Radio-Canada.ca*	• *Radio-Canada.ca* redesigned its site, adding a new section to give users easy access to audio and video content, creating a new home page for the regions, and revamping the youth section. • *Radio-Canada.ca* now provides exclusive audiovisual content, such as the *Sedna.tv* website. • A new international News section was developed. • An average monthly total of 1,598,000 unique Canadian visitors used the site from home in 2007-2008.

French Services' Future Directions

In 2008-2009, French Services will be operating in a very volatile environment, characterised by major financial challenges, emerging technologies, increased fragmentation and competitiveness, and a profoundly changing regulatory climate.

In 2008-2009, Radio-Canada will undertake seven major challenges with an eye to becoming a truly multimedia public broadcaster that promotes diversity, democracy and culture:

- Become a leader in digital platforms.
- Leverage our intangible assets (intellectual property, human capital, brand, etc.).
- Develop integration to its optimal value.
- Review the business model and the sharing of financial resources.
- Acquire greater influence.
- Truly capitalise on international opportunities.
- Become the unchallenged leader in promoting diversity.

Galaxie's Strategic Objectives

Galaxie is a commercial-free digital pay audio service offering 45 channels of continuous music without talk. The network has built an enviable reputation as a source of high-quality music programming for the more than 6.3 million households that subscribe to it in Canada, and it generates funds for CBC/Radio-Canada to reinvest in programming. One of Galaxie's key priorities is to build on its strong foundation and expand onto new platforms and into new markets. Galaxie also provides an important conduit for new and emerging artists to reach Canadian listeners. Again this year, the service assisted artists by continuing to focus on its Galaxie Rising Stars program and ensuring that Canadian music is prominently featured on all of our genre-specific channels.

Galaxie – Performance Indicators

	Galaxie 2007-2008 Goals	Galaxie 2007-2008 Achievements
	• Optimise and ensure the long-term profitability of Galaxie	• Extended Galaxie's presence onto the Internet by partnering with Shaw Cable and Sympatico / MSN. • Renegotiated distribution agreements with Bell ExpressVu and Rogers. • Concluded an affiliate relations agency agreement with Stingray Digital Media Group to help Galaxie grow its business in Canada and provide growth opportunities in other markets.
	• Position Galaxie as Canada's première audio programmer and the reference production company for niche music formats	• Galaxie is the première music offering reaching more than 6.3 million subscribers in Canada. • Actively promoting Galaxie's Music for Business Service to Canadian businesses. • International-language music channels programmed by Galaxie are offered on the Internet through Sympatico / MSN. • Partnered with Videotron and le Groupe Spectra to offer a music service around Les FrancoFolies festival in Montréal.
	• Contribute to CBC/Radio-Canada's cultural mandate by promoting and extending the CBC/Radio-Canada brand and values	• Promotion of Canadian artists by delivering 35% or more Canadian content across Galaxie's channels. • More than 600 artists have received financial support through Galaxie's Rising Stars Program. • Extension of CBC/Radio-Canada brands, including CBC Radio 3 and Bande à part, on the Galaxie platforms.

Galaxie's Future Directions

For 2008-2009, Galaxie will work closely with its affiliation relation's agent, Stingray Digital Media Group, to have the Galaxie music service launch on additional platforms as well as increase audiences by extending Galaxie's reach to other markets, including the United States and Europe.

Galaxie will also focus on adapting its services to the evolving music and technology landscape by developing new features to appeal to younger listeners.

Radio Canada International (RCI)

Radio Canada International (RCI), CBC/Radio-Canada's international radio service, broadcasts in nine languages via the Internet, digital and analogue shortwave, satellite, and some 400 partner stations worldwide.

RCI's Strategic Objectives

In 2007-2008, RCI's two priority objectives were to pursue its mission worldwide and to help its RCI viva Web service, launched in November 2006, to take root in Canada's cultural communities. To this end, RCI implemented an action plan whose results appear in the table below.

RCI – Performance Indicators

	RCI 2007-2008 Goals	RCI 2007-2008 Achievements
	• Expand RCI's reach by strengthening collaborative ties with partner radio stations that provide additional means to reach listeners in over 70 countries	• Some 400 partner radio stations rebroadcast RCI content in 70 countries.
	• Co-produce programs in various countries	• Since April 2007, RCI has initiated the co-production of 24 reports on immigration with the Group of Six (NHK Japan, Radio Netherlands, Radio Sweden, Radio Australia, Swiss Info) simulcast by all partners. • RCI is supervising 26 international producer/journalists from the Asia Institute for Broadcasting Development (AIBD) as part of a major co-production on cultural diversity. • RCI provides training in the form of co-productions with Algeria's and Morocco's national radio services in exchange for their airing of RCI programs.
	• Expand RCI viva's reach with the *Digital Diversity / Métissé serré* competition on the RCI viva portal and production of the online series, *Embracing Canada / J'adopte un pays*	• RCI received over 200 entries for this competition that asked Canadians to submit audiovisual productions related to their own immigration experience. • Over a 14-week period, *Digital Diversity / Métissé serré* entries were viewed online over 60,000 times and the website received over 6,000 comments and suggestions, in addition to excellent reviews. • *Digital Diversity / Métissé serré* entries were screened at numerous events and festivals in Canada and around the world (Montréal World Film Festival; Pier 21 – Halifax; Reel 2 Real International Film Festival for Youth – Vancouver; Festival de films africains – Cannes; Cinéma et immigration – Agadir**;** Festival de la Diversidad – Cuba; National Council for Social Studies – San Diego). • The daily Télévision de Radio-Canada magazine, *C'est ça la vie*, has aired episodes of *J'adopte un pays*. • *Embracing Canada / J'adopte un pays* podcasts attracted an average of 300 new subscribers each day.

RCI's Future Directions

- Continue the shift toward a multimedia, multi-platform focus: produce two new instalments to the *Embracing Canada / J'adopte un pays* series and an international version of the *Digital Diversity / Métissé serré* competition.
- Explore other avenues for funding and developing new RCI initiatives.

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 *Francoeur*, a drama produced in Ottawa; *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 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 (Pimooteewin)*, 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 tot 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.
- 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 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.

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 CBC/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. 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, 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.

CBC | 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 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.

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 2002 and 2004 [check], 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.

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 audience and deepen our relationship with 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, 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 gasses, environmental building audits, environmental site assessments, and conversion of our R-11 cooling systems.

The Canadian Broadcasting Centre in Toronto and the Vancouver Production Centre were both awarded Go Green Plus certification from the Building Owners and Managers Association (BOMA) of Toronto. 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 Pillier 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-authorised 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.cbcshop.ca*.

Technology

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

CBC | Radio-Canada Transmission generated $8.3 million in revenues from transmission site sharing and co-location license agreements and renewed shortwave transmission contracts with overseas broadcasters worth almost one million dollars. 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)

CBC | 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.

Board of Directors
June 27, 2008

Subject matter

History of the Vancouver Re-development Project (VRP) up to the initial Board of Directors approval

Background

See History package June 2008 (3 pages)

Information on the matter

Presentation to the Board of Directors Canadian Broadcasting Corporation May 5, 2005
Presentation to Senior Management Committee (SMC) April 27, 2004
Presentation to Senior Management Committee(SMC) October 28, 2003

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

Prepared by

Name: André Bertrand
Date: June 2008

Recommendation

Last discussed at the Board

Date:
Decision made:

Next steps

Vancouver Re-Development Project History

June 27, 2008

History of the Vancouver Re-development Project (VRP) up to the initial Board of Directors approval

	2002 Proposal	2003 Proposal	2004 Proposal	2005 Proposal	2005
Principles	1. News Integration 2. Community Connection 3. Maximize the value of the land 4. Minimal changes to the building 5. City support	1. News Integration (large floor plate to accommodate all media lines) 2. Network Production: capabilities maintained for all genres in all media lines 3. Community Connection 4. Maintain ability to work in language of choice 5. Plan must fit our economic reality 6. Minimal disruption of program operations	1. News Integration (large floor plate to accommodate all media lines) 2. Network Production: capabilities maintained for all genres in all media lines 3. Community Connection 4. Maintain ability to work in language of choice 5. Plan must fit our economic reality 6. Minimal disruption of program operations	1. Integrated newsroom / digital content management 2.Density value sold at $101/sq. ft. (2.9 times more than the original PWGSC offer) 3. Strong community connection 4. Enhanced future production facilities 5. Rejuvenated office space, enhanced work adjacencies 6. Project to be funded from density sale, proceeds of sale of Burnaby warehouse and available capital budget.	APPROVAL
Scenarios	**Only one scenario:** The business concept was that PWGSC would buy the entire CBC property for the land value only. CBC would lease back the building for a net rent based on the density occupied by the building. PWGSC would pay CBC an annuity for the density they acquired for a new CRA building adjacent to the CBC building. CBC would continue to maintain the building as tenant for 25 years with no obligation to invest in base building renewal. After 25 years PWGSC would retake possession of the building (now 55 years old), modernize it, and CBC could continue as a tenant under a new long term lease at market rates. Alternatively CBC could move to another property in Vancouver. Minimal changes to the building would have required minimal investments.	**A1 Status quo:** no integration, minimum investments, poor community connection, some branding - **$36M** **B1 Greenfield on existing site:** News & Current affairs integration, some new equipment, DTV implemented & one HDTV studio, branding and community connection - **costing not available.** **B2 Vertical News Integration:** News integration by language and new technology, facility compromises, branding achieved, poor community connection - **$47M.** **B3 Complete News Integration:** full integration of news on existing Main floor, facility compromised, branding achieved, poor community connection - **$53M.** **B4 Complete News Integration and solve Operational Issues:** Same as B3 with additional 6000 sq.ft. of newsroom - **$59M.** **C1 3rd Party Development Option:** was underway at the time - **costing not available.**	**A1 Status quo:** no integration, minimum investments, poor community connection, some branding- **$24 M to $15 M.** **B1 Greenfield on existing site:** News & Current affairs integration, some new equipment, DTV implemented & one HDTV studio, branding and community connection - **costing not available.** **B2 Vertical News Integration:** News integration by language and new technology, facility compromises, branding achieved, poor community connection - **$44M.** **B3 Complete News Integration:** full integration of news on existing Main floor, facility compromised, branding achieved, poor community connection - **$51M.** **B4 Complete News Integration and solve Operational Issues:** Same as B3 with additional 6000 sq.ft. of newsroom - **$57M.** **B5 Development scenario:** it is a combination of scenarios B1 and C1in which excess density is sold for condo development - **$80,3M.** **C1 3rd Party Development Option:** was underway at the time - **costing not available.**	**1. Base Case**: Significant upgrades to appearance of the existing building and plaza. Construct parking in existing building & move satellite dishes. Upgrade existing building to code. Implement all planned Capital projects - **$31M.** **2. Minimum Case**: Includes all work in base case. Adds new space over plaza for integrated newsroomadd - **$50M.** **3. Master Plan**: Includes all work in Base Case and Minimum Case. Completes renovation of all office areas in existing building. Adds strong branding and community connection. Meets all media requirements for core business. Meets all Real Estate objectives, including master space plan -**$54M.**	
Sources of funds	CBC would have received about $1 million per year net for 25 years	Not available at the time	$44,0M to $56.6M	Sale of density $37 million, sale of Burnaby $6 million, capital budget $11 million = $54,241 M.	
Schedule	No schedule established	No schedule established	November 2005: Treasury Board approval May 2006: Demolition/construction starts August 2007: Construction Completion Summer 2008: CTO Completion	May 2005: CBC/Radio-Canada Board approval May 2005: Open Project Office and start of design May 2006: Demolition/construction starts May 2008: Newsroom operational April 2009: Offices renovated; project complete Sept 2009: Close Project office	
Next steps	This arrangement did not provide for the operational modernization of the Vancouver Broadcast Centre and for this reason the project was rejected.	Preliminary estimate to refine Consider internal financing options 3rd party site development to define and potential revenue to determine Update SMC and present recommandations	Review of all costs and available budgets Reduce costs of B5 to stay within funds available of $54 million. Consider options for funding shortfall Present recommandation to SMC	Make expenditures of approximately $4M in accordance with project budget prior to Treasury Board approval. Allows to: Hire design professionals (architects, engineers). Commission detailed working drawings. Conduct RFP process to negotiate Guaranteed Maximum Price (GMP) construction contract. Proceed with building demolition and relocation of satellite antennas Board Approvals Required: Authority to enter into agreement of purchase and sale with Concord Pacific Group for the excess density on the CBC/Radio-Canada site at 700 Hamilton Street at the price of $34.4 million. Authority to reinvest the proceeds, together with the revenue from the Burnaby warehouse property sale (2003), and capital funds identified in the Corporation's capital plan, in the Vancouver Building Project. Approval of the project plan, including the proposed balanced budget of $54.2 million.	
Supporting documents		Vancouver Update - Presentation to Senior Management Committee (SMC) By Raymond J. Camovale - October 28, 2003	Vancouver Broadcasting Centre Redevelopment Update - Presentation to Senior Management Committee (SMC) By Raymond J. Camovale and Michel E. Saint-Cyr - April 27, 2004.	The Vancouver Redevelopment Project - A window of opportunity for the sale of a surplus non-core asset for re-investment in core broadcasting operations - Presentation to the Board of Directors - Canadian Broadcasting Corporation - May 5, 2005	

Real Estate
CBC Radio-Canada
Immobilier

Prepared by: André Bertrand
June 19, 2008

Financial history of the Vancouver Re-Development Project (VRP) after Board of Directors approval

	Original budget	BOD Presentation Fall 2007	Fall 2007 approved budget	Forecated expenses June 2008	Variance Fall 2007 and June 2008	Notes
Professionnals	4 675	6 411	6 411	6 988	(577)	(1)
Construction	29 423	44 980	45 081	46 888	(1 807)	(2)
Construction 2nd3rd floors	1 700	2 293	2 293	3 432	(1 139)	(3)
Asbestos removal	-	(700)	(700)	(700)	-	
Concord work	-	300	300	800	(500)	(4)
Furniture Supply and Other	1 367	1 321	1 321	1 322	(1)	
FF&E 2nd3rd floors	629	898	898	898	(0)	(5)
Other Real Estate costs	1 256	1 809	1 405	1 457	(52)	(6)
Musqueam art work	200	269	269	281	(12)	(7)
Contingency	300	503	503	503	-	(8)
Total - Real Estate Division	**39 550**	**58 084**	**57 781**	**61 869**	**(4 088)**	
Office of project manager	1 468	1 436	1 244	1 244	-	
Communications	405	405	405	405	-	
Branding	800	800	800	800	-	
Logistics	477	509	846	846	-	
Training	80	80	10	10	-	
Transmission	677	677	607	607	-	
Broadcast TV	7 950	8 104	7 998	7 998	-	
Broadcast Radio	1 139	1 283	1 283	1 283	-	
Information Technology	1 695	1 695	1 695	1 695	-	
Total - Other Components	**14 691**	**14 989**	**14 888**	**14 888**	**-**	
Grand Total	**54 241**	**73 073**	**72 669**	**76 757**	**(4 088)**	**(9)**

Real Estate
CBC Radio-Canada
Immobilier

Prepared by: Josée Racine
June 19, 2008

Note 1: The consultants have increased for a number of reasons such as cost estimate revisions by BTY group, value engineering, revision of floor plans on the 2nd and 3rd floors, special financial advisors, construction specialist, etc

Note 2: Construction costs have gone up due to the fact that the original estimates did take in account inflation but actual inflation rates were higher than anticipated and estimates were based on design plan only 10% completed. The construction costs included the costs for an emergency generator ($325K) than was not planned in this project.

Note 3: The construction estimates included construction costs and professional fees.

Note 4: This amount is for work done by Concord on behalf of CBC/Radio-Canada such as access ramps to the parking.

Note 5: The forecasted furnitures costs includes the costs relating to the new floor plans on the 2nd and 3rd floors. We have credited the original estimated costs of that furniture ($629k) and added the new estimates ($898K).

Note 6: This increase from the original budget is mostly due to higher costs for insurance ($230K), City permit ($269K), legal fees ($185K), moving costs ($50K) and others.
In the June 2008 estimates, the moving expenses has gone up by 50K.

Note 7: The contracts for the purchase of Musqueam Art Work have been signed and first payment have been issued this month.

Note 8: The contingency was increase to cover additional forecasted fees relating mostly to schedule delays.

Note 9: Following the Board approval in November 2007, and the BC addedum approval last April, the additional $18.8 was distributed between the various project component.
The total budget was reduced by 462K which related to the legal fees realting to sale of the land, which are recorded under the Proceed of sale revenues.

The Vancouver Redevelopment Project

A window of opportunity for the sale of a surplus non-core asset for re-investment in core broadcasting operations

Presentation to the Board of Directors

Canadian Broadcasting Corporation

May 5, 2005

Vancouver Production Facilities Today

Introduction

- The Vancouver Redevelopment Project is another example of our continued efforts to realize the Corporation's objectives:
  - Ensure CBC/Radio-Canada is managed in the most efficient manner.
  - Reinforce the capacity of CBC/Radio-Canada to work as one integrated company.
  - Strengthen commitment to creative and human resources, culture change, strategic labour relations and workforce renewal.
  - Increase profile of CBC/Radio-Canada with all stakeholders.
  - Maximize CBC/Radio-Canada's impact through selective partnerships, strategic alliances and business development opportunities.
  - Continue to position CBC/Radio-Canada as a true public broadcaster.

000329

Motivating Factors

- We have saleable unused density on the CBC/Radio-Canada property in Vancouver, and room for development on the existing parking lot.

- We have a 32-year-old facility that needs renovation and does not support our new work methods. We do not currently have funds for this redevelopment.

- The original design of the building does not lend itself well to a connection with our community.

Executive Summary

- Principle of transaction: sale of surplus non-core asset brings $34.4 million for reinvestment in core broadcasting operations.

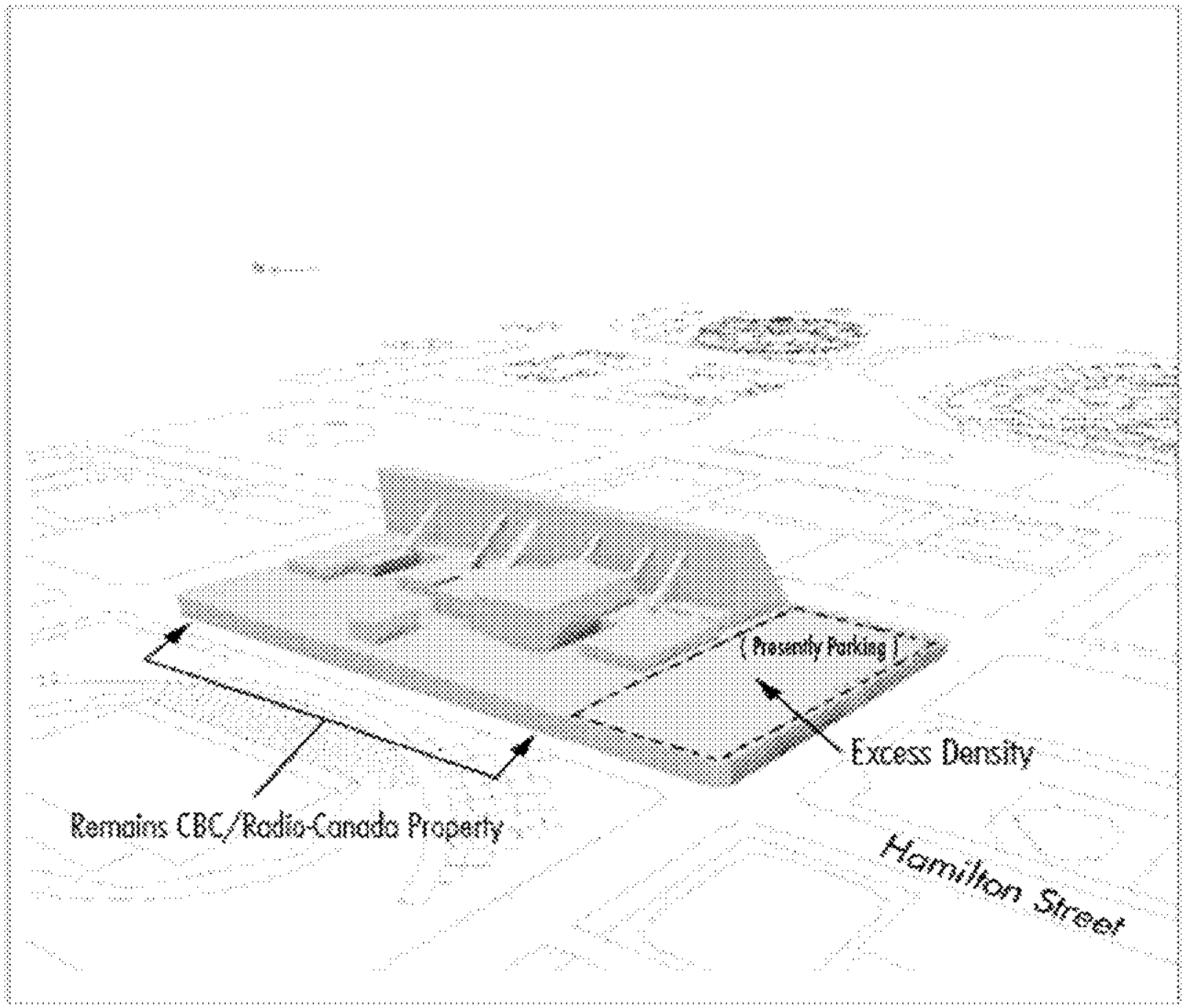
- Capitalizing on a unique window of opportunity:
  - We can realize maximum value now.
  - Time is of the essence.
  - We have a very credible buyer.

- Significant benefits to core broadcasting operations:
  - Integrated newsroom / digital content management.
  - Strong community connection.
  - Enhanced future production facilities.
  - Rejuvenated office space, enhanced work adjacencies.

000331

Real Estate Transaction:
Sale of Surplus Non-Core Asset

Existing Condition & Excess Density



CBC Block

Real Estate Transaction - Meeting current and future space needs

- Sale of excess density at 700 Hamilton Street:
  - 128,000 square feet of land allows density of 640,000 square feet of development space (5 X land area).
  - CBC/Radio-Canada will occupy 260,000 square feet going forward to comfortably meet its current and future needs.
  - This allows 380,000 square feet for sale.
  - Zoning regulations define the use and conditions under which available density may be developed.

Real Estate Transaction - Value

- Purchase and sale agreement with Concord Pacific will bring CBC/Radio-Canada **$34.4M** less transaction costs of $570,179 for a net of $33.8M**.**
  - Proceeds currently available through this proposal are among the highest on the market, and compare favourably even to waterfront properties.
  - Represents a premium of $19M over value of sale for a commercial office tower development.

- CBC/Radio-Canada will maintain ownership and manage the redevelopment of its site.

000335

Real Estate Transaction - Timing

- The City of Vancouver is very interested in a new look for our building's "factory-like" appearance as part of the revitalization of the neighbourhood.
  - We have obtained an exception to the moratorium on conversion from commercial to residential density.
  - Delay entails potential loss of this grandfathering.

- Residential property market in Vancouver is currently hot; future prospects uncertain.
  - On a risk-adjusted basis, sale in 5 years results in lower expected sale proceeds of some $15 million.
  - Potential for higher interest rates would negatively impact future value.

- Upcoming Olympic building boom will increase construction costs.
  - Need to move forward as quickly as possible.

000336

Real Estate Transaction - A Credible Buyer

- Request for Proposal (RFP) process ensures that CBC/Radio-Canada maximizes market value of property.
- Concord Pacific was selected through a very rigorous process.
- Overall evaluation of final bidders:

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

Description		Concord Pacific
Price		**70**
Key elements		**3**
Ability, understanding		**9**
Team ability to resolve conflict		**8**
Financial resources demonstrated		**6**
Total		**96**

000337

Business Case

- The City will require significant improvements to the CBC site in order to allow the sale of excess density. Three options were developed starting with this Base Case:

1. Base Case – estimated cost of $31M.

- Significant upgrades to appearance of the existing building and plaza.
- Construct parking in existing building & move satellite dishes.
- Upgrade existing building to code.
- Implement all planned Capital projects.

Impacts:

- Costs almost as much as total projected revenue.
- Does not meet media requirements for core business.
- Does not meet Real Estate objective for efficient space utilization.
- Does not address branding and community connection.

Business Case (continued)

2. Minimum Case – estimated cost of $50M.

- Includes all work in base case.
- Adds new space over plaza for integrated newsroom.

Impacts:

- Nears cost of overall project.
- Meets most media requirements for core business.
- Does not meet Real Estate objective for efficient space utilization.
- Continued heat and air conditioning problems.
- Branding and community connection not addressed.

000339

Business Case (continued)

3. **Master Plan – estimated cost of $54M.**
   - Includes all work in Base Case and Minimum Case.
   - Completes renovation of all office areas in existing building.
   - Adds strong branding and community connection.
   - Meets all media requirements for core business.
   - Meets all Real Estate objectives, including master space plan.

- **Conclusion:**
  - Option 3 is the plan that addresses the present and future objectives of CBC/Radio-Canada in British Columbia.
  - It can be funded without requiring incremental resources.

Real Estate Development Risks

- *It has been an accepted practice in the City that community space can be exchanged for saleable density. CBC/Radio-Canada is proposing 13,000 sq. ft. of space for this kind of exchange. Acceptance is expected but not guaranteed.*

  Mitigation: Our density calculations exclude both mechanical floors. If the City did not allow the sale of density for the community space, we would argue that the top floor at least should be excluded from density. The difference would be a cost to the project of $80,189.

- *There will be a municipal election in November of 2005.*

  Mitigation: If we proceed with the Preliminary Development Permit (PDP) as early as planned, we will be well into the application process by November and working with the same City planners.

- *There is a possibility of a spring Federal Election which could affect Treasury Board decisions.*

  Mitigation: Corporate Senior Management will be working closely with Treasury Board to seek optimum timing.

Real Estate Development Risks

- *There is asbestos in many areas of the building and the cost impact is dependant on a full investigation.*

  Mitigation: We are carrying $564K in the budget for asbestos abatement. Investigation is ongoing and pending the result, there could be an additional cost impact that would be dealt with by contingency.

- *Timing and Inflation are major issues as the cost of construction is rising at a rate of approximately 10% per annum. Construction inflation may increase as we close in on Olympic years.*

  Mitigation: Real Estate has been monitoring the market and has built cost escalation into the budget. We also need to move the schedule resolutely to allow the awarding of construction contract ASAP which will help fix our costs.

Real Estate Development Risks

- *Legal advertised to find out if there were any challenges by the aboriginal community regarding the sale of our land at 700 Hamilton Street and have received four responses.*

  Mitigation:

s.23

000343

The Key to Maximize Success: Move Quickly

- We plan to make expenditures of approximately $4M in accordance with project budget prior to Treasury Board approval. This will allow us to:
  - Hire design professionals (architects, engineers).
  - Commission detailed working drawings.
  - Conduct RFP process to negotiate Guaranteed Maximum Price (GMP) construction contract.
  - Proceed with building demolition and relocation of satellite antennas.

- In addition, if we can obtain Treasury Board approval in escrow pending Development Permit, we could shorten the construction schedule by 3 months and save $636K.

000344

Development Project: Reinvesting the Value in CBC/Radio-Canada's Core Business

Space Redevelopment: Guiding Principles

1. **News Integration**: sufficiently large floor plate to accommodate all critical positions and facilities from all media lines on one level.
2. **Network Production**: capability maintained for all genres in all media lines.
3. **Community Connection**: strong identity and public access driven by active programming potential and strategy. CBC/Radio-Canada signature dominates space while accommodating urban environment.
4. Maintain ability to work in **official language of choice.**
5. Plan must fit our economic reality - balance **cost effectiveness** against desired ends.
6. Redevelopment must occur with **minimal disruption of program operations.**

000346

Reinvesting the Value:
Project Cost / Funds Available ($000)

Construction and Renovation	40, 463
Technology	11, 479
Project Management (incl. Communications)	2, 299
Total Cost of Project	**54, 241**
Sale of the density will generate	34, 424
Sale of Burnaby warehouse	6, 491
Capital Funds Identified in Capital Plan	11,540
Real Estate Operating Budget	236
Property Tax Savings	400
Rental Revenue	150
Interest on Parking Lot Proceeds	1,000
Total Funds Available	**54, 241**
Net surplus/deficit	**0**

Analysis as of April 13, 2005
See detailed budget in Appendix A

Ensuring a Balanced Budget

- This balanced budget contains significant contingency provisions for unexpected circumstances.
  - 8.5% contingency on construction.
  - 10% escalation to midpoint of construction.
- Anything we can do to speed up the project will also reduce costs.
- Ultimately,we are prepared to eliminate some items from the project scope if necessary to ensure that the total cost does not exceed current projections.

Meeting Current and Future Needs

- We are reducing CBC/Radio-Canada's office and studio space while maintaining ample space for our current and future needs.
- There will be pockets of space throughout the blocking plan to allow adjustments within the program units.
- Future program unit space for 25 staff will be available on the mezzanine level.
- Below-grade storage space could be redeveloped into program unit space for 40 staff.
- There is allowance for seasonal production space on S and C levels below grade.
- We are also creating 13,000 square feet of community use space.

000349

Integrated Newsroom – Synergies across Operations

- Increases the main floor plate by 27,000 square feet out over the existing plaza with a double height roof as well as 4,500 square feet at plaza level.

- Consolidates English and French Radio, Television and On-Line News and Current Affairs: 87 News & 61 Current Affairs people. (Similar to Edmonton/Ottawa/Quebec City.)

- Utilizes concepts of common assignment, Desktop TV and Radio, integrated material ingest, adjacency floor planning and shared common space. (Similar to Edmonton/Ottawa.)

- Incorporates presentation facilities for Radio and Television News and Current Affairs for all four media lines. (Similar to Edmonton/Ottawa.)

000350

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Production Facilities and Technology

- **Radio:**
  - English and French Radio both maintain their production capacity while eliminating some larger studios in favour of on-air booths.
  - Three radio studios will be reclaimed for office and storage space.

- **Television:**
  - ETV and FTV News studios will be plateaus in integrated newsroom.
  - English Television will maintain two of six current studios for network and regional non-news production.
  - French Television will have access to these studios.
  - Three TV studios will be re-purposed for parking and storage.
  - One existing TV studio will become a community facility.
  - If significant TV production capacity remains unused, the decision can be made later to convert or market these spaces.

- **Other:**
  - Many needed enhancements such as desktop TV for FTV & ETV, digital FTV control room, upgraded post production suites, digital router upgrade etc.

000352

Master Space Plan

- A master space plan for the building was developed by a professional interior design and space planning company, Seeton Shinkewski Ltd.
- Principle of adjacencies of like work groups.
- Combination of work stations, common areas, open and closed offices with current corporate space standards.
- All areas renovated to present standard including HVAC, electrical, carpet and paint.
- Ongoing consultative process with Vancouver senior management and staff, and network stakeholders.
- The space plan is not locked and continues to be refined.

000353

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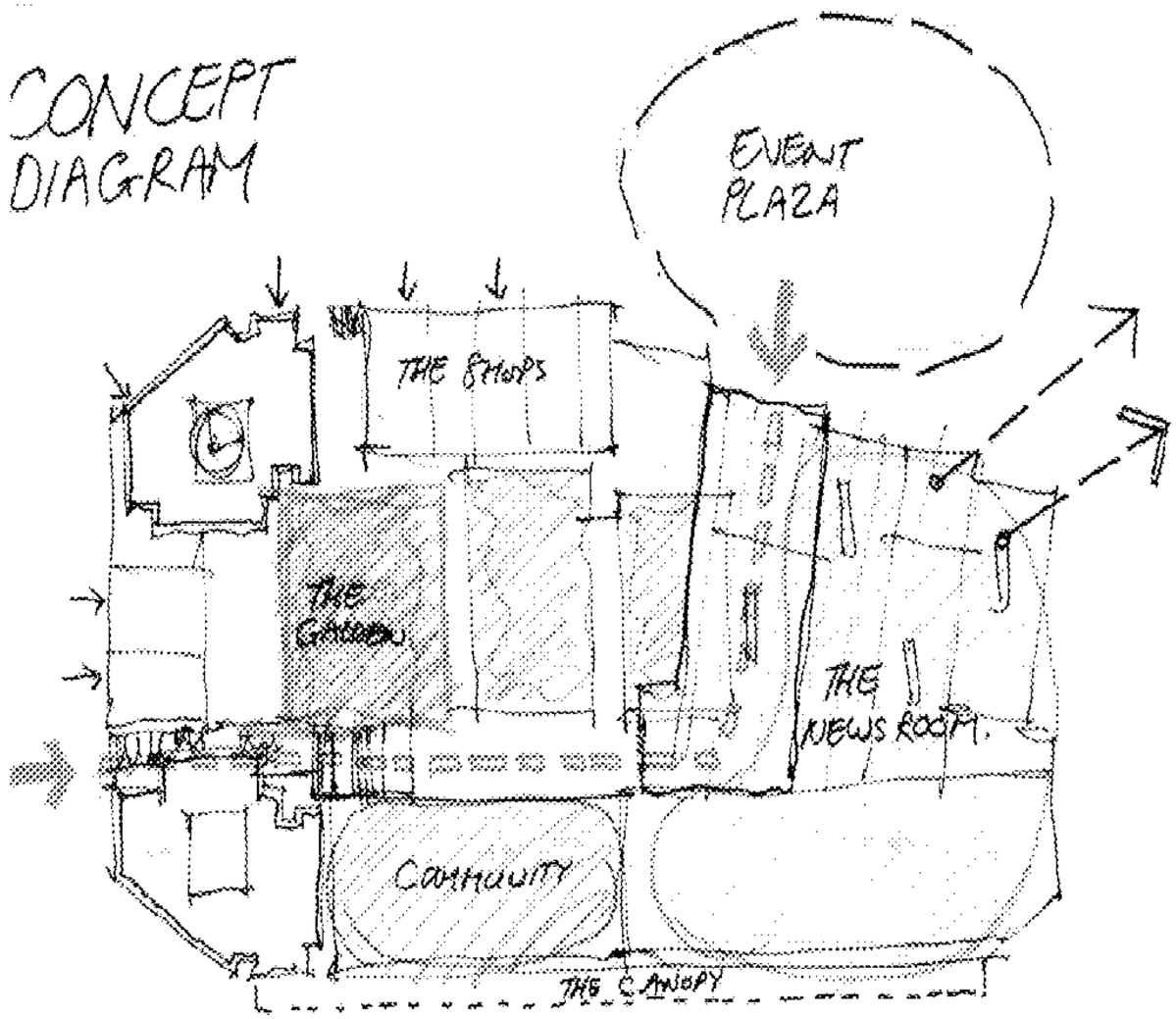
de la Loi de l'accès à l'information

Community Connection – Engaging People

- We will take CBC/Radio-Canada to the street by building our new entrance much closer to the Georgia/Hamilton Street corner.
- From this new entrance, there will be an enclosed public corridor through our building, past an interactive space, our integrated newsroom, monitors and sound, a community use studio, a community occupied space on the existing main floor and a courtyard leading down a grand staircase to Robson Street.
- Public and CBC/Radio-Canada activities will draw the public to the plaza, the corridor and the community studio – including, but not limited to, live audience events.
- The design will showcase old and new offerings from CBC/Radio-Canada and the full richness of our programming, with News programs in view as they go live to air.
- The courtyard offers us another opportunity for outdoor programming to draw people into the complex.

000359

Community Connection – Community Space



Development Potential Study
CONCEPT DIAGRAM

Community connection – Engaging people (continued)

Community Connection - Branding

- We are moving together with Concord Pacific to provide a joint architectural vision and cohesive and pervasive branding for CBC/Radio-Canada.
- Integrated newsroom architecture will complement the Concord Pacific design using similar rounded themes.
- Overall branding plan will have elements on our building as well as the developers' site.
- Remaining plaza space will be animated with sound and picture to draw community attention to our entrance.
- CBC/Radio-Canada Boutique at street level by front entrance.
- CBC/Radio-Canada logo for Concord development is an option at our disposal.

000362

Timetable – Some Key Milestones

March 2005	Application for Preliminary Development Permit (PDP)
May 2005	CBC/Radio-Canada Board approval
May 2005	Open Project Office
May 2005	Agreement of Purchase and Sale pending Treasury Board approval
July 2005	PDP approved by City; apply for conditional Treasury Board approval?
Sept 2005	Full application process with City
Sept 2005	Residential units pre-sale starts
April 2006	Development Permit approved by City
May 2006	Demolition/construction starts
May 2008	Newsroom operational
Jan 2009	Desktop TV Implementation
April 2009	Offices renovated; project complete
Sept 2009	Close Project office

000363

Board Approvals Required

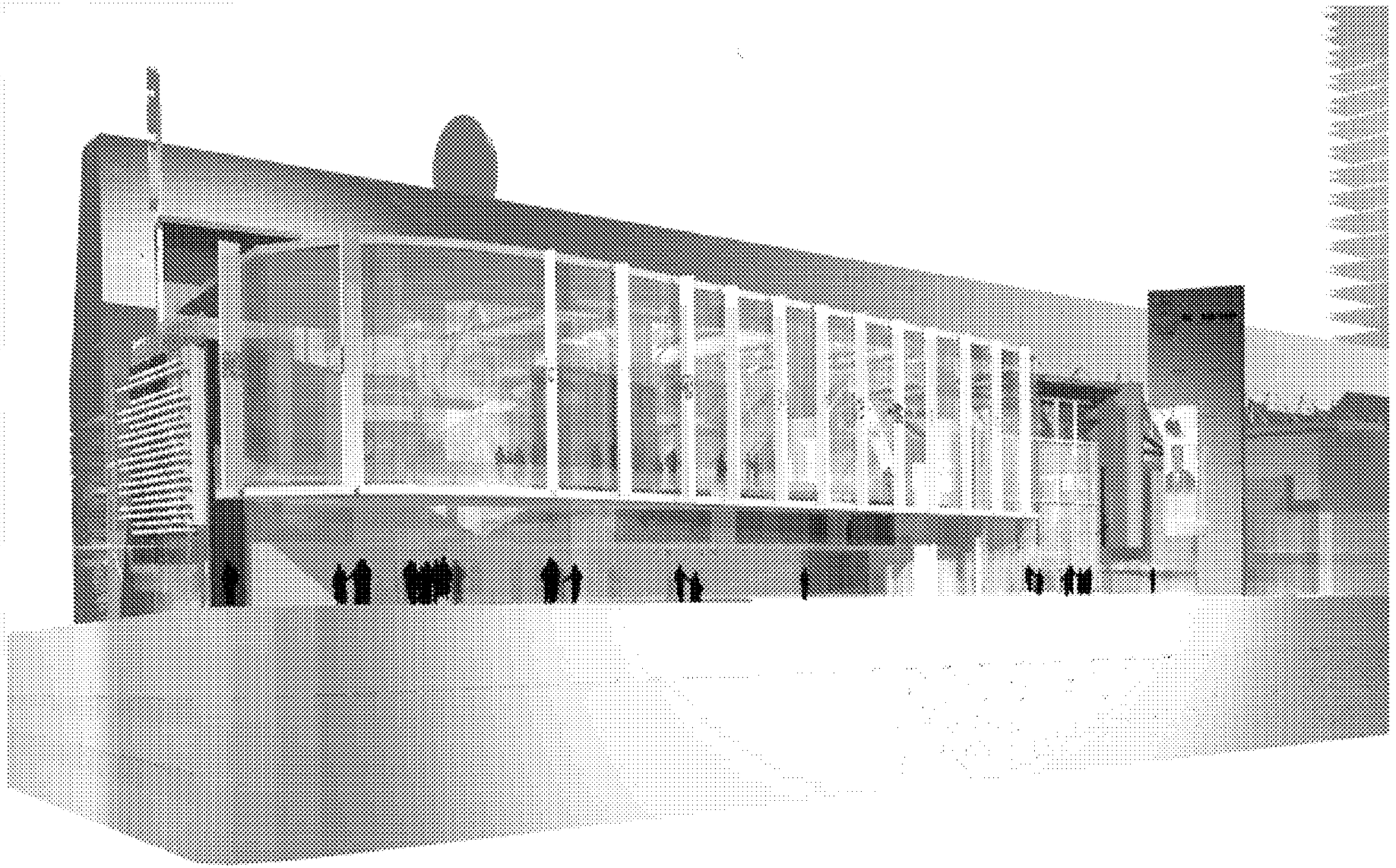
- Authority to enter into agreement of purchase and sale with Concord Pacific Group for the excess density on the CBC/Radio-Canada site at 700 Hamilton Street at the price of $34.4 million.

- Authority to reinvest the proceeds, together with the revenue from the Burnaby warehouse property sale (2003), and capital funds identified in the Corporation's capital plan, in the Vancouver Building Project.

- Approval of the project plan, including the proposed balanced budget of $54.2 million.

000364

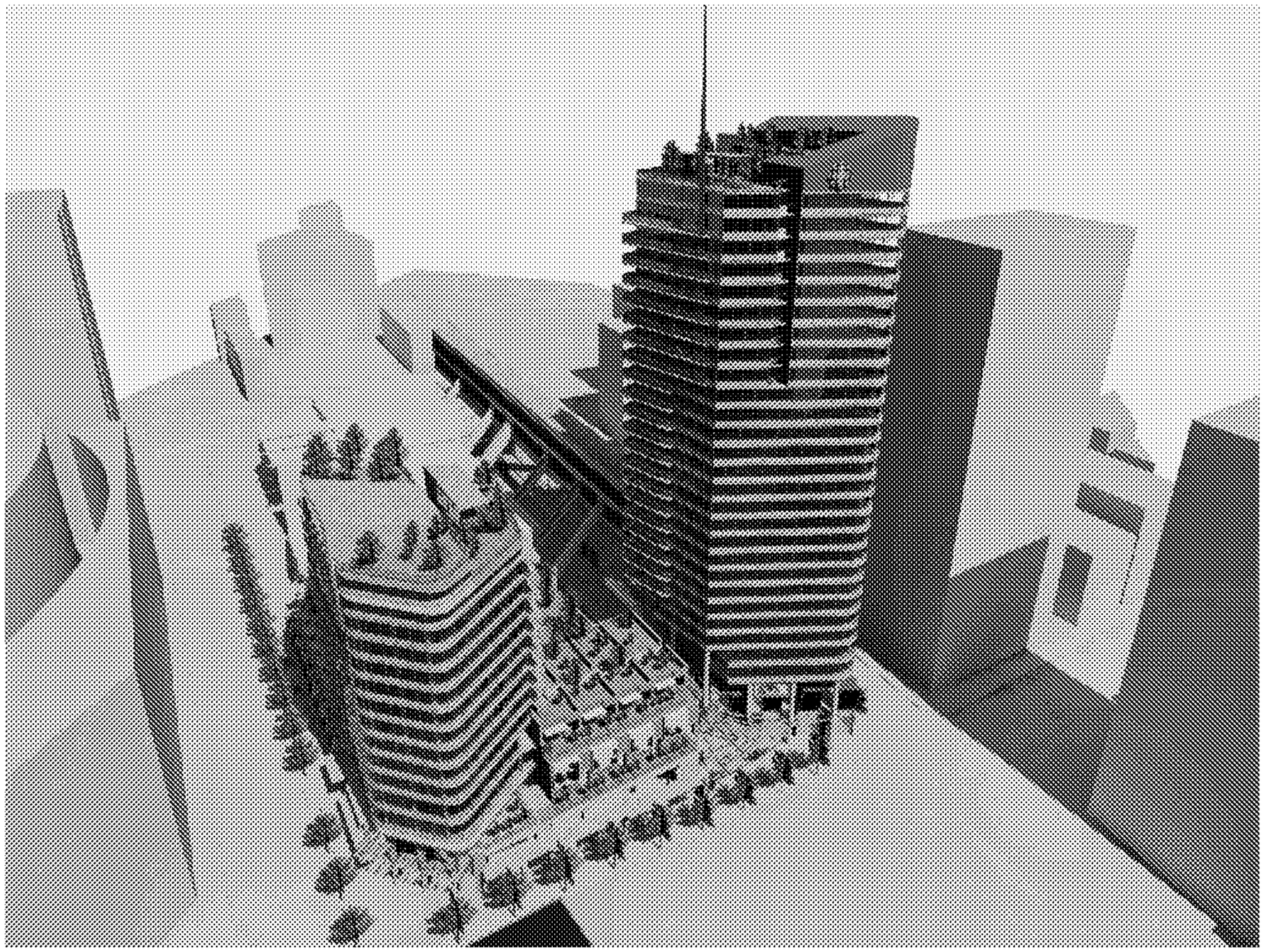
Architectural concepts of the future CBC/Radio-Canada
Georgia and Hamilton Street



Architectural concepts of the future CBC/Radio-Canada
Hamilton Street View of Development

Architectural concepts of the future CBC/Radio-Canada
Robson Street View of Development

Architectural concepts of the future CBC/Radio-Canada
Aerial View of Robson Street Development



APPENDIX:

DETAILED BUDGET

VANCOUVER BROADCASTING CENTRE

REDEVELOPMENT UPDATE

Presentation to Senior Management Committee (SMC)

Raymond J. Carnovale / Michel E. Saint-Cyr

April 27, 2004

Vancouver Production Facilities

Objectives

- Consider options for a Vancouver site project to resolve operational problems and improve facilities for future program needs.
- Consider CBC needs first and mitigate cost by exploring 3rd party site development options.
- Address poor community connection issues and City of Vancouver interests with a development plan for our existing facilities.
- Review the various options resource demands against the capital plan and identify impact of displacing other planned initiatives.
- Recommend proposal.

Guiding Principles

Guiding principles for this review were established at a Steering Committee meeting in Vancouver on September 24, 2003:

1. News Integration: sufficiently large floor plate to accommodate all critical positions and facilities from all media lines on one level.
2. Network Production: capability maintained for all genres in all media lines.
3. Community Connection: strong identity and public access driven by active programming potential and strategy. CBC signature dominates space while accommodating urban environment.
4. Maintain ability to work in language of choice
5. Plan must fit our economic reality- balance cost effectiveness with desired ends.
6. Minimal disruption of program operations.

Previously defined several scenarios and summarized costs as follows: 10 Year Estimate of Costs / (Revenues)

Information not available at October 28, 2003

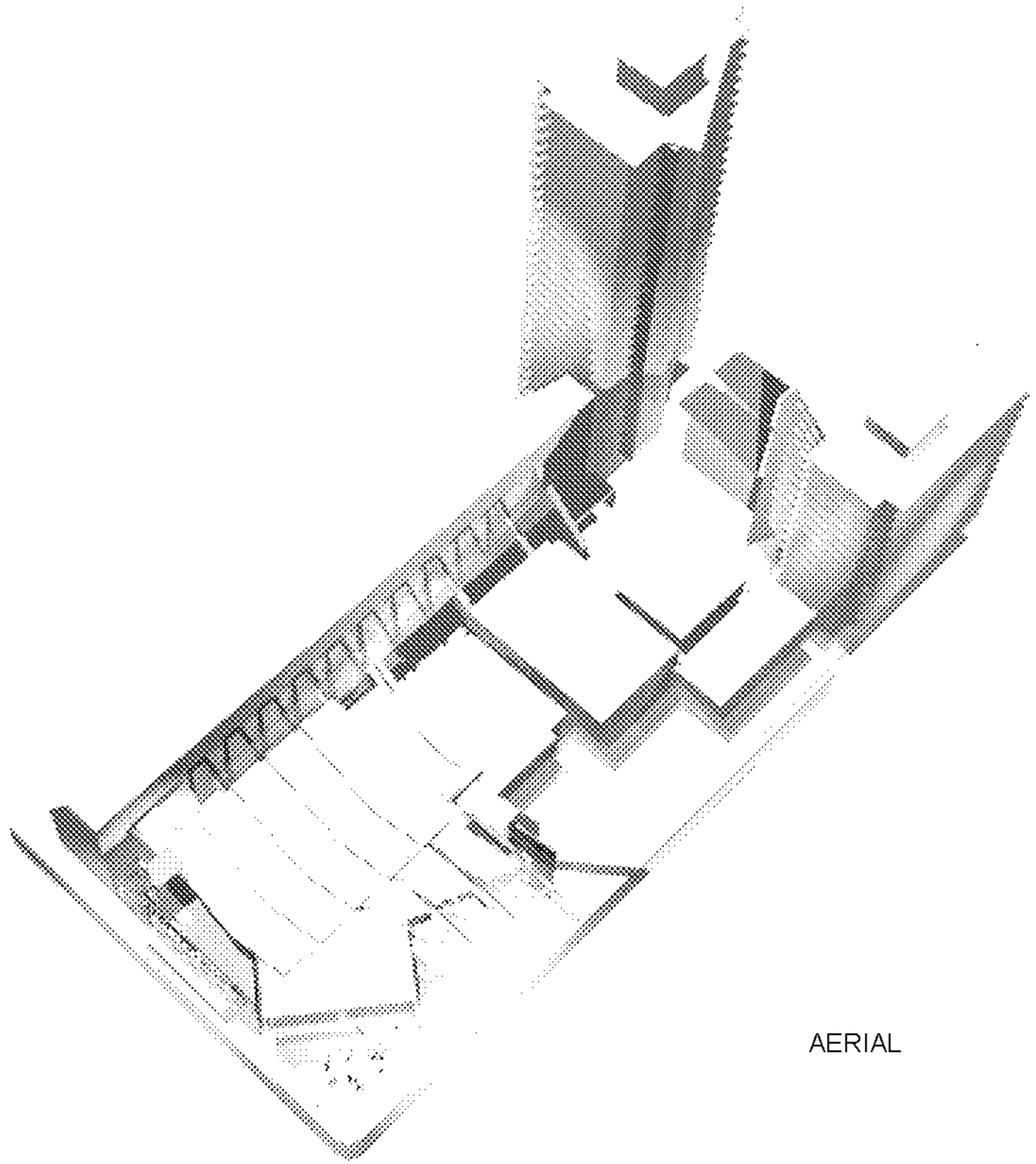
		$ million				
CBC Facilities	Scenarios	Order of Magnitude	Less: status quo	Incremental cost of options	Less: Net revenue from 3rd Party Development	Net Surplus / (Deficit)
A1	Status quo	36	(36)	$ 0		
B1	Greenfield on existing site *		(36)			
B2	Vertical News Integration	47	(36)	11		
B3	Complete News Integration	53	(36)	17		
B4	Complete News Integration and Solve Operational Issues	59	(36)	23		
C1	3rd Party Development Options					

* Greenfield scenario will be the most expensive

The previously defined B1 and C1 scenarios have been redefined under a new B5-Development scenario.

- B5 scenario involves maximizing land value for condo development and the complete redevelopment of the Vancouver Production Centre.
- The integrated newsroom on Georgia and Hamilton provides a dramatic architectural transformation of the Vancouver building.
- Functional space for content management will be provided and visibility and community contact will be greatly enhanced.
- The B5-Development scenario would be completed over 3 fiscal periods ending 2008/09.
- More detailed review of the financial estimates is required to fully understand the costs of this scenario and to determine what capital budget and Real Estate operating budget can be redirected to partly offset the costs.
- The following pages provide a graphic view and financial summary of the B5-Development scenario.

LOOKING EAST ON GEORGIA



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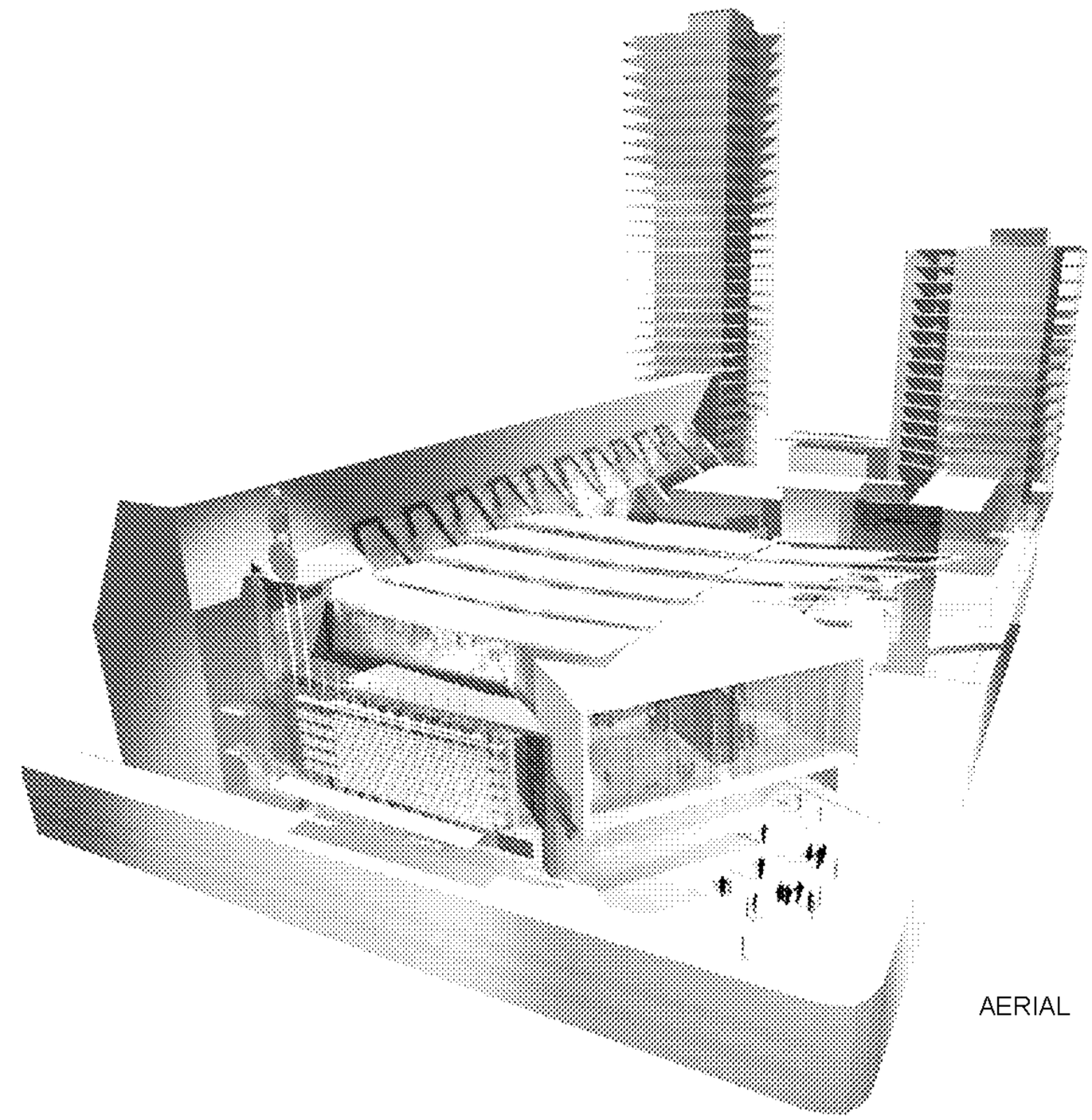

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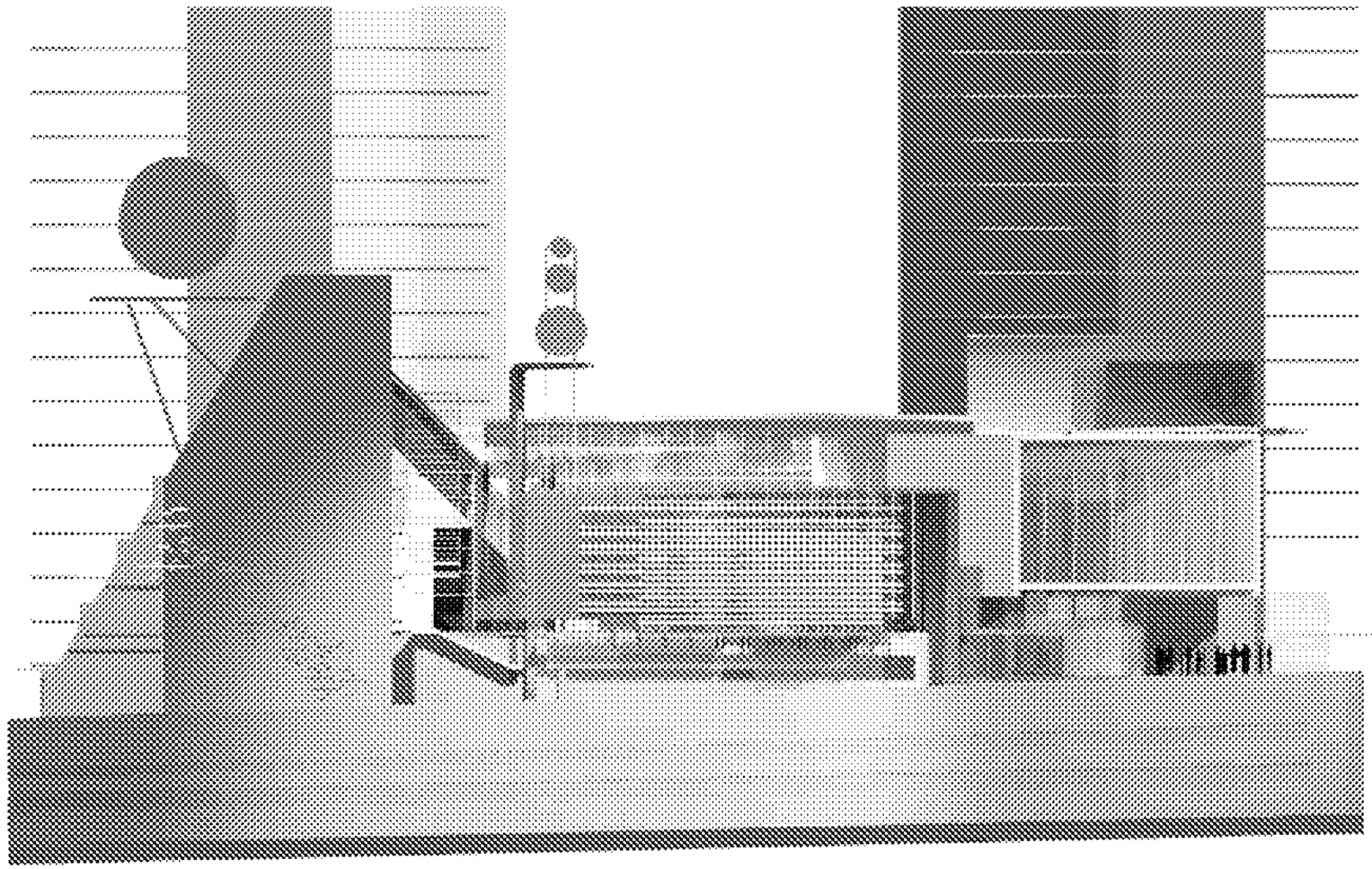
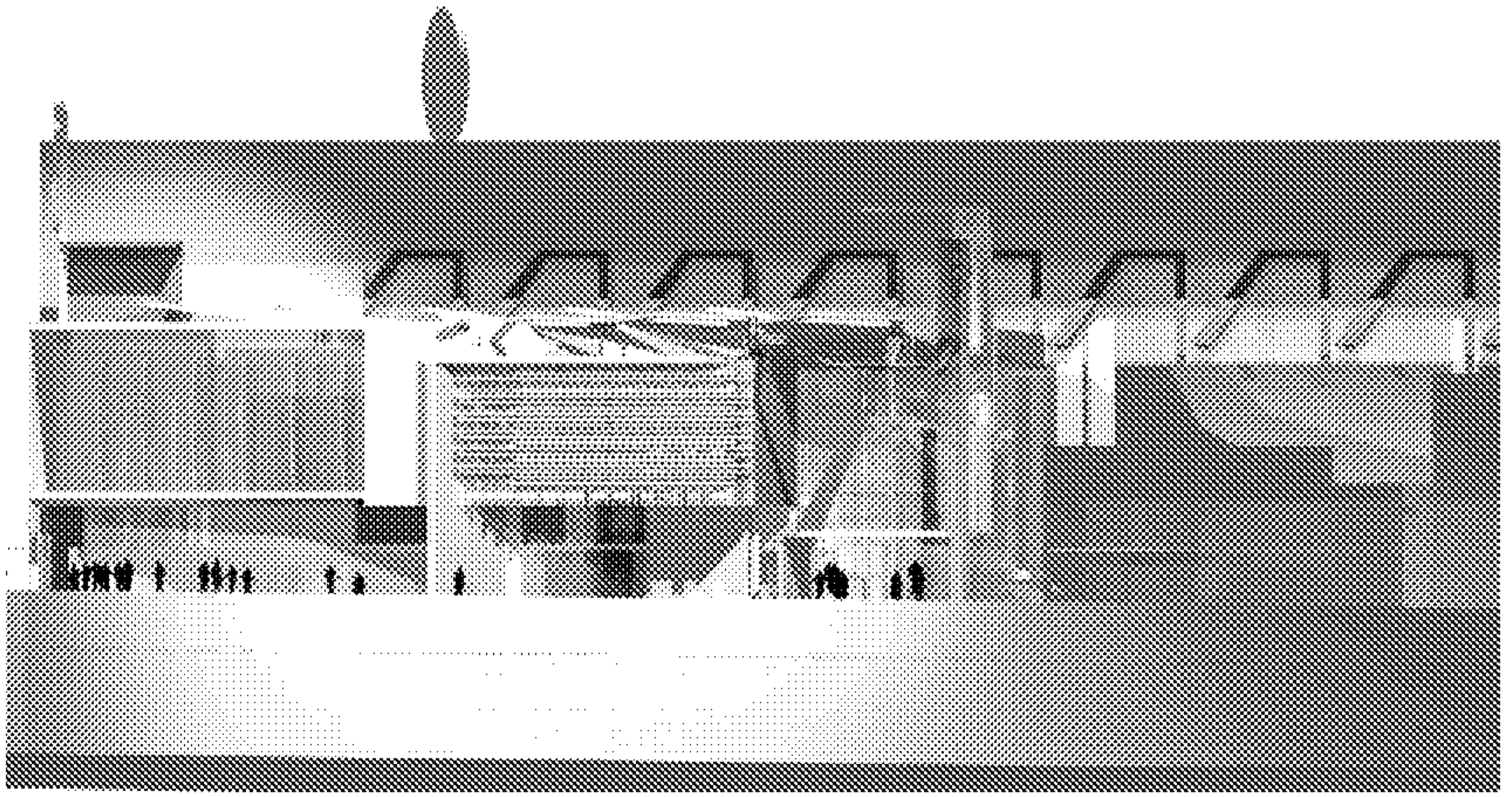
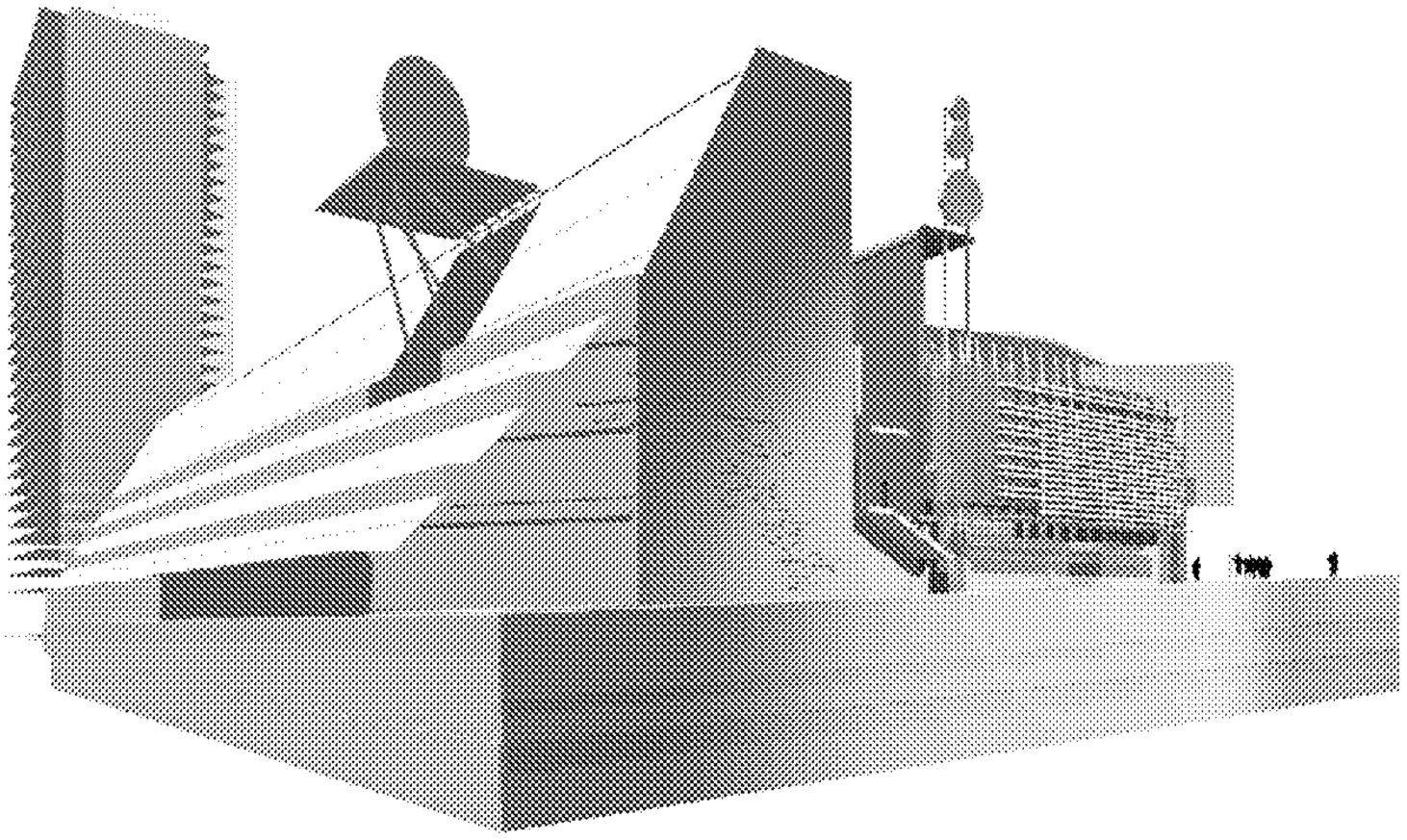


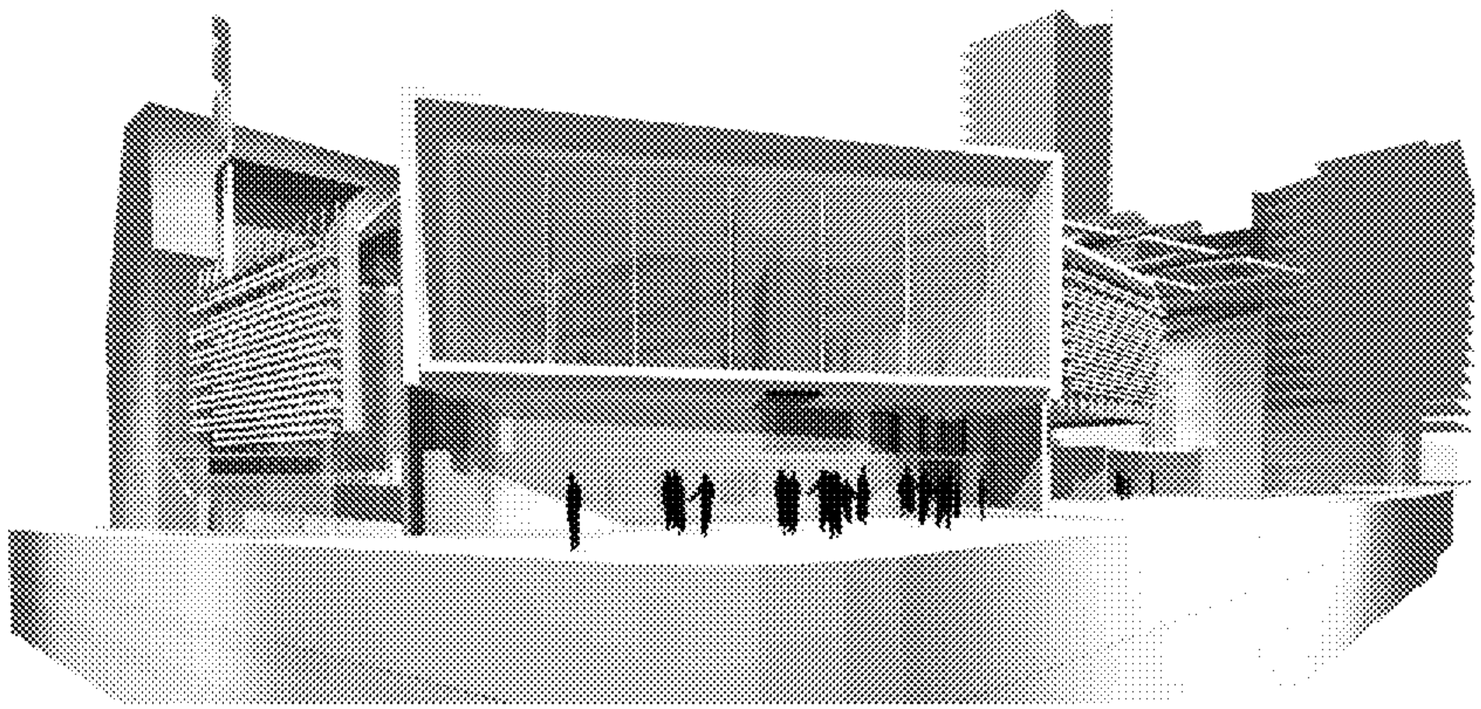
GEORGIA ELEVATION



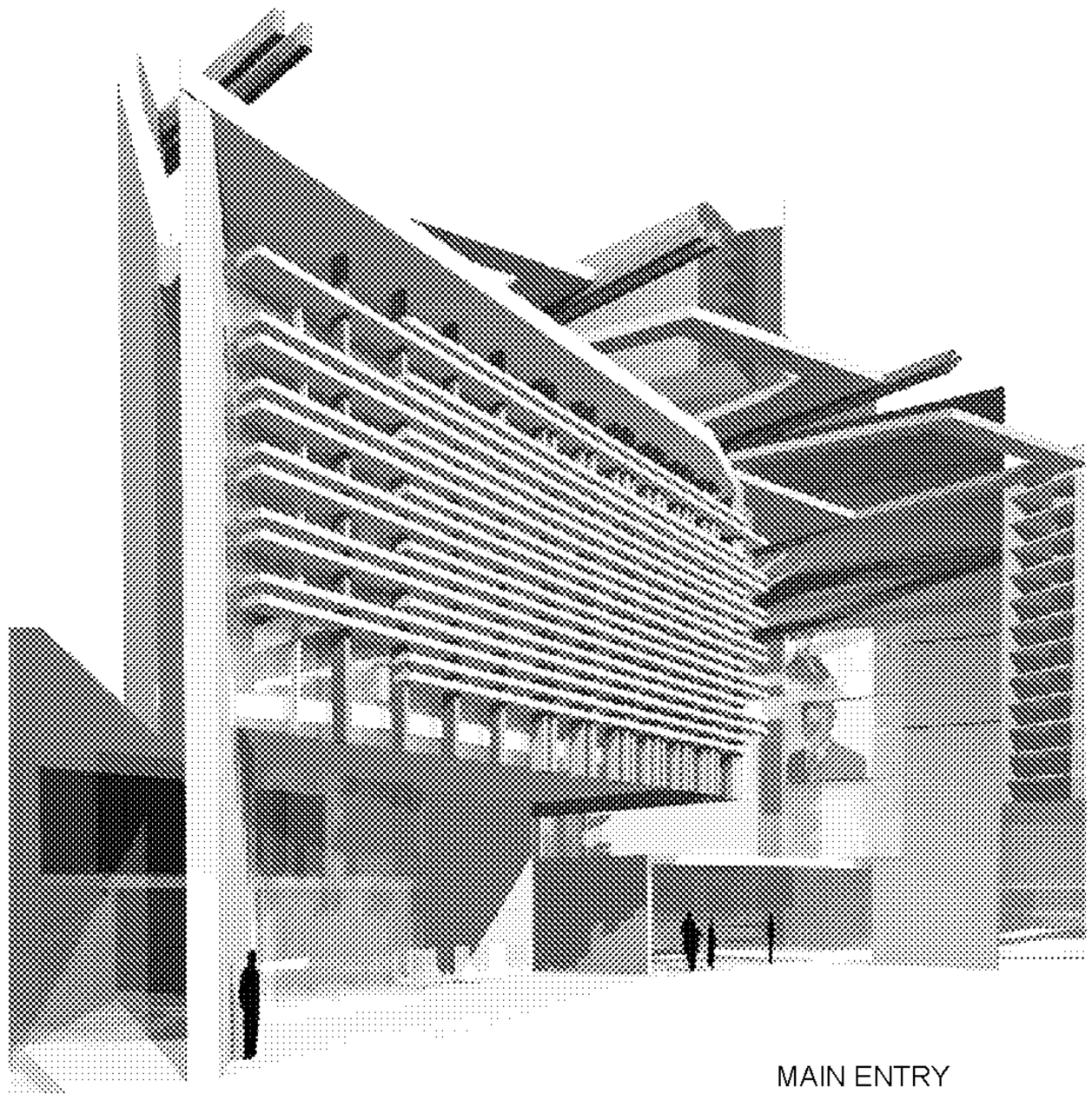
HAMILTON ELEVATION



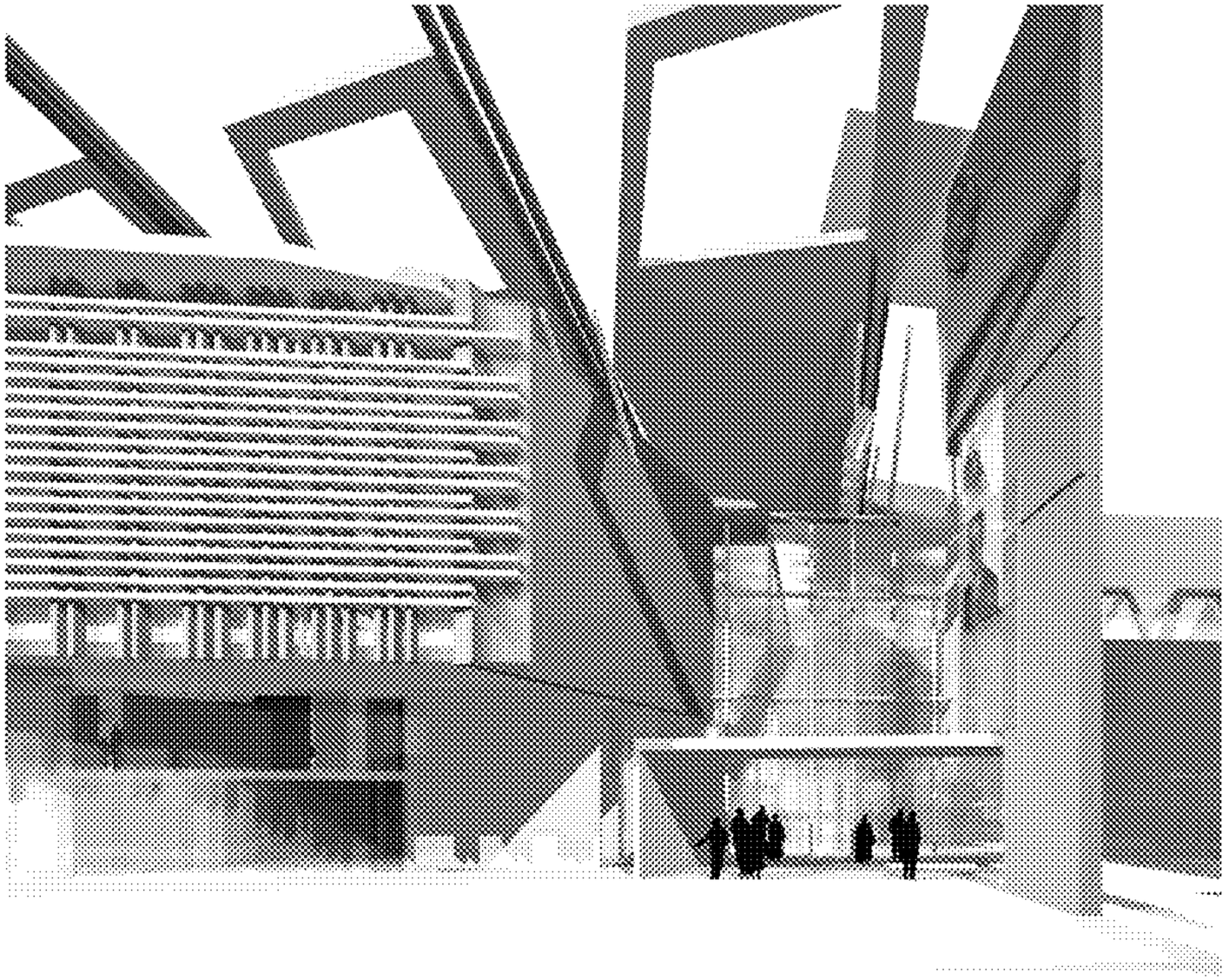
GEORGIA/CAMBIE
CORNER



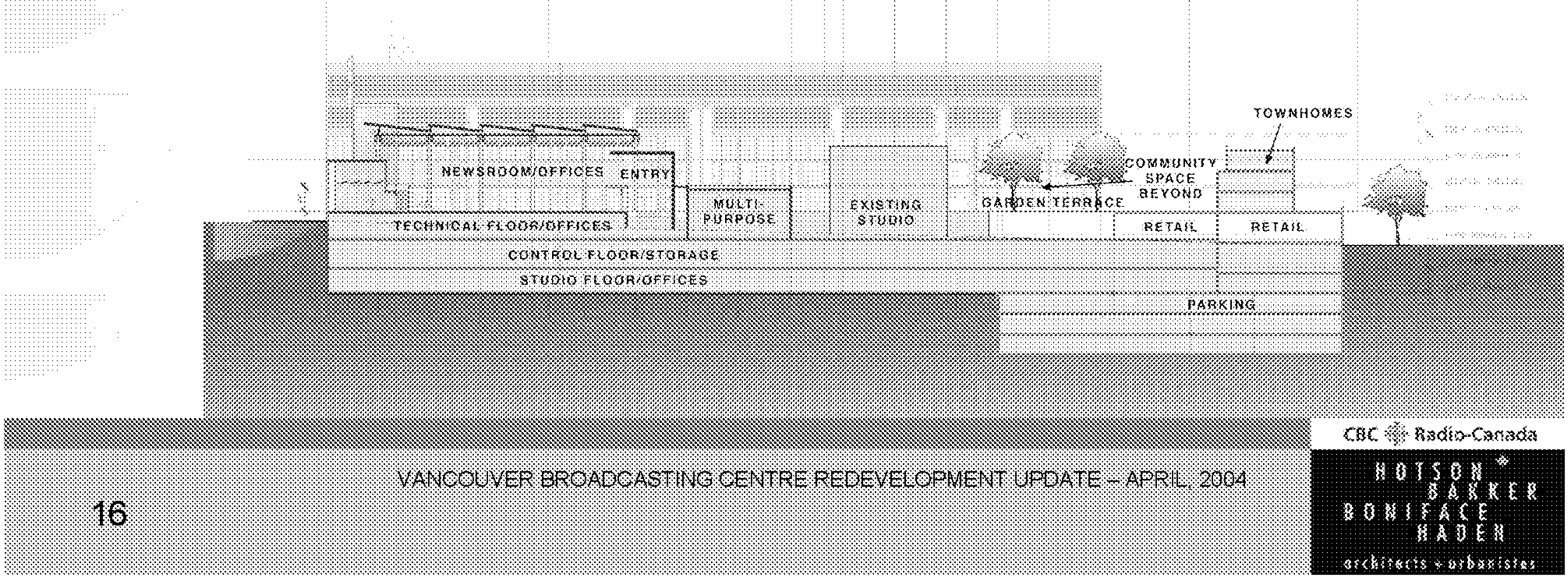
GEORGIA/HAMILTON
CORNER



MAIN ENTRY



MAIN ENTRY


TOWNHOMES
NEWSROOM/OFFICES
ENTRY
MULTI-PURPOSE
EXISTING STUDIO
COMMUNITY SPACE BEYOND
GARDEN TERRACE
TECHNICAL FLOOR/OFFICES
RETAIL
RETAIL
CONTROL FLOOR/STORAGE
STUDIO FLOOR/OFFICES
PARKING

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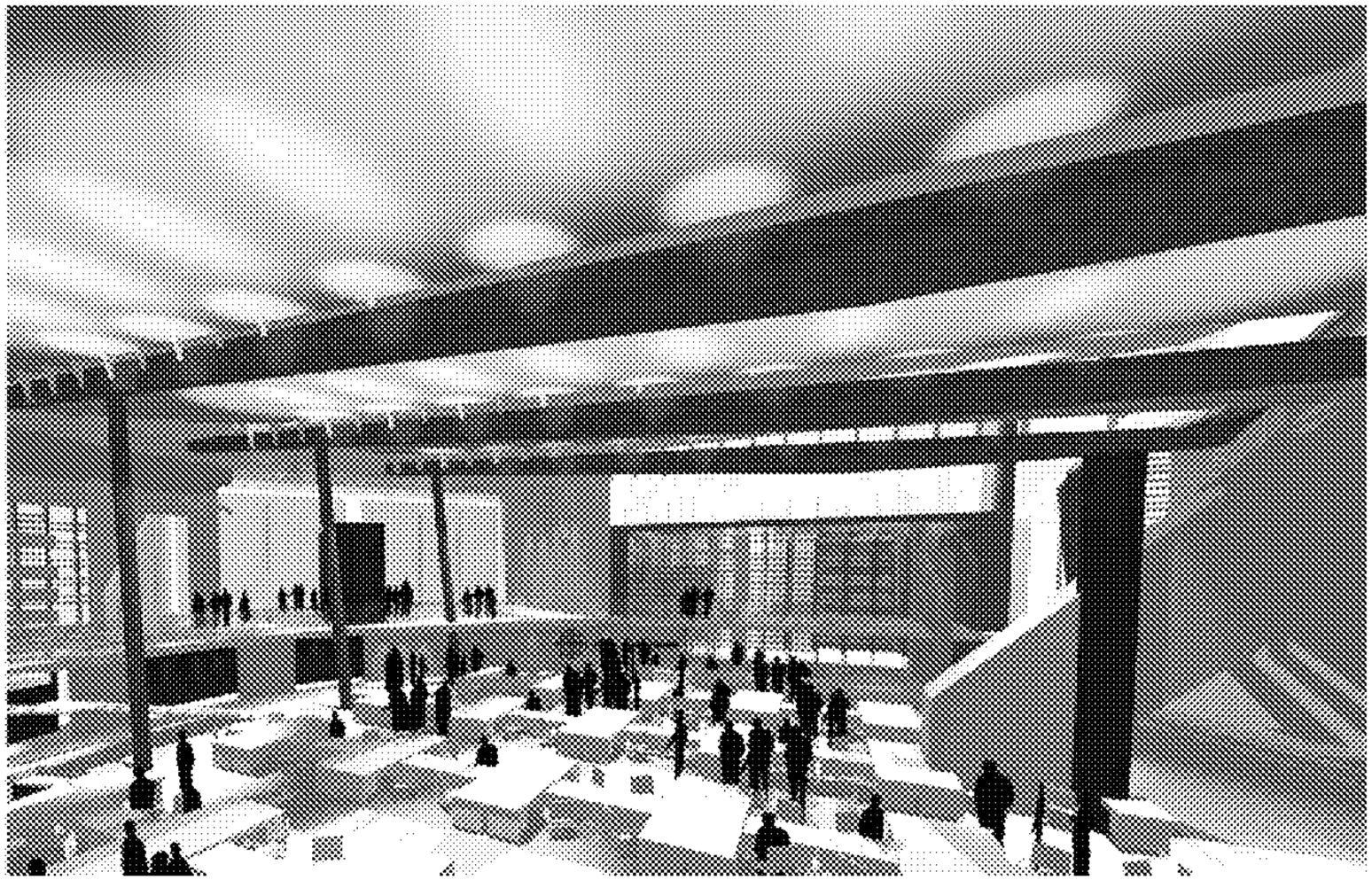

NEWSROOM
INTERIOR

NEWSROOM/ENTRY
INTERIOR

Building Statistics – B5 Development

	Current	Proposed
Employees w/desks	378	409
Total area	270,000	275,200
<u>Studios:</u>		
English TV	7	6
French TV	1	1
English Radio	16	13
French Radio	3	4
Multi Purpose	0	1

Schedule of Milestones – B5 Development

Complete Conceptual Design	**May 2004**
Secure deal with Developer (CBC Board approval)	**September 2004**
Complete permit / Subdivision process	**August 2005**
Treasury Board Approval (Completion of density sale)	**November 2005**
Construction Start	**May 2006**
Construction Completion	**August 2007**
CTO Completion	**Summer 2008**

Sources of Funds – B5 Development

Sale of Density	
Area available for sale	**370,000 sq. ft**
Market price	**$80 - $90 per sq. ft**
Gross revenue	**$29.6 M - $33.3 M**
Sale costs (2%)	**$0.6 M - $0.7 M**
Net proceeds	**$29.0 M - $32.6 M**
Available in existing Capital Budget * between 2004/05 – 2008/09	**$12.0 M - $21.0 M**
Available in existing Real Estate Operating Budget – To be confirmed	**$3.0 M - $3.0 M**
Total available funds	**$44.0 M - $56.6 M**

* A range of capital funding has been provided recognizing that in the current plan most of the funding for planned Vancouver capital initiatives is in years 2007/08 – 2008/09 ($15 million). Some of these projects could be delayed when these years come under review to achieve a balanced budget state.

Pro forma Costs – B5 Development: (2006)

Real Estate Costs:	
New construction	**$22.4 M**
Building upgrades	**$ 3.2 M**
Interior renovations & furnishings	**$16.1 M**
Corporate branding	**$ 0.8 M**
Permits / Professional fees	**$ 6.8 M**
Subtotal	**$49.3 M**
CTO costs	**$31.0 M**
Total	**$80.3 M**

Note: Real Estate costs equal 2004 estimate inflated by 6% per annum.

Financial Summary – All Scenarios

- A revised financial summary schedule has been prepared to highlight the cost and potential funding for of each scenario.
- Please note that these are preliminary figures that need further review and should be considered as an order of magnitude only.
- The available budget values represent capital and Real Estate operating project funds currently planned for Vancouver initiatives up to 2008/09.

(Note: Capital budget commitments between 2007/08 and 2008/09 are tentative pending confirmation of potential new government funding and/or the budget balancing exercise yet to be completed for these years. A range of capital funding has been provided recognizing that in the current plan most of the funding for planned Vancouver capital initiatives is in years 2007/08 – 2008/09 ($15 million). Currently a large capital budget shortfall of over $125 million exists by 2008/09.

Financial Summary – All Scenarios (cont'd)
($ million)

Scenario	Order of Magnitude Cost Between 2004/05 and 2008/09		Less: Available Budget between 2004/05 - 2008/09					Surplus / (Shortfall)		Potential Revenue [3] (Net)		Net Surplus / (Shortfall)	
			Real Estate	Capital		Total							
	High	Low	Operating	High	Low	High	Low	High	Low	High	Low	High	Low
A 1 - Status Quo [1]	24	15	3	21	12	24	15	0	0	0	0	0	0
B 2 - Vertical News Integration [2]	44	44	3	21	12	24	15	(20)	(29)	25	20	5	(9)
B 3 - Complete News Integration [2]	51	51	3	21	12	24	15	(27)	(36)	25	20	-2	(16)
B 4 - News Integration and Fix Operational Issues [2]	57	57	3	21	12	24	15	(33)	(42)	25	20	(8)	(22)
B 5 - Development Scenario [2]	80	80	3	21	12	24	15	(56)	(65)	33	29	(23)	(36)

[1] Excludes Studio Upgrade for HD production = $3.5 million. Under the status quo scenario the HD Upgrade is only foreseeable beyond 2008/09

[2] Includes Studio Upgrade for HD production of $3.5 million

[3] Revenue potential from sale of unused density varies depending on scenario. Amounts represent very preliminary order of magnitude for scenarios B2-B4.

Assumptions:

i) Status quo: No sale of used density contemplated

ii) Scenarios B2-B4: Site revenue potential is reduced to consider increased cost to CBC and/or lower value to developer

iii) Scenario B5: Maximum potentlal revenue

Next Steps

- Resolve if any scenarios should be discontinued.
- Complete thorough review of all cost and available budgets to ensure an accurate comparative analysis of remaining scenarios.
- Review options for reducing costs of B5 and other remaining scenarios.
- Consider options for funding shortfalls:
  - Internal redirection of budgets
  - External funding options (ie sale/leaseback) and explore Treasury Board / DOF support
- Direction is required on the financing objective for the prefered scenario(s) ie. self-fund the CBC construction or pursue sale/leaseback financing. Since these are 2 very different undertakings, and RFP for the sale of the density and redevelopment of the site cannot be placed at the same time for both options.
- Present recommendations to May 27 SMC including format for marketing the sale of unused density.

Board of Directors
(June 27, 2008)

Subject matter

Special Committee on Project Development

Background

It is proposed that a new committee be created with the mandate to monitor the scope and financing of the Workplace Revitalization Project for the Canadian Broadcasting Centre in Toronto (TBC); monitor the completion of the redevelopment and costs for the Vancouver Broadcast Center and monitor the redevelopment plans for La Maison Radio-Canada site in Montreal.

Information on the matter

The draft terms of reference are attached.

For decision: ☑ **For information** ☐

Prepared by

Name: Pierre Nollet
Date: June 23, 2008

Management recommendation

Management recommends that the Board approve, with such changes as are appropriate, the proposed terms of reference for the Special Committee on Project Development.

Last discussed at the Board

Date: N/A
Decision made: N/A

Next steps

The Special Committee commences its work.

TERMS OF REFERENCE FOR THE SPECIAL COMMITTEE ON PROJECT DEVELOPMENT

I. PURPOSE

The purpose of the Special Committee on Project Development (the "Committee") is:

Monitor the scope and financing of the Workplace Revitalization Project for the Canadian Broadcasting Centre in Toronto (TBC); monitor the completion of the redevelopment and costs for the Vancouver Broadcast Center and monitor the redevelopment plans for La Maison Radio-Canada site in Montreal.

II. COMPOSITION AND TERMS OF OFFICE

A. All Board members shall be members of the Committee.

B. The Committee Chair shall be appointed by the Board.

C. The Committee shall meet as and when requested by the Chair of the Committee, provided reasonable notice is given to Committee members.

D. Five members of the Committee shall constitute a quorum.

E. The Committee Chair, in consultation with the President and CEO, shall set the agenda for each meeting, which shall then be circulated to Committee members.

F. The Corporate Secretary, or his or her delegate, shall be the Secretary to the Committee.

G. The Executive Vice-President, English Networks and the President, Real Estate, shall be invited to attend all meetings on the Toronto and Vancouver Projects and the Executive Vice-President, French Networks and the President, Real Estate shall be invited to attend all meetings on the Montreal Project.

TERMS OF REFERENCE FOR THE SPECIAL COMMITTEE ON PROJECT DEVELOPMENT

III. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Board delegates to the Committee the following duties and responsibilities to be performed by the Committee on behalf of the Board:

A. Monitor each Project objectives, achievements, expenditure controls and review the development and timelines of the Projects;

B. To report to the Board of Directors with its findings and recommendations.

IV. ACCOUNTABILITY

A. The Committee shall report to the Board as required and at the conclusion of the Committee's work.

B. The Committee will only keep minutes of the recommendations and findings and such Minutes shall be available through the Corporate Secretary.

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is withheld pursuant to sections

est retenue en vertu des articles

21(1)(b), 21(1)(d)

of the Access to Information Act

de la Loi de l'accès à l'information

CBC Radio-Canada

364th MEETING OF THE BOARD OF DIRECTORS June 16 - 17, 2008 Ottawa, Ontario	364e RÉUNION DU CONSEIL D'ADMINISTRATION Les 16 et 17 juin 2008 Ottawa (Ontario)
LOCATION	**LIEU**
Ottawa Production Centre 181 Queen Street 3rd floor, room 333 Ottawa, Ontario	Centre de Production d'Ottawa 181, rue Queen 3e étage, Salle 333 Ottawa (Ontario)
Secretariat Tel: (613) 288-6281 Fax : (613) 288-6279	Secrétariat Tél. : (613) 288-6281 Télécopieur : (613) 288-6279
Monday, June 16, 2008	**Le lundi 16 juin 2008**
09:00 Meeting of the Human Resources and Compensation Committee **(Room 326)**	09:00 Réunion du Comité des Ressources humaines et de la rémunération **(Salle 326)**
12:15 Conclude	12 h 15 Levée de la séance
LUNCH	**DÉJEUNER**
13:00 Meeting of the Nominating and Governance Committee **(Room 326)**	13 h Réunion du Comité des nominations et de la gouvernance **(Salle 326)**
14:00 Conclude	14 h Levée de la séance
14:15 Meeting of the Standing Committees on English and French Language Broadcasting (Room 333)	14 h 15 Réunion des Comités permanents sur la radiodiffusion de langue française et de langue anglaise
17:00 Conclude	17 h Levée de la séance
17:30 Community Reception Studio 40	17 h 30 Réception avec la communauté Studio 40

CBC Radio-Canada

19:30 Board Dinner **Beckta Restaurant** 226 Nepean Street	19 h 30 Dîner du Conseil **Restaurant Beckta** 226, rue Nepean
Tuesday, June 17, 2008	**Le mardi 17 juin 2008**
07:30 Meeting of the Board of Directors **(Room 333)**	7 h 30 Réunion du Conseil d'administration **(Salle 333)**
12:30 Conclude	12 h 30 Levée de la séance
12:45 CBC/Radio-Canada Facilities visit	12 h 45 Visite des installations de CBC/ Radio-Canada

364th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Ottawa, Ontario – June 17, 2008

Tuesday June 17, 2008

	ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1.	In Camera with President and CEO	08:30	ALL		
2.	Human Resources and Compensation Committee Report (in camera) • Management Structure • President' and CEO's objectives • Pension Plan surplus and benefits agreement • Imagine Plan Update		Edna Turpin	 YES	
3.	Challenge-Us		Hubert T. Lacroix		YES
4.	Approval of minutes of the May 13-14, 2008 meeting		Hubert T. Lacroix	YES	YES
5.	Matters arising from previous meeting				
6.	Nominating and Governance Committee Report • Committee membership • President's and CEO's Signing authority		Peter Herrndorf	 YES YES	 YES YES
7.	Chair's Report		Timothy Casgrain		
8.	President's Report • CRTC recommendation on CTF		Hubert T. Lacroix Michel Tremblay		
9.	Approval of Communications Policy		Bill Chambers	YES	YES
10.	Update Toronto Project		Michel Saint-Cyr Richard Stursberg		
11.	Update Montreal Project		Michel Saint-Cyr Sylvain Lafrance		YES
12.	Standing Committees on English and French Language Broadcasting Report		Timothy Casgrain		
13.	In-Camera				
	Next meetings – Conference call – June 27, 2008 September 23-24, 2008 Charlottetown, PEI				
	Conclude	12:30			

UPDATES/INFORMATION

a) Summary of Government Funding (10 year operating & capital) – Johanne Charbonneau
b) Labour Relations Update - George Smith
c) Workforce Distribution – George Smith
d) President and CEO's Signing Authority – Pierre Nollet

364e RÉUNION DU CONSEIL D'ADMINISTRATION
SOCIÉTÉ RADIO-CANADA
Ottawa (Ontario) — 17 juin 2008

Mardi 17 juin 2008

	POINT	DÉBUT	PRÉSENTÉ PAR	MOTION REQUISE	POINT
1.	Huis clos avec le président-directeur général	8 h 30	TOUS		
2.	Rapport du Comité des ressources humaines et de la rémunération (huis clos) • Structure de gestion • Objectifs du président-directeur général • Entente sur l'excédent du Régime de retraite et les avantages sociaux • Le point sur le plan Imaginez…		Edna Turpin	OUI	
3.	Mettez-nous au défi!		Hubert T. Lacroix		OUI
4.	Approbation du procès-verbal de la réunion des 13 et 14 mai 2008		Hubert T. Lacroix	OUI	OUI
5.	Questions découlant des réunions précédentes				
6.	Rapport du Comité des nominations et de la gouvernance • Composition du comité • Délégation de pouvoir de signature du président-directeur général		Peter Herrndorf	 OUI OUI	 OUI OUI
7.	Rapport du président du Conseil		Timothy Casgrain		
8.	Rapport du président-directeur général • Recommandation du CRTC concernant le FCT		Hubert T. Lacroix		
9.	Approbation de la politique des Communications		Bill Chambers	OUI	OUI
10.	Le point sur le projet de Toronto		Michel Saint-Cyr Richard Stursberg		
11.	Le point sur le projet de Montréal		Michel Saint-Cyr Sylvain Lafrance		OUI
12.	Rapport des Comités permanents sur la radiodiffusion de langue française et de langue anglaise		Timothy Casgrain		
13.	Huis clos **Prochaines réunions** – Conférence téléphonique du 27 juin 2008 Les 23 et 24 septembre 2008 Charlottetown, Île-du-Prince-Édouard				
	Levée de séance	12 h 30			

364e RÉUNION DU CONSEIL D'ADMINISTRATION
SOCIÉTÉ RADIO-CANADA
Ottawa (Ontario) — 17 juin 2008

MISES À JOUR/INFORMATION

a) Sommaire du financement gouvernemental (exploitation et immobilisations sur 10 ans) – Johanne Charbonneau
b) Relations de travail – George Smith
c) Rapport sur l'effectif – George Smith
d) Résolution sur le pouvoir de signature du président-directeur général – Pierre Nollet

Board of Directors

June 17, 2008

Subject matter

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

Background

The attached provides a 10-year historical overview of the Corporation's parliamentary appropriations as at May 30, 2008. The approved reference levels for 2009-2010 and beyond are also provided.

Information on the matter

See attached.

For information [X]

Prepared by

Name:	Johanne Charbonneau
Date:	May 30, 2008

Management recommendation

Not required.

Last discussed at the Board

Date:	May 14, 2008
Decision made:	N/A

Next steps

Not required.

Anticipated project completion date: _____

(If contract, indicate date of expiry): _____

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18(a)

of the Access to Information Act

de la Loi de l'accès à l'information

Schedule A

Board of Directors

(June 16-17, 2008)

Subject matter

Labour Relations Update

Background

This is a standing item on the Board of Directors' agenda which provides the status of CBC's collective agreements.

Information on the matter

Not applicable.

For decision: **For information:** ■

Prepared by

Name: George C.B. Smith
Senior Vice-President, Human Resources and Organization

Date: June 2008

Management recommendation

Not applicable.

Last discussed at the Board

Date: May 2008
Decision made:

Anticipated project completion date: **____N/A____**
(If contract, indicate date of expiry): **_____**

Labour Relations Update for the Board of Directors' meeting of June 16-17, 2008

AGREEMENTS PRESENTLY BEING NEGOTIATED

UNION	Effective Date	# of Members	Central Issues
NATIONAL FILE			
APS	**July 1, 2005– June 30, 2008**	**646**	• On May 23, 2008, the Corporation and the Association of Professionals and Supervisors (APS) signed a general agreement aimed at resolving a number of outstanding items in the collective agreement,
ENGLISH FILE			
CMG (Canadian Media Guild)	**April 1, 2004 – March 31, 2009**	**N/A**	• The CBC-CMG agreement expires March 31, 2009 • Pursuant to Article 46 of the collective agreement, the parties were to negotiate a new staff reduction process for the integrated bargaining unit by June 30, 2007, failing which the matter would proceed to binding mediation/arbitration. • An initiative is currently underway whereby the CBC and the CMG are meeting to explore an alternate process, with the stated intention of Dates for face-to-face meetings are scheduled over June and July, 2008,
ACTRA (Alliance of Canadian Cinema, Television and Radio Artists) (Performers)	**July 1, 2003– June 30, 2005**	**N/A**	• Negotiations with ACTRA commenced in May 2005 and are ongoing • • ACTRA has concluded negotiations with Independent Producers (Canadian Film and Television Production Association (CFTPA)) and the National Film Board. • ACTRA signaled its intention to seek

			• The parties continue to exchange proposals on n an attempt to narrow the gap between the parties.
WGC (Writers Guild of Canada) **Television and Radio Agreement**	**Sept. 1, 1998– August 31, 2000**	**N/A**	• Agreements were to expire August 31, 2000. Parties agreed to extend until further notice. • Notice to bargain has not been given by either side, • • • • • Once received, the proposal will be reviewed and compared
ENGLISH FILE			
IATSE (International Alliance of Theatrical, Stage Employees and Moving Picture Machine Operators of the United Sates and Canada) (Stagehands)	**No agreement since 1994**	**3**	• IATSE has requested that the CBC meet with them to renegotiate the collective agreement which has not been updated for at least 15 years.

s.21(1)(b)

s.21(1)(d)

NEGOTIATED AGREEMENTS

UNION		Effective Dates of Collective Agreement	# of Members
NATIONAL FILE			
AFM	The American Federation of Musicians of the United States and Canada (AFM)	April 1, 2006 – March 31, 2010	N/A
ENGLISH FILE			
CMG	Canadian Media Guild	April 1, 2004– March 31, 2009	5,141
FRENCH FILE			
SCRC (Unit 1)	Syndicat des communications de Radio-Canada	March 27, 2006– March 29, 2009	1,390
STARF (Unit 2)	Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada	April 13, 2006– March 31, 2009	1,336
UDA	Union des artistes	November 14, 2005– November 13, 2009	N/A
SARTEC	(Société des auteurs de la radio, de la télévision et du cinéma)	July 10, 2006 – July 9, 2010	N/A
SPACQ	Société professionnelle des auteurs et des compositeurs du Québec	8 janvier 2007 – 7 janvier 2011	N\A
AR	Association des réalisateurs	Oct. 1, 2007 – Dec. 11, 2011	380
SCFP	Syndicat Canadien de la Fonction Publique	Oct. 1, 2007 – Sept. 26, 2010	662

Schedule A

Board of Directors

(June 16-17, 2008)

Subject matter

Workforce Information

Background

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

- media component with a comparison to beginning fiscal year;

- geographic location (map of Canada)

Information on the matter

Attached

For decision ☐ **For information** ☒

Prepared by

Name: G.C.B. Smith
Date: May 20, 2008

Management recommendation

N/A

Last discussed at the Board

Date:
Decision made:

Next steps

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

Conseil d'administration

(16 et 17 juin 2008)

Sujet

Information sur la main-d'oeuvre

Contexte

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

- composante média (avec une comparaison par rapport au début de l'exercice);

- lieu géographique (carte du Canada).

Renseignements connexes

Voir document joint

Décision à prendre ☐ **À titre d'information** ☒

Préparé par

Nom : G.C.B. Smith
Date : le 20 mai 2008

Recommandation de la direction

N/A

Dernière discussion au Conseil

Date :
Décision prise à cette occasion :

Suivi

Date prévue de l'achèvement du projet : _____
(Indiquer la date de fin du contrat) : _____

TOTAL WORKFORCE / EFFECTIF TOTAL

Full Time Equivalent / Équivalent temps plein

Month / Mois : April / avril 2008
(April 27, 2008 / Le 27 avril 2008)

	Permanent (a,b)	Temporary / Temporaire (a,b)	Contract / Contractuel (a,b)	Short term / Court terme (d)	TOTAL *	TOTAL Begin. FYR 2008/09 / Début de l'exercice 2008/09 **	Variance / Écart
English Services/ Services anglais	3,246	167	447	407	4,268	4,351	-83
French Services/ Services français	2,928	342	468	576	4,314	4,379	-65
Corporate/ National	999	65	197	15	1,276	1,290	-14
TOTAL	**7,173**	**575**	**1,112**	**999**	**9,858 ***	**10,020 ****	**-162**

* 9,858 FTE/EPT = 10,712 head count / effectifs réels.
** March 30, 2008: 10,020 FTE/EPT = 10,913 head count / effectifs réels.

Notes:
(a) Employees on leave of absence are excluded. / Les employés en absence autorisée sont exclus.
(b) FTE is based on the full-time / part-time percentage of the employee's working schedule. /
L'EPT est basé sur le pourcentage temps plein / temps partiel de l'horaire de travail des employés.
(d) Includes casual + short term contract. FTE is based on the total days worked over a four week period. /
Comprend les occasionnels et les contractuels courte durée. L'EPT est basé sur le total des jours travaillés durant une période de quatre semaines.

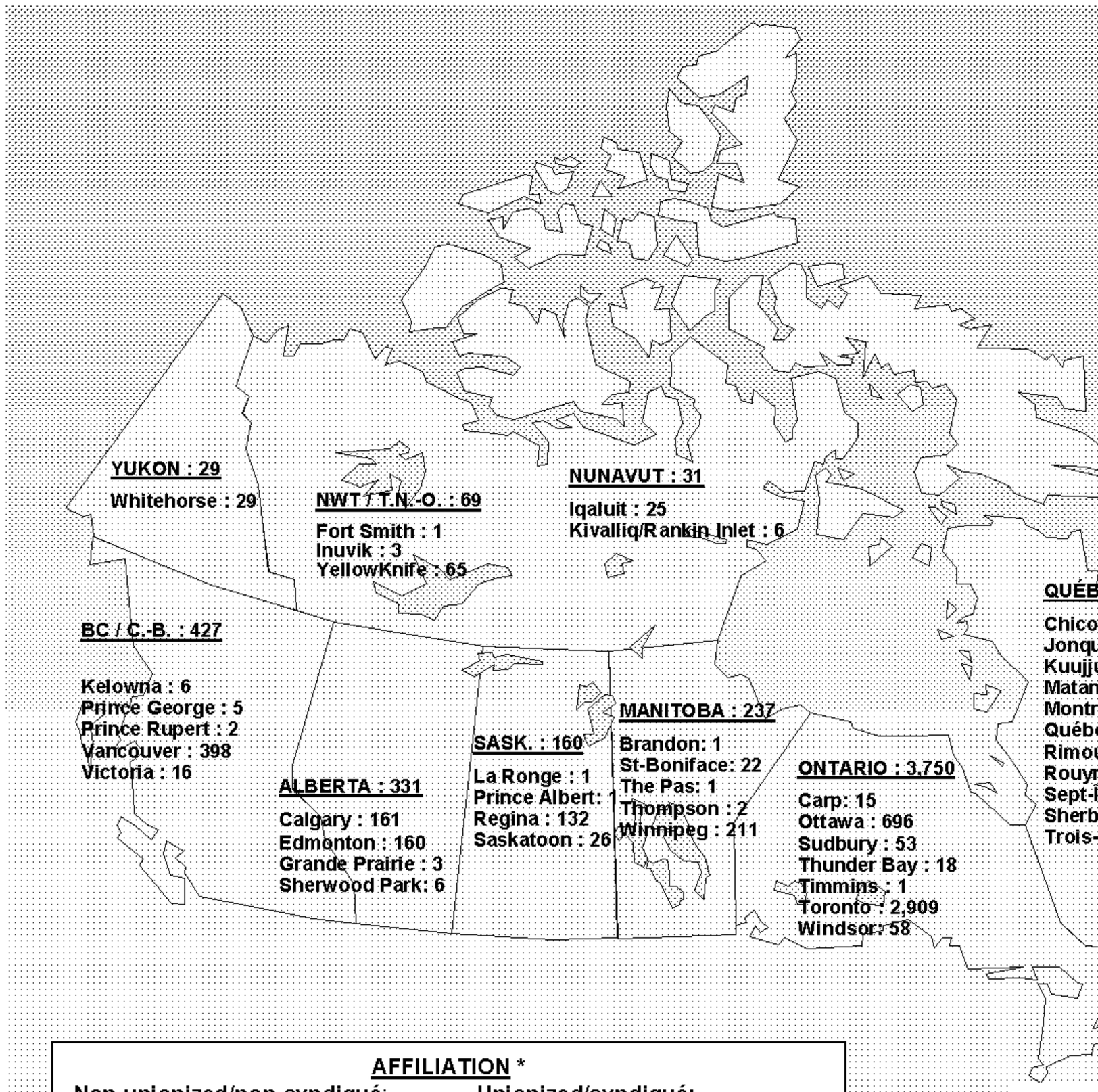
The sum of the details may not balance with the totals due to rounding / La somme du détail peut différer des totaux en raison de l'arrondissement.

Prepared by: Shared Services / Corporate Reporting.

CBC Map / Carte de la SRC

Full Time Equivalent / Équivalent temps plein

April 2008 / avril 2008



OUTSIDE CANADA / À L'ÉTRANGER : 45

Bangkok : 1
Beijing : 2
Beirut: 1
Cape Town: 1
Dakar: 1
Islamabad: 2
Jerusalem : 4
London : 7
Los Angeles: 1
Mexico : 1
Moscow : 1
New York: 1
Paris : 6
Rio de Janeiro : 1
Shanghai: 1
Washington : 14

NEWFOUNDLAND / TERRE-NEUVE : 159

Corner Brook : 12
Gander : 5
Grand Falls : 7
Happy Valley/Goose Bay : 8
Labrador City : 1
Marystown: 1
St. John's : 126

YUKON : 29

Whitehorse : 29

NWT / T.N.-O. : 69

Fort Smith : 1
Inuvik : 3
YellowKnife : 65

NUNAVUT : 31

Iqaluit : 25
Kivalliq/Rankin Inlet : 6

QUÉBEC : 4,047

Chicoutimi : 26
Jonquière : 15
Kuujjuaq : 2
Matane : 29
Montréal : 3,554
Québec : 294
Rimouski : 29
Rouyn-Noranda : 12
Sept-Îles : 28
Sherbrooke : 31
Trois-Rivières : 26

BC / C.-B. : 427

Kelowna : 6
Prince George : 5
Prince Rupert : 2
Vancouver : 398
Victoria : 16

ALBERTA : 331

Calgary : 161
Edmonton : 160
Grande Prairie : 3
Sherwood Park: 6

SASK. : 160

La Ronge : 1
Prince Albert: 1
Regina : 132
Saskatoon : 26

MANITOBA : 237

Brandon: 1
St-Boniface: 22
The Pas: 1
Thompson : 2
Winnipeg : 211

ONTARIO : 3,750

Carp: 15
Ottawa : 696
Sudbury : 53
Thunder Bay : 18
Timmins : 1
Toronto : 2,909
Windsor: 58

P.E.I / I.-P.-É. : 54

Charlottetown : 54

NOVA SCOTIA/ NOUVELLE-ÉCOSSE : 233

Halifax : 208
Sydney : 24

NEW BRUNSWICK / NOUVEAU-BRUNSWICK : 288

Bathurst : 2
Campbellton : 1
Caraquet : 2
Edmunston : 2
Fredericton : 49
Moncton : 195
Sackville : 14
Saint John : 23

AFFILIATION *

Non-unionized/non-syndiqué:		Unionized/syndiqué:	
Unaffiliated:	24	APS:	689
Executives:	62	CMG:	4347
MS:	1071	SCRC:	1339
Confidential:	197	STARF:	1181
SUBTOTAL:	1,354 (14%)	SCFP:	592
		AR:	357
		SUBTOTAL	8,504 (86%)
GRAND TOTAL:	9,858		

Total FTE/ETP 9,858 = Head count / effectifs réels 10,712

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

Shared Services / Services partagés

Schedule A

Board of Directors

June 16 - 17, 2008

Subject matter

President and CEO's Signing Authority

Background

In 2004, the Board approved the attached signing authority.

Information on the matter

At the request of Board members, we are attaching, as a standing item, the actual signing resolution for reference purposes.

For decision ☐ **For information** ☒

Prepared by

Name: Pierre Nollet
Date: March 19, 2008

Management recommendation

Last discussed at the Board

Next steps

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

On a motion duly moved and seconded

WHEREAS the President and CEO requires sufficient authority to carry out his/her functions; and

WHEREAS the Board reviews and approves the Capital and Operating budgets each and every year; and

WHEREAS the authority granted to the President and CEO shall be carried out within the limits of the approved budgets, the Corporation's By-laws and the Broadcasting Act;

IT IS THEREFORE RESOLVED THAT the President and CEO directly or through his/her delegate be and is hereby authorized to decide, enter into or commit on behalf of the Corporation for:

1. *(acquisition or disposition of real property)* any matters which have a financial value or consideration to the Corporation of less than $4 million, when covered by Section 48(2) of the Broadcasting Act;

2. *(leasing of real property)* any matters which have a financial value or consideration to the Corporation of up to $15 million, when covered by Section 48(2) (b) of the Broadcasting Act and Order in Council number P.C. 2002-1582 and dated September 24, 2002;

3. *(programming)* any matter relating to the acquisition, production co-production of financing of programs and has a financial value or consideration to the Corporation of up to $10 million and commits the Corporation to a period of 4 years or less;

4. *(revenue generating)* any matter where the main objective is to generate revenues which has a financial value or consideration to the Corporation of up to $15 million and commits the Corporation to a period of 4 years or less; provided that advertising contracts shall follow the general rules below;

5. *(general)* any other matters which have a financial value or consideration to the Corporation of up to $5 million save and except when Governor in Council approval or Minister of Finance approval is required, pursuant to Section 46 and 46.1 of the Broadcasting Act.

The above authority does not include the power to agree to or enter into new business ventures on behalf of the Corporation

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

IT IS FURTHER RESOLVED THAT the President directly or through his/her delegate be and is empowered and directed, in the name and on behalf of the CBC, to make, execute and deliver and to do all such acts and things as are necessary or appropriate to effect the foregoing resolution and to execute all agreements, undertakings, documents, instruments or certificates in the name and on behalf of the CBC in connection with the authority contemplated in the foregoing resolution and any acts or things heretofore done or made or documents heretofore executed and delivered which effect the foregoing resolution are in all respect approved, ratified and confirmed.

Previous Revision: March 26, 2002
Current Revision: November 17, 2004
K:\CORPORATE SECRETARIAT-NEW\POLICIES AND PROCEDURES (101.245)\BOARD_MANUAL\Redesign\Section 3 Tab 2 Signing Resolution.pub

Annexe A

Conseil d'administration
(17 juin 2008)

Sujet

Mettez-nous au défi! Résumé de l'évaluation des participants

Contexte

67 employés de partout au pays, de différents niveaux et de toutes les composantes de CBC/Radio-Canada ont participé à un forum de quatre jours à Ottawa du 25 au 28 mai.

Renseignements connexes

Décision à prendre ☐ **À titre d'information** √

Préparé par

Nom : Hubert T. Lacroix
Date : Juin 2008

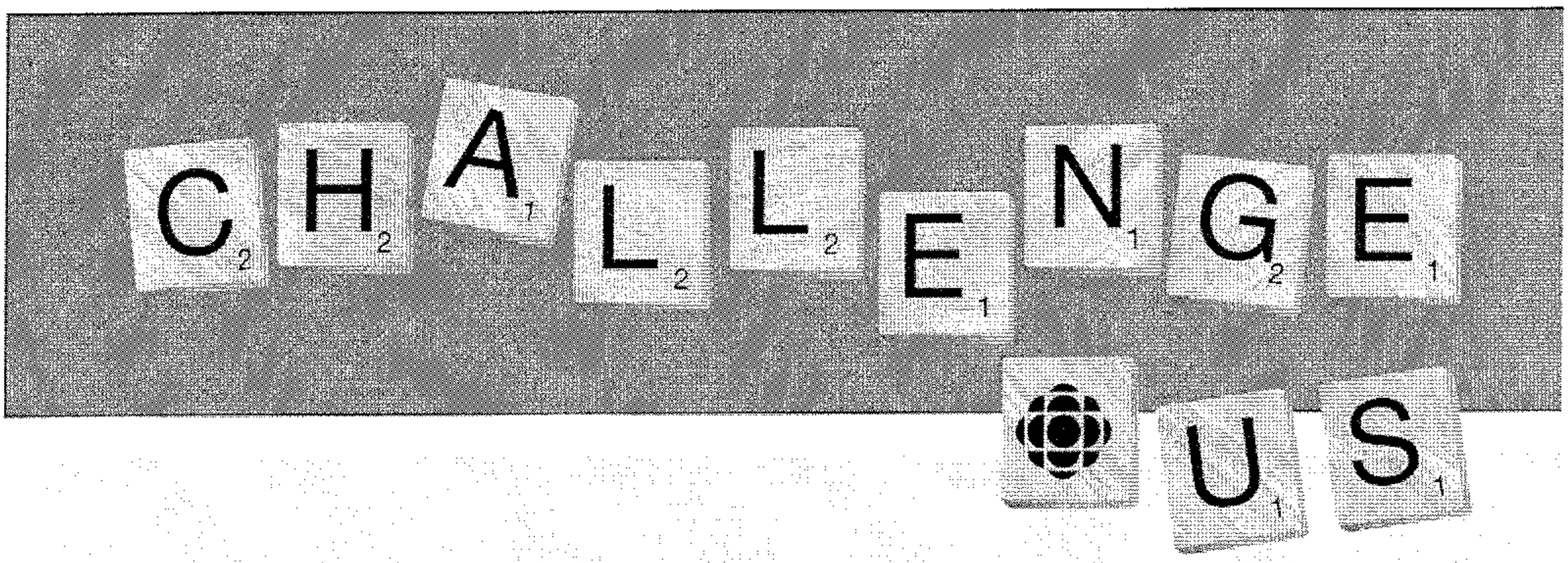
Recommandation de la direction

Dernière discussion au Conseil

Date : Mai 2008

Suivi

Date de prévue de la complétion du projet : _____
(Indiquer la date de fin du contrat) : _____



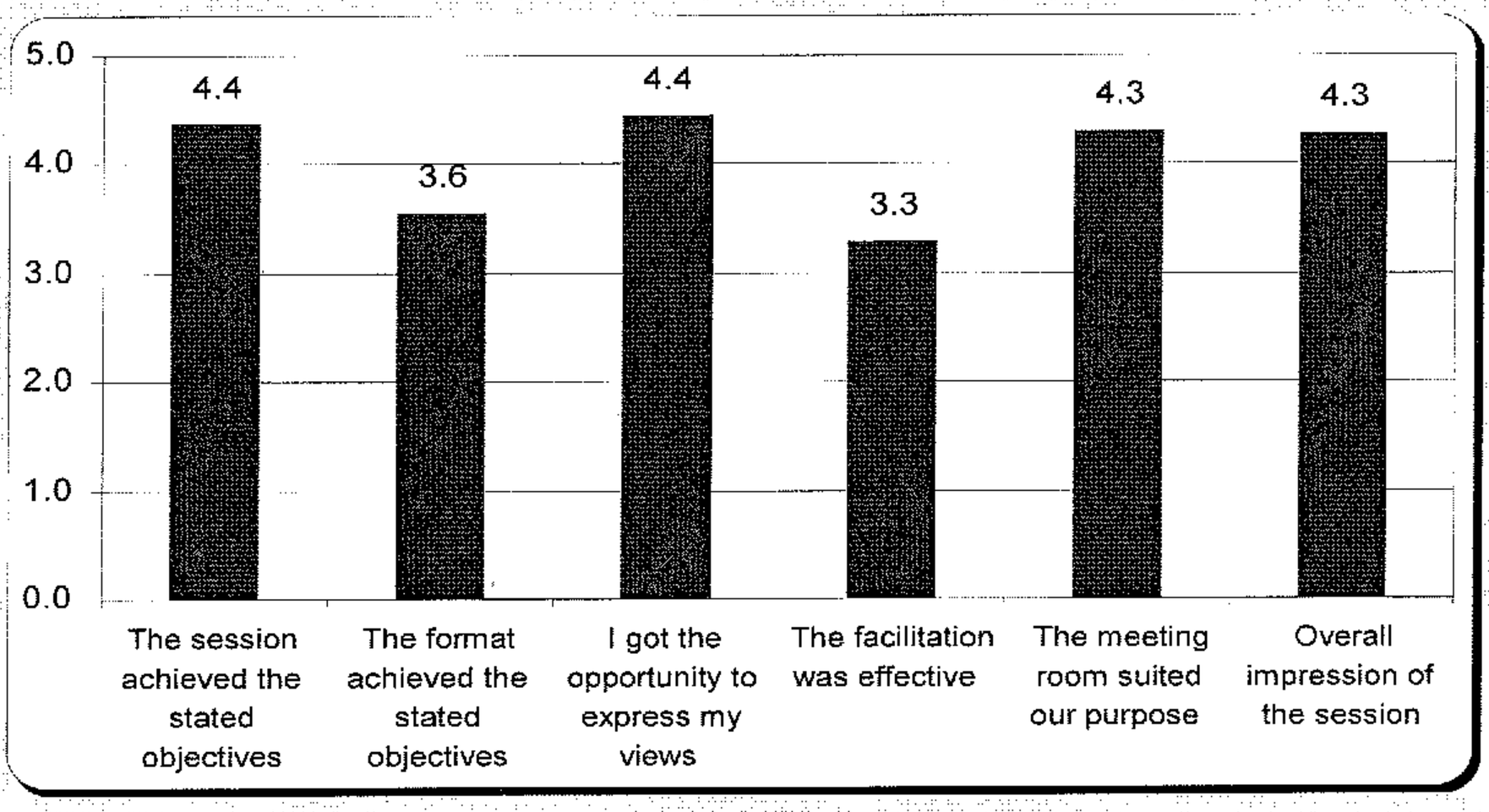
Challenge US!
Evaluation Results Summary
May 30, 2008

CBC/Radio-Canada
Human Resources & Organization

CBC Radio-Canada

Summary Results

Evaluation Questions:	Max. of 5
1. The session achieved the stated objectives	4.4
2. The format achieved the stated objectives	3.6
3. I got the opportunity to express my views	4.4
4. The facilitation was effective	3.3
5. The meeting room suited our purpose	4.3
6. Overall impression of the session	4.3



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sont retenues en vertu des articles

18(b), 21(1)(b)

of the Access to Information Act

de la Loi de l'accès à l'information

363rd MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
QUEBEC CITY, QUEBEC
May 13-14, 2008

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Linda Black	
Ms. Hélène Fortin	
Mr. Peter Herrndorf	
Ms. Trina McQueen	
Mr. Brian Mitchell	
Mr. Rémi Racine	
Ms. Edna Turpin	

REGRETS:

None

ALSO ATTENDING:

Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. George Smith, Senior Vice-President, Human Resources and Organization
Mr. Pierre Nollet, Vice-President, General Counsel and Corporate Secretary
Ms. Johanne Charbonneau, Vice-President and CFO
Mr. Michel Tremblay, Vice-President, Strategy and Business Development
Mr. Ray Carnovale, Vice-President and Chief Technology Officer
Mr. Michel Saint-Cyr, President, Real Estate Division
Ms. Louise Lantagne, General Manager, French Radio
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary

Other participants as identified in the minutes.

363rd MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
QUEBEC CITY, QUEBEC
May 13-14, 2008

The Chair called the meeting to order at 2:00 p.m. and welcomed the two new Directors, Linda Black and Brian Mitchell, to their first Board meeting.

IN CAMERA

The Board met in camera to discuss several topics. There were no matters to report, other than the report of the Human Resources and Compensation Committee, which was presented during the in camera portion of the meeting.

HUMAN RESOURCES AND COMPENSATION COMMITTEE REPORT (IN CAMERA)

Ms. Edna Turpin, Chair of the Committee, presented the report.

Labour Relations Update

George Smith briefly reviewed the history of the union management relationship in relation to pension plan surplus issues, identifying those factors leading up to the current discussions underway with the Consultative Committee on Staff Benefits (the CCSB). He reported on developments since the March Board meeting, summarizing the progress made towards a possible agreement, and outlining the next steps in the process.

Mr. Smith also reported on the status of efforts to conclude early contract settlement negotiations with various unions, such as APS and CMG.

Annual Attest Audit - Management Letter Issued

The Committee was briefed concerning a management letter issued with respect to certain process issues and after discussion, agreed on the steps that should be taken to prevent similar situations arising in the future.

Update on the President and CEO's Objectives

The President and CEO advised that he expected to be in a position to communicate his objectives for the 2008-2009 year at the June meeting.

Executive Compensation

The Committee reviewed and discussed the material submitted in support of the assessment and compensation of Corporate and Component/Function Executives and the related incentive plans.

1. **Approval of 2007-2008 Results for the Corporate and Component/Function Base Salary Review**

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** on the recommendation of the Human Resources and Compensation Committee, the Board of Directors hereby approves an overall amount of $311K for base pay increases for Corporate and Component/Function Executives, as designated in the document filed together with the minutes of the Committee and that these salary increases would be made effective as of January 1, 2008, unless otherwise noted.

MOTION CARRIED

2. **Approval of 2007-2008 Results of Incentive Plans for Corporate and Component/Function Executives**

On a motion duly moved and seconded

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

MOTION CARRIED

On a motion duly moved and seconded

MOTION CARRIED

Organization Structure Review
The Committee met in camera with the President and CEO on this subject and no decisions were reported following the in camera discussion.

The Chair thanked Ms. Turpin for her report.

REPORT OF THE AUDIT COMMITTEE

Ms. Hélène Fortin, Chair of the Committee, presented the report. She reported on the following matters considered by the Committee.

CFO Report
Johanne Charbonneau presented an oral report to the Committee.

s.21(1)(b)

Report on the CBC/Radio-Canada Pension Plan
Debra Alves, Managing Director/CEO of the Pension Fund, presented the 2007 Annual Report on the Fund to the Committee.

A detailed report was circulated to the Committee in advance and has also been distributed to all Directors of CBC/Radio-Canada. Ms. Alves provided highlights of the report, confirming that the Plan is performing well against its benchmarks and overall, is in a healthy condition.

Update on Annual Attest Audit
Pascale Legault of the Office of the Auditor General provided a brief update to the Committee on the annual attest audit. She reported on the status of key files, several of which are in the final stages of completion. With respect to the 2007-2008 financial statements, the work is on schedule for the June 27th meeting to approve the financial statements.

Amendment of Internal Audit Plan 2008-2009
By way of follow up to the discussion at the March meeting of the Audit Committee, Michel Maisonneuve, Deloitte & Touche (Internal Audit) presented the proposed

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

amendment to the plan. A document was circulated in advance outlining the proposal for part of the previously unallocated portion of the plan. There remains an unallocated portion of ıours to be managed by the CFO and used for projects that arise during the year. The Committee approved the amendment to the plan as submitted.

Update on Vision Project
Ray Carnovale provided a detailed update to the Committee on the project, summarizing progress to May 6, 2008. He reported on a number of matters including:

(i) the status of production issues;
(ii) progress with respect to the On-Air performance /technical action plan

(iii) the status of issues relating to FTN sales
(iv) an update on staged Go-Live for certain ETN elements
(v) the projected timetable for completion of ETN Go-Live and post Go-Live issues

Mr. Carnovale reported that the date for the technical Go-Live for ETN has shifted from June 30 to July 30 but this is not expected to affect the actual Go-Live date of October 27, 2008.

Gabriel Rodriguez reported on the continuing work of Internal Audit in monitoring the Vision project, noting that the progress remains encouraging. The Committee discussed what is an appropriate role for Internal Audit as this project proceeds through the final stages of implementation, considering several options. Subject to discussions still to take place between the President and CEO and the CFO, Internal Audit will continue to provide some critical level of monitoring to the end of the project.

Risk Management - Presentation on Key Risk – Emerging Platforms
Genevieve Rossier, General Manager, Internet and Digital Services, French Services, outlined the risks associated with this business activity and the steps being taken to manage and where possible, to mitigate, the risks involved. After describing the nature of the risks, she reviewed the specific components of the action plan and reported on progress to date.

Ms. Rossier also noted the importance of preserving respect for the CBC/Radio-Canada brand, when considering various strategic options for business development in new media.

International Financial Reporting Standards
Marie-Josee Lacombe briefed the Committee on key aspects of the up-coming transition to International Financial Reporting Standards (IFRS) and the likely impact on the Corporation.

Approval of Lease Renewal Options - Sherbrooke
Michel Saint-Cyr, President, Real Estate Division, outlined the terms of the proposed renewal options for the new lease of premises in Sherbrooke, Quebec. After discussion the Committee approved the renewal options as presented.

The Chair thanked Ms. Fortin for her report.

APPROVAL OF MINUTES

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the minutes of the Board of Directors meeting held March 19, 2008 and the conference call meeting held April 9, 2008 be and are hereby approved.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

There were no matters to report.

CHAIR'S REPORT

Mr. Casgrain provided a report on his activities since the last Board meeting, referencing a number of meetings and other events comprising his schedule. In particular, he highlighted the following: (i) preparations for CBC/Radio-Canada's coverage of the Beijing Olympics are progressing well; (ii) his work to secure the appointment of new Board members continues to be a priority; and

The Chair also indicated that two Board members had just been appointed in replacement of Rai Sahi and Bernd Christmas. The new members will participate once they have been sworn in. Their resumes were circulated to Board members.

PRESIDENT'S REPORT

Mr. Lacroix reported on the following matters:

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

Cogeco Transaction
Mr. Lacroix invited Michel Tremblay to provide an update to the Board. Mr. Tremblay briefly reviewed the history of the transaction for the benefit of the new Board members and outlined the latest developments. A written memorandum was circulated in advance of the meeting detailing the progress to date.

Mr. Tremblay advised that the plan to assume operating control in September 2008 is proceeding on schedule and management responded to questions from Directors about: (

Challenge Us
Mr. Lacroix described the Challenge Us initiative planned for the last week of May 2008 and asked Francine Letourneau to explain how the participants were selected. Ms. Letourneau outlined the criteria used to compile the list of attendees and also provided the statistical breakdown for each category. Lastly, Mr. Lacroix reviewed the key points of focus for the group, namely: (

Radio Two

Mr. Stursberg reviewed progress with respect to the campaign undertaken by CBC/Radio-Canada to explain the changes and reassure listeners that the essence of Radio Two will be preserved.

These include (i) creating a new brand name, (

s.68.1

The meeting was adjourned at 5:00 p.m. on May 13, 2008.

The meeting resumed at 8:00 a.m. on May 14, 2008.

PRESIDENT'S REPORT (CONT'D.)

CALENDAR OF MEETINGS – 2009 AND 2010

Pierre Nollet outlined the rationale for the meeting locations selected for the 2009 and 2010 years and, after a brief discussion, the calendars were approved.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the Board of Directors hereby approves the 2009 and 2010 Calendars of Meetings as presented.

MOTION CARRIED

UPDATE ON TORONTO BROADCAST CENTRE

Richard Stursberg made some opening observations about the original concept and design of the Toronto Broadcast Centre and how these had been destroyed when the space was actually configured. He went on to explain the crucial importance of this project in not only addressing workplace issues but also in supporting the transition of CBC/Radio-Canada from a radio or television company to a content company.

Michel Saint-Cyr stated that this presentation had been prepared for two purposes: (i) to review the developments since the project was discussed at the March Board meeting; and (ii) to provide the additional information and analysis requested by Directors in relation to issues and questions raised at the March meeting.

Mr. Saint-Cyr reviewed and highlighted sections of the written material circulated in advance, covering:

- The history and scope of this project
- The funding and financing challenges
- Analysis of the options
- Risk assessment and mitigation strategies
- The exit strategy at various stages
- Financing options and cash flow analysis
- Specific questions related to the bond issue

s.21(1)(b) Johanne Charbonneau addressed the financial sections of the material.

During the presentation, management dealt with further comments and questions from the Board about:

Ms. Charbonneau advised that the costs as outlined do not represent final figures and confirmed that these will be refreshed prior to seeking final Board approval for this project.

The Chair thanked Mr. Saint-Cyr and Ms. Charbonneau for a very thorough review of the issues.

Mr. Herrndorf left the meeting part way through Mr. Saint-Cyr's presentation.

BANKING RESOLUTIONS

Johanne Charbonneau outlined the rationale for the additional arrangements with banks other than the Corporation's usual bankers, stating that it would enhance the Corporation's ability to obtain the best service at the most favourable rates for two types of business, namely, managing its foreign currency risk and managing its investments to maximize interest income.

On motion duly made and seconded

> **IT IS RESOLVED THAT** on the recommendation of management, the Board of Directors hereby approves the Banking Resolution for National Bank of Canada, pursuant to the terms and conditions found in the Supplementary Resolution, a copy of which shall remain attached to these minutes as Appendix 1.

MOTION CARRIED

On motion duly made and seconded

> **IT IS RESOLVED THAT** on the recommendation of management, the Board of Directors hereby approves the Banking Resolution for Caisse centrale Desjardins and Desjardins Securities, pursuant to the terms and conditions found in the Supplementary Resolution, a copy of which shall remain attached to these minutes as Appendix 2.

MOTION CARRIED

On motion duly made and seconded

> **IT IS RESOLVED THAT** on the recommendation of management, the Board of Directors hereby approves the Banking Resolution for Bank of Nova Scotia, pursuant to the terms and conditions found in the Supplementary Resolution, a copy of which shall remain attached to these minutes as Appendix 3.

MOTION CARRIED

UPDATE ON BROADCAST DISTRIBUTION UNDERTAKING HEARING

Michel Tremblay referred to the memorandum that was circulated to brief Board members on the CRTC hearing with respect to broadcast distribution undertakings and discretionary services, highlighting several key points in the arguments advanced by CBC/Radio-Canada.

Richard Stursberg also offered his comments on the submissions made by various parties. Management responded to questions from Directors on: (i) what s.21(1)(b) constitutes the basic service package; (

At the request of Board members, copies of the CBC/Radio-Canada submissions and the supplementary documents filed in support of CBC/Radio-Canada's position will be circulated to the Board.

The Chair thanked Mr. Tremblay for his update.

BOARD TRAINING – A REVIEW OF THE MEDIA ENVIRONMENT

Stan Staple, Director, Research and Strategic Analysis, and Marie-Claude Perron, Manager, Corporate Research, joined the meeting.

Michel Tremblay introduced the presentation, stating that it was prepared to provide Directors, especially those new to the Board, with an overview of the Canadian broadcasting industry, CBC/Radio-Canada's role within it, and some of the key challenges CBC/Radio-Canada faces.

Mr. Tremblay and his colleagues led Directors through the material, responding to questions as they arose. The following topics were covered:

Overview of the Broadcasting Industry
Financing the Broadcasting Industry
Measuring Audience Performance
Regulating the Industry and Accountability
Key Issues Facing CBC/Radio-Canada

On behalf of the Board, the Chair thanked Mr. Tremblay, Mr. Staple and Ms. Perron for their very informative and helpful presentation.

CONCLUDE

Having no further business to discuss, the meeting concluded at 11:45 a.m.

BANKING RESOLUTION

WHEREAS it is desired by the Corporation to authorize and empower certain officers or agents of the Corporation to make such banking arrangements for the purpose of executing investments and foreign currency trades as they may deem necessary and proper without further action on the part of the Directors of the Corporation.

On a motion duly moved and seconded

IT WAS RESOLVED:

1. **THAT** the Financière Banque Nationale / Banque Nationale du Canada (the *"Bank"*) be appointed as a foreign currency and investment trader of the Corporation.

2. **THAT** any officers, agents and employees of the Corporation (as replaced from time to time pursuant to subparagraph 2(g) below), the *"Authorized Person(s)"* is/are authorized to do any one or more of the following on behalf of the Corporation, all to the extent indicated opposite their respective names on the instrument appointing them:

   a) to open or close any deposit or other account(s) with the Bank (the *"Accounts"*) and to sign authorization, set-up or other documentation and agreements with the Bank with respect to any of the Accounts and any services (including without limitation cash management services) or any other matter as such Authorized Person(s) in his, her or their sole discretion deem advisable or as the Bank may request including, without limitation, those providing for ratification of any signature or action on behalf of the Corporation;

   b) to provide instructions to the Bank requesting changes of address and duplicate statements as such Authorized Person(s) may see fit and to obtain and provide receipts for all statements of account, all cheques and other vouchers, and all bills of exchange and negotiable and non-negotiable instruments not otherwise delivered to the Corporation;

   c) to withdraw or order payment of any of the funds deposited in the Bank, and to otherwise bind or obligate the Corporation, in such amounts and on such terms as such Authorized Person(s) may see fit, by signing, ratifying or countermanding cheques, drafts, bills of exchange, undertakings or other instruments, orders or agreements for the payment of money by manual or facsimile signature or as further provided in any agreement between the Corporation and the Bank;

   d) to issue written, telephonic, electronic or oral instructions with respect to the transfer or payment of funds of the Corporation on deposit with the Bank (or at any other financial institution) by manual, wire, electronic or

other means, including without limitation instructions which may further delineate the extent of authority hereby granted;

e) Subject to the provisions of the Broadcasting Act to purchase or otherwise acquire for and on behalf of the Corporation, and to sell, transfer or otherwise dispose of, and endorse for sale, transfer or other disposition, and to otherwise deal with on behalf of the Corporation, any and all bonds, notes, and shares of stock and other securities of any kind or nature and by whomsoever (other than the Corporation) issued, participation or other certificates therefore, and to apply, identify and guarantee signatures and endorsement thereon or on powers of attorney executed in connection therewith, and to authorize or direct charges to the Accounts for any costs, fees, charges or other amounts relating to any of the foregoing;

f) Subject to the provisions of the Broadcasting Act, to purchase or otherwise acquire for and on behalf of the Corporation, and to sell, otherwise dispose of, and to otherwise deal with on behalf of the Corporation, currencies of foreign countries, by trading in the spot market, by entering in forward exchange contracts, by purchasing options to buy and sell foreign currencies and by entering into foreign exchange derivatives and, by and to authorize or direct charges to the Accounts for any costs, fees, charges or other amounts relating to any of the foregoing;

g) to revoke or modify any or all of the authorizations herein and to authorize on behalf of the Corporation from time to time at his, her or their discretion other Authorized Person(s) to do all or any of the foregoing.

3. **THAT** all authorities stated in the above paragraphs be granted to both the President & Chief Executive Officer and the Chief Financial Officer or anyone acting in that capacity, acting together.

4. **THAT** all authorities stated in paragraph 2 above be delegated with the signatures of both the President & Chief Executive Officer and the Chief Financial Officer or their respective delegates.

5. **THAT** the Corporation enters into such agreements, containing such indemnities and other provisions, as the Bank may require in respect of the foregoing.

6. **THAT** the foregoing resolutions shall continue in force until a certified copy of resolutions revoking or modifying them has been received by the Bank.

Appendix 2

BANKING RESOLUTION

WHEREAS it is desired by the Canadian Broadcasting Corporation (the "Corporation") to authorize and empower certain officers or agents of the Corporation to make such banking arrangements for the purpose of executing investments and foreign currency trades as they may deem necessary and proper without further action on the part of the director(s) of the Corporation.

On a motion duly moved and seconded

IT WAS RESOLVED:

1. **THAT** the Caisse centrale Desjardins and Desjardins Securities Inc.(*"Desjardins"*) be appointed as a foreign currency and/or investment trader of the Corporation.

2. **THAT** any officers, agents and employees of the Corporation (as replaced from time to time pursuant to subparagraph 2(g) below), the "Authorized Person(s)" is/are authorized to do any one or more of the following on behalf of the Corporation, all to the extent indicated opposite their respective names on the instrument appointing them:

   a) to open or close any deposit or other account(s) with Desjardins (the *"Accounts"*) and to sign authorization, set-up or other documentation and agreements with Desjardins with respect to any of the Accounts and any services (including without limitation cash management services) or any other matter as such Authorized Person(s) in his, her or their sole discretion deem advisable or as Desjardins may request including, without limitation, those providing for ratification of any signature or action on behalf of the Corporation;

   b) to provide instructions to Desjardins requesting changes of address and duplicate statements as such Authorized Person(s) may see fit and to obtain and provide receipts for all statements of account, all cheques and other vouchers, and all bills of exchange and negotiable and non-negotiable instruments not otherwise delivered to the Corporation;

   c) to withdraw or order payment of any of the funds deposited in Desjardins, and to otherwise bind or obligate the Corporation, in such amounts and on such terms as such Authorized Person(s) may see fit, by signing, ratifying or countermanding cheques, drafts, bills of exchange, undertakings or other instruments, orders or agreements for the payment of money by manual or facsimile signature or as further provided in any agreement between the Corporation and Desjardins;

   d) to issue written, telephonic, electronic or oral instructions with respect to the transfer or payment of funds of the Corporation on deposit with Desjardins (or at any other financial institution) by manual, wire, electronic or other means,

including without limitation instructions which may further delineate the extent of authority hereby granted;

e) Subject to the provisions of the Broadcasting Act to purchase or otherwise acquire for and on behalf of the Corporation, and to sell, transfer or otherwise dispose of, and endorse for sale, transfer or other disposition, and to otherwise deal with on behalf of the Corporation, any and all bonds, notes, and shares of stock and other securities of any kind or nature and by whomsoever (other than the Corporation) issued, participation or other certificates therefore, and to apply, identify and guarantee signatures and endorsement thereon or on powers of attorney executed in connection therewith, and to authorize or direct charges to the Accounts for any costs, fees, charges or other amounts relating to any of the foregoing;

f) Subject to the provisions of the Broadcasting Act, to purchase or otherwise acquire for and on behalf of the Corporation, and to sell, otherwise dispose of, and to otherwise deal with on behalf of the Corporation, currencies of foreign countries, by trading in the spot market, by entering in forward exchange contracts, by purchasing options to buy and sell foreign currencies and by entering into foreign exchange derivatives and, by and to authorize or direct charges to the Accounts for any costs, fees, charges or other amounts relating to any of the foregoing;

g) to revoke or modify any or all of the authorizations herein and to authorize on behalf of the Corporation from time to time at his, her or their discretion other Authorized Person(s) to do all or any of the foregoing.

3. **THAT** all authorities stated in the above paragraphs be granted to both the President & Chief Executive Officer and the Chief Financial Officer or anyone acting in that capacity, acting together.

4. **THAT** all authorities stated in paragraph 2 above be delegated with the signatures of both the President & Chief Executive Officer and the Chief Financial Officer or their respective delegates.

5. **THAT** the Corporation enters into such agreements, containing such indemnities and other provisions, as Desjardins may require in respect of the foregoing.

6. **THAT** the foregoing resolutions shall continue in force until a certified copy of resolutions revoking or modifying them has been received by Desjardins.

BANKING RESOLUTION

WHEREAS it is desired by the Corporation to authorize and empower certain officers or agents of the Corporation to make such banking arrangements for the purpose of executing investments and foreign currency trades as they may deem necessary and proper without further action on the part of the director(s) of the Corporation.

On a motion duly moved and seconded

IT WAS RESOLVED:

1. **THAT** the Bank of Nova Scotia (the *"Bank"*) be appointed as a foreign currency and investment trader of the Corporation.

2. **THAT** any officers, agents and employees of the Corporation (as replaced from time to time pursuant to subparagraph 2(g) below), the *"Authorized Person(s)"* is/are authorized to do any one or more of the following on behalf of the Corporation, all to the extent indicated opposite their respective names on the instrument appointing them:

    a) to open or close any deposit or other account(s) with the Bank (the *"Accounts"*) and to sign authorization, set-up or other documentation and agreements with the Bank with respect to any of the Accounts and any services (including without limitation cash management services) or any other matter as such Authorized Person(s) in his, her or their sole discretion deem advisable or as the Bank may request including, without limitation, those providing for ratification of any signature or action on behalf of the Corporation;

    b) to provide instructions to the Bank requesting changes of address and duplicate statements as such Authorized Person(s) may see fit and to obtain and provide receipts for all statements of account, all cheques and other vouchers, and all bills of exchange and negotiable and non-negotiable instruments not otherwise delivered to the Corporation;

    c) to withdraw or order payment of any of the funds deposited in the Bank, and to otherwise bind or obligate the Corporation, in such amounts and on such terms as such Authorized Person(s) may see fit, by signing, ratifying or countermanding cheques, drafts, bills of exchange, undertakings or other instruments, orders or agreements for the payment of money by manual or facsimile signature or as further provided in any agreement between the Corporation and the Bank;

    d) to issue written, telephonic, electronic or oral instructions with respect to the transfer or payment of funds of the Corporation on deposit with the

e) Bank (or at any other financial institution) by manual, wire, electronic or other means, including without limitation instructions which may further delineate the extent of authority hereby granted;

f) Subject to the provisions of the Broadcasting Act to purchase or otherwise acquire for and on behalf of the Corporation, and to sell, transfer or otherwise dispose of, and endorse for sale, transfer or other disposition, and to otherwise deal with on behalf of the Corporation, any and all bonds, notes, and shares of stock and other securities of any kind or nature and by whomsoever (other than the Corporation) issued, participation or other certificates therefore, and to apply, identify and guarantee signatures and endorsement thereon or on powers of attorney executed in connection therewith, and to authorize or direct charges to the Accounts for any costs, fees, charges or other amounts relating to any of the foregoing;

g) Subject to the provisions of the Broadcasting Act, to purchase or otherwise acquire for and on behalf of the Corporation, and to sell, otherwise dispose of, and to otherwise deal with on behalf of the Corporation, currencies of foreign countries, by trading in the spot market, by entering in forward exchange contracts, by purchasing options to buy and sell foreign currencies and by entering into foreign exchange derivatives and, by and to authorize or direct charges to the Accounts for any costs, fees, charges or other amounts relating to any of the foregoing;

h) to revoke or modify any or all of the authorizations herein and to authorize on behalf of the Corporation from time to time at his, her or their discretion other Authorized Person(s) to do all or any of the foregoing.

3. **THAT** all authorities stated in the above paragraphs be granted to both the President & Chief Executive Officer and the Chief Financial Officer or anyone acting in that capacity, acting together.

4. **THAT** all authorities stated in paragraph 2 above be delegated with the signatures of both the President & Chief Executive Officer and the Chief Financial Officer or their respective delegates.

5. **THAT** the Corporation enters into such agreements, containing such indemnities and other provisions, as the Bank may require in respect of the foregoing.

6. **THAT** the foregoing resolutions shall continue in force until a certified copy of resolutions revoking or modifying them has been received by the Bank.

Nominating and Governance Committee
Board of Directors
June 16, 2008

Subject matter

APPOINTMENT OF CHAIRS AND MEMBERS OF BOARD COMMITTEES

Background

Pursuant to the Board's current governance practices, the Chairs and members of Committees are appointed by the Board to hold office from the date of their appointment until the next annual meeting of the Corporation (held in June of each year). Accordingly, each year in June, the Chairs and members of Committees are appointed by the Board for the following year. Changes in the composition of Committees may also occur at other times during the year, depending upon various factors, including changes in the overall Board composition.

Information on the matter

When new Board members are appointed, the composition of Board Committees will be reviewed to ensure that Board members are assigned to Committees for optimal results and appropriate balance, having regard to Board members' skills and experience. As a result of recent changes in the Board, certain changes to committee membership are recommended as shown on the attached list.

For decision [X] For information [ ]

Name: Pierre Nollet
date: June 6, 2008

Recommendation

IT IS RESOLVED THAT, on the recommendation of the Chair, the Board of Directors hereby approves the Members and Chairs of Board Committees as presented to serve until the next annual meeting of the Corporation (June 2009) or until a review of Committee membership is conducted, whichever is sooner.

Last discussed at the Board

Date: March 2008
Decision made: Approved as submitted.

Next steps

Circulate new Committee membership list

CURRENT COMMITTEE MEMBERSHIP
MEMBERS ACTUELS DES COMITÉS

Audit Committee
Comité de vérification

Hélène Fortin*	Chair / Présidente
Brian Mitchell	
~~Bernd Christmas*~~	Timothy Casgrain (interim)
Edna Turpin	
~~K. (Rai) Sahi*~~	Trina McQueen

Standing Committees on English and French Language Broadcasting
Comités permanents sur la radiodiffusion de langue française et de langue anglaise

Timothy Casgrain	Chair / Président
Hubert T. Lacroix	President & CEO / Président-directeur général
Linda Black	
~~Bernd Christmas~~	George Cooper
Hélène Fortin	
Peter Herrndorf	
Brian Mitchell	
Trina McQueen	
Rémi Racine	
~~K. (Rai) Sahi~~	Joseph Handley
Edna Turpin	

*** Term has expired but Director will continue to serve until replacement is appointed**

Révision antérieure ~~janvier 2008~~ March 2008
Révision actuelle: ~~mars 2008~~ June 2008
K:\CORPORATE SECRETARIAT-NEW\POLICIES AND PROCEDURES (101.245)\BOARD_MANUAL\Redesign\Section 4 Tab 1 Committee Membership.pub

CURRENT COMMITTEE MEMBERSHIP
MEMBERS ACTUELS DES COMITÉS

Human Resources and Compensation Committee
Comité des ressources humaines et de la rémunération

Edna Turpin	Chair / Présidente
Timothy Casgrain	
Hubert T. Lacroix	
Rémi Racine	

Nominating and Governance Committee
Comité des nominations et de la gouvernance

Peter Herrndorf	Chair / Président
Linda Black	
~~Brian Mitchell~~	Joseph Handley
~~K. (Rai) Sahi~~*	George Cooper

Special Committee on Public Suport
Comité spécial sur l'appui du public

~~Johanne Brunet~~	Chair / Présidente
Peter Herrndorf	
Trina McQueen	

*** Term has expired but Director will continue to serve until replacement is appointed**

CURRENT COMMITTEE MEMBERSHIP
MEMBERS ACTUELS DES COMITÎS

Pension Board of Trustees
Conseil de fiducie de la Caisse de retraite

Hélène Fortin*	Chair / Présidente
~~Bernd Christmas*~~	Brian Mitchell

*** Term has expired but Director will continue to serve until replacement is appointed**

Schedule A

Nominating and Governance Committee

June 16, 2008

s.23

Subject matter

President's Signing Authority Resolution

Background

A new President and CEO was appointed in January 2008. At the January board meeting, it was noted that the President's authority and corporate policies did not clearly deal with divestiture nor with process as it relates to intangible assets.

Information on the matter

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

Prepared by

Name: Pierre Nollet
Date: June 3rd, 2008

Management recommendation

Last discussed at the Board

Date: November 2004
Decision made: Signing resolution approved

Next steps

Publish resolution; distribute to finance officers

Schedule A

Board of Directors

Subject matter

The existing communications policy framework is out of date and requires renewal.

The enclosed Communications policy is new and sets out the company's overarching communications principles, policy requirements, responsibilities and accountabilities.

Information on the matter

As presented, the Communications Policy would supersede the following previous corporate policies:

2.1.1 Communications (Oct 1986), which is out of date.
2.1.2 Festivals, CBC Involvement (Mar 1985), which is out of date.
2.1.3 Half-masting of flags (Jan 2002), which will in its current form become a related guideline stemming from this policy.
2.1.4 Integrity of the Corporate Identification System (Mar 1984), which is out of date and will be rewritten as a guideline stemming from this policy.
2.1.5 Outside requests for information and non-broadcast material (June 2004), which is out of date.
2.1.6 CBC Relations with the Canadian public (Mar 1984), which is out of date.

Those above identified in bold are significant policies that require Board approval to be superseded by the enclosed Communications Policy.

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

Prepared by

Name: Bill Chambers and Kevin Payan
Date: May 30, 2008

Recommendation

1. Adopt the new Communications Policy, as presented.
2. Cancel the following outdated policies:
   - 2.1.1 Communications
   - 2.1.4 Integrity of the Corporate Identification System (Mar 1984), and
   - 2.1.5 Outside requests for information and non-broadcast material (June 2004).

Next steps

Publish new communications policy and advise employees.

COMMUNICATIONS POLICY

Effective Date: XX-XX-2008

Responsibility: Vice-President, Communications

Statement of Policy:

CBC/Radio-Canada is a unique Canadian institution. It connects Canadians from all regions of the country through compelling content, reflecting and promoting Canadian culture and identity. Effective communications promotes understanding and awareness among Canadians of CBC/Radio-Canada's role, mandate, activities, programming and content, as well as its contribution to Canadian society, democracy and culture. It is therefore CBC/Radio-Canada policy to:

- Provide Canadians with timely, accurate and clear information relating to CBC/Radio-Canada's mandate, mission and services.

- Deliver timely, considerate and responsive service that is sensitive to the needs and concerns of the public and respectful of individual rights.

- Communicate in English and in French as stated in Corporate Policy 2.2.14, *Official Languages* to foster recognition and use of both English and French.

- Ensure communications materials and activities reflect modern Canadian values, including the elimination of sexual stereotyping and the fair, representative depiction of people in terms of age, gender, and ethnicity.

- Ensure that CBC/Radio-Canada is visible and accessible to the Canadians it serves in a distinct, strong, coherent and consistent way that Canadians can recognize. In terms of brand and visual identity, this requires a corporate, but flexible approach – one that both ensures the integrity of the corporate parent-brand and permits sufficient flexibility for service sub-brands to convey their unique and distinctive character. [*Guidelines to be developed.*]

- Employ a variety of ways and means to communicate with Canadians, and provide information in multiple formats to accommodate diverse needs, as appropriate.

- Reinforce and preserve CBC/Radio-Canada's image and reputation by regularly identifying and addressing communication needs and issues in the development, implementation and evaluation of its services, initiatives, programs and content.

- Listen to and take account of Canadians' interests and concerns when establishing priorities and plans to help establish not only dialogue, but also a strong sense of openness and connectedness between CBC/Radio-Canada and this country, its regions, communities and citizens.

- Allow management and employees to communicate constructively with the public about areas of the business that they are familiar with and for which they have responsibility, while respecting privacy and the confidentiality of certain information. [*Guidelines to be developed.*]

- Ensure that business components work collaboratively, where appropriate, to achieve coherent and effective communications.

Description:

Requirements

To meet its policy requirements, CBC/Radio-Canada shall:

- Embed the principles of openness and transparency into its day-to-day operations, subject to the constraints imposed by relevant legislation such as the *Privacy Act*, *Access to Information Act*, etc.;

- Embed in senior management the responsibility for integrating communications, including internal communications, into the decision-making process for policy development, service delivery and operations;

- Establish plans and mechanisms to ensure that communications contribute to the strengthening of relationships with stakeholders, and support partnership and business development opportunities.

- Establish plans and procedures for the proactive management of communications relating to issues and crises; and,

- Establish requirements, procedures, practices and/or standards, as appropriate, for program promotion and marketing; advertising; branding and visual identity;; sponsorships; internal communications; communications research; publishing, including corporate Internet content; and, communications training and professional development to ensure that communications activities are planned, resourced and carried out in a way that is both cost-effective and consistent with modern communications practices.

Responsibility and Accountability

All CBC/Radio-Canada employees are accountable to their manager for the accuracy, the currency of the information they make available to the public and the protection of private or confidential information. Unless employees act as spokesperson for CBC/Radio-Canada or are performing their actual functions, they are responsible for any communication they make to the public on their own initiative or any breach of privacy or confidential information.

In collaboration with communications officers or account managers, senior management is responsible for ensuring that the communications aspects of their operations and/or activities advance the priorities their service or program group and contribute to the achievement of CBC/Radio-Canada priorities. Similarly, senior management is responsible, in collaboration with communications officers or account managers, identifying and reporting on actual or potential issues; taking action to address and resolve issues quickly and effectively; and keeping the public and stakeholders appropriately informed.

Internal communications is a collective responsibility that cuts across all levels of CBC/Radio-Canada. Employees have a responsibility to keep their manager and colleagues informed of how their activities affect their unit. Management and managers, in turn, have a responsibility to inform employees of policies, plans, initiatives, etc. that have a broad impact on CBC/Radio-Canada or a particular service. To this end, internal communications – with a focus on listening, healthy dialogue and two-way interaction – shall be a management responsibility and shall be integrated into communications planning and execution.

Application: (Indicates to which departments the policy applies)

The Communications policy applies to all CBC/Radio-Canada departments.

History: This policy was adopted on XX XXX, 2008

References:

- *Broadcasting Act*
- *Access to Information Act*
- *Privacy Act*
- *Copyright Act*
- Corporate Policy 2.2.14, *Official Languages*

Person Responsible: Vice-President, Communications

Schedule A

Board of Directors

(June 16, 2008)

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

Subject matter

Overview of progress of the study on the modernization of Maison de Radio-Canada (MRC) and development of the CBC/Radio-Canada site in Montreal

Background

Situation

MRC is already more than 35 years old. Major work is required to renovate it, bring it up to standards and refit its spaces to meet CBC/Radio-Canada's long-term needs. From this perspective, in 2006 CBC/Radio-Canada conducted a study and established four key conditions for ensuring the project's success:

1. Tailor our facilities to meet the needs of a 21st-century broadcaster.
2. Create an exciting, high-performance work environment for staff.
3. Respect the neighboring community's needs and better align MRC with the City's urban development plan.
4. Finance the project with generated revenue, rather than using public or programming funds.

After examining various hypotheses, CBC/Radio-Canada decided to map out a master plan for the modernization of MRC and the development of its site, to have that plan approved by the City of Montreal, and to sell undeveloped land on the site to finance the modernization. The master plan sprang in large part from consultations with employees (survey and meetings), the unions, and influential members of the community. Several convergent interests emerged: there was a desire to see the site developed and reconnected to the neighbourhood, for mixed-use buildings to be built on it, and for it be a high-quality site that properly sets off the MRC and includes green spaces as well as plazas.

Update on progress

The master plan was submitted for the City's approval in December 2007. Preliminary market research was conducted to gauge interest and validate the value of potential site development. The strategic partners (e.g., City, provincial and federal governments, community) have been notified. The City and Quebec's Ministère des transports have a plan to modernize the Ville-Marie Expressway due south of our site by creating a deep trench segment. CBC/Radio-Canada has filed a brief recommending that this stretch be

covered and a linear park created on top of it. CBC/Radio-Canada is participating in a feasibility study on the subject. (

Information on the matter

The attached PowerPoint document provides information on the situation and challenges, and answers the questions raised by the administrators.

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

For decision ☐ **For information** X

Prepared by

Name: Michel Saint-Cyr
Date: May 2008

Management recommendation

- Continue the steps related to internal developments as well as preparatory work for the public hearings on the development of the CBC/Radio-Canada site.
- Continue investigating, with market stakeholders, the potential value of development of the CBC/Radio-Canada site.

Last discussed at the Board

Next steps

– Call for interest to potential investors—Summer 2008
– MRC Development Plan—Fall 2008
– Public hearings—Fall 2008 (to be confirmed)
– Decision by the City—Spring 2009 (to be confirmed)
– Presentation of a business plan to the Board—Spring 2009

Anticipate project completion date: _____
(If contract, indicate date of expiry): _____

Study on the Modernization of MRC and the Development of CBC/Radio-Canada's Montreal Site

Presentation to the Board of Directors

June 16, 2008

RADIO | TÉLÉVISION | INTERNET
VOTRE SERVICE PUBLIC

Background

Maison de Radio-Canada (MRC) in Montreal:

- Designed in the late 1960s
- Inaugurated in 1973

Background

Refurbishing MRC and bringing it up to standard

+

Reconfiguring spaces to meet long-term needs

Major investments

Background

Conditions for Success Established When Study Was Launched (September 2006)

- **Tailor our facilities to meet the needs of a 21st-century broadcaster.**
- **Create a stimulating, high-performance work environment for staff.**
- **Respect the neighboring community's needs and better align MRC with the City's urban development plan.**
- **Finance the project with generated revenue, rather than using public or programming funds.**

Background

The Approach: Develop a City-approved master plan and sell construction rights to the site.

Benefits

- Increases property value.
- Secures necessary funding for the MRC modernization project.
- Defines the framework for site development.
- Transfers risks.
- Reconnects us with the neighbourhood and opens us up to the community.

000467

Background

A Rigorous Method

- Internal: survey, meetings, open house, news releases, intranet site, committees, etc.
- Community: meetings, open house, advisory committee
- Ville-Marie Borough and City of Montreal: meetings and discussions
- Political and business leaders: one-on-one meetings, presentations
- Potential investors and tenants: CB Richard Ellis, meetings, MIPIM event, IDU presentation

Background

City of Montreal – Meetings

- Gérald Tremblay, Mayor of Montreal
- Benoit Labonté, Mayor of Ville-Marie Borough
- André Lavallée, Councillor in charge of transportation
- Alan De Sousa, Councillor in charge of economic and sustainable development
- Patrice Deschamps, Chair, Economic Development Commission
- Claude Léger, General Manager
- Guy Hébert, Assistant General Manager
- Arnold Beaudin, Director, Strategic Planning and Support, Land Use and Heritage Development
- Pierre Sainte-Marie, Director, Urban Planning and Business Services

Background

Government of Quebec – Meetings and/or Briefing Material Sent to Offices:

- Jean Charest, Premier
- Raymond Bachand, Minister of Economic Development, responsible for the Montreal area
- Nathalie Normandin, Minister of Municipal Affairs
- Julie Boulet, Minister of Transport
- Christine Saint-Pierre, Minister of Culture
- Louise Harel, Local MNA
- Jean Séguin, Assistant Deputy Minister, responsible for the Montreal area

Background

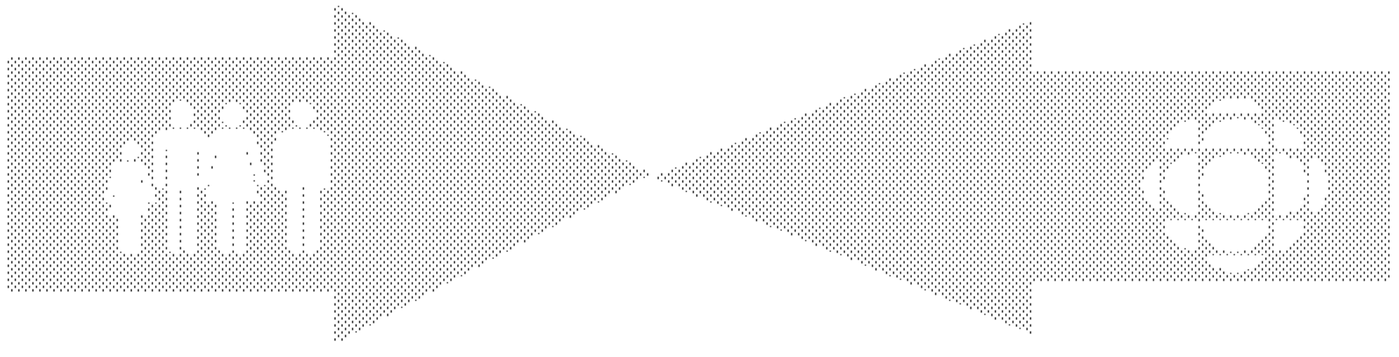
Government of Canada – Meetings and/or Briefing Material Sent to Offices:

- Lawrence Cannon, Minister of Transport, Infrastructure and Communities
- Michael Fortier, Minister of Public Works and Government Services, responsible for Montreal
- Josée Verner, Minister of Canadian Heritage
- Gilles Duceppe, Leader of BQ
- Réal Ménard, Local MP (BQ)

Background

Convergence Between CBC/Radio-Canada and Community Interests

- Revitalize this area of the city and reconnect the site to the surrounding neighbourhood.
- Develop a quality, multipurpose site containing plazas and green spaces.
- Position MRC as a cultural hub.



Background

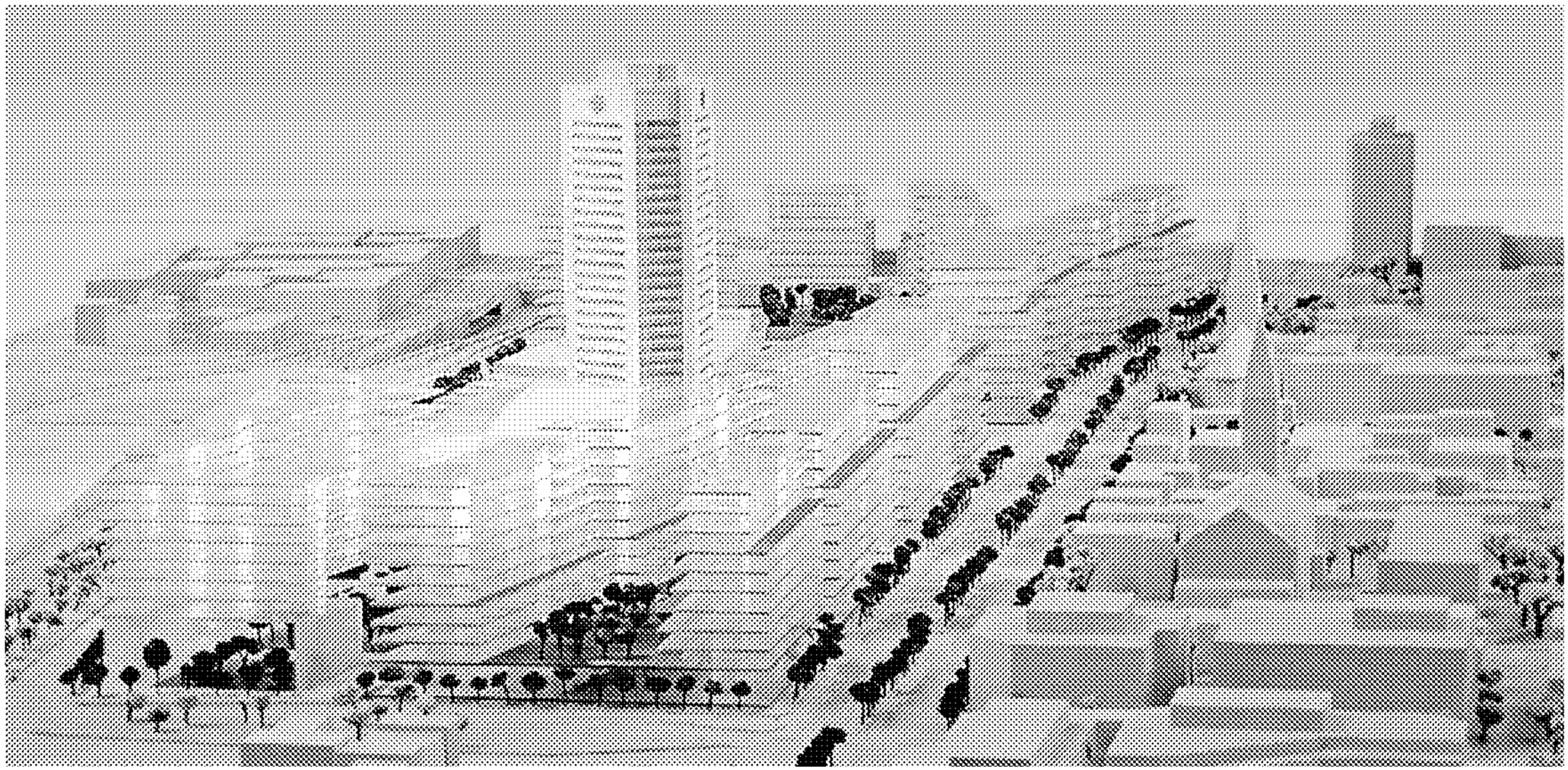
Master Plan Filed With the City – December 2007

- Takes into account employee comments.
- Takes into account recommendations of the community advisory committee.
- Complies with height and building size criteria in the City of Montreal Master Plan.

Master Plan

Multipurpose site

Construction of an additional 3.5 million sq.ft.: offices, residences and businesses at street level

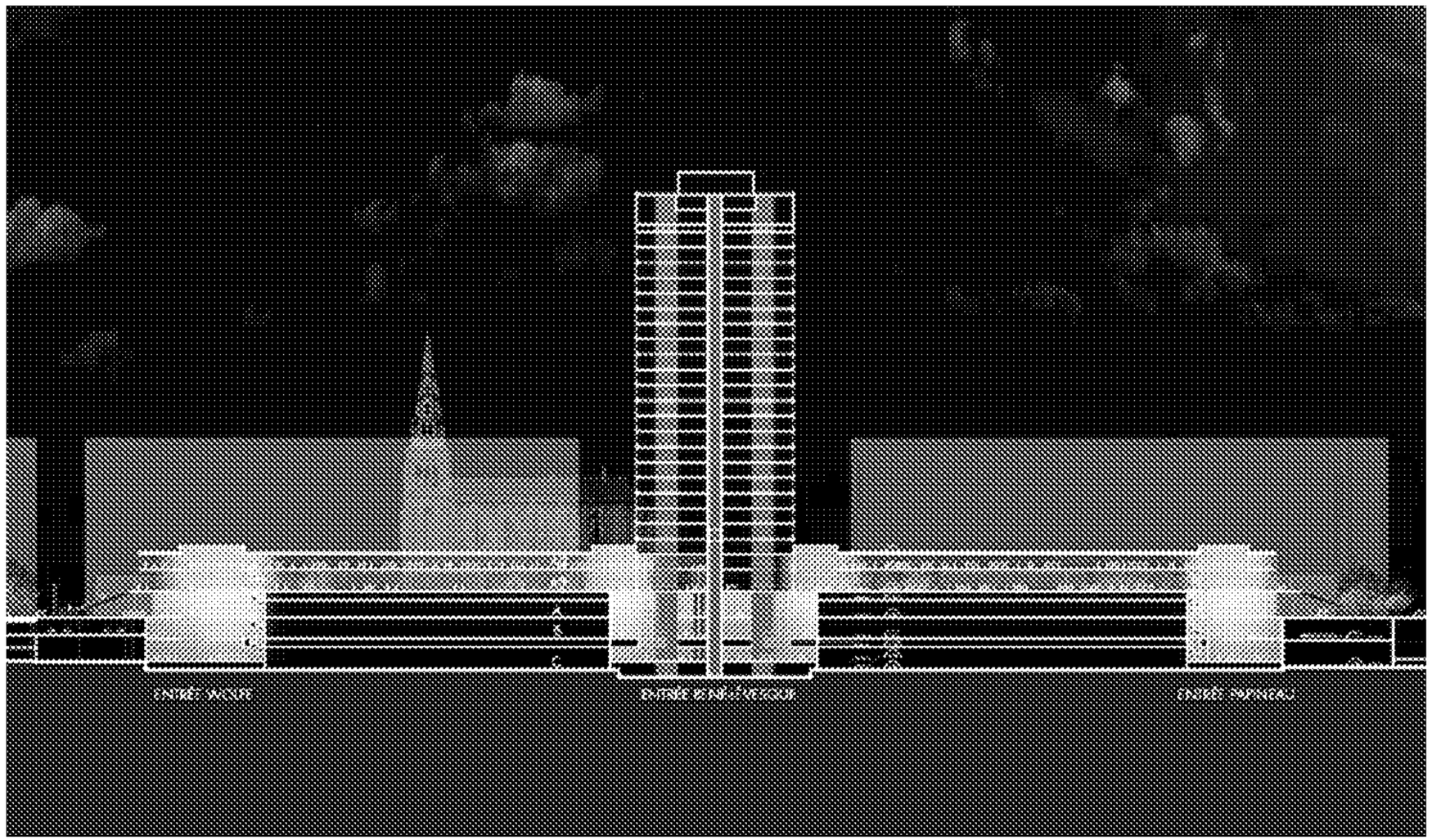


Master Plan

A quality development in a rapidly expanding area of town (UQÀM, Technopôle Ville-Marie, entertainment district, international quarter, etc.)

Master Plan

Modernization of MRC: Construction of two additional base levels and conversion of freed-up spaces in the tower (hotel and/or residential function)

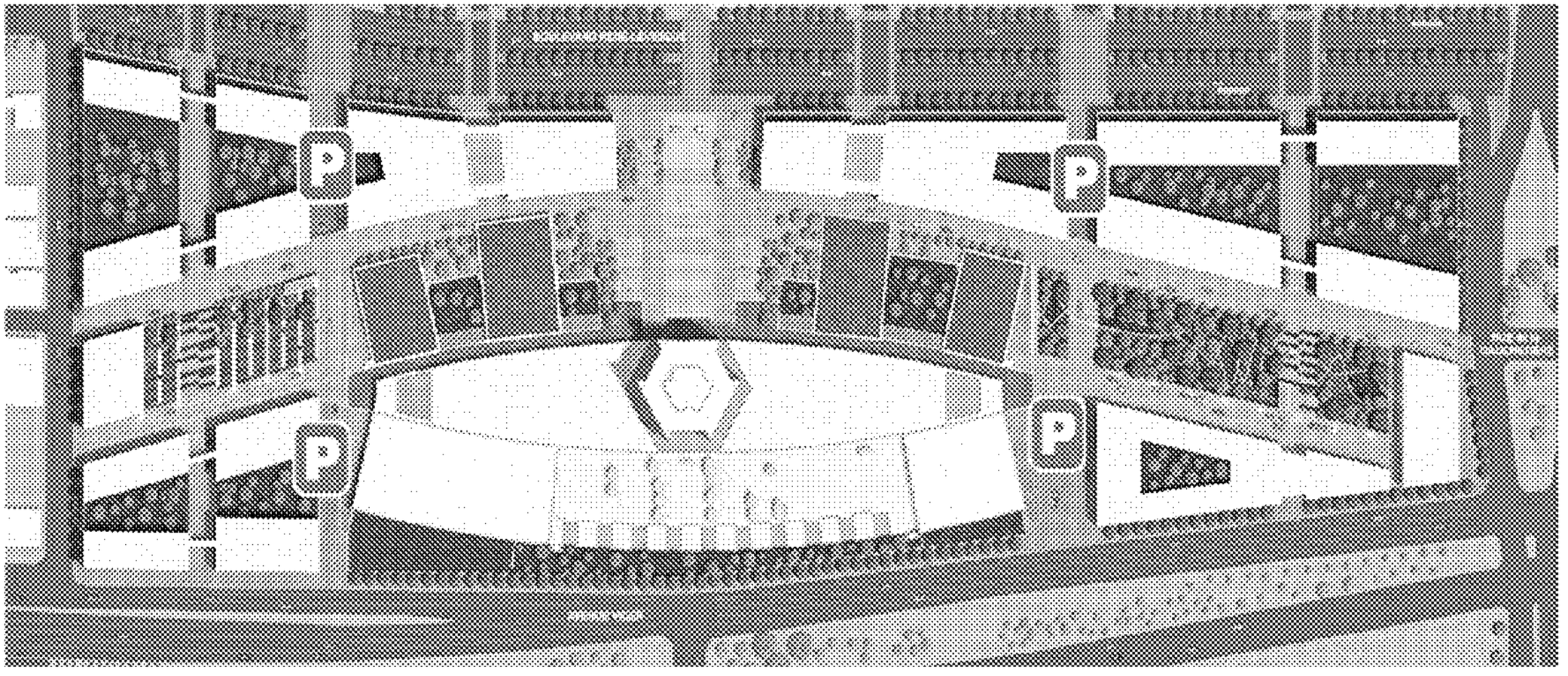


Master Plan

The tower, an icon on the Montreal landscape, remains clearly visible.

Master Plan

Construction of underground parking to free up real estate on the east and west sides of the lot for site development



Master Plan

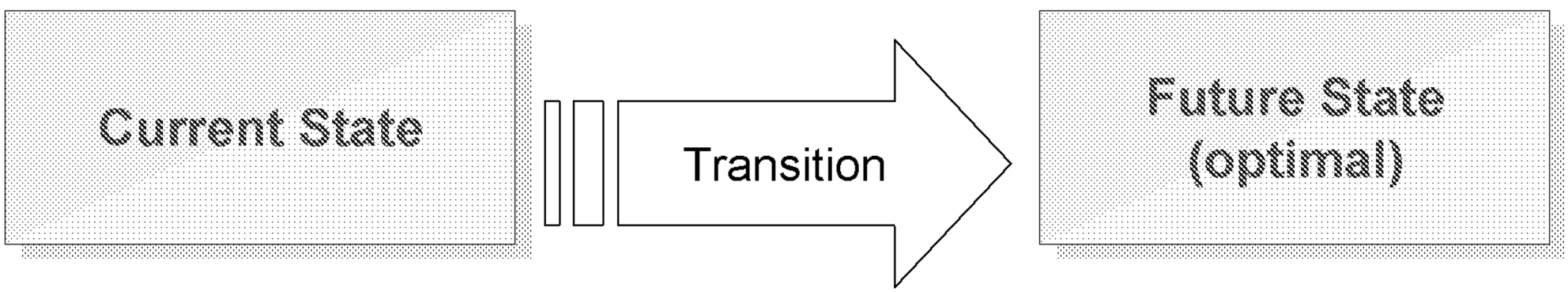
32% of the site will be occupied by green spaces and wired plazas that could be used for programming, screenings, outdoor concerts, etc.

Master Plan

The MRC refurbishing work and new constructions will aim to meet high-quality environmental certifications: Leadership in Energy and Environmental Design (LEED).

Modernization Committee Work

In-House Committee Objectives



Human Resources
Structures
Technologies
Physical Premises

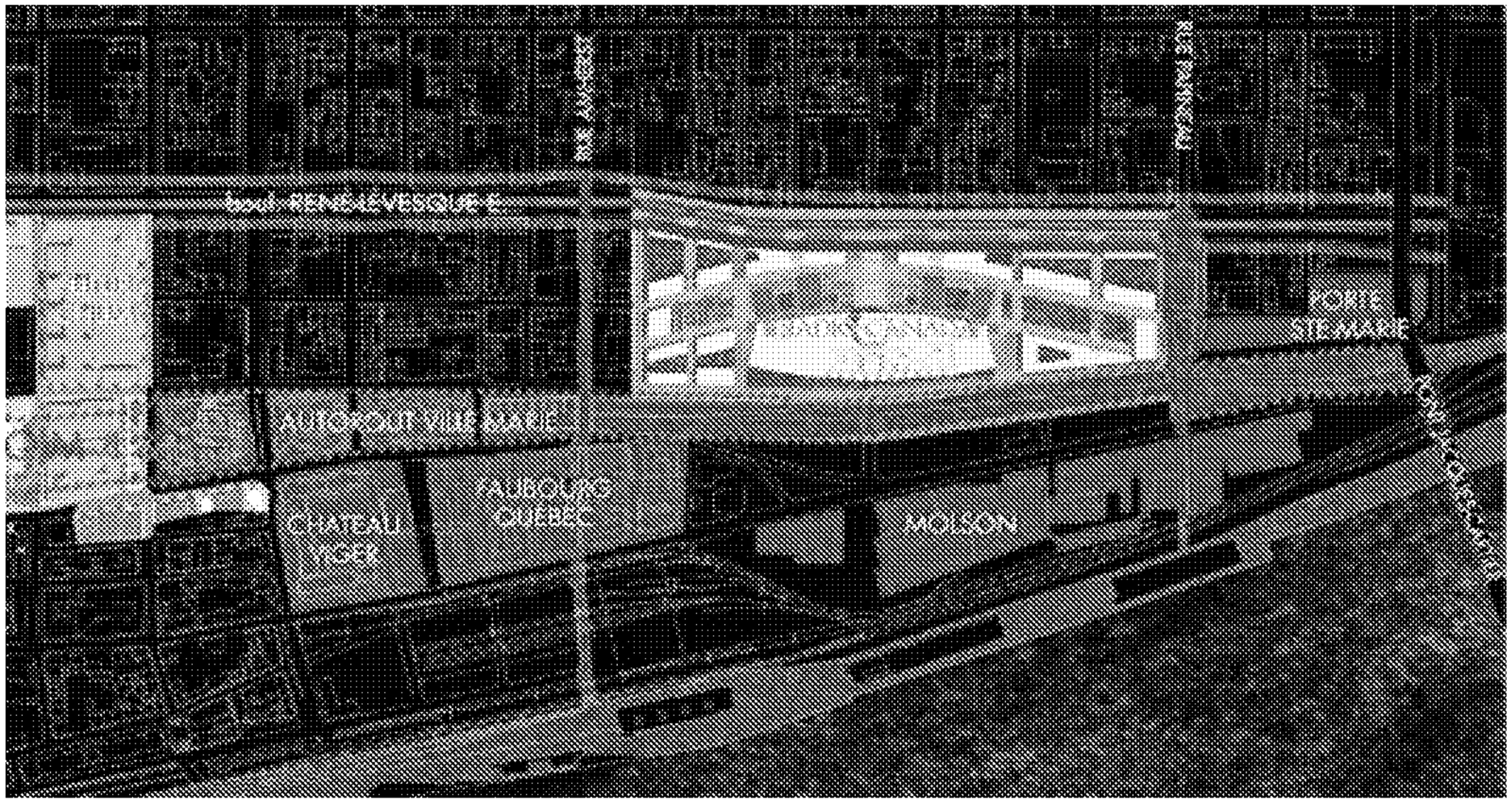
"Blank Slate"
Structures
Synergies
Optimization

Results will be consolidated into an overall plan – preliminary recommendations were delivered in April 2008.

Challenges

1. Modernization of Notre-Dame St.

The project calls for a deep trench segment adjacent to the site.



Challenges

Mitigation Measures:

- Filing of brief proposing concrete solutions
  - Cover stretches of Ville-Marie Expressway.
  - Create a quality linear park.
- Meeting between CBC/Radio-Canada President and CEO and the Mayor of Montreal
- Production of joint feasibility study with City on cost and impact of covering expressway
- City's response expected shortly

Challenges

2. Approval by Municipal Authorities

Mitigation Measures:

- Advance work with the municipality and public decision-makers
- In-depth work with the community to secure its buy-in for the project
- Compliance with City Master Plan
- Public hearings in fall 2008

Challenges

3. Market Depth

Mitigation Measures:

- Master plan built around a strong brand
- Promotion on international markets
- Multipurpose site that meets needs of many market segments
- CBRE: world-class partner

Challenges

4. Commitment of Corporate Occupants

Mitigation Measures:

- Ongoing relations with Public Works Canada
- “Natural” partners approached (e.g., NFB)
- Proactive in our partnership offers
- CBRE: world-class partner

Challenges

5. Implementation

Mitigation Measures:

- Implementation of stringent processes in our promoter agreements
- Implementation of cost control system
- Risk-transfer strategy with investors: preliminary discussions with the Canada Lands Company
- Lessons learned from the Vancouver project

Challenges

6. Employee Support

Mitigation Measures:

- Actively listening to employees and incorporating their comments into the master plan
- Meetings with unions
- Ongoing information and consulting processes
- Rollout of DEGW approach: success factor in securing employee engagement for the Toronto project
- Maintaining a close tie-in with the media strategy

Challenges

7. Corporate Image

Mitigation Measures:

- Master plan driven by MRC development and the tower's strong positioning
- Definition of a branding strategy: creation of mechanisms for protection and promoting the brand in our promoter agreements

Next Steps

• Request for information sent to potential investors	Summer 2008
• MRC development plan	Fall 2008
• Public hearings	Fall 2008
• City's decision	Spring 2009
• Presentation of business plan to the Board	Spring 2009

Board of Directors
(June 16-17, 2008)

Subject matter

[redacted]

Background

[redacted]

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

Information on the matter

As per attached document.

For decision: X **For information:**

Prepared by

Name:	George C. B. Smith, Senior Vice-President, HR & Organization
Date:	June 16, 2008

Management Recommendation

[redacted]

Last discussed at the Board

Date:	May 13, 2008
Decision made:	n/a

Next steps

Discuss status at the September 23-24, 2008 Board meeting.

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

Pages 492 to / à 501

are withheld pursuant to sections

sont retenues en vertu des articles

18(a), 20(1)(b), 20(1)(d)

of the Access to Information Act

de la Loi de l'accès à l'information

Financial Summary
Condensed P&L (In Negotiation)

s.18(a)

P&L	March 18, 2008 - 08:04 PM - Current TV Board V2.xls					
			Assumes broadcast launch date March 1, 2009, 6 months after start of venture.			
Revenues	**Notes**	**YE 31 Aug. 09**	**YE 31 Aug. 10**	**YE 31 Aug. 11**	**YE 31 Aug. 12**	**YE 31 Aug. 13**
# Subscribers (at year end)						
Subscriber Fees						
Airtime						
Expenses						
Programming and Production						
Technical and Operations						
Sales and Promotion						
General and Administrative						
Subtotal: Expenses exclud						
Licensing Fee						
Expenses Total						
EBITDA (Annual)						
EBITDA (Cumulative)						
Headcount (FY 09)						

Document Protected by Profession...

s.18(a)

Financial Summary
Cash Flow (In Negotiation)

CF and NPV March 18, 2008 - 06:04 PM - Current TV Board V2.xls

Venture
- EBITDA
- Capital Expenditure
- Net Cash Flow (Annual)
- Net Cash Flow (Cumulative)

Current TV Position
- Current TV Share of Venture
- Cash Flow (Annual)
- Current TV Licensing Fee (Ar
- Current TV Cash Position (Ar
- Current TV Cash Position (Cu
- Net Present Value to Current

CBC Position
- CBC Cash Position (Annual)
- CBC Cash Position (Cumulat

CBC Financing Require

Terminal value for CBC

Net Present Value to CB

362nd MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
TORONTO, ONTARIO
March 19, 2008

On a motion duly moved and seconded

WHEREAS Johanne Brunet, Yasmin Jivraj and Nezhat Khosrowshahi, all dedicated Board members, have or will shortly cease to serve as Board members,

AND WHEREAS each, in her own way, has made a major personal and professional contribution to the success and well-being of the public broadcaster,

IT IS RESOLVED THAT the Board of Directors expresses its appreciation and admiration to the outgoing members for their leadership in guiding and promoting CBC/Radio-Canada, its mission and its mandate.

MOTION CARRIED ~~UNANIMOUSLY~~

Pages 505 to / à 507

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sont retenues en vertu de l'article

68.1

of the Access to Information Act

de la Loi de l'accès à l'information

Schedule A

Board of Directors

(March 18 and 19, 2008)

Subject matter

Update on progress of Workplace Revitalization at the Canadian Broadcasting Centre in Toronto. Presentation of financing alternatives for overall project.

Background

The space in the Broadcasting Centre is dysfunctional; the current configuration does not support programming as much as it should. We want to fundamentally improve our workplace, and have implemented several successful pilot projects that demonstrate our new workplace strategy and neighbourhood design process. Our challenge is how to finance the overall revitalization of our workplace.

Information on the matter

This initiative is coherent with the Corporate strategy of self-funding real estate portfolio modernization to better support programming by providing a better work environment.

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

Prepared by

Name: Michel Saint-Cyr
Date: March 7, 2008

Management recommendation

Continue with initiatives and determine best financing approach.

Last discussed at the Board

Date: June 19, 2007
Decision made: N/A

Next steps

1.Approach Federal Government for financing alternatives
2.Continue discussions with PWGSC and potential retail tenants
3.Submission of Minor Variance Application to the City of Toronto to amend current municipal zoning by-law for the Canadian Broadcasting Centre

Anticipated project completion date: .....
(If contract, indicate date of expiry): .....

CBC Board Update & Financing Strategy

March 19, 2008

CBC Radio-Canada

Situation

- We have a dysfunctional Broadcasting Centre in Toronto
- We want to fundamentally change and improve the workplace within the Broadcasting Centre

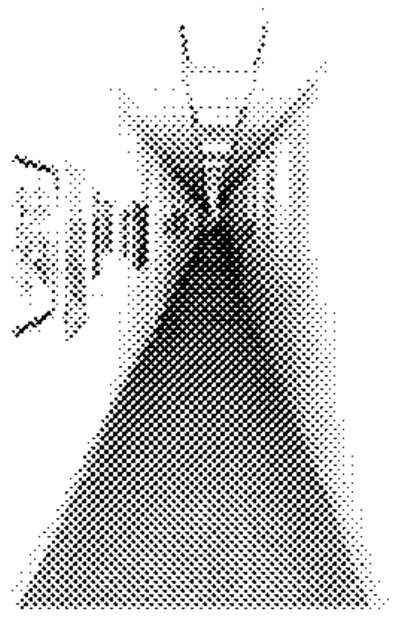
Challenge

- The financing of this project

Question

- Can we obtain the Board's approval for the following?
  1. Approach Federal Government for financing alternatives
  2. Continue discussions with PWGSC and potential retail tenants
  3. Submit Minor Variance Application to the City of Toronto

Situation

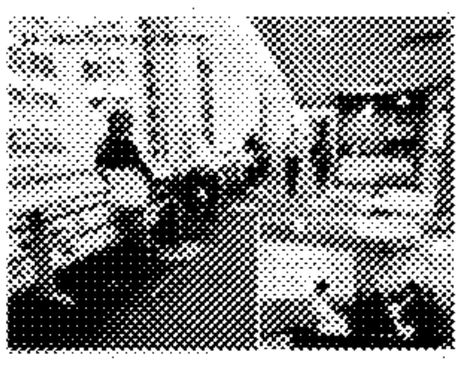


- Presentation to Board - June 2007
  - Building is dysfunctional
  - People are unhappy with their work space
  - Does not cultivate creativity and productivity
  - Changes in our space requirements
    - fewer employees and more co-productions
  - Expensive due to surplus space
    - approx. 400,000 sq. ft.
- Next steps (from June 2007 Board Presentation)
  - Implement pilot projects for both work spaces and common spaces
  - Bring forward a new leasing plan that optimizes financial benefits, design principles and CBC needs
  - MOUs with potential tenants
  - Zoning variance application

3

Progress Since June 2007

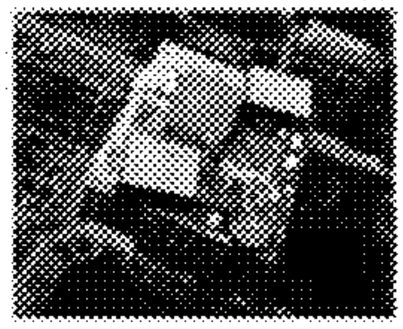
- Implemented pilot projects for workspaces and common spaces:



  - Three new Idea Rooms (L2, L3, L4)
  - New Visual Resources area (L4)
  - New English Radio area (L2)
  - Design for new Finance and Digital Programming & Business Development area (L9)
  - Schematic design for move of Local Programming to ground floor
  - Completed Workplace Strategy documentation
- Developed overall space planning strategy and leasing plan that supports CBC needs, is consistent with design principles and optimizes financial benefits
- Prepared overall project budget and schedule
- Preliminary agreements (Letters of Intent) reached with several prospective tenants for space above and below grade
- Zoning variance application prepared and ready for submission to City of Toronto

4

Why Now?



- There is a unique convergence of opportunities at this time:
  - PWGSC needs 351,000 sq. ft.
  - TBC can fill requirement for a major retail presence in this growing residential sector of western downtown Toronto. Our below grade space is a rare commodity at present.
  - Historically low interest rates.
  - English Services major reorganization needs are immediate and require a major reconfiguration of the building.

Why not in small sequential projects?

- Project needs to be completed in its entirety to free up the space for PWGSC and build access infrastructure to permit lease transactions to be concluded.
- It is the new rental revenue that finances the reinvestment in the TBC.

s.18(b)

s.21(1)(b)

Challenge: Can we finance this?

- After analysing a number of financing alternatives, two were retained as viable:

1)

2)

Pages 512 to / à 514

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sont retenues en vertu des articles

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

of the Access to Information Act

de la Loi de l'accès à l'information

Question: Can we obtain your approval for the following?

1. Approach Federal Government for financing alternatives
2. Continue discussions with PWGSC and potential retail tenants
3. Submission of Minor Variance Application to the City of Toronto to amend current municipal zoning by-law for the Canadian Broadcasting Centre

13

Next Steps

1. Discuss financing alternatives with Department of Finance and obtain their approval for either borrowing or bond redemption & refinancing
2. Conclude transactions with PWGSC and other potential tenants
3. Obtain approval for minor variance change from City of Toronto
4. Return to CBC/Radio-Canada Board to communicate chosen financing vehicle and to request approval of project

14

RESOLUTION: **REVITALIZATION OF THE CANADIAN BROADCASTING CENTRE IN TORONTO**

DULY ADOPTED AT THE: **362nd MEETING OF THE BOARD OF DIRECTORS CANADIAN BROADCASTING CORPORATION TORONTO, ONTARIO March 19, 2008**

s.18(a)

s.18(b)

On a motion duly moved and seconded

WHEREAS Canadian Broadcasting Corporation (the "**Corporation**") is the owner of the multi-purpose broadcasting facility and related equipment and infrastructure at 250 Front Street West in Toronto, Ontario (the "**Canadian Broadcasting Centre**");

WHEREAS the construction of the Canadian Broadcasting Centre had originally been financed in 1997 by the issuance of approximately worth of per annum, fixed rate, thirty-year bonds issued by Broadcast Centre Trust, a special purpose trust created by the Corporation for such bond financing (such bonds hereinafter referred to as the "**Canadian Broadcasting Centre Bonds**");

WHEREAS in 2003, the Corporation leased and sold certain lands adjoining the Canadian Broadcasting Centre to Ontrea Inc. and to The Cadillac Fairview Corporation Limited (hereinafter respectively : "Ontrea" and "**CFCL**"), and in respect of which the Corporation continues to receive periodic instalments of the purchase price and rent (such revenue hereinafter referred to as the "**Ontrea and CFCL Cash Flow**");

WHEREAS the Corporation now proposes fundamentally changing, improving and revitalizing the workplace within the Canadian Broadcasting Centre using design principles that combine the best international workplace expertise with broad local staff consultation (the "**Canadian Broadcasting Centre Space Optimization Project**");

WHEREAS, as a direct result of the Canadian Broadcasting Centre Space Optimization Project, the Corporation will be in a position to lease the following excess space (representing approximately 496,000 square feet of rentable space of the approximately 1,500,000 square feet total rentable area within the Canadian Broadcasting Centre) to third parties, which in turn, will generate additional revenue and reduce costs to fund the capital improvements necessary for such building revitalization:

(i) At and above Grade: up to approximately 360,000 square feet of rentable area (including the existing space currently leased to International Academy of Design and Technology, Toronto, Ltd. ("**IADT**"));

(ii) Below Grade: up to approximately 130,000 square feet of rentable area;

(iii) such other space within the Canadian Broadcasting Centre that may become suitable and available for leasing to third parties;

(all leasing arrangements for such excess space to be at market rents for the specific use and hereinafter collectively referred to as the "**Canadian Broadcasting Centre Space Leases**");

WHEREAS the Corporation wishes to enter into various conditional offers to lease with proposed tenants for the Canadian Broadcasting Space Leases such offers to be subject to the approval of this Board and as may be required Governor in Council approvals (hereinafter "COLs");

WHEREAS the Corporation has entered into a surrender of lease agreement with IADT and Career Education Corporation dated November 29, 2007 (the "**IADT Surrender of Lease Agreement**") providing that the space rented by IADT shall be vacated by April 30, 2009;

WHEREAS the Canadian Broadcasting Centre Space Optimization Project will require the Corporation to undertake certain repairs, renovations, remodelling, re-construction and other capital works on, to, or about the Canadian Broadcasting Centre (collectively, the "**Building Improvements**");

WHEREAS the Corporation is proposing to consider and negotiate with the Department of Finance and theTreasury Board and to the extent required to obtain the approval of the Minister of Finance and Treasury Board, the proper structure and instruments to:

(i) finance the cost of the Canadian Broadcasting Centre Space Optimization Project which includes the cost for the Building Improvements, the purchase of New Equipment and the construction period debt servicing costs. currently estimated to be approximately between in total depending on the final financing scenario (altogether the "**Cost of the Project**"),

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

(ii) redeem the existing Canadian Broadcasting Centre Bonds at a cost of approximately nd provide for the issuance and the securing of new bonds in an amount of approximately

(iii) sell the Ontrea and CFCL cash flow for an amount of approximately

(iv) borrow from the Government of Canada or the capital markets such amounts and on such terms and conditions as the Corporation may deem necessary or desirable to implement and pay for the Cost of the Project; and

(v) effect any of the foregoing financing transactions or a combination of two or more of the foregoing financing transactions (collectively, the "**Financing Transactions**");

WHEREAS the various Financing Transactions are more particularly set forth in the materials delivered as part of the presentation made to the Corporation's Board of Directors on March 19, 2008 and summarized in the attached Exhibit I, and the choice amongst such options shall be decided upon by the Chief Executive Officer of the Corporation, in his sole discretion, after consultation with the Department of Finance and the Treasury Board and approval of the Minister of Finance and Treasury Board as may be required, the whole subject however to the final approval of this Board;

WHEREAS the Corporation intends to acquire and install new broadcasting equipment, apparatus, and other technical installations (collectively, the "**New Equipment**"): (i) in lieu of any equipment that would not reasonably be practical to move or re-configure as part of technical modernization and optimization of the technical spaces within the Canadian Broadcasting Centre; or (ii) that may be necessary or desirable to ensure that no interruption to the broadcasting activities of the Corporation will occur during the realization of the Canadian Broadcasting Centre Space Optimization Project;

WHEREAS for the purpose of accommodating certain tenants and increasing the value of the Canadian Broadcasting Center it may be desirable, as part of the Canadian Broadcasting Centre Space Optimization Project, to apply for a minor variance from the existing municipal by-laws or to apply for a total re-zoning of the Canadian Broadcasting Centre under the existing municipal by-laws (any and all such proceedings hereinafter collectively referred to as a "**Rezoning**").

NOW THEREFORE BE IT RESOLVED THAT:

1. The Corporation is hereby authorized to do all of the following in accordance with the terms of these resolutions:

   (i) prepare, negotiate and enter into one or more COLs of the Canadian Broadcasting Centre Space Leases;

   (ii) negotiate with the Department of Finance and the Treasury Board as to the appropriate structure and instruments for the Financing Transactions, and then prepare and enter into all documentation necessary or desirable to fully implement one or more of the

Financing Transactions, as may be decided upon by the Chief Executive Officer of the Corporation;

(iii) retain and consult with investments bankers to assist the Corporation in obtaining advice as to the appropriate consideration for each Financing Transactions;

the agreements and documents resulting from the performing of the above resolutions being subject to the final approval of the Board, and the approvals if and where necessary, of: (i) the Minister of Finance; (ii) the Treasury Board and /or (iii) the Governor in Council:

(iv) enter into and make all such applications or other proceedings for a Rezoning, but without hereby deeming or implying that the Canadian Broadcasting Centre is in any way subject to any such municipal by-laws;

2. Either the President and Chief Executive Officer or the President Real Estate Division; acting together with the Vice-President, Finance and Chief Financial Officer; (or, in the case of each of the foregoing, any of their respective delegates duly appointed by any of them); are hereby authorized and directed, for and in the name of and on behalf of the Corporation, to execute and deliver (whether under the corporate seal of the Corporation or otherwise) any and all agreements, instruments, amendments, certificates and other documents and to do any and all such other acts or things as those officers may deem necessary, advisable or desirable in order to evidence, give effect and complete the foregoing resolutions;

3. The President and Chief Executive Officer is hereby authorized and directed to elect the appropriate financing option from amongst the Financing Transactions; and

4. The Corporation hereby ratifies and affirms the IADT Surrender of Lease.

MOTION CARRIED

CURRENT COMMITTEE MEMBERSHIP
MEMBERS ACTUELS DES COMITÉS

[ ] indcates change

Audit Committee
Comité de vérification

Hélène Fortin*	Chair / Présidente
[Johanne Brunet]	until April 21, 2008 - will be replaced by Brian Mitchell
Bernd Christmas*	
K. (Rai) Sahi*	
Edna Turpin	

Standing Committees on English and French Language Broadcasting
Comités permanents sur la radiodiffusion de langue française et de langue anglaise

Timothy Casgrain	Chair / Président
Hubert T. Lacroix	President & CEO / Président-directeur général
[Johanne Brunet]	until April 21, 2008 - will be replaced by Brian Mitchell
Bernd Christmas	
Hélène Fortin	
Peter Herrndorf	
[Yasmin Jivraj]	until April 21, 2008 - will be replaced by Linda Black
[Mary McNeil]	to be appointed March 19, 2008
Trina McQueen	
Rémi Racine	
K. (Rai) Sahi	
Edna Turpin	

Révision antérieure: mai 2007
Révision actuelle: janvier 2008
K:\CORPORATE SECRETARIAT-NEW\POLICIES AND PROCEDURES (101.245)\BOARD_MANUAL\Redesign\Section 4 Tab 1 Committee Membership.pub

CURRENT COMMITTEE MEMBERSHIP
MEMBERS ACTUELS DES COMITÉS

Human Resources and Compensation Committee
Comité des ressources humaines et de la rémunération

Edna Turpin	Chair / Présidente
Timothy Casgrain	
Hubert T. Lacroix [needs to be appointed]	to be appointed March 19, 2008
[Rémi Racine]	to be appointed March 19, 2008
Trina McQueen	

Nominating and Governance Committee
Comité des nominations et de la gouvernance

[ ]

Révision antérieure: mai 2007
Révision actuelle: janvier 2008
K:\CORPORATE SECRETARIAT-NEW\POLICIES AND PROCEDURES (101.245)\BOARD_MANUAL\Redesign\Section 4 Tab 1 Committee Membership.pub

CURRENT COMMITTEE MEMBERSHIP
MEMBERS ACTUELS DES COMITÎS

Pension Board of Trustees
Conseil de fiducie de la Caisse de retraite

Hélène Fortin*	Chair / Présidente
Bernd Christmas*	

*** Term ending soon, but not until replacement is appointed**

Révision antérieure: mai 2007
Révision actuelle: janvier 2008
K:\CORPORATE SECRETARIAT-NEW\POLICIES AND PROCEDURES (101.245)\BOARD_MANUAL\Redesign\Section 4 Tab 1 Committee Membership.pub

s.18(a)

s.18(b)

RESOLUTION: **REVITALIZATION OF THE CANADIAN BROADCASTING CENTRE IN TORONTO**

DULY ADOPTED AT THE: **362nd MEETING OF THE BOARD OF DIRECTORS CANADIAN BROADCASTING CORPORATION TORONTO, ONTARIO March 19, 2008**

On a motion duly moved and seconded

WHEREAS Canadian Broadcasting Corporation (the "**Corporation**") is the owner of the multi-purpose broadcasting facility and related equipment and infrastructure at 250 Front Street West in Toronto, Ontario (the "**Canadian Broadcasting Centre**");

WHEREAS the construction of the Canadian Broadcasting Centre had originally been financed in 1997 by the issuance of approximately worth of per annum, fixed rate, thirty-year bonds issued by Broadcast Centre Trust, a special purpose trust created by the Corporation for such bond financing (such bonds hereinafter referred to as the "**Canadian Broadcasting Centre Bonds**");

WHEREAS in 2003, the Corporation leased and sold certain lands adjoining the Canadian Broadcasting Centre to Ontrea Inc. and to The Cadillac Fairview Corporation Limited (hereinafter respectively : "Ontrea" and "**CFCL**"), and in respect of which the Corporation continues to receive periodic instalments of the purchase price and rent (such revenue hereinafter referred to as the "**Ontrea and CFCL Cash Flow**");

WHEREAS the Corporation now proposes fundamentally changing, improving and revitalizing the workplace within the Canadian Broadcasting Centre using design principles that combine the best international workplace expertise with broad local staff consultation (the "**Canadian Broadcasting Centre Space Optimization Project**");

WHEREAS, as a direct result of the Canadian Broadcasting Centre Space Optimization Project, the Corporation will be in a position to lease the following excess space (representing approximately 496,000 square feet of rentable space of the approximately 1,500,000 square feet total rentable area within the Canadian Broadcasting Centre) to third parties, which in turn, will generate additional revenue and reduce costs to fund the capital improvements necessary for such building revitalization:

(i) At and above Grade: up to approximately 360,000 square feet of rentable area (including the existing space currently leased to International Academy of Design and Technology, Toronto, Ltd. ("**IADT**"));

(ii) Below Grade: up to approximately 130,000 square feet of rentable area;

(iii) such other space within the Canadian Broadcasting Centre that may become suitable and available for leasing to third parties;

(all leasing arrangements for such excess space to be at market rents for the specific use and hereinafter collectively referred to as the "**Canadian Broadcasting Centre Space Leases**");

WHEREAS the Corporation wishes to enter into various conditional offers to lease with proposed tenants for the Canadian Broadcasting Space Leases such offers to be subject to the approval of this Board and as may be required Governor in Council approvals (hereinafter "COLs");

WHEREAS the Corporation has entered into a surrender of lease agreement with IADT and Career Education Corporation dated November 29, 2007 (the "**IADT Surrender of Lease Agreement**") providing that the space rented by IADT shall be vacated by April 30, 2009;

WHEREAS the Canadian Broadcasting Centre Space Optimization Project will require the Corporation to undertake certain repairs, renovations, remodelling, re-construction and other capital works on, to, or about the Canadian Broadcasting Centre (collectively, the "**Building Improvements**");

WHEREAS the Corporation is proposing to negotiate with the Department of Finance and theTreasury Board and to the extent required to obtain the approval of the Minister of Finance and Treasury Board, the proper structure and instruments to (i) finance the cost of the Canadian Broadcasting Centre Space Optimization Project which includes the cost for the Building Improvements, the purchase of New Equipment and the construction period debt servicing costs, s.18(a) currently estimated to be approximately between in total s.18(b) depending on the final financing scenario (altogether the "**Cost of the Project**"), s.20(1)(b) (ii) consider if desirable to redeem the existing Canadian Broadcasting Centre Bonds at a cost of approximately and provide for the issuance and the securing of new bonds in an amount of approximately

approximately and (iv) borrow from the Government of Canada by any of the following financing transactions or a combination of two or more of the following financing transactions (collectively, the "**Financing Transactions**"):

(i) the redemption of the Canadian Broadcasting Centre Bonds and the re-issuance of new bonds at lower current borrowing rates

together with any appropriate guarantee or security as may be required by the future bondholders;

(ii) the sale or other monetization of the Ontrea and CFCL Cash Flow;

and/or

(iii) otherwise borrowing from the Government of Canada or the capital markets such amounts and on such terms and conditions as the Corporation may deem necessary or desirable to implement and pay for the Cost of the Project;

WHEREAS the various Financing Transactions are more particularly set forth in the materials delivered as part of the presentation made to the Corporation's Board of Directors on March 19, 2008 and summarized in the attached Exhibit I, and the choice amongst such options shall be decided upon by the Chief Executive Officer of the Corporation, in his sole discretion, after consultation with the Department of Finance and theTreasury Board and approval of the Minister of Finance and Treasury Board as may be required, the whole subject however to the final approval of this Board;

WHEREAS the Corporation intends to acquire and install new broadcasting equipment, apparatus, and other technical installations (collectively, the "**New Equipment**"): (i) in lieu of any equipment that would not reasonably be practical to move or re-configure as part of technical modernization and optimization of the technical spaces within the Canadian Broadcasting Centre; or (ii) that may be necessary or desirable to ensure that no interruption to the broadcasting activities of the Corporation will occur during the realization of the Canadian Broadcasting Centre Space Optimization Project;

WHEREAS for the purpose of accommodating certain tenants and increasing the value of the Canadian Broadcasting Center it may be desirable, as part of the Canadian Broadcasting Centre Space Optimization Project, to apply for a minor variance from the existing municipal by-laws or to apply for a total re-zoning of the Canadian Broadcasting Centre under the existing municipal by-laws (any and all such proceedings hereinafter collectively referred to as a "**Rezoning**").

NOW THEREFORE BE IT RESOLVED THAT:

1. The Corporation is hereby authorized to do all of the following in accordance with the terms of these resolutions:

   (i) prepare, negotiate and enter into one or more COLs of the Canadian Broadcasting Centre Space Leases;

   (ii) negotiate with the Department of Finance and theTreasury Board as to the appropriate structure and instruments for the Financing

Transactions, and then prepare and enter into all documentation necessary or desirable to fully implement one or more of the Financing Transactions, as may be decided upon by the Chief Executive Officer of the Corporation;

(iii) retain and consult with investments bankers to assist the Corporation in obtaining advice as to the appropriate consideration for each Financing Transactions;

the agreements and documents resulting from the performing of the above resolutions being subject to the final approval of the Board, and the approvals if and where necessary, of: (i) the Minister of Finance; (ii) the Treasury Board and /or (iii) the Governor in Council:

(iv) enter into and make all such applications or other proceedings for a Rezoning, but without hereby deeming or implying that the Canadian Broadcasting Centre is in any way subject to any such municipal by-laws;

2. Either the President and Chief Executive Officer or the President Real Estate Division; and the Vice-President, Finance and Chief Financial Officer; (or, in the case of each of the foregoing, any of their respective delegates duly appointed by any of them); are hereby authorized and directed, for and in the name of and on behalf of the Corporation, to execute and deliver (whether under the corporate seal of the Corporation or otherwise) any and all agreements, instruments, amendments, certificates and other documents and to do any and all such other acts or things as those officers may deem necessary, advisable or desirable in order to evidence, give effect and complete the foregoing resolutions;

3. The Chief Executive Officer is hereby authorized and directed to elect the appropriate financing option from amongst the Financing Transactions; and

4. The Corporation hereby ratifies and affirms the IADT Surrender of Lease.

MOTION CARRIED

EXHIBIT I

VARIOUS FINANCING OPTIONS CONSTITUTING THE CAPITAL EXPENDITURE FINANCING TRANSACTIONS

[NTD. The approximately 8-page "deck" with detailed financing options to be inserted here.]

Board of Directors

March 18, 2008

Subject matter

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

Background

The attached provides a 10-year historical overview of the Corporation's parliamentary appropriations as at February 26, 2008. The approved reference levels for 2008/09 and beyond are also provided.

Information on the matter

See attached.

For information [X]

Prepared by

Name:	Johanne Charbonneau
Date:	February 26, 2008

Management recommendation

Not required.

Last discussed at the Board

Date:	January 23, 2008
Decision made:	N/A

Next steps

Not required.

Anticipated project completion date: _____

(If contract, indicate date of expiry): _____

Page 529

is withheld pursuant to section

est retenue en vertu de l'article

18(a)

of the Access to Information Act

de la Loi de l'accès à l'information

Schedule A

Board of Directors
(March 18-19, 2008)

Subject matter

Labour Relations Update

Background

This is a standing item on the Board of Directors' agenda which provides the status of CBC's collective agreements.

Information on the matter

Not applicable.

For decision: **For information:** ■

Prepared by

Name: George C.B. Smith
Senior Vice-President, Human Resources and Organization

Date: March 2008

Management recommendation

Not applicable.

Last discussed at the Board

Date: January 2008
Decision made:

Anticipated project completion date: **____N/A____**
(If contract, indicate date of expiry): **_____**

Labour Relations Update for the Board of Directors' meeting of March, 2008

AGREEMENTS PRESENTLY BEING NEGOTIATED

UNION	Effective Date	# of Members	Central Issues
NATIONAL FILE			
-	-	-	
ENGLISH FILE			
CMG (Canadian Media Guild)	**April 1, 2004 – March 31, 2009**	**N/A**	• The CBC-CMG agreement expires March 31, 2009 • Pursuant to Article 46 of the collective agreement, the parties were to negotiate a new staff reduction process for the integrated bargaining unit by June 30, 2007, failing which the matter would proceed to binding mediation/arbitration.
ACTRA (Alliance of Canadian Cinema, Television and Radio Artists) (Performers)	**July 1, 2003– June 30, 2005**	**N/A**	• Negotiations with ACTRA commenced in May 2005 and are ongoing. • ACTRA has concluded negotiations with Independent Producers (Canadian Film and Television Production Association (CFTPA)) and the National Film Board.

s.21(1)(b)

s.21(1)(d)

WGC (Writers Guild of Canada) **Television and Radio Agreement**	**Sept. 1, 1998– August 31, 2000**	**N/A**	• Agreements were to expire August 31, 2000. Parties agreed to extend until further notice.
ENGLISH FILE			
IATSE (International Alliance of Theatrical, Stage Employees and Moving Picture Machine Operators of the United Sates and Canada) (Stagehands)	**No agreement since 1994**	**3**	• No need at this time to consider negotiations.
APS	**July 1, 2005– June 30, 2008**	**646**	• Although the agreement expires at the end of June 2008, the parties wish to initiate bargaining in late March and early April 2008.

s.21(1)(b)

s.21(1)(d)

NEGOTIATED AGREEMENTS

UNION		Effective Dates of Collective Agreement	# of Members
NATIONAL FILE			
AFM	The American Federation of Musicians of the United States and Canada (AFM)	April 1, 2006 – March 31, 2010	N/A
ENGLISH FILE			
CMG	Canadian Media Guild	April 1, 2004– March 31, 2009	5,141
FRENCH FILE			
SCRC (Unit 1)	Syndicat des communications de Radio-Canada	March 27, 2006– March 29, 2009	1,390
STARF (Unit 2)	Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada	April 13, 2006– March 31, 2009	1,336
UDA	Union des artistes	November 14, 2005– November 13, 2009	N/A
SARTEC	(Société des auteurs de la radio, de la télévision et du cinéma)	July 10, 2006 – July 9, 2010	N/A
SPACQ	Société professionnelle des auteurs et des compositeurs du Québec	8 janvier 2007 – 7 janvier 2011	N\A
AR	Association des réalisateurs	Oct. 1, 2007 – Dec. 11, 2011	380
SCFP	Syndicat Canadien de la Fonction Publique	Oct. 1, 2007 – Sept. 26, 2010	662

Schedule A

Board of Directors

(March 18-19, 2008)

Subject matter

Workforce Information

Background

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

- media component with a comparison to beginning fiscal year;

- geographic location (map of Canada)

Information on the matter

Attached

For decision ☐ **For information** ☒

Prepared by

Name: G.C.B. Smith
Date: Feb 19, 2008

Management recommendation

N/A

Last discussed at the Board

Date:
Decision made:

Next steps

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

Annexe A

Conseil d'administration

(18 et 19 mars 2008)

Sujet

Information sur la main-d'oeuvre

Contexte

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

- composante média (avec une comparaison par rapport au début de l'exercice);

- lieu géographique (carte du Canada).

Renseignements connexes

Voir document joint

Décision à prendre ☐ **À titre d'information** ☒

Préparé par

Nom : G.C.B. Smith
Date : le 19 févr. 08

Recommandation de la direction

N/A

Dernière discussion au Conseil

Date :
Décision prise à cette occasion :

Suivi

Date prévue de l'achèvement du projet : _____
(Indiquer la date de fin du contrat) : _____

TOTAL WORKFORCE / EFFECTIF TOTAL

Full Time Equivalent / Équivalent temps plein

Month / Mois : January / janvier 2008
(January 20, 2008 / Le 20 janvier 2008)

	Permanent (a,b)	Temporary / Temporaire (a,b)	Contract / Contractuel (a,b)	Short term / Court terme (d)	TOTAL	TOTAL Begin. FYR Apr 2007 / Début de l'exercice avril 2007	Variance / Écart
Radio English/ Radio anglaise	957	63	126	110	1,256	1,289	-33
Radio French/ Radio française	646	58	247	191	1,142	1,087	55
Television English/ Télévision anglaise	2,295	99	374	246	3,015	3,102	-87
Television French/ Télévision française	2,260	260	220	356	3,096	3,105	-9
Corporate/ National	1,025	70	198	14	1,306	1,266	40
TOTAL	**7,182**	**550**	**1,165**	**918**	**9,815** *	**9,849** **	**-34**

* 9,815 FTE/EPT = 10,842 head count / effectifs réels.
** 9,849 FTE/EPT = 10,710 head count / effectifs réels.

Notes:
(a) Employees on leave of absence are excluded. / Les employés en absence autorisée sont exclus.
(b) FTE is based on the full-time / part-time percentage of the employee's working schedule. /
L'EPT est basé sur le pourcentage temps plein / temps partiel de l'horaire de travail des employés.
(d) Includes casual + short term contract. FTE is based on the total days worked over a four week period. /
Comprend les occasionnels et les contractuels courte durée. L'EPT est basé sur le total des jours travaillés durant une période de quatre semaines.

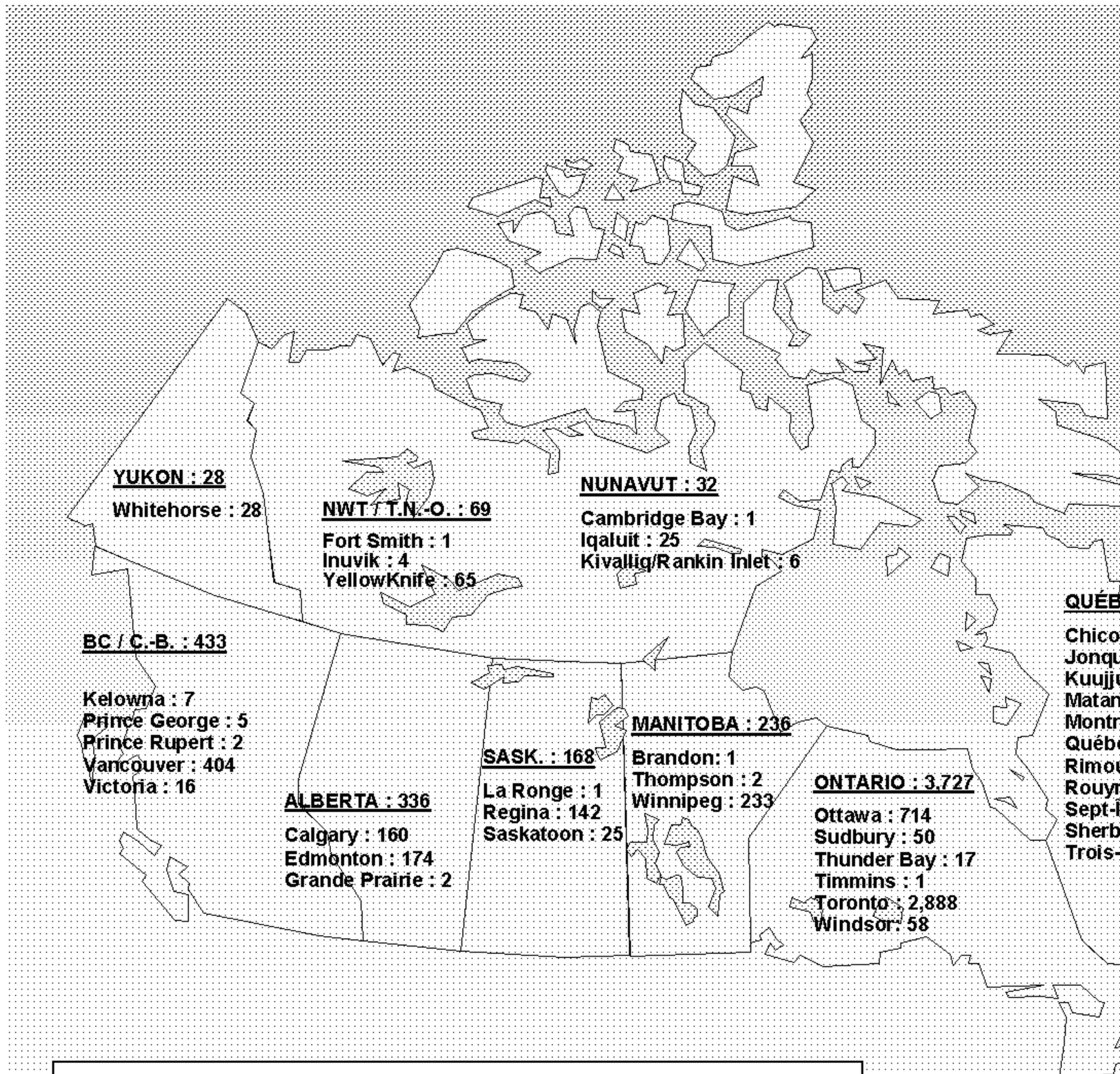
The sum of the details may not balance with the totals due to rounding / La somme du détail peut différer des totaux en raison de l'arrondissement.

Prepared by: SSO / HR Reporting.

CBC Map / Carte de la SRC

Full Time Equivalent / Équivalent temps plein

January 2008 / janvier 2008



OUTSIDE CANADA / À L'ÉTRANGER : 47

Bangkok : 1
Beijing : 2
Beirut: 1
Cape Town: 1
Dakar: 1
Islamabad: 2
Jerusalem : 4
London : 8
Los Angeles: 1
Mexico : 1
Moscow : 1
New York: 1
Paris : 6
Rio de Janeiro : 1
Shanghai: 1
Washington : 15

NEWFOUNDLAND / TERRE-NEUVE : 164

Corner Brook : 12
Gander : 5
Grand Falls : 7
Happy Valley/Goose Bay : 8
Labrador City : 1
Marystown: 1
St. John's : 130

YUKON : 28

Whitehorse : 28

NWT / T.N.-O. : 69

Fort Smith : 1
Inuvik : 4
YellowKnife : 65

NUNAVUT : 32

Cambridge Bay : 1
Iqaluit : 25
Kivallig/Rankin Inlet : 6

QUÉBEC : 4,011

Chicoutimi : 27
Jonquière : 15
Kuujjuaq : 2
Matane : 30
Montréal : 3,527
Québec : 284
Rimouski : 27
Rouyn-Noranda : 14
Sept-Îles : 28
Sherbrooke : 32
Trois-Rivières : 26

BC / C.-B. : 433

Kelowna : 7
Prince George : 5
Prince Rupert : 2
Vancouver : 404
Victoria : 16

ALBERTA : 336

Calgary : 160
Edmonton : 174
Grande Prairie : 2

SASK. : 168

La Ronge : 1
Regina : 142
Saskatoon : 25

MANITOBA : 236

Brandon: 1
Thompson : 2
Winnipeg : 233

ONTARIO : 3,727

Ottawa : 714
Sudbury : 50
Thunder Bay : 17
Timmins : 1
Toronto : 2,888
Windsor: 58

P.E.I / I.-P.-É. : 52

Charlottetown : 52

NOVA SCOTIA/ NOUVELLE-ÉCOSSE : 228

Halifax : 204
Sydney : 24

NEW BRUNSWICK / NOUVEAU-BRUNSWICK : 284

Bathurst : 4
Campbellton : 1
Caraquet : 2
Edmunston : 2
Fredericton : 47
Moncton : 195
Sackville : 13
Saint John : 20

AFFILIATION *

Non-unionized/non-syndiqué:		Unionized/syndiqué:	
Unaffiliated:	26	APS:	691
Executives:	63	CMG:	4346
MS:	1068	SCRC:	1336
Confidential:	190	STARF:	1155
SUBTOTAL:	1,347 (14%)	SCFP:	587
		AR:	353
		SUBTOTAL	8,468 (86%)
GRAND TOTAL:	9,815		

Total FTE/ETP 9,815 = Head count / effectifs réels 10,842

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

Shared Services / Services partagés

Board of Directors
(March 12, 2008)

Subject matter

2007/2008 Quarterly Financial Management Report – 3rd quarter results.

Background

N/A

Information on the matter

See attached.

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

Prepared by

Name: J. Charbonneau
Date: February 21, 2008

Management recommendation

N/A

Last discussed at the Board

Date: November 16, 2007
Decision made: Reviewed 2007/2008 Quarterly Financial Management Report second quarter results.

Next steps

Final year-end report will be submitted to the Audit Committee for its review in June.

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2007/2008
QUARTERLY FINANCIAL MANAGEMENT REPORT
3rd quarter, ended December 31, 2007

To be presented to
The Audit Committee

March 12, 2008

Confidential

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Detailed tables and comments on major variances		Pages 6-20
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Cash, cash equivalent and short-term investments	Page 46
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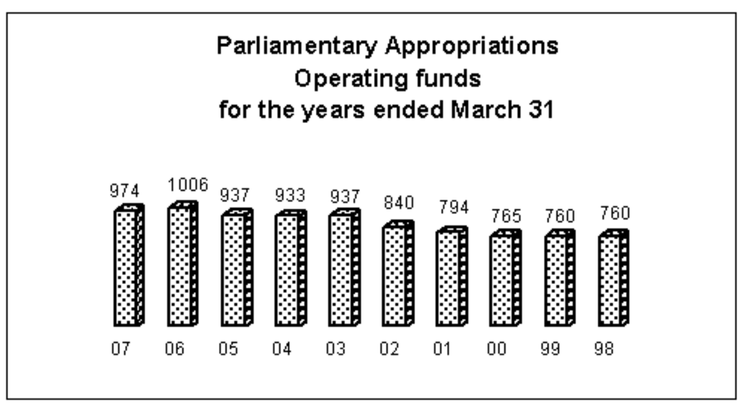
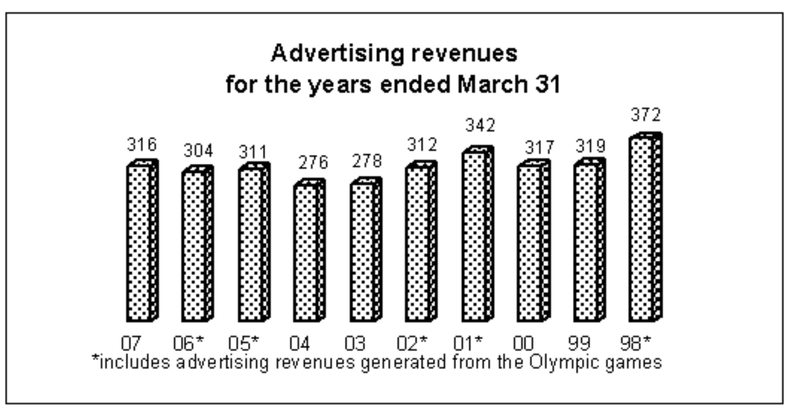
Financial Highlights
for the 3rd quarter ended December 31
(millions of dollars)

	s.18(a)	ACTUALS		BUDGET
		2007	2006	2007
Operating (see Operations section for details)	**s.18(b)**			
Parliamentary appropriation for operating expenditures (page 7)				
Advertising revenues (page 7)				
Specialty Services - sources of funds (page 7)				
Miscellaneous revenues (page 7)				
Expenditures - regular operations (page 13)				
Specialty Services - expenditures (page 13)				
Net position, end of the 3rd quarter* (page 6)				
Capital (see Capital section for details)				
Parliamentary appropriation for capital expenditures (page 36)				
Expected capital expenditures, end of the fiscal year (page 36)				
Expected net position, end of the fiscal year (page 36)				
Working Capital (see Financial Statements section for details)				
Cash, cash equivalent and short term investments (page 46)				
Accounts receivable (page 47)				
Inventory (page 48)				
Accounts payable and accrued liabilities				

* excluding proceeds generated from the disposal of NATV.





s.18(a)

s.18(b)

Overview of Financial results for the 3rd quarter ended December 31, 2007

Operations (refer to page 6)

This report presents the results of operations for the Corporation for the nine months ended December 31 2007, compared to the year-to-date budget, and forecasts these results to the fiscal year-end. These results are also compared to the year-to-date results for the same period in 2006/2007.

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Offset I

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s.18(a)

s.18(b)

s.68.1

OPERATIONS

s.18(a)

s.18(b)

Financial Management Report
Corporate Summary
For the third quarter ended December 31
($000's)

	2007/3Q09 Year-to-date			2007/2008 Annual basis			2006/2007 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Total government funding and carryovers								
Commercial revenues - regular operations								
Miscellaneous revenues - regular operations								
Total commercial and miscellaneous revenues								
TOTAL SOURCE OF FUNDS - MAIN SERVICE								
TOTAL SOURCE OF FUNDS - SPECIALTY SERVICES								
TOTAL SOURCE OF FUNDS FOR CBC								
APPLICATION OF FUNDS								
Expenditures - regular operations								
TOTAL APPLICATION OF FUNDS - MAIN SERVICE								
TOTAL APPLICATION OF FUNDS - SPECIALTY SERVICE								
TOTAL APPLICATION OF FUNDS FOR CBC								
NET POSITION FOR CBC FOR FUNDS								
Prior year carryover NATV								
NATV funds transferred to regular operations								
Unused proceeds of sales and interest income from sale NA								
Net position for NATV								

A summary of the results at December 31, 2007, by component, is provided in Appendix A.
Note - negative variances are indicated by brackets

Financial Management Report
Source of funds
For the third quarter ended December 31
($000's)

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

	2006-2008 Year-to-date			2007-2008 Annual Basis			2006-2007 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Parliamentary appropriation								
Prior year carryover								
Prior year carryover - NATV								
Total government funding and carryovers								
Commercial revenues								
Commercial revenues - regular operations:								
English Television								
French Television								
Total commercial revenues								
Miscellaneous revenues								
Miscellaneous revenues - regular operations:								
English Television								
French Television								
English Radio								
French Radio								
Sirius								
Mobile Division								
Merchandising Division								
Corporate Activities								
CBC Technologies								
Real Estate Division								
Galaxie								
Radio Canada International								
TBC land interest								
Total for regular operations								
Total commercial and miscellaneous revenues								
TOTAL SOURCE OF FUNDS - MAIN SERVICE								
Specialty service revenues:								
Newsworld								
Réseau de l'information								
Prior year carryover								
TOTAL SOURCE OF FUNDS - SPECIALTY SERVICES								
TOTAL SOURCE OF FUNDS FOR CBC								

A summary of the net results at December 31, 2007, by component, is provided on Appendix A.

Notes are explained on pages 8 to 12

Note - negative variances are indicated by brackets

s.18(a)

s.18(b)

Revenues – Main Service and Specialty Services – 3rd quarter results Actuals to Budget -

Note 1

Note 2

Note 3

Note 4

Note 5

Note 6

Note 7

s.68.1

Note 8

s.68.1

Note 9

s.18(a)

s.18(b)

Revenues – Main Service and Specialty Services
Year-end forecast - Favorable variance of

Note 10

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Note 11

Note 12

Note 13

Note 14

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Note 15

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Note 16

s.18(a)
s.18(b)
s.68.1

Note 17

s.68.1

Note 18

Note 19

s.18(a)

s.18(b)

Revenues – Year over year comparison – Net decrease of $21.8 million

Note 20

Note 21

Note 22

Note 23

Note 24

Note 25

s.18(a)

s.18(b)

s.68.1

Financial Management Report
Application (use) of funds
For the third quarter ended December 31
($000's)

	2007/2008 Year to date			2007/2008 Annual Basis			2006/2007 Year to date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
APPLICATION OF FUNDS								
Expenditures - regular operations:								
English Television								
French Television								
English Radio								
French Radio								
Mobile Division								
Ottawa Production Centre	**s.18(a)**							
Merchandising Division								
Corporate Activities	**s.18(b)**							
CBC Technologies								
Real Estate Division								
Galaxie								
Radio Canada International								
Corporate Reserve								
Total expenditures - regular operations	-	-						
TOTAL APPLICATION OF FUNDS - MAIN SERVICE								
Expenditures - specialty services:								
Newsworld								
Réseau de l'information								
TOTAL APPLICATION OF FUNDS - SPECIALTY SERVICES								
TOTAL APPLICATION OF FUNDS - CBC/SRC OPERATIONS								

A summary of the results at December 31, 2007 by component, is provided on Appendix A.

Notes are explained on pages 14 to 20
Note - negative variances are indicated by brackets

Expenditures – Main Service and Specialty Services – 3rd quarter results
Actuals to Budget -

Note 1

Note 2

s.18(a)

s.18(b)

s.68.1

Note 3

Note 4

Note 5

Note 6

Note 7

Note 8

s.68.1

s.18(a)

s.18(b)

Expenditures – Main Service and Specialty Services
Year-end forecast -

Note 9

Note 10

s.68.1

Note 11

Note 12

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

Note 13

s.68.1

Note 14

Note 15

s.18(a)

s.18(b)

Expenditures – Year over year comparison -

Note 16

s.68.1

s.18(a)

s.18(b)

Note 17

Note 18

Note 19

Note 20

s.18(a)

s.18(b)

s.68.1

Note 21

Note 22

Note 23

Note 24

s.18(a)

s.18(b)

CORPORATE SUMMARY - VARIANCE OVERVIEW
($000's)

	2006/2009 Actuals as at December 31			2007/2008 Forecast at March 31		
	Revenue Variances	Expenditure Variances	Net variance	Revenue Variances	Expenditure Variances	Net variance
Main Service:						
English Television						
French Television						
English Radio						
French Radio						
Mobile Division						
Ottawa Production Center	**s.18(a)**					
Merchandising Division	**s.18(b)**					
Corporate Activities						
CBC Technologies						
Real Estate Division						
Galaxie						
RCI						
Total - Components						
Corporate Reserve						
TOTAL - MAIN SERVICE						
Specialty Services:						
Newsworld						
RDI						
TOTAL - SPECIALTY SERVICES						
NET POSITION						

Note - negative variances are indicated by brackets

Financial Management Report
English Television
For the third quarter ende December 31
($000's)

	2007 / 2008 Year to date			2007 / 2008 Annual Basis			2006 / 2007 Year to date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS **s.18(a)** **s.18(b)**								
Net Parliamentary Subsidy								
Surplus Carryover								
Commercial Revenue - Television								
Commercial Revenue - Internet								
Host Broadcaster								
Business Development Revenue								
Country Canada								
Miscellaneous Revenue								
TOTAL SOURCE OF FUNDS								
APPLICATION OF FUNDS								
Costs related to Revenue-generating Services *								
Marketing and Sales								
Programs Sales to Other Broadcasters								
Business Development								
Host Broadcaster								
Country Canada								
Subtotal - Revenue-generating Services								
Programming and Administration								
Sports								
Arts & Entertainment								
News and Current Affairs								
Network Programming								
Production and Resources								
CBC.ca								
Production Services								
Communications								
Regional Operations								
Network Reserve								
Subtotal - Programming and Administration								
Support and Others								
Management								
Affiliates								
Plant - Broadcast Services - Master Control								
Support Services (Network and Regional)								
Subtotal - Support and Others								
TOTAL APPLICATION OF FUNDS								
NET POSITION								

s.68.1

*Please note that other areas may also generate revenues. These are only the services whose main function is revenue-generation.

Financial Management Report
French Television
For the third quarter ended December 31

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s.18(a) / s.18(b)	2007 / 2008 Year-to-date			2007 / 2008 Annual Basis			2006 / 2007 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Net Parliamentary Subsidy								
Surplus Carryover								
Commercial Revenue - Television								
Commercial Revenue - Internet								
Miscellaneous Revenue								
TOTAL SOURCE OF FUNDS	-		-					
APPLICATION OF FUNDS								
Costs related to Revenue-generating Services								
Sales and Marketing (incl. Internet)								
Commercial Production								
Program Sales to Other Broadcasters								
Host Broadcaster								
Production Services and Others								
Costs - Contra Agreements								
Subtotal - Revenue-generating Services	-		-					
Programming and Administration								
Sports								
Arts & Entertainment								
News and Current Affairs								
Media Operations								
New Media								
Plant - Production Services								
Communications								
Regional Operations								
Network Reserve								
Subtotal - Programming and Administration								
Support and Others								
Management								
Affiliates								
Plant - Broadcast Services - Master Control								
Support Services (Network and Regional)								
Subtotal - Support and Others	-		-					
TOTAL APPLICATION OF FUNDS	-		-					
NET POSITION								

s.68.1

s.18(a)

s.18(b)

s.68.1

Financial Management Report
English Radio
For the third quarter ended December 31
($000's)

	2007 / 2008 Year-to-date			2007 / 2008 Annual Basis			2006 / 2007 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Net Parliamentary Subsidy								
Surplus Carryover								
Miscellaneous Revenue								
TOTAL SOURCE OF FUNDS	-			-				
APPLICATION OF FUNDS								
Information Programming								
Current Affairs								
Network Music Department								
Network Arts & Entertainment								
Radio 3								
Sirius								
Toronto Radio Production Centre								
Program Services								
Network Services								
Distribution								
Administration								
Entrepreneurial Activities								
Network Reserves								
Regional operations:								
Newfoundland								
Maritimes								
Quebec								
Ontario								
Ottawa								
Toronto								
CBC North								
Manitoba								
Saskatchewan								
Alberta-Calgary								
Alberta-Edmonton								
British Columbia								
Subtotal - Regional operations								
TOTAL APPLICATION OF FUNDS	-							
NET POSITION								

Financial Management Report
French Radio
For the third quarter ended December 31
($000's)

	2007 / 2008 Year-to-date			2007 / 2008 Annual Basis			2006/2007 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Net Parliamentary Subsidy								
Surplus Carryover								
Miscellaneous Revenue								
TOTAL SOURCE OF FUNDS								
APPLICATION OF FUNDS								
Management								
Programming Development								
Information Programming								
Promotion and Advertising								
New Media								
Première Chaîne Programs								
Media Operations								
Distribution								
Espace Musique								
Sirius								
Network Reserve								
Regional operations:								
Programmation								
Atlantic								
Quebec								
Ontario/ Outaouais								
Manitoba								
Saskatchewan								
Alberta								
British Columbia								
Subtotal - Regional operations								
TOTAL APPLICATION OF FUNDS								
NET POSITION								

s.18(a)

s.18(b)

s.68.1

s.18(a)

s.18(b)

s.68.1

Merchandising Division
Schedule of Incremental Revenues and Costs
For the third quarter ended December 31
($000's)

	2007 / 2008 Year-to-date			2007 / 2008 Annual Basis			2006/ 2007 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Sales of products:								
Retail operations								
Distribution								
Educational								
Licensing								
TOTAL SOURCE OF FUNDS								
APPLICATION OF FUNDS								
Administration								
Sales of products:								
Retail operations								
Distribution								
Educational								
Licensing								
TOTAL APPLICATION OF FUNI								
NET POSITION								

s.18(a)

s.18(b)

Appendix G

Financial Management Report
Mobile Division
For the third quarter ended December 31
($000's)

	2007/2008 Year-to-date			2007/2008 Annual Basis			2006/2007 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actual	Variance in Actuals
SOURCE OF FUNDS								
Net Parliamentary Subsidy								
Surplus Carryover								
Mobile Rental Revenue								
TOTAL SOURCE OF FUNDS								
APPLICATION OF FUNDS								
General Management								
General Operation								
Cost related to Revenue Generating Activities								
Cost related to Internal Activities								
TOTAL APPLICATION OF FUNDS								
NET POSITION								

Galaxie
Schedule of Incremental Revenues and Costs
For the third quarter ended December 31
($000's)

s.68.1

	2007/2008 Year-to-date			2007/2008 Annual Basis			2006/2007 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
Incremental Revenues								
Satellite								
Cable								
Music for Business								
Internet								
Other								
Surplus Carryover								
Total Incremental Revenues								
Incremental Costs								
Rights								
Internet								
Administration								
Programming								
Distribution								
Marketing								
Rising Star Program								
Total Incremental Costs								
Capital expenditures								
Total Incremental Costs - including Capital expenditures								
Excess Revenues/(Costs)								
Impact of agreement with Stingray Digital Group Inc								
Stingray option grant price								
Stingray annual mimimum payment								
Overhead / Additionnal revenues								
Net-Profit to Stingray								
Write-offs, legal fees, etc								
Excess Revenues/(Costs) - Stingray agreement								
Excess Revenues/(Costs) - including Stingray Digital Group Inc agreement								

s.18(a)

s.18(b)

s.18(a)

s.18(b)

Appendix I

Newsworld
Schedule of Incremental Revenues and Costs
For the third quarter ended December 31
($000's)

	2007 / 2008 Year-to-date			2007 / 2008 Annual Basis			2006/2007 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
Incremental Revenues								
Commercial Revenue								
Cable Subscriptions								
Program Sales								
Surplus Carryover								
Total Incremental Revenues								
Incremental Costs								
Programming								
Distribution								
Management and Services								
Selling								
Promotion/Marketing								
Total Incremental Costs								
Excess of Revenues over Costs								
Repayments to the Main Service								
Capital expenditures								
Total repayments to the Main Service								
Excess Revenues/(Costs)								

s.68.1

s.18(a)

s.18(b)

Appendix J

Le Réseau de l'information
Schedule of Incremental Revenues and Costs
For the third quarter ended December 31
($000's)

	2007/2008 Year-to-date			2007/2008 Annual basis			2006/2007 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
Incremental Revenues								
Commercial Revenue								
Cable Subscriptions								
Program Sales								
Others								
Surplus Carryover								
Total Incremental Revenues								
Incremental Costs								
Programming								
Technical Services								
Sales & Marketing/Promotion								
Management and Services								
Total Incremental Costs								
Excess of Revenues over Costs								
Repayments to the Main Service								
Capital expenditures								
Total repayments to the Main Service								
Excess Revenues/(Costs)								

s.68.1

Changed from previous version		Permanent	One-time	Total Annual ($000'S)	Total One-time ($000'S)	2001/2002 to 2005/2006 ($000'S)	2006/ 2007 ($000'S)	2007/ 2008 ($000'S)	2008/ 2009 ($000'S)	Future years ($000'S)
						(incremental basis)				
	ENGLISH TELEVISION									
✔										
✔										
✔										
✔										
	ENGLISH RADIO									
	TOTAL - ENGLISH RADIO									
	FRENCH RADIO									

s.18(a)

s.18(b)

s.68.1

GAINS THROUGH EFFICIENCIES
UPDATED - DECEMBER 2007

Appendix K

s.68.1

Changed from previous version		Permanent	One-time	Total Annual ($000'S)	Total One-time ($000'S)	2001/2002 to 2005/2006 ($000'S)	2006/ 2007 ($000'S)	2007/ 2008 ($000'S)	2008/ 2009 ($000'S)	Future years ($000'S)
						(incremental basis)				
	FRENCH TELEVISION									
	ARTV:									
	TOTAL - FRENCH TELEVISION									
	SHARED SERVICES ORGANISATION									
	STRATEGIC SOURCING									
	ENTERPRISE-WIDE PROJECTS									
✔										
	CORPORATE INITIATIVES									

GAINS THROUGH EFFICIENCIES

UPDATED - DECEMBER 2007

Appendix K

Changed from previous version		Permanent	One-time	Total Annual	Total One-time	2001/2002 to 2005/2006	2006/ 2007	2007/ 2008	2008/ 2009	Future years
						(incremental basis)				
	CHIEF TECHNOLOGY OFFICER			($000'S)	($000'S)	($000'S)	($000'S)	($000'S)	($000'S)	($000'S)

GAINS THROUGH EFFICIENCIES

Appendix K

UPDATED - DECEMBER 2007

Changed from previous version		Permanent	One-time	Total Annual ($000'S)	Total One-time ($000'S)	2001/2002 to 2005/2006 ($000'S)	2006/ 2007 ($000'S)	2007/ 2008 ($000'S)	2008/ 2009 ($000'S)	Future years ($000'S)
						(incremental basis)				
	CHIEF TECHNOLOGY OFFICER (cont'd)									
	REAL ESTATE DIVISION									

Changed from previous version		Permanent	One-time	Total Annual ($000'S)	Total One-time ($000'S)	2001/2002 to 2005/2006 ($000'S)	2006/ 2007 ($000'S)	2007/ 2008 ($000'S)	2008/ 2009 ($000'S)	Future years ($000'S)
						(incremental basis)				
	REAL ESTATE DIVISION (cont'd)									

s.18(a)

s.18(b)

CAPITAL

2007/08 Capital Budget Overview as at December 31, 2007

Component	s.18(a) s.18(b)	Capital Plan	Forecasted Expenditures	Surplus/ (Deficit)	Actual Expenditures to Date	As % of Forecast
English Television (ETN)						
French Television (FTN)						
English Radio (ERN)						
French Radio (FRN)						
Information Technology (IT)						
Real Estate (RE)						
Broadcast & Telecom Networks (BTN)						
Transmission Division (T&D)						
Human Resources (HR)						
Corporate Components						
Galaxie						
Fleet Management						
Mobile Division						
Minor Capital						
Enterprise Wide (EW) - details on the next page						
Corporate Contingency						
Impact of approved plan being higher than available capital (1)						
Total Surplus/(Deficit) Forecast						
% of Available Capital						
TOTAL AVAILABLE CAPITAL						
Capital Appropriation						
Planned operating to capital vote transfers (Net ARL						
Planned operating to capital vote transfers						
Planned operating to capital vote transfers - Galaxie						
2006/07 Carryover						
3rd Party Payments						
Repayments to NATV						
Loans from NATV						
Proceeds of Sale/Trade-ins						
Total Available Capital in 2007/08						
TOTAL SURPLUS/(DEFICIT) FORECAST (2)						

2007/08 Capital Budget Overview - Enterprise Wide Projects
as at December 31, 2007

	s.18(a)	Capital Plan	Forecasted Expenditures	Surplus/ (Deficit)	Actual Expenditures to Date	As % of Forecast
Enterprise Wide (EW)						
Ottawa Content Management	**s.18(b)**					
Capital plan as approved						
Other sources of funds committed to this project						
Net results for the project						
Quebec Consolidation						
Capital plan as approved						
Other sources of funds committed to this project						
Net results for the project						
Edmonton Consolidation						
Capital plan as approved						
Other sources of funds committed to this project						
Net results for the project						
Shared Services Organization						
Capital plan as approved						
Other sources of funds committed to this project						
Net results for the project						
Vision/Sintec						
Capital plan as approved						
Other sources of funds committed to this project						
Net results for the project						
Vancouver Redevelopment						
Capital plan as approved						
Other sources of funds committed to this project						
Net results for the project						
Newsroom System Project - iNews						
Desktop Radio						
Desktop Radio - Permanent Solution						
Digital Transmitters						
DROP						
Digital Radio Broadcasting						
HD Presentation Vancouver						
Virtual Music Library System						
TV Affiliate Replacement Projects						
ScheduLINK						
St John's, Newfoundland Consolidation						
Total Surplus/(Deficit) Forecast						

s.68.1

2007/2008 Capital Budget Overview as at December 31, 2007 - Notes

s.68.1

Note 1

Note 2

Note 3

Note 4

Note 5

Note 6

Note 7

Note 8

Note 9

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

Note 10

Note 11

Note 12

Note 13

Note 14

Note 15

Note 16

s.18(a)

s.18(b)

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is withheld pursuant to sections

est retenue en vertu des articles

18(a), 18(b)

of the Access to Information Act

de la Loi de l'accès à l'information

s.18(a)

s.18(b)

2007/2008 to 2009/2010 CAPITAL INVESTMENT PLAN
Projects over $5 million, as at December 31, 2007 - Notes

Note 1

Note 2

Note 3

Note 4

Note 5

Note 6

Note 7

2007/2008 to 2009/2010 CAPITAL INVESTMENT PLAN
Projects over $5 million, as at December 31, 2007 - Notes

Note 8

s.18(a)

s.18(b)

FINANCIAL STATEMENTS

s.18(a)

s.18(b)

s.68.1

s.18(a)

s.18(b)

s.68.1

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are withheld pursuant to sections

sont retenues en vertu des articles

18(a), 18(b)

of the Access to Information Act

de la Loi de l'accès à l'information

CBC/RADIO-CANADA
INVENTORY REPORT
as at December 31

COMPONENT	2007	2006
ENGLISH TELEVISION *		
FRENCH TELEVISION *		
INDIRECT COSTS ALLOCATION **		
CBC SHOP		
TOTAL		

* See next page for detail by program category

** Overhead expenses applicable to program in inventory

s.68.1

s.18(a)

s.18(b)

CBC/RADIO-CANADA
INVENTORY REPORT - NETWORKS PROGRAMMING INVENTORY BY CATEGORY
as at December 31, 2007

NETWORK	CATEGORY	2007	2006	Variance	Comments
ENGLISH TELEVISION					
ARTS & ENTERTAINMENT					
	A&E in-house				
	Independent dramatic				
	Independent music and variety				
	Independent movies and mini-series				
	Independent children, youth and daytime				
	Independent development				
NETWORK PROGRAMMING					
DOCUMENTARY PRODUCTION UNIT					
FACTUAL ENTERTAINMENT					
NEWS & CURRENT AFFAIRS					
TV SPORTS - OLYMPICS					
REGIONAL INVENTORY					
TOTAL - ENGLISH TELEVISION PROGRAM INVENTORY					
FRENCH TELEVISION					
ARTS AND ENTERTAINMENT, DRAMA, SPORTS					
	Arts and Entertainment				
	Drama				
CURRENT AFFAIRS AND DOCUMENTARIES					
PROGRAM AND FILMS RIGHTS					
TOTAL - FRENCH TELEVISION PROGRAM INVENTORY					

s.68.1

Schedule A

Board of Directors

March 19, 2008

Subject matter

President and CEO's Signing Authority

Background

In 2004, the Board approved the attached signing authority.

Information on the matter

At the request of Board members, we are attaching, as a standing item, the actual signing resolution for reference purposes.

For decision ☐ **For information** X

Prepared by

Name: Pierre Nollet
Date: February 29, 2008

Management recommendation

Last discussed at the Board

Next steps

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

On a motion duly moved and seconded

WHEREAS the President and CEO requires sufficient authority to carry out his/her functions; and

WHEREAS the Board reviews and approves the Capital and Operating budgets each and every year; and

WHEREAS the authority granted to the President and CEO shall be carried out within the limits of the approved budgets, the Corporation's By-laws and the Broadcasting Act;

IT IS THEREFORE RESOLVED THAT the President and CEO directly or through his/her delegate be and is hereby authorized to decide, enter into or commit on behalf of the Corporation for:

1. *(acquisition or disposition of real property)* any matters which have a financial value or consideration to the Corporation of less than $4 million, when covered by Section 48(2) of the Broadcasting Act;

2. *(leasing of real property)* any matters which have a financial value or consideration to the Corporation of up to $15 million, when covered by Section 48(2) (b) of the Broadcasting Act and Order in Council number P.C. 2002-1582 and dated September 24, 2002;

3. *(programming)* any matter relating to the acquisition, production co-production of financing of programs and has a financial value or consideration to the Corporation of up to $10 million and commits the Corporation to a period of 4 years or less;

4. *(revenue generating)* any matter where the main objective is to generate revenues which has a financial value or consideration to the Corporation of up to $15 million and commits the Corporation to a period of 4 years or less; provided that advertising contracts shall follow the general rules below;

5. *(general)* any other matters which have a financial value or consideration to the Corporation of up to $5 million save and except when Governor in Council approval or Minister of Finance approval is required, pursuant to Section 46 and 46.1 of the Broadcasting Act.

The above authority does not include the power to agree to or enter into new business ventures on behalf of the Corporation

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

IT IS FURTHER RESOLVED THAT the President directly or through his/her delegate be and is empowered and directed, in the name and on behalf of the CBC, to make, execute and deliver and to do all such acts and things as are necessary or appropriate to effect the foregoing resolution and to execute all agreements, undertakings, documents, instruments or certificates in the name and on behalf of the CBC in connection with the authority contemplated in the foregoing resolution and any acts or things heretofore done or made or documents heretofore executed and delivered which effect the foregoing resolution are in all respect approved, ratified and confirmed.

Previous Revision: March 26, 2002
Current Revision: November 17, 2004
K:\CORPORATE SECRETARIAT-NEW\POLICIES AND PROCEDURES (101.245)\BOARD_MANUAL\Redesign\Section 3 Tab 2 Signing Resolution.pub

Schedule A

Board of Directors Meeting
March 19, 2008

Subject matter

Regulatory Update

Background

This summary focuses on the 3 key regulatory issues in the first half of 2008:

1. The CTF Crisis
2. The BDU and Specialty Regulatory Reviews; and
3. The Vancouver Radio Hearing

Information on the matter

See attached.

For decision ☐ **For information** ☒

Prepared by

Name: **Bev Kirshenblatt**, Senior Director, Regulatory Affairs
Date: February 28, 2008

Recommendation

Last discussed at the Board

Date:
Decision made:

Next steps

April 7, 2008 appearance at BDU/Specialty Regulatory Hearing

March 6, 2008

Vice-President, Strategy and Business Development

Regulatory Update

CBC Board of Directors

Introduction

CBC/Radio-Canada is involved in a number of major regulatory proceedings and has a number of applications before the Commission. The following is a summary of key issues.

1. The Canadian Television Fund

One of the key risks faced by CBC/Radio-Canada is the possible structural changes that the Canadian Television Fund (CTF) and the risk that our 37% envelope could be taken away.

Over a year ago, Shaw Communications and later Vidéotron, stopped making monthly contributions to the CTF in protest over their allegations of the CTF's lack of efficiency, transparency, and management. The companies had historically made such contributions on a monthly basis and the CTF relied on such funding.

That led to the CRTC creating a Task Force at the request of the Minister of Canadian Heritage to look into the Fund, which recommended last summer, among other things, that the current broadcaster performance envelope (BPE) be broken into two funding streams. Contributions from distributors (cable and satellite operators) would fund productions aired on private television while government contributions would support programs on public broadcasters. The CRTC conducted public hearings from February 4 to 8, 2008, at which the principal stakeholders, including CBC/Radio-Canada, expressed their views on the Task Force's recommendations. Richard Stursberg and Sylvain Lafrance led our panel.

The Corporation supports the central recommendation of the Task Force which recognizes the continued need for the CTF and the importance of support for Canadian television programs that succeed with Canadians. CBC/Radio wants to preserve access to the 37% of all combined CTF funds and compete for some of the remainder of the funds. This approach is consistent with the Corporation's mandate which is broader than maximizing audiences while at the same time competing for funding outside our envelope. We have demonstrated that a two stream fund is administratively inefficient, would draw financial support away from Canadian production and would result in under-funding of the public stream from the get-go.

The Government is now asking the CRTC to present recommendations to inform the Government's decisions regarding the CTF. The request to the CRTC has been made pursuant to section 15 of the *Broadcasting Act*, under which the

Governor in Council can request the CRTC hold hearings or make reports. The Government's 2-year funding commitment to the CTF expires after 2008-2009.

The Commission's recommendations to Government are expected in late Spring 2008. While the Government now appears seized of the matter, the Commission can still take decisions within its jurisdiction, for example, amending the BDU Regulations to require monthly, instead of annual contributions to the Fund.

2. <u>Ramping up for the Upcoming BDU and Specialty Regulatory Reviews</u>

The Commission is holding a hearing commencing April 7, 2008 to consider matters as part of a review of the regulatory frameworks for broadcasting distribution undertakings (cable and satellite operators) and discretionary programming services and has invited written comments and proposals from the industry.

The Commission has indicated that it would like to take a revitalized approach to both distribution and discretionary programming undertakings that would aim to reduce regulation to the minimum necessary to achieve the objectives of the Broadcasting Act, relying instead on market forces wherever possible.

The Commission expanded the scope of its hearings to include consideration of fee-for-carriage for conventional broadcasters.

CBC/Radio-Canada has filed substantial evidence in this hearing and will appear at the oral phase of the hearing. CBC/Radio-Canada's position focuses on the following six key points:

(1) The obligation of BDUs to carry all CBC/Radio-Canada licensed services. In its 19 October 2007 filing, CBC/Radio-Canada included a legal opinion from McCarthy Tétrault spelling out the basis for this obligation under the *Broadcasting Act*.

(2) The benefits of a streamlined, basic package which would minimise the number of services subscribers must purchase and thereby significantly enhance consumer choice. Reducing the size of basic should also reduce the price for the basic package, thereby freeing up consumer dollars for services which consumers specifically want to purchase; once again, enabling consumer choice.

(3) The importance of simplified rules for discretionary services which would give BDUs greater packaging flexibility and enhance consumer choice.

(4) The need for a simplified regulatory regime for an enhanced dispute resolution mechanism to resolve any disputes between BDUs and programming services in respect of access, terms of carriage or related matters.

(5) The decline of the advertising-based financing model for conventional broadcasters as a result of the increase in the number of platforms and the shift in advertising spending toward platforms which enable measurable and

targeted ads. This change in the advertising environment makes it critical that conventional broadcasters be given access to subscription revenues, just like BDUs and specialty services.

(6) A practical mechanism for giving conventional broadcasters access to subscription revenues. CBC/Radio-Canada's proposed mechanism would ensure that any per subscriber fees payable by a BDU to a conventional broadcaster would be dedicated to specific Canadian programming and would be relatively modest in amount.

The fee-for-carriage debate is expected to be the dominant issue at the hearing.

3. <u>The Vancouver Radio Hearing</u>

CBC/Radio-Canada had two applications before the CRTC in a Vancouver Public Hearing in the week of February 25. The first is an application to convert Radio One from the AM to the FM band in Vancouver and the second is to bring the Radio One Vancouver Island service to the City of Nanaimo.

These applications are important for three reasons.

First, the conversion to FM in Vancouver will address a long standing reception problem. Our research indicates that 40% of the people in Vancouver have difficulty receiving an adequate signal from our AM service (CBU 690AM).

Second, the introduction in Nanaimo of an FM transmitter would allow us to meet our objective of serving all of Vancouver Island with the Radio One Island service out of Victoria (CBCV FM). Nanaimo is currently served by the Vancouver Radio One service.

Third, these applications represent our last opportunity to make the move to FM in this region. Our engineering group has carried out extensive analysis on this matter and our view, and that of the rest of the industry, is that there are no other viable FM frequencies available in the region.

In total, CBC/Radio-Canada is applying for three FM frequencies in this proceeding: 88.1 to serve Vancouver, 98.7 to extend the Vancouver service to the Sunshine Coast area and 104.1 to serve Nanaimo.

Our applications for Vancouver (88.1 and 98.7) are not technically competitive with any other applicant in this proceeding. We expect approval of these applications. Our application to use 104.1 to serve Nanaimo, however, is hotly contested. There are 13 competing applications from private radio broadcasters for the use of this frequency in Vancouver. The question the CRTC will have to answer in making its decision is should it use 104.1 to introduce a new local private radio station in Vancouver or should it use 104.1 to allow us to bring the Radio One Island service to Nanaimo.

Our appearance before the Commission on February 26 was led by Executive Vice President English Services, Richard Stursberg and our Chief Technology Officer, Ray Carnovale and was well received by Commissioners.

We expect the CRTC to issue its decision summer 2008.

4. <u>ARTV – Application</u>

CBC/Radio-Canada is awaiting CRTC approval to increase its stake in the French-language specialty channel ARTV. On November 5, 2007 ARTV informed the commission that CBC/Radio-Canada's shareholdings had increased from 37% to 44% following the sale of Spectra's shares to the Corporation. As required under the regulations, ARTV subsequently filed an application with the Commission seeking approval to transfer CTVglobemedia's shares to the Corporation, bringing CBC/Radio-Canada's stake in ARTV to 60% of all voting shares.

The application has been deemed complete by the Commission and it is expected to issue a public notice with respect to this application shortly.

5. <u>TQS – Application</u>

The affiliation agreement between TQS/Cogeco expires March 31, 2009. It will not be renewed, as per a prior discussion at the Board.

On December 14, 2007, CBC/Radio-Canada filed applications to provide new owned and operated television stations in the three markets currently served by the affiliate. These are: Sherbrooke, Trois-Rivières, and Saguenay. Shortly after TQS sought protection from its creditors and is currently considering offers from potential purchasers.

These applications have been deemed complete by the Commission and it is expected to issue a public notice at the beginning of April 2008.

In the meanwhile, CBC/Radio-Canada is continuing ongoing confidential discussions with TQS which may result in a transfer of transmission assets to the Corporation.

6. <u>CBC/Radio-Canada Licence Terms</u>

The CRTC announced on March 5th that the licence terms of all CBC/Radio-Canada services would be extended from August 31, 2008 to August 31, 2009. This will allow the CRTC to complete the policy reviews it has undertaken.

Michel Tremblay

362nd MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Toronto, Ontario – March 18 - 19, 2008

Wednesday, March 19, 2008

ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1. In Camera	08:00			
2. Approval of the minutes of the January 23, 2008 and February 15, 2008 conference calls		Tim Casgrain	YES	YES
3. Matters arising from previous meetings • Olympic Businesss Plan		Richard Stursberg		YES
4. Chair's Report		Tim Casgrain		
5. Presentation and Approval of the 2008-2009 Operating, Working Capital and Capital Budget		Johanne Charbonneau	YES	YES
6. President's Report **s.21(1)(b)**		Hubert T. Lacroix		
7. Strategic initiatives		Richard Stursberg	YES	YES
8. Annual Report Presentation		Bill Chambers		YES
LUNCH Beijing Olympic Coverage	12:15	Scott Moore Sylvain Lafrance		
9. Toronto Broadcast Centre		Michel Saint-Cyr	YES	YES
10. Branding/CBC Visual Identity		Bill Chambers		YES
11. Report of the Audit Committee • Vision Project – Funding Increase • Buy-back of UDA and SARDEC/SARTEC service under 12(1)(c)		Hélène Fortin	 YES YES	 YES YES
12. Report of the Nominating and Governance Committee • Calendar of meetings for 2009 • President Signing resolution • Committee membership		Peter Herrndorf	 YES YES	 YES YES
IN CAMERA				
13. Report of the Human Resources and Compensation Committee		Edna Turpin		
• Approval of Executive Management compensation and incentive budget for 2008-2009			YES	
• Approval of Management/APS and Confidential Employees compensation and incentive budget for 2008-2009			YES	

• Approval of UDA negotiations mandate • Approval of President and CEO's performance evaluation • IR Update following Special Meeting February 15, 2008			YES YES	YES
In Camera				
Next Meeting – May 13-14, 2008 Quebec City				
Conclude	16:00			

UPDATES / INFORMATION

a) Summary of Government Funding (10 years and capital) – Johanne Charbonneau
b) Labour Relations Update – George Smith
c) Workforce Report – George Smith
d) Quarterly Financial Management Report as of December 31, 2007, Forecast to Year-end – Johanne Charbonneau
e) President's Signing Resolution – Pierre Nollet (current version)
f) CRTC Regulatory Update – Michel Tremblay

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
February 15, 2008

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Hélène Fortin	
Ms. Yasmin Jivraj	
Mrs. Nezhat Khosrowshahi	
Mr. Rémi Racine	
Mr. K. (Rai) Sahi	
Ms. Edna Turpin	

REGRETS:

Ms. Johanne Brunet
Mr. Bernd Christmas
Mr. Peter Herrndorf
Ms. Trina McQueen

ALSO ATTENDING:

Mr. George Smith, Senior Vice-President, Human Resources and Organization
Mr. Pierre Nollet, Vice-President, General Counsel and Corporate Secretary
Ms. Johanne Charbonneau, Vice-President and CFO
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO
Ms. Meg Angevine, Compliance Officer and Assistant Corporate Secretary

Other participants as identified in the minutes.

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
February 15, 2008

The Chair called the meeting to order at 11:00 a.m. EST.

WAIVER OF NOTICE

The Chair thanked everyone for participating on such short notice and all those present agreed to waive proper notice of the meeting in accordance with the by-laws of the Corporation.

On motion duly moved and seconded

> **IT IS RESOLVED THAT** the members of the Board of Directors present hereby waive proper notice of the meeting in accordance with the by-laws of the Corporation.

MOTION CARRIED

ACTRA MANDATE

The President and CEO introduced the agenda item, setting out the overall goals and strategy for industrial relations at CBC/Radio-Canada, especially as they relate to the upcoming round of union negotiations. He then asked George Smith to provide a brief overview of the considerations relevant to the mandate sought in this instance.

Mr Smith referred to the material circulated in advance, and outlined the strategic considerations prompting the request for a variation in the mandate. He highlighted the key factors influencing these negotiations, noting that the members of this union are performing artists and not fulltime employees of CBC/Radio-Canada. Lastly, Mr. Smith described the nature of relations between CBC/Radio-Canada and ACTRA and identified the core issues in this negotiation.

Mr. Smith responded to questions from Board members about:

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

After discussion, the Board approved the mandate as requested.

On motion duly made and seconded,

MOTION CARRIED

APS MANDATE

Mr. Smith presented an overview of the context and circumstances surrounding the negotiations with APS, referring to the document distributed to the Board in advance. He reviewed the history of negotiations with this group, noting that it is the only national union within the Corporation. Mr. Smith also highlighted the significance of this negotiation relative to the overall industrial relations strategy of CBC/Radio-Canada and he then canvassed the issues and concerns specific to this group.

Mr. Smith described the relationship existing between management and this union, some of the issues raised by the union relating to the salaries. Mr Smith referenced the key elements of the mandate sought, including the rationale for the signing bonus which is believed to be an asset to encourage an early renewal of this agreement as well as instill some positive momentum to industrial relations.

Mr. Smith responded to questions from Directors about: (

At the conclusion of the discussion, the Board approved the mandate as proposed.

On motion duly made and seconded,

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

MOTION CARRIED

PENSION AND BENEFITS INITIATIVE

Written material providing background information and outlining a proposed course of action was distributed to Board members prior to the meeting.

The Chair asked George Smith to summarize the various circumstances leading to management's decision to approach the Board regarding this initiative.

Mr. Smith advised that management approached special committee of benefits and pension plan participants in the fall of 2007 to begin an informal dialogue in an attempt to find a resolution to these outstanding issues. Several meetings have already taken place. It is proposed that these meetings continue and that, as a next step, there be some discussion regarding potential structural changes to the pension plan and the benefit plan. Mr. Smith identified the nature of the changes under consideration and outlined the rationale in support of this step. He then asked the Board to endorse a mandate for management to engage in these exploratory discussions on the basis outlined. Mr. Smith confirmed that no substantive decisions would be taken concerning any structural changes or settlement proposal without first obtaining specific authority from the Board to proceed.

In the ensuing discussion, management responded to questions and comments from the Board about:

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

s.19(1)

After discussion, the Board endorsed the mandate requested. The President and CEO reaffirmed that management would provide updates on progress at each Board meeting and in addition, would report on any significant developments as and when they occurred.

On motion duly made and seconded,

> **IT IS RESOLVED THAT** the Board of Directors hereby approves a mandate for management to engage in exploratory negotiations with special committee of benefits and pension plan participants regarding the following:

s.21(1)(b)

s.21(1)(d)

MOTION CARRIED

OTHER BUSINESS

The President and CEO informed the Board that the Corporation had received access to information requests relating to all expenses incurred by the former President and CEO, Mr. Rabinovitch, during the years 2000 to 2007 inclusive. Mr. Lacroix advised that voluminous records had been collected and the package was being finalized

.

CONCLUDE

Having no further business to discuss, the meeting concluded at 12:20 p.m.

361st MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
January 23, 2008

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Johanne Brunet	
Mr. Bernd Christmas	
Ms. Hélène Fortin	
Mr. Peter Herrndorf	
Ms. Yasmin Jivraj	
Ms. Trina McQueen	
Mr. Rémi Racine	
Mr. K. (Rai) Sahi	
Ms. Edna Turpin	

REGRETS:

Mrs. Nezhat Khosrowshahi

ALSO ATTENDING:

Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. Sylvain Lafrance, Executive Vice-President, French Services
Mr. George Smith, Senior Vice-President, Human Resources and Organization
Mr. Pierre Nollet, Vice-President, General Counsel and Corporate Secretary
Ms. Johanne Charbonneau, Vice-President and CFO
Mr. Michel Tremblay, Vice-President, Strategy and Business Development
Mr. Bill Chambers, Vice-President Communications
Mr. Ray Carnovale, Vice-President and Chief Technology Officer
Mr. Michel Saint Cyr, President, Real Estate Division
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO
Ms. Meg Angevine, Compliance Officer and Assistant Corporate Secretary

Other participants as identified in the minutes.

361st MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
January 23, 2008

The Chair called the meeting to order at 11:00 a.m. EST.

Mr. Casgrain welcomed Hubert Lacroix to his first meeting as President and CEO of the Corporation, adding that the Board was looking forward to working with him.

APPROVAL OF MINUTES

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the minutes of the Board of Directors meeting held on November 23, 2007 be and are hereby approved as presented.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

There were no matters to report.

CHAIR'S REPORT

Mr. Casgrain reported that he has continued to work with the Prime Minister's Office regarding new appointments to the Board of Directors, adding that he is encouraged by the progress being made.

In addition, Mr. Casgrain provided a report on his activities since the last Board meeting, referencing a number of meetings and other events comprising his schedule. In particular, he highlighted the following: (i) meetings with Mr. Rabinovitch and Mr. Lacroix in preparation for the transition; (ii) attendance at the
s.19(1) holiday party at the Toronto Broadcast Centre; (iii) a discussion with
and (iv) the reception held in Ottawa in honour of Hubert Lacroix's appointment as President and CEO.

Lastly, Mr. Casgrain informed the Board that he plans to be in Winkler, Manitoba for the Hockey Day in Canada festivities in February.

PRESIDENT'S REPORT

Mr. Lacroix provided his first report as President and CEO, stating that he was excited to be taking on the role and further, that he was pleased to be so warmly welcomed by management in his first weeks.

Mr. Lacroix reviewed his activities since the announcement of his appointment, both in preparation for taking office and since January 2. He emphasized that meeting and communicating with management and staff is a priority, indicating some of the groups he has met thus far.

s.21(1)(b)

Lastly, Mr. Lacroix outlined his plan to meet individually with key CBC/Radio-Canada executives across the country, to get their perspective on the Corporation and the challenges facing it. He added that he intends to pose a set of seven questions to each of them to help frame the discussion. Individual meetings with each Director are another component of his overall plan to familiarize himself with the Corporation. Board members noted the importance of including the top creative people as well as key profiles in the group consulted and asked that the seven questions be circulated to them.

The Chair thanked Mr. Lacroix for his report.

APPROVAL OF LICENCE APPLICATION FOR SPORTS SPECIALTY CHANNEL

Board members received written material in advance, covering the key aspects of the proposed sports specialty channel, including:

(i) a summary of the license application
(ii) analysis of the strategic opportunity
(iii) particulars of the product offering
(iv) investment criteria and competitive financial information
(v) critical path and key dates

Richard Stursberg briefly reviewed the material, outlining the economic advantages associated with having more than one platform on which to offer programming content. He then described the competitive environment as it relates to this initiative and responded to questions from the Board about: (i) the sources of funding for the channel; (ii) the high percentage of Canadian content specified in the proposal; (iii) the reasons why CBC/Radio-Canada will not

encounter the same difficulties as a competitor; and (iv) the reaction expected from the CRTC to the application.

After discussion, the Board endorsed the proposal and authorized management to proceed with the application. Management confirmed that the launch of the new service remains subject to the approval of the business case and funding by the Board.

On a motion duly made and seconded,

> **IT IS RESOLVED THAT** the Board of Directors hereby authorizes the Corporation to file an application with the CRTC for a sports specialty licence, pursuant to the terms and conditions set out in the Supplementary Resolution, a copy of which shall remain attached to the original of these minutes as Appendix 1.

MOTION CARRIED

APPROVAL OF CORPORATE PLAN

Mr. Sahi joined the conference call.

Michel Tremblay referred to the Corporate Plan document circulated to all Board members with the meeting materials. He noted that the plan reflects the discussions at the September and November 2007 Board meetings with respect to the strategic direction for the Corporation and summarized some of the key issues facing the industry in the coming year, such as the CRTC Policy Review hearing scheduled for April 2008. Mr Tremblay then invited Board members to offer their views on the document.

During the course of the ensuing exchange, management responded to questions and comments from Directors concerning:

s.21(1)(b)

At the request of the Chair, Ray Carnovale provided an update on the current status of the Vision project, highlighting developments since his report to the Audit Committee in November 2007, and Michel Saint-Cyr reported on progress with respect to the real estate projects in Vancouver, Toronto and Montreal.

At the conclusion of the discussion the Board approved the Corporate Plan as presented.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the CBC/Radio-Canada Corporate Plan 2008-2009 to 2012-2013 be and is hereby approved.

MOTION CARRIED

The Chair thanked Mr. Tremblay and his team for their efforts.

REPORT ON INTEGRATION

A written report was distributed to the Board in advance covering the following:

Overview of integration
Challenges and goals
Progress to date
Shared vision and values
Next steps

s.21(1)(b)

Richard Stursberg presented highlights of the report, outlining the developments since the November Board meeting. He described several key initiatives that are already underway to support integration.

Mr. Stursberg advised the Board that overall, things are progressing well and added that he is encouraged by the extent to which employees have a shared vision and values for English Services. In response to an inquiry from a Board member, Mr. Stursberg stated that to date there has been no external criticism of the proposed integration.

In closing, Mr. Stursberg confirmed that the Board would continue to receive regular updates as integration progresses.

The Chair thanked Mr. Stursberg for his report.

HEALTH, SAFETY AND ENVIRONMENTAL REPORT

George Smith presented a brief overview of the report. The complete document was circulated to the Board in advance of the meeting. Mr. Smith noted that CBC/Radio-Canada is subject to numerous laws and regulations which impose obligations related to many aspects of Human Resources activities and he

confirmed that management is both well aware of, and compliant with, these obligations.

Mr. Smith covered the following topics in his presentation:

Health and Safety, Disability Management and Health and Wellness

Overview of absenteeism – costs, days, and causes
Major accomplishments in 2007 – health and safety, disability management, health and wellness
Plans for the future

Environment

How we are meeting the legislation
2007 - Incidents reported externally
Major accomplishments – 2007
Plans for the future

In his remarks Mr. Smith commented that in the area of employee attendance, mental health reasons continue to represent the leading cause of long-term disability claims, with cancer constituting the second most common cause.

Mr. Smith also reviewed the efforts made to promote corporate wellness, with particular emphasis on the corporate-wide workshops conducted on respect in the workplace.

s.21(1)(b) Mr. Smith responded to comments and questions from Board members about: (i) CBC/Radio-Canada attendance statistics as compared with other benchmarks; (iii) the protocol for reporting to senior management and the Board when such incidents occur; and (iv) the possible introduction of a policy regarding the use of hybrid news vehicles in the Corporation's fleet.

The Chair thanked Mr. Smith for his report.

APPROVAL OF INTERNATIONAL SALES TRANSACTION

s.18(a) s.18(b) Mr. Steve Billinger, Executive Director, Digital Programming and Business Development, joined the conference call.

Richard Stursberg presented the item. Written materials were circulated to the Board in advance and were referenced by Mr. Stursberg during his presentation. He provided background information and context concerning the transaction, covering:

s.18(a)

s.18(b)

s.20(1)(b)

MOTION CARRIED

Mr. Rai Sahi and Mr. Steve Billinger withdrew from the meeting.

HUMAN RESOURCES AND COMPENSATION COMMITTEE REPORT (IN CAMERA)

All members of management, with the exception of Mr. Lacroix, Mr. Smith and Mr. Nollet, withdrew from the meeting.

Ms. Edna Turpin, Chair of the Committee, presented the report.

Review Executive Compensation

The Committee reviewed the material submitted with respect to the compensation levels for media executive positions in the comparator group of organizations. After discussion, the Committee agreed to recommend to the Board approval of the proposed salary increases for the Executive Vice-Presidents of English and French Services.

Board members considered the Committee's recommendation and following deliberation, decided as follows.

On a motion duly moved and seconded,

s.19(1)

MOTION CARRIED

CONCLUDE

Having no further business to discuss, the meeting concluded at 2:30 p.m.

APPLICATION FOR A SPORTS SPECIALTY LICENCE

WHEREAS the Corporation wishes to file an application for a Category 2 Digital Specialty Programming Undertaking (the “Service”);

WHEREAS, the Service would provide a national English –language specialty television service which shall consist of programming dedicated primarily to the coverage and celebration of Canadian athletes with a particular emphasis on amateur athletes; and

WHEREAS, the launch of the Service will remain subject to the approval of the business plan and funding by the Board of Directors.

BE IT RESOLVED:

THAT the Corporation be and it is hereby authorized to file an application for the Service;.and

THAT any one of the Executive Vice-President, English Services, the Vice-President, Strategy and Business Development, or the Vice-President and Chief Financial Officer or their respective delegates (hereafter the ”officers”), be and is hereby authorized to execute and deliver such application and is hereby authorized and directed, for and on behalf of the Corporation to execute, whether under the corporate seal of the Corporation or otherwise and to deliver all such other documents, instruments and agreements and to do all such acts and things as such officer or delegate may in his or her absolute discretion determine to be necessary or desirable to carry out the foregoing resolutions inclusive of this resolution, including, without limitation all documents and actions necessary in connection with the filing of the application.

Page 616

is withheld pursuant to sections

est retenue en vertu des articles

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

of the Access to Information Act

de la Loi de l'accès à l'information

Board of Directors
(March 18-19, 2008)

s.68.1

Subject matter

Financial update –

Background

N/A

Information on the matter

See attached.

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

Prepared by

Name:	N. McEneaney / R. Stursberg
Date:	February 26, 2008

Management recommendation

N/A

Last discussed at the Board

Date:	November 23, 2007
Decision made:	The Board requested an update on this item.

Next steps

Page 618

is withheld pursuant to section

est retenue en vertu de l'article

68.1

of the Access to Information Act

de la Loi de l’accès à l’information

Board of Directors
March 19, 2008

Subject matter

2008-2009 Recommended Operating and Capital Budgets

Background

The Board approved the 2008-2009 Corporate Priorities at the November 21, 2007 meeting.

Information on the matter

s.18(a)

s.21(1)(a)

s.21(1)(b)

The presentation at the March 19, 2008 Board meeting will focus on key highlights and important issues to be brought to the Board members' attention. We therefore request that the attached detailed budget information be reviewed prior to the meeting.

The approval of the budgets completes the planning cycle.

For decision ■ **For information** ☐

Prepared by

Name:	Johanne Charbonneau
Date:	March 7, 2008

Management recommendation

It is resolved that the Board approves the 2008-2009 Recommended Operating and Capital Budget as presented.

Last discussed at the Board

Date:	
Decision made:	N/A

Next steps

Once approval is received, budget decision letters will be issued to the components.

CBC Radio-Canada

2008-2009
Recommended Operating and Capital Budgets

Presentation to the
CBC/Radio-Canada
Board of Directors

Johanne Charbonneau
March 18-19, 2008

Presentation Agenda

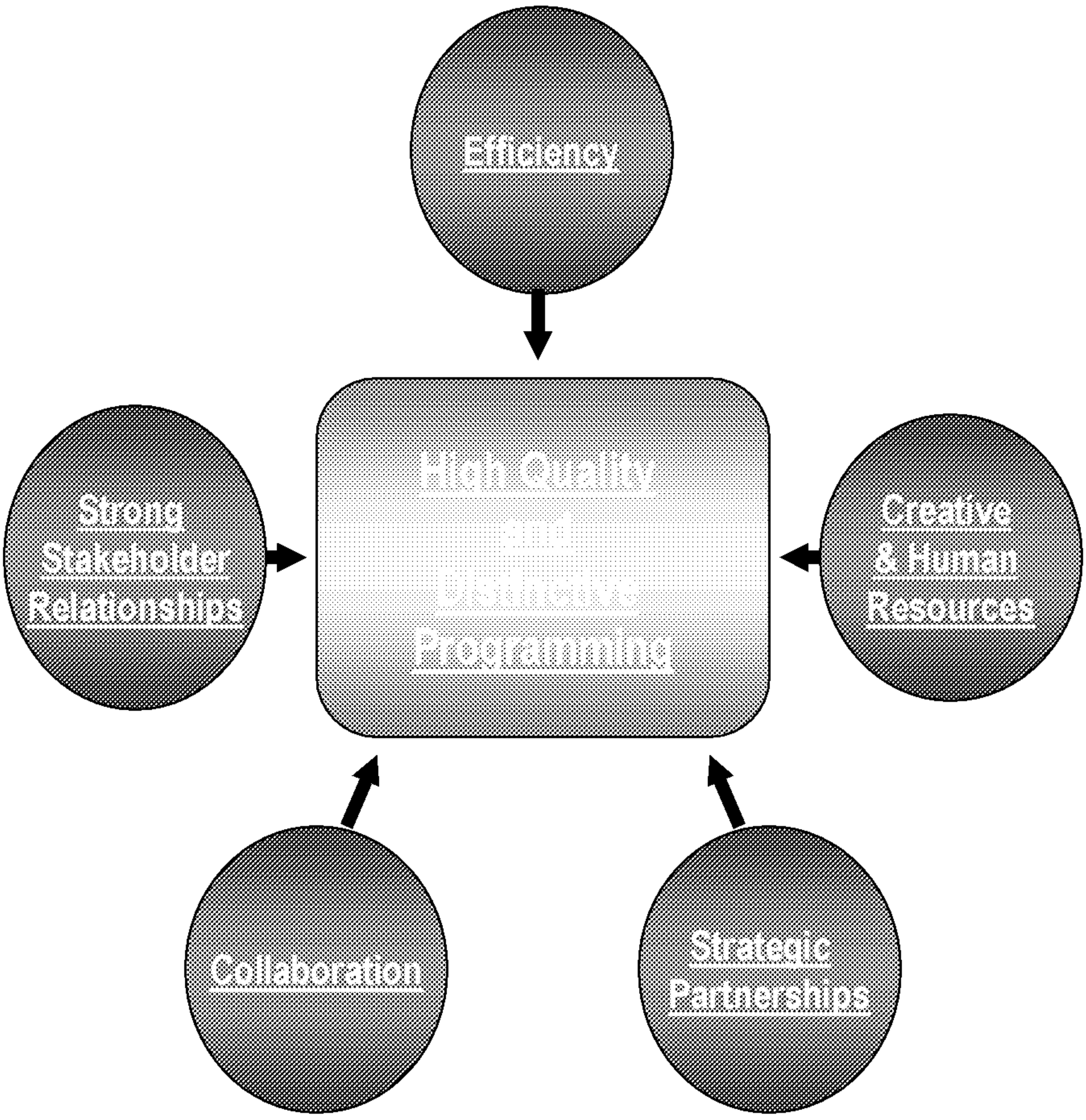
- ✓ Overview of 2008-2009 Corporate Priorities
- ✓ 2008-2009 Operating Budget
  - ✓ Budget Assumptions
  - ✓ Corporate Summary
  - ✓ Sources of Funds
  - ✓ Allocation of Funds
  - ✓ Allocation of $60 million Government Funding
  - ✓ Specialty Services and Revenue-Generating Activities
- ✓ 2008-2009 to 2010-2011 Capital Investment Plan and 2008-2009 Capital Budget
  - ✓ Context
  - ✓ Strategic Directions
  - ✓ 2008-2009 Recommended Capital Budget and 3-year Plan Highlights
- ✓ Risk Management

CBC Radio-Canada

Overview of 2008-2009 Corporate Priorities

2008-2009 Corporate Priorities

The Big Picture



2008-2009 Corporate Priorities

The following strategic directions were approved at the November 2007 Board of Directors' meeting:

High quality, Distinctive Canadian Programming

1. Ensure distinctive programming of the highest quality on all delivery platforms.
2. Recognise the importance of regional reflection and of the changing face of Canada.
3. Ensure the sustainability of CBC/Radio-Canada's Canadian schedules.

Efficiency

4. Demonstrate that CBC/Radio-Canada is a well-managed company and generate cash flow to re-invest in programming.

Creative and Human Resources

5. Strengthen CBC/Radio-Canada's commitment to all its employees – to those who create and those who support them.

Strategic Partnerships

6. Position CBC/Radio-Canada to enhance its ability to fulfil its mandate through selective alliances and partnerships.

Collaboration

7. Reinforce the capacity of CBC/Radio-Canada to work as one integrated company.

Strong Stakeholder Relations

8. Enhance/strengthen CBC/Radio-Canada's stakeholder relationships.

CBC Radio-Canada

2008-2009
Operating Budget

Main Budget Assumptions

Proposed Budget 2008-2009

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

	2007-2008 Annual Budget ($ 000)	2007-2008 Year-end Forecast ($ 000)	2008-2009 Proposed Budget ($000)	
SOURCES OF FUNDS:				
PARLIAMENTARY APPROPRIATION				
$60M GOVERNMENT FUNDING				
ESTIMATE OF SALARY FUNDING				
OTHER INCOME AND TRANSFERS				
SURPLUS CARRYOVER FROM PREVIOUS YEAR				
COMMERCIAL REVENUE				
SUBSCRIBER REVENUE				
GALAXIE REVENUE				
MISCELLANEOUS REVENUE				(3)
TOTAL SOURCES OF FUNDS			-	
APPLICATION OF FUNDS:				
CHIEF TECHNOLOGY OFFICER				
REAL ESTATE DIVISION				(8)
CORPORATE ACTIVITIES				(9)
GALAXIE				(10)
MERCHANDISING DIVISION				(11)
MOBILE DIVISION				(12)
OTTAWA PRODUCTION CENTRE				
COMMITTED RESERVES - CROSS-CULTURAL				
COMMITTED RESERVES - OTHERS				(13)
TOTAL APPLICATION OF FUNDS			-	
NET POSITION				

s.68.1

(2)

Budget Position over 3-year period

FORECAST OPERATING POSITION

(in millions of $)

	2008-2009	2009-2010	2010-2011
SOURCES OF FUNDS			
APPLICATION OF FUNDS			
	—		
NET POSITION	—		
s.18(a)			
s.18(b)			

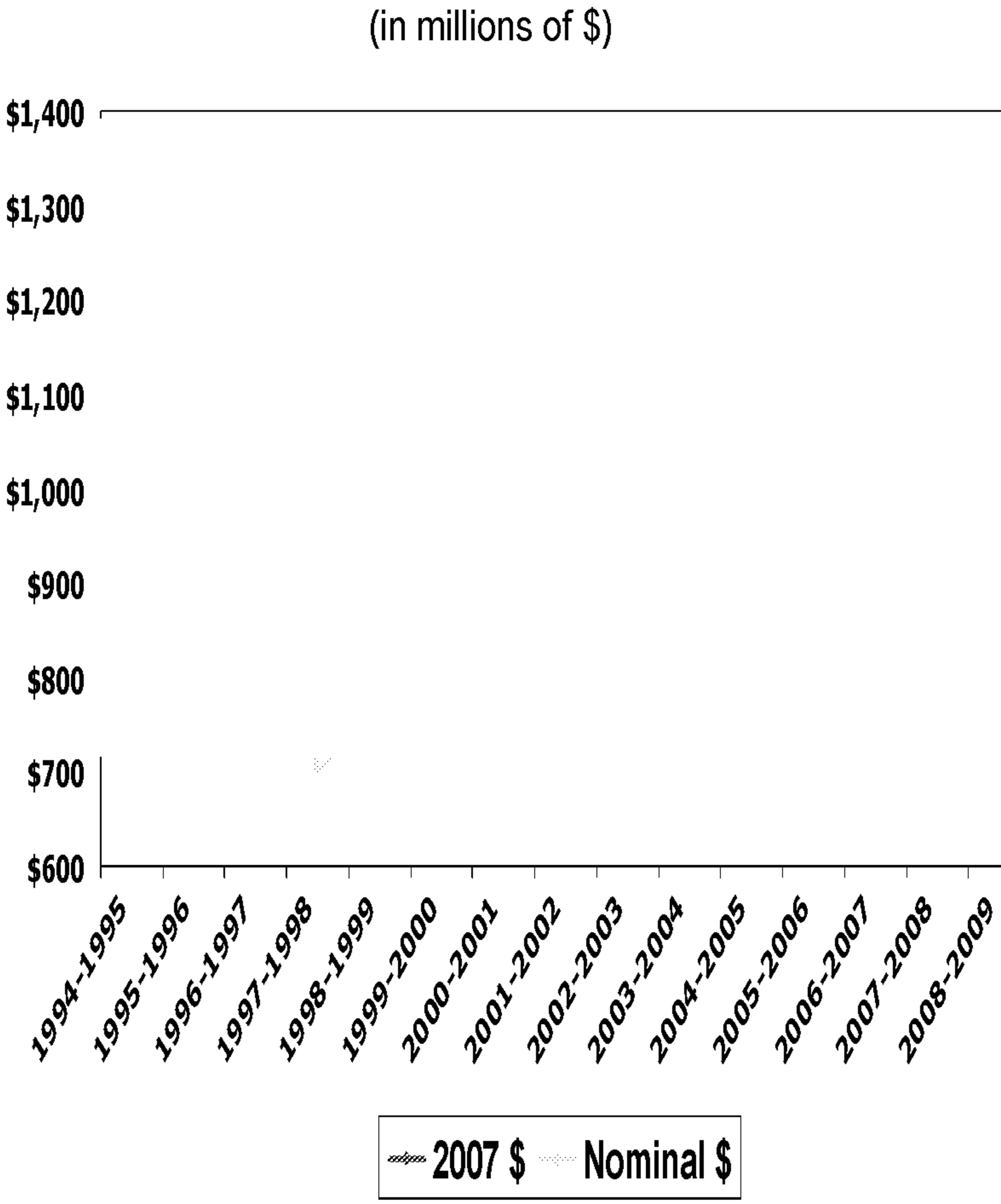
CBC Radio-Canada

2008-2009
Operating Budget

Sources of Funds

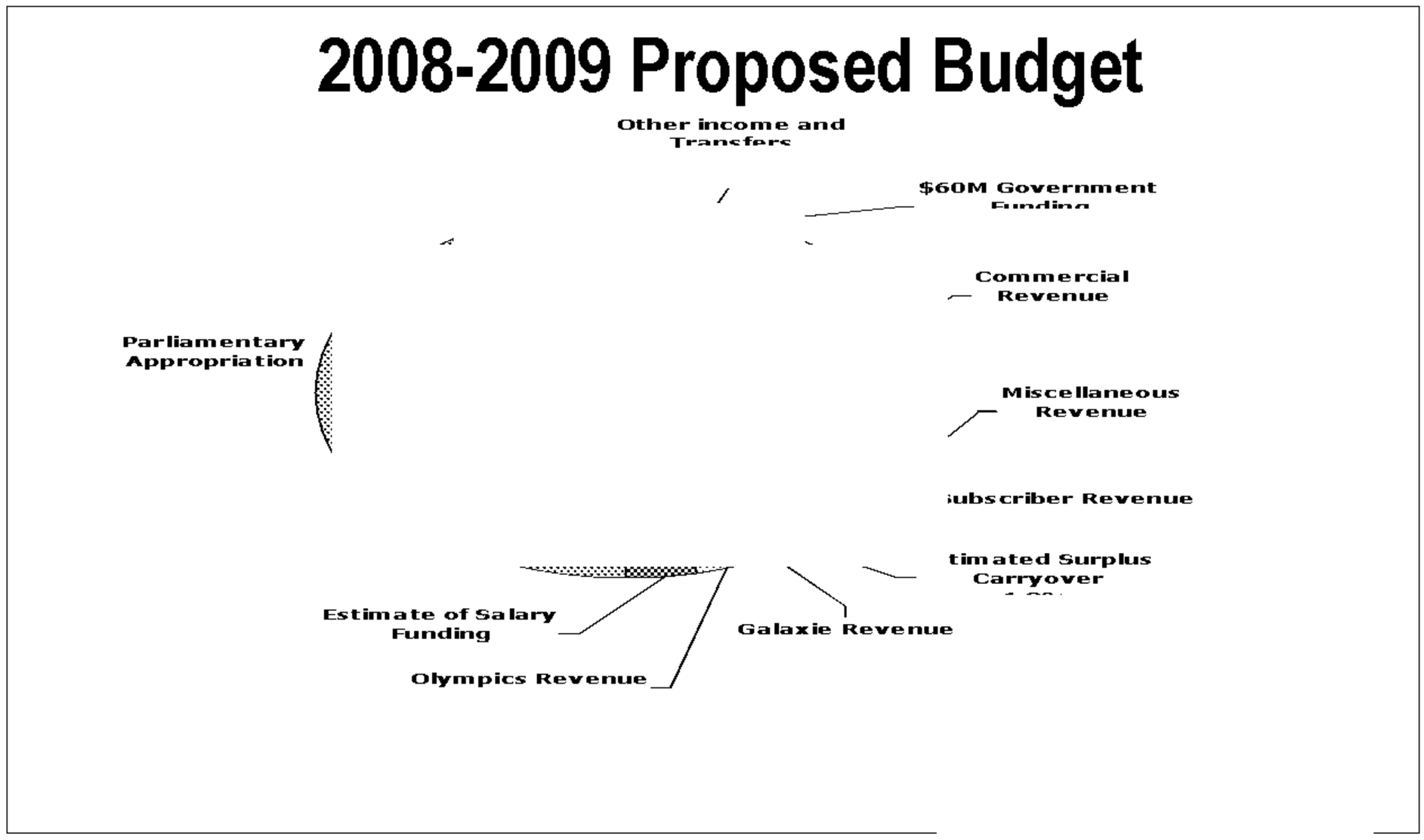
Operating Appropriations since 1994-1995

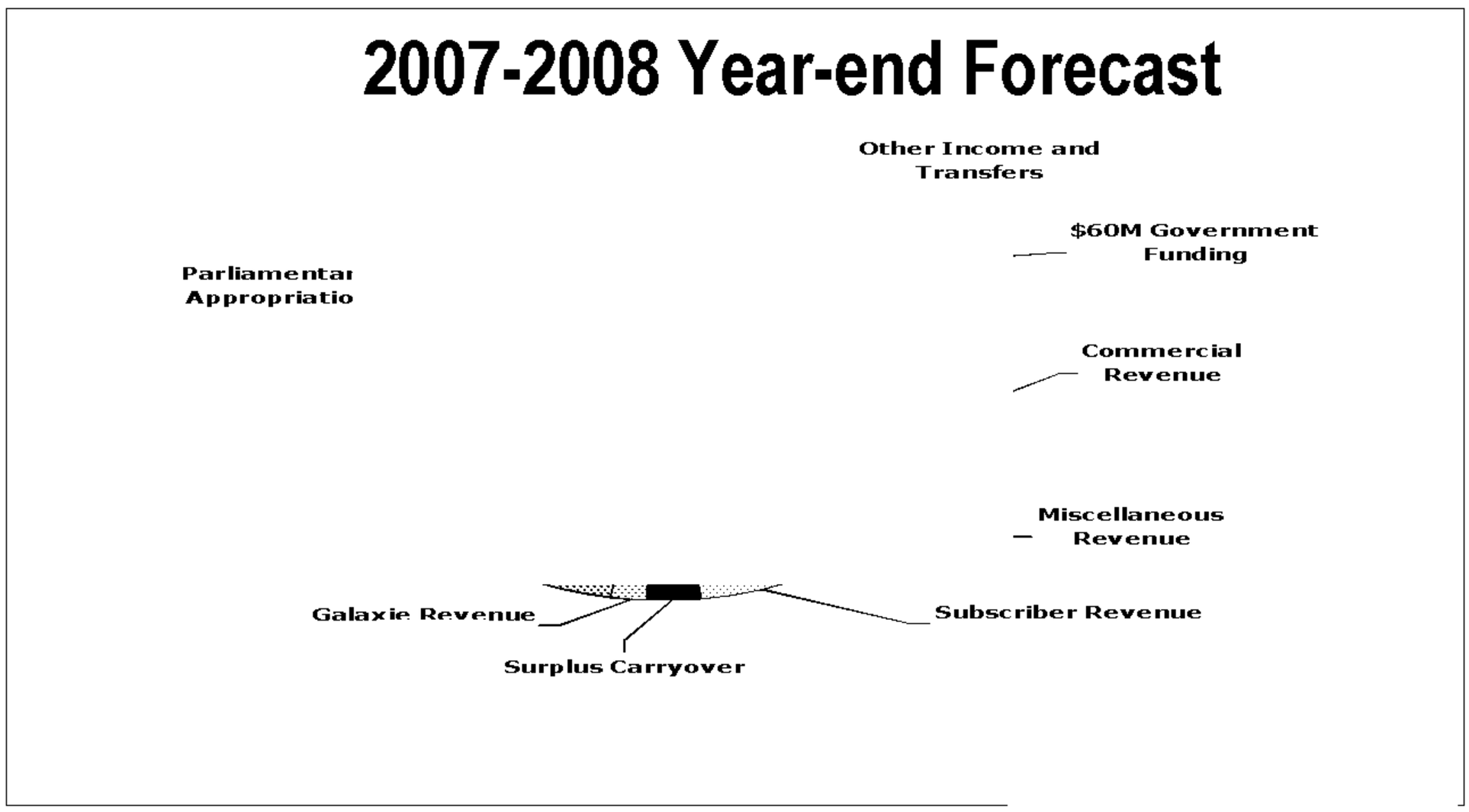
s.18(a)
s.18(b)



CBC Radio-Canada

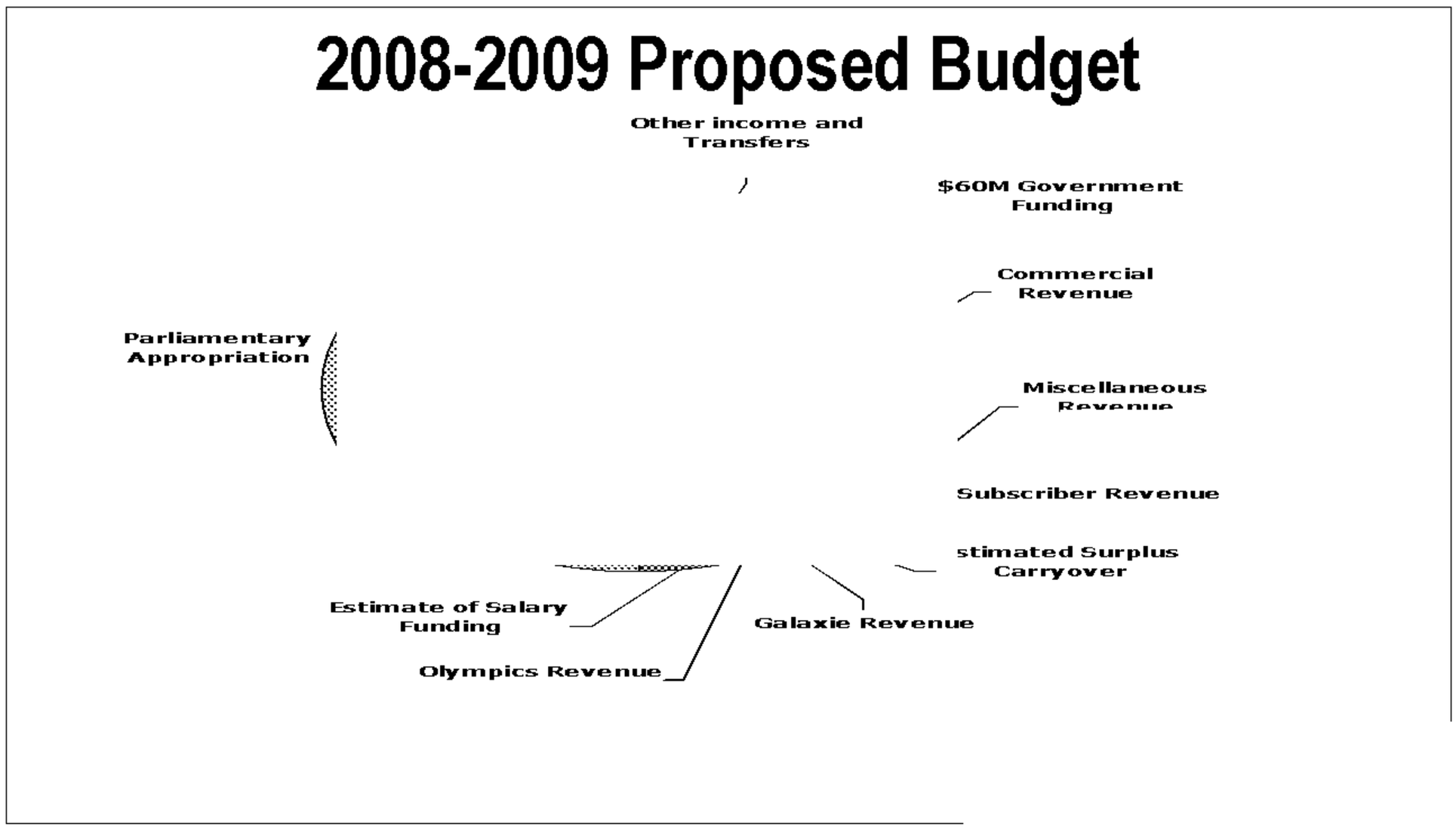
2008-2009 Expected Sources of Funds

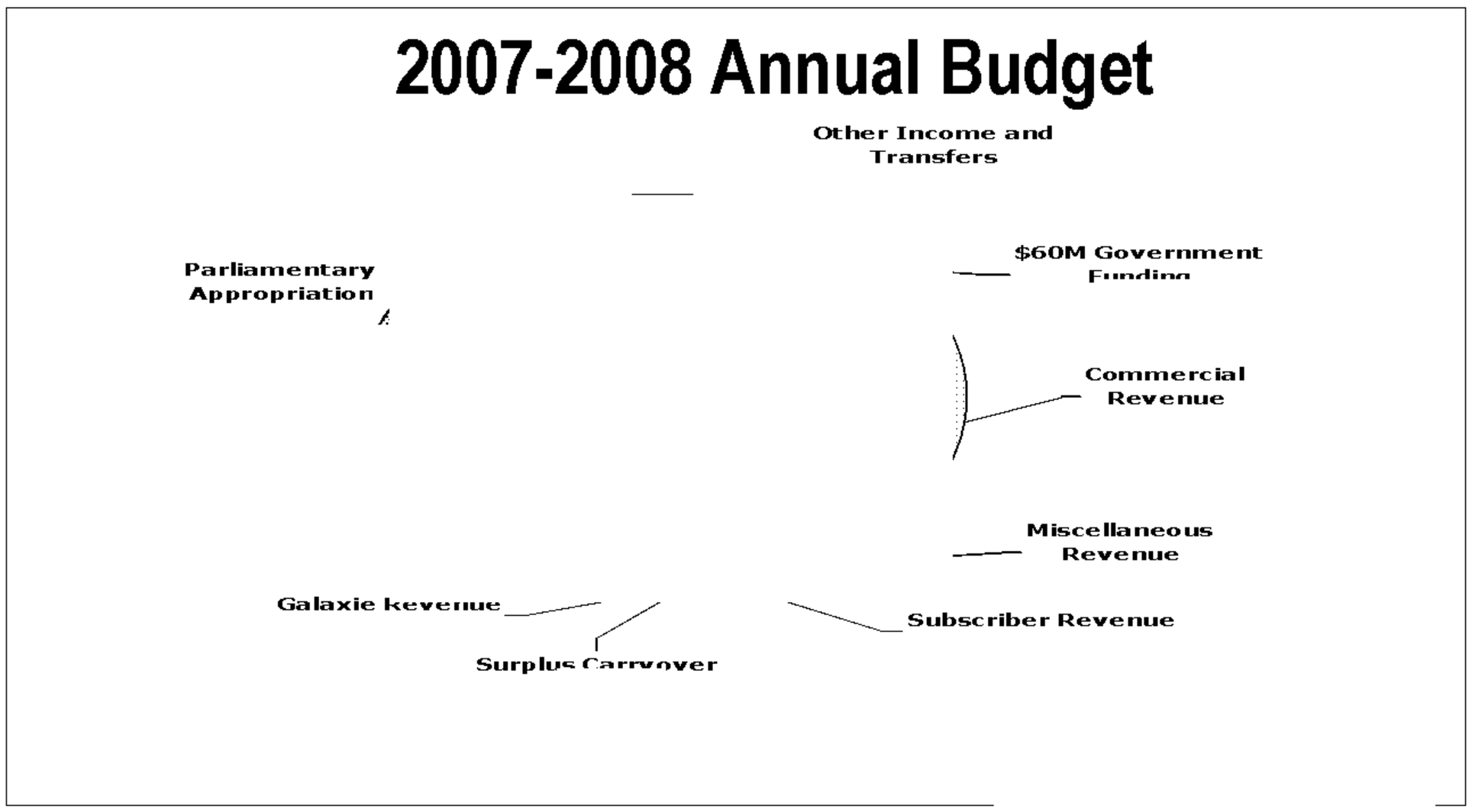




2008-2009 Expected Sources of Funds

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





CBC Radio-Canada

2008-2009 Sources of Funds – Media Lines (excluding Olympics)

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

(in millions of $)

ENGLISH SERVICES:	CBC TV	CBC Radio	cbc.ca	Newsworld	Bold	Total
PARLIAMENTARY APPROPRIATION						
COMMERCIAL REVENUE						
SUBSCRIBER REVENUE						
MISCELLANEOUS REVENUE						
TAL SOURCES OF FUNDS - ENGLISH SERVICES						

FRENCH SERVICES:	Télévision de Radio-Canada	Radio de Radio-Canada	radio-canada.ca	RDI	Total
PARLIAMENTARY APPROPRIATION					
COMMERCIAL REVENUE					
SUBSCRIBER REVENUE					
MISCELLANEOUS REVENUE					
TAL SOURCES OF FUNDS - FRENCH SERVICES					

ALL MEDIA:	Television	Radio	.ca	Specialty Services	Total
PARLIAMENTARY APPROPRIATION					
COMMERCIAL REVENUE					
SUBSCRIBER REVENUE					
MISCELLANEOUS REVENUE					
OTAL SOURCES OF FUNDS - ALL MEDIA					

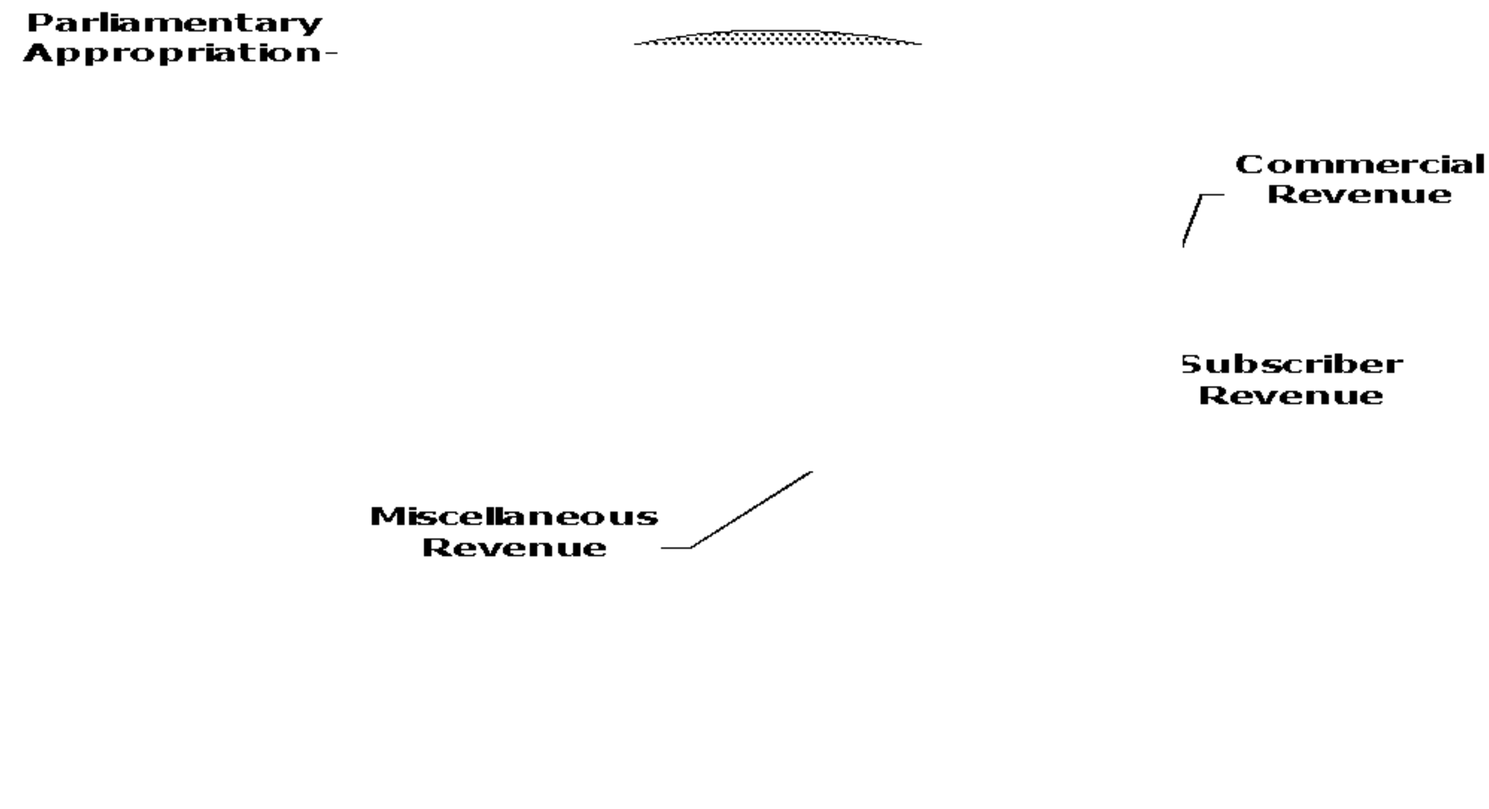
CBC Radio-Canada

2008-2009 Sources of Funds – Media Lines (excluding Olympics)

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

English Services

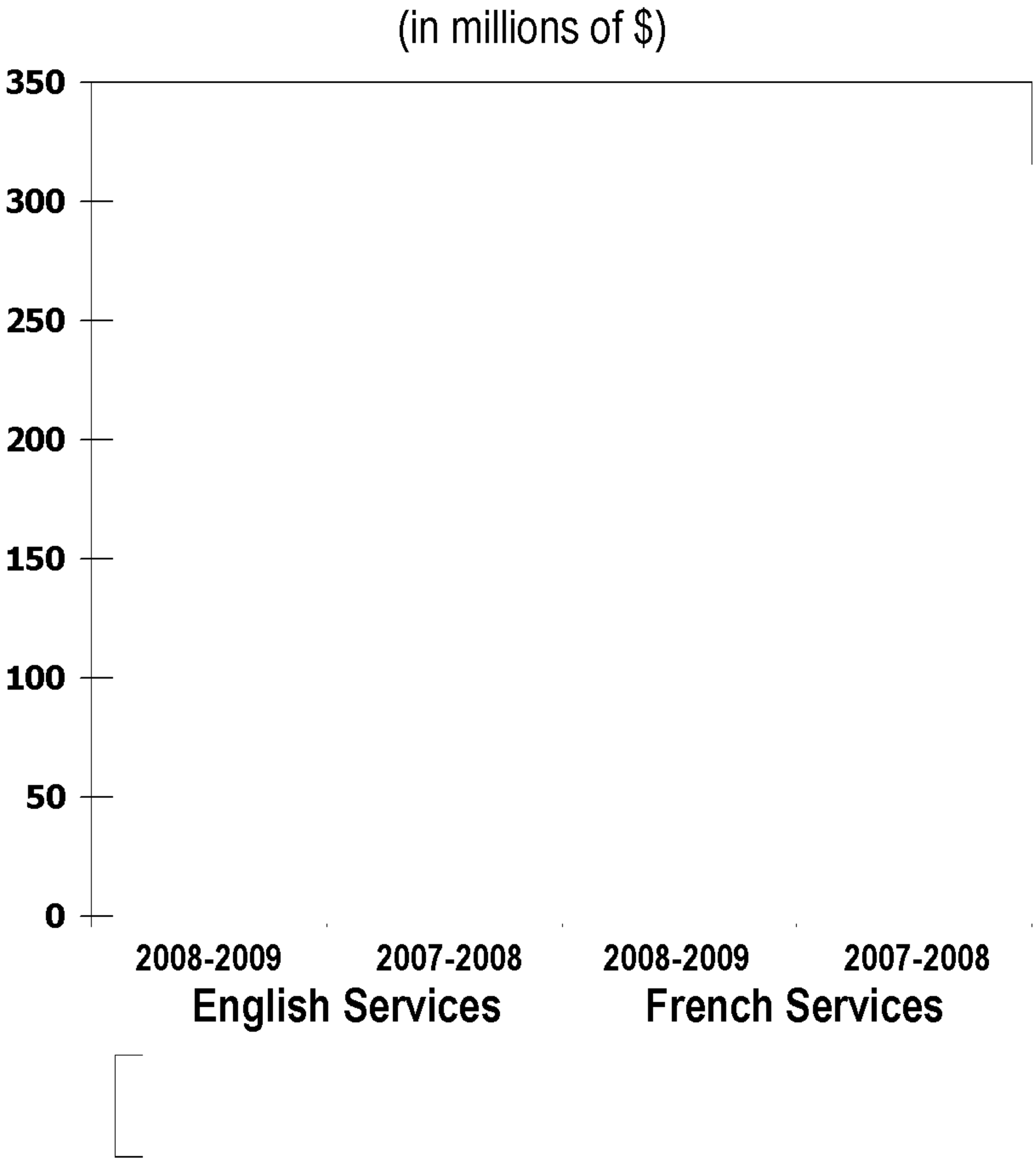
French Services



CBC Radio-Canada

Commercial Revenues by Genre 2008-2009
(including

s.68.1



CBC Radio-Canada

Margin Generated by Miscellaneous Revenue Activities - 2008-2009

		Revenue	Expense	Margin
English Television:	**s.68.1**			
Business Development				
Documentary Channel				
Facilities Rentals	**s.18(a)**			
Regional Facilities Rentals	**s.18(b)**			
Total English Television				
French Television:				
Facilities Rentals				
Program Sales				
Services rendered to ARTV				
Commercial Production				
Regions				
Other revenue - French Television				
Total French Television				
French Radio:				
Facilities Rentals				
Program sponsorships				
Total French Radio				
English Radio:				
Glenn Gould Studio				
Other revenue - English Radio				
Total English Radio				
Corporate Activities:				
Business Development:				
Royalties / Rights				
Research Revenues				
Merchandising Revenues				
Sirius				
Real Estate:				
Building Rental Revenues				
Parking Revenues				
CRRA				
Interest Revenues				
Mobile Rental Revenues				
Transmitter Site Sharing Revenues				
Radio Canada International				
Other Corporate Revenues				
Total Corporate Activities				
Grand Total			-	
			=	

* These costs are included in English & French Radio/RCI's proposed budget allocations.

** Excludes Specialty Services miscellaneous revenues

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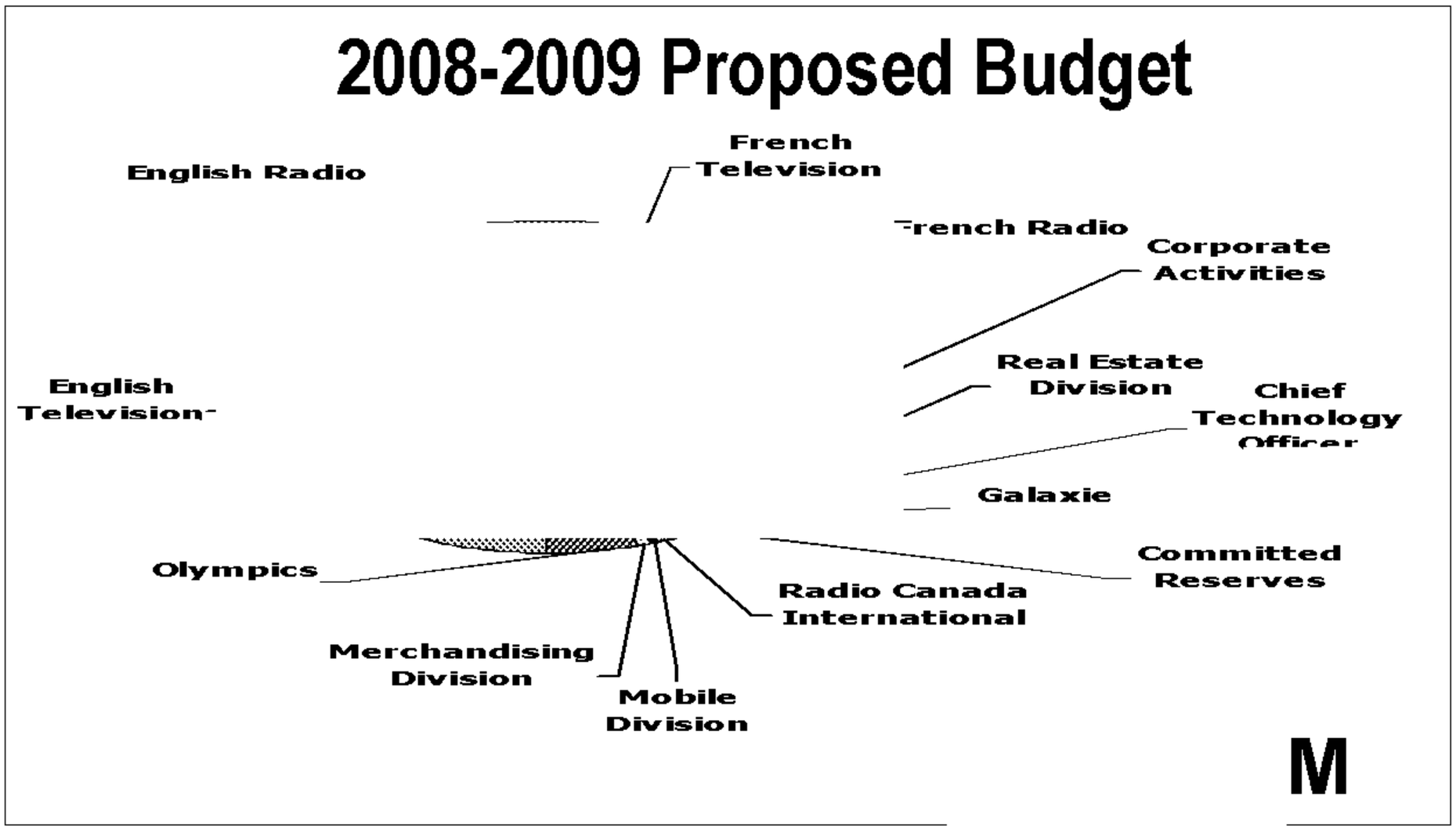
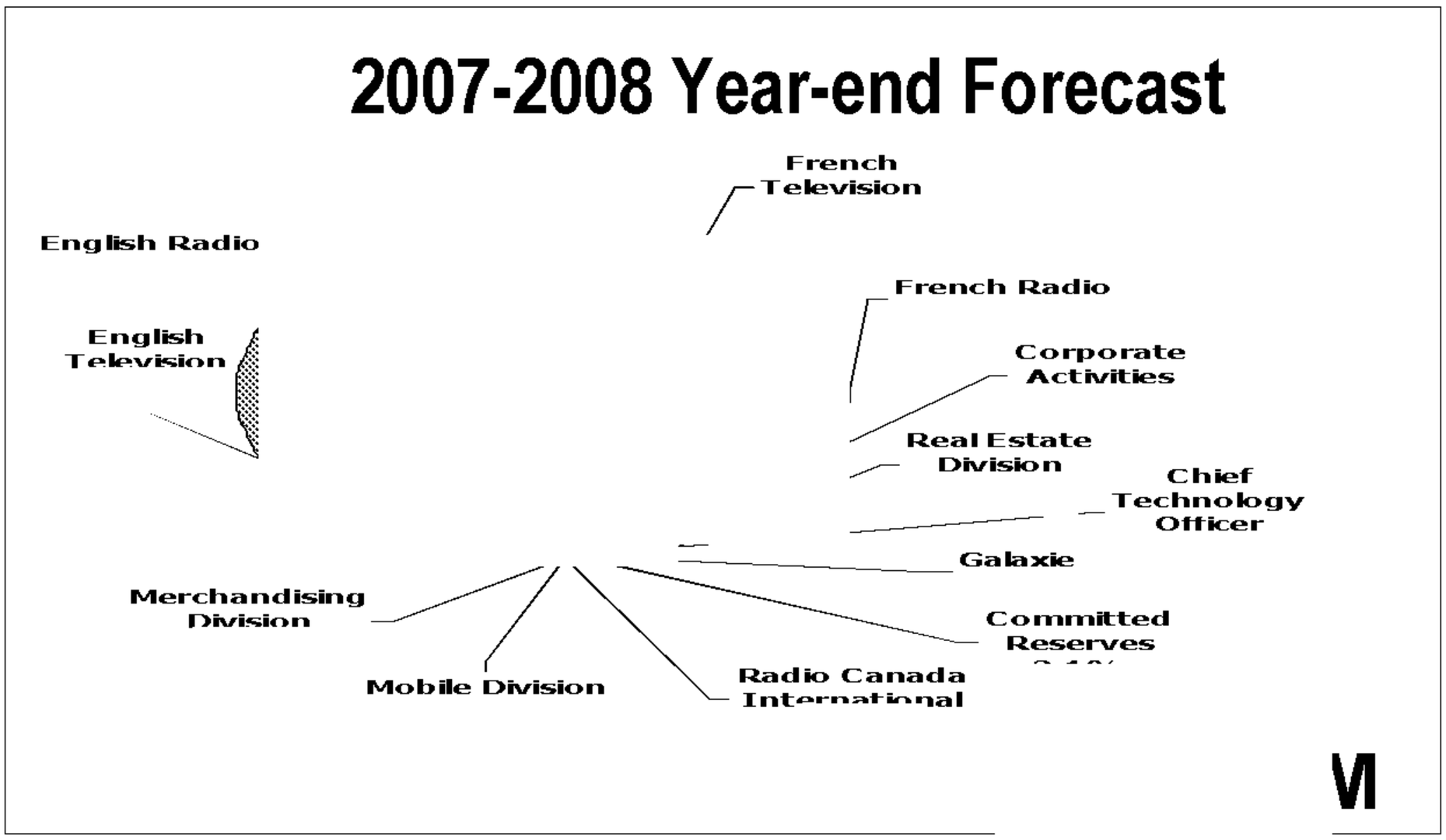
CBC Radio-Canada

2008-2009
Operating Budget

Allocation of Funds

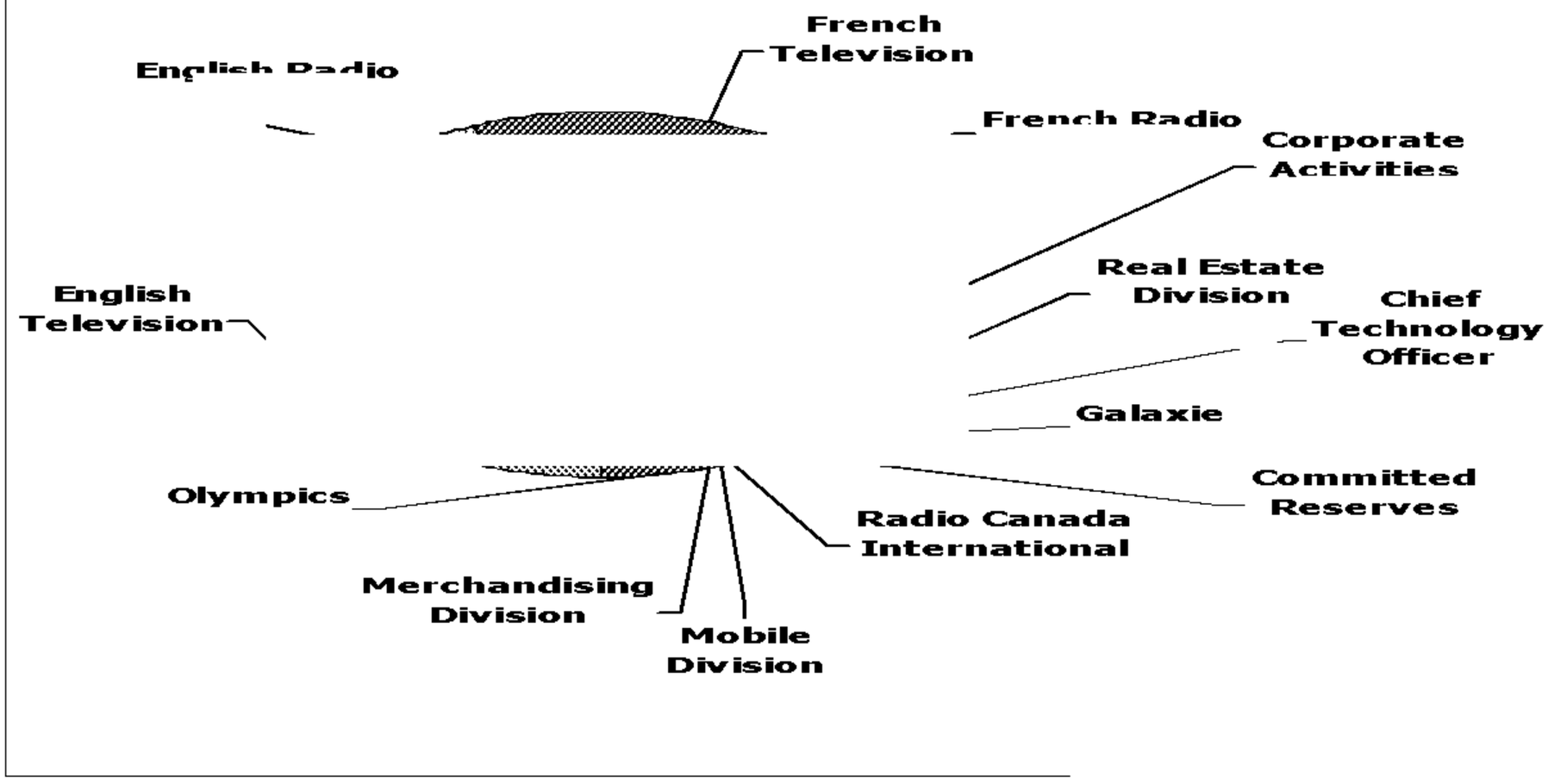
2008-2009 Allocation of Funds



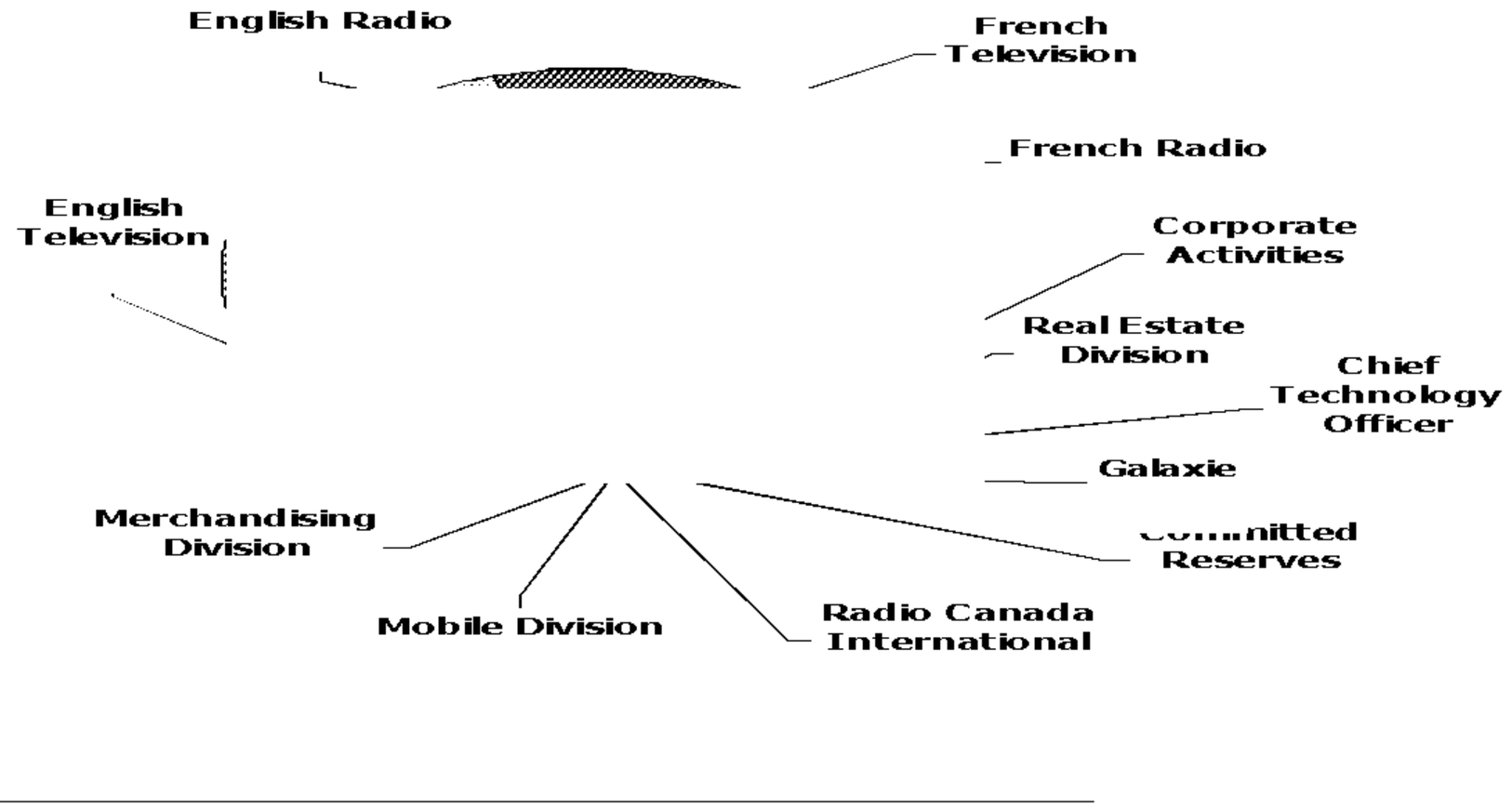


2008-2009 Allocation of Funds

2008-2009 Proposed Budget



2007-2008 Annual Budget



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2008-2009 Proposed Budget – Media Lines

English Services

s.68.1

French Services

2008-2009 Proposed Budget

English Television (including Newsworld)

	2007-2008 Annual Budget ($ 000)	2007-2008 Year-end Forecast ($ 000)	2008-2009 Proposed Budget ($000)
SOURCES OF FUNDS:			
PARLIAMENTARY APPROPRIATION			
SURPLUS CARRYOVER FROM PREVIOUS YEAR			
COMMERCIAL REVENUE			
REVENUE - BUSINESS DEVELOPMENT			
NEWSWORLD			
BOLD (formerly Country Canada)			
MISCELLANEOUS REVENUE			
TOTAL SOURCES OF FUNDS			
APPLICATION OF FUNDS:			
COSTS RELATED TO REVENUE-GENERATING SERVICES:			
SALES AND MARKETING			
PROGRAM SALES TO OTHER BROADCASTERS			
BUSINESS DEVELOPMENT			
NEWSWORLD			
BOLD (formerly Country Canada)			
SUBTOTAL REVENUE GENERATING SERVICES			
PROGRAMMING AND PRODUCTION			
SPORTS			
NETWORK PROGRAMMING			
NEWS AND CURRENT AFFAIRS			
PRODUCTION AND RESOURCES			
CBC.CA			
COMMUNICATIONS			
NETWORK RESERVE			
REGIONAL OPERATIONS:			
NEWFOUNDLAND			
MARITIMES			
ONTARIO			
QUEBEC			
CBC NORTH			
MANITOBA			
SASKATCHEWAN			
ALBERTA			
BRITISH COLUMBIA			
REGIONAL RESERVE			
SUBTOTAL - REGIONAL OPERATIONS			
SUBTOTAL PROGRAMMING AND PRODUCTION			
TECHNICAL			
PRODUCTION SERVICES			
AFFILIATES			
PLANT - BROADCAST SERVICES - MASTER CONTROL			
SUBTOTAL TECHNICAL			
GENERAL ADMINISTRATION			
MANAGEMENT			
FINANCE (NETWORK AND REGIONAL)			
STRATEGY AND PLANNING			
BUSINESS RIGHTS AND CONTENT MANAGEMENT			
SUBTOTAL GENERAL ADMINISTRATION			
TOTAL APPLICATION OF FUNDS			
NET POSITION			

s.18(a)
s.18(b)
s.68.1
s.18(a)
s.18(b)

CBC Radio-Canada

2008-2009 Proposed Budget

English Television (including Newsworld)

TECHNICAL

s.18(a)

s.18(b)

s.68.1

PROGRAMMING AND PRODUCTION

REVENUE-GENERATING SERVICES

Technical Services

Other Revenue-Generating Services

ADMINISTRATION

General Administration

REGIONAL OPERATIONS

Network Reserve

Communications

cbc.ca

Production and Resources

Total Allocation:

2008-2009 Proposed Budget

French Television (including RDI)

	2007-2008 Annual Budget ($ 000)	2007-2008 Year-end Forecast ($ 000)	2008-2009 Proposed Budget ($000)
SOURCES OF FUNDS			
PARLIAMENTARY APPROPRIATION			
SURPLUS (DEFICIT) CARRYOVER FROM PREVIOUS YEAR			
COMMERCIAL REVENUE			
RÉSEAU DE L'INFORMATION			
MISCELLANEOUS REVENUE			
TOTAL SOURCES OF FUNDS			
APPLICATION OF FUNDS:			
COSTS RELATED TO REVENUE-GENERATING SERVICES:			
SALES AND MARKETING			
PROGRAM SALES TO OTHER BROADCASTERS			
COMMERCIAL PRODUCTION			
RÉSEAU DE L'INFORMATION			
PRODUCTION SERVICES AND OTHERS			
COSTS - CONTRA AGREEMENT			
SUBTOTAL REVENUE GENERATING SERVICES			
PROGRAMMING AND PRODUCTION			
SPORTS			
ARTS AND ENTERTAINMENT			
NEWS AND CURRENT AFFAIRS			
MEDIA OPERATIONS			
RADIO-CANADA.CA			
COMMUNICATIONS			
NETWORK RESERVE			
REGIONAL OPERATIONS:			
ATLANTIC			
QUEBEC			
ONTARIO/OUTAOUAIS			
WEST			
COORDINATION			
SUBTOTAL - REGIONAL OPERATIONS			
SUBTOTAL PROGRAMMING AND PRODUCTION			
TECHNICAL			
PRODUCTION SERVICES			
AFFILIATES			
PLANT - BROADCAST SERVICES - MASTER CONTROL			
SUBTOTAL TECHNICAL			
GENERAL ADMINISTRATION			
MANAGEMENT			
FINANCE (NETWORK AND REGIONAL)			
SUBTOTAL GENERAL ADMINISTRATION			
TOTAL APPLICATION OF FUNDS			
NET POSITION			

s.18(a)
s.18(b)
s.68.1
s.18(a)
s.18(b)

CBC Radio-Canada

2008-2009 Proposed Budget

French Television (including RDI)

TECHNICAL

PROGRAMMING AND PRODUCTION

REVENUE-GENERATING SERVICES

Technical Services

Sports

Other Revenue-Generating Services

General Administration

ADMINISTRATION

Network Reserve

Media Operations

Communications

radio-canada.ca

REGIONAL OPERATIONS

Total Allocation :

2008-2009 Proposed Budget

English Radio

	s.18(a) s.18(b) s.68.1	2007-2008 Annual Budget ($ 000)	2007-2008 Year-end Forecast ($ 000)	2008-2009 Proposed Budget ($000)
SOURCES OF FUNDS				
PARLIAMENTARY APPROPRIATION				
SURPLUS CARRYOVER FROM PREVIOUS YEAR				
MISCELLANEOUS REVENUE				
TOTAL SOURCE OF FUNDS				
APPLICATION OF FUNDS				
NEWS				
CURRENT AFFAIRS				
NETWORK MUSIC DEPARTMENT				
NETWORK ARTS & ENTERTAINMENT				
RADIO 3				
SIRIUS SATELLITE SERVICES				
TORONTO RADIO PRODUCTION CENTRE				
PROGRAM SERVICES				
PROGRAM DEVELOPMENT				
COMMUNICATIONS				
DISTRIBUTION				
ADMINISTRATION				
NETWORK SERVICES				
ENTREPRENEURIAL ACTIVITIES				
NETWORK RESERVES				
REGIONAL OPERATIONS:				
NEWFOUNDLAND				
MARITIMES				
QUÉBEC				
ONTARIO				
TORONTO - CBL				
CBC NORTH				
MANITOBA				
SASKATCHEWAN				
ALBERTA				
BRITISH COLUMBIA				
SUBTOTAL - REGIONAL OPERATIONS				
TOTAL APPLICATION OF FUNDS				
NET POSITION				

2008-2009 Proposed Budget

English Radio

s.18(a)
s.18(b)
s.68.1

NETWORK PROGRAMMING

Administration

Sirius Satellite

British Columbia

Services

i

Network Music

Alberta

Saskatchewar

Manitoba

Network Arts & Entertainment

CBC North

Production Resources

Toronto - CBL

Distribution

Ontario

Communications

Québec

Entrepreneurial Activities

Maritimes

Radio 3

REGIONAL OPERATIONS

Newfoundland

Program Development

Network and Program Services

Network Reserve

Total Allocation:

000648

s.18(a)
s.18(b)
s.68.1

2008-2009 Proposed Budget

French Radio

	2007-2008 Annual Budget ($ 000)	2007-2008 Year-end Forecast ($ 000)	2008-2009 Proposed Budget ($000)
SOURCES OF FUNDS			
PARLIAMENTARY APPROPRIATION			
SURPLUS CARRYOVER FROM PREVIOUS YEAR			
MISCELLANEOUS REVENUE			
TOTAL SOURCES OF FUNDS			
APPLICATION OF FUNDS			
INFORMATION PROGRAMMING			
CHAÎNE ESPACE MUSIQUE			
PREMIÈRE CHAÎNE PROGRAMS			
SIRIUS SATELLITE SERVICES			
MEDIA OPERATIONS AND ADMINISTRATION			
COMMUNICATIONS			
DISTRIBUTION			
ADMINISTRATION			
NETWORK RESERVE			
REGIONAL OPERATIONS:			
ATLANTIC			
QUÉBEC			
ONTARIO/OUTAOUAIS			
WEST			
REGIONAL RESERVE			
SUBTOTAL - REGIONAL OPERATIONS			
TOTAL - APPLICATION OF FUNDS			
NET POSITION			

2008-2009 Proposed Budget

French Radio

s.18(a)
s.18(b)
s.68.1

REGIONAL OPERATIONS

NETWORK PROGRAMMING

Regional Reserve

Administration

West

Première Chaîne Programs

Ontario / Outaouais

ne Espace Musique

Atlantic

Sirius Satellite Services

Media Operations

Distribution

Network Reserve

Communications

Total Allocation :

CBC Radio-Canada

Regional Presence

2008-2009 Investment

s.68.1

Regional Programs, Regional Operations and Regional Share of Departmental Costs

	2008-2009 (in millions of $)		
	Regional Portion	Total Budget	% Regional Portion
English Television			
French Television			
English Radio			
French Radio			
TOTAL			

	2007-2008 (in millions of $)		
	Regional Portion	Total Budget	% Regional Portion
English Television			
French Television			
English Radio			
French Radio			
TOTAL			

Regional Presence

2008-2009 Broadcast Hours

CBC Radio-Canada

Allocation of $60 Million Government Funding

$60M Government Funding

Allocation by Media s.68.1

(in millions of $)

	2001-2002	2002-2003	2003-2004	2004-2005 to 2007-2008	Proposed 2008-2009
English Television					
French Television					
English Radio					
French Radio					
New Media					
Host Broadcaster					
Special Programming Reserve					
Cross-Cultural Reserve	-				
Total	60.0	60.0	60.0	60.0	60.0

CBC Radio-Canada

Specialty Services and Revenue-Generating Activities

2008-2009 Operating Budget

Newsworld

s.68.1

	s.18(a) s.18(b)	Annual Budget 2007-2008 $000's	Forecast 2007-2008 $000's	Proposed Budget 2008-2009 $000's
SOURCES OF FUNDS				
Cable Subscriptions				
Advertising Revenue				
Program Sales				
Prior Year Carryover				
TOTAL SOURCES OF FUNDS				
APPLICATION OF FUNDS				
Programming				
Distribution				
Management and Services				
Selling				
Promotion and Marketing				
Repayments to Main Service Capital				
TOTAL APPLICATION OF FUNDS				
NET POSITION				

2008-2009 Operating Budget

Réseau de l'Information

		Annual Budget 2007-2008 $000's	Forecast 2007-2008 $000's	Proposed Budget 2008-2009 $000's
SOURCES OF FUNDS				
Cable Subscriptions				
Advertising Revenue	s.18(a)			
Program Sales & Other				
Miscellaneous	s.18(b)			
Prior Year Carryover				
TOTAL SOURCES OF FUNDS		-		
APPLICATION OF FUNDS				
Programming	s.68.1			
Technical Services				
Sales & Promotion/Marketing				
Management and Services				
Repayments to Main Service				
Capital				
TOTAL APPLICATION OF FUNDS				
NET POSITION				

2008-2009 Operating Budget

BOLD (formerly Country Canada)

		Annual Budget 2007-2008 $000's	Forecast 2007-2008 $000's	Proposed Budget 2008-2009 $000's
SOURCES OF FUNDS				
Cable Subscriptions				
Advertising Revenue	s.18(a)			
TOTAL SOURCES OF FUNDS	s.18(b)			
APPLICATION OF FUNDS				
Direct Programming Costs	s.68.1			
Other Expenses				
TOTAL APPLICATION OF FUNDS				
NET POSITION				

2008-2009 Operating Budget

Galaxie

	Annual Budget 2007-2008 $000's	Forecast 2007-2008 $000's	Proposed Budget 2008-2009 $000's
SOURCES OF FUNDS			
Satellite			
Cable			
Music for Business	**s.18(a)**		
Internet			
Miscellaneous	**s.18(b)**		
Surplus carryover from previous year			
Revenues from Stingray			
TOTAL SOURCES OF FUNDS			
APPLICATION OF FUNDS			
Administration			
Internet			
Rights			
Programming	**s.68.1**		
Marketing			
Distribution			
Rising Star Program			
Affiliate agency fee (Stingray)			
Write-offs, legal fees, etc.			
TOTAL APPLICATION OF FUNDS			
Repayments to Main Service Capital			
NET POSITION			

CBC Radio-Canada

2008-2009 Operating Budget

Merchandising Division

		Annual Budget 2007-2008 $000's	Forecast 2007-2008 $000's	Proposed Budget 2008-2009 $000's
SOURCES OF FUNDS				
Sales of products:				
Retail operations	**s.18(a)**			
Distribution	**s.18(b)**			
Educational				
Licensing	**s.68.1**			
TOTAL SOURCES OF FUNDS				
APPLICATION OF FUNDS				
Administration				
Sales of products:				
Retail operations				
Distribution				
Educational				
Licensing				
TOTAL APPLICATION OF FUNDS				
NET POSITION				

2008-2009 Operating Budget

Mobile Division

	s.18(a) s.18(b)	Annual Budget 2007-2008 $000's	Forecast 2007-2008 $000's	Proposed Budget 2008-2009 $000's
SOURCES OF FUNDS				
Parliamentary Appropriation				
Deficit carryover from previous year				
External Revenues				
TOTAL SOURCES OF FUNDS				
APPLICATION OF FUNDS				
General Management and Operations				
Mobile Operations				
Costs Related to External Revenues				
Backfill rentals and travel costs				
TOTAL APPLICATION OF FUNDS				
NET POSITION				

CBC Radio-Canada

2008-2009 to 2010-2011 Capital Investment Plan and 2008-2009 Capital Budget

Context

-
-
-
-

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

Strategic Directions

- Capital funding priority will be given to:
  -
  -
  -
  -
-
-
-

s.18(a)

s.18(b)

Making the plan work

-
-
-

2008-2009 Recommended Capital Budget and 3-Year Plan Highlights

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

2008/09 TO 2010/11 CAPITAL INVESTMENT PLAN

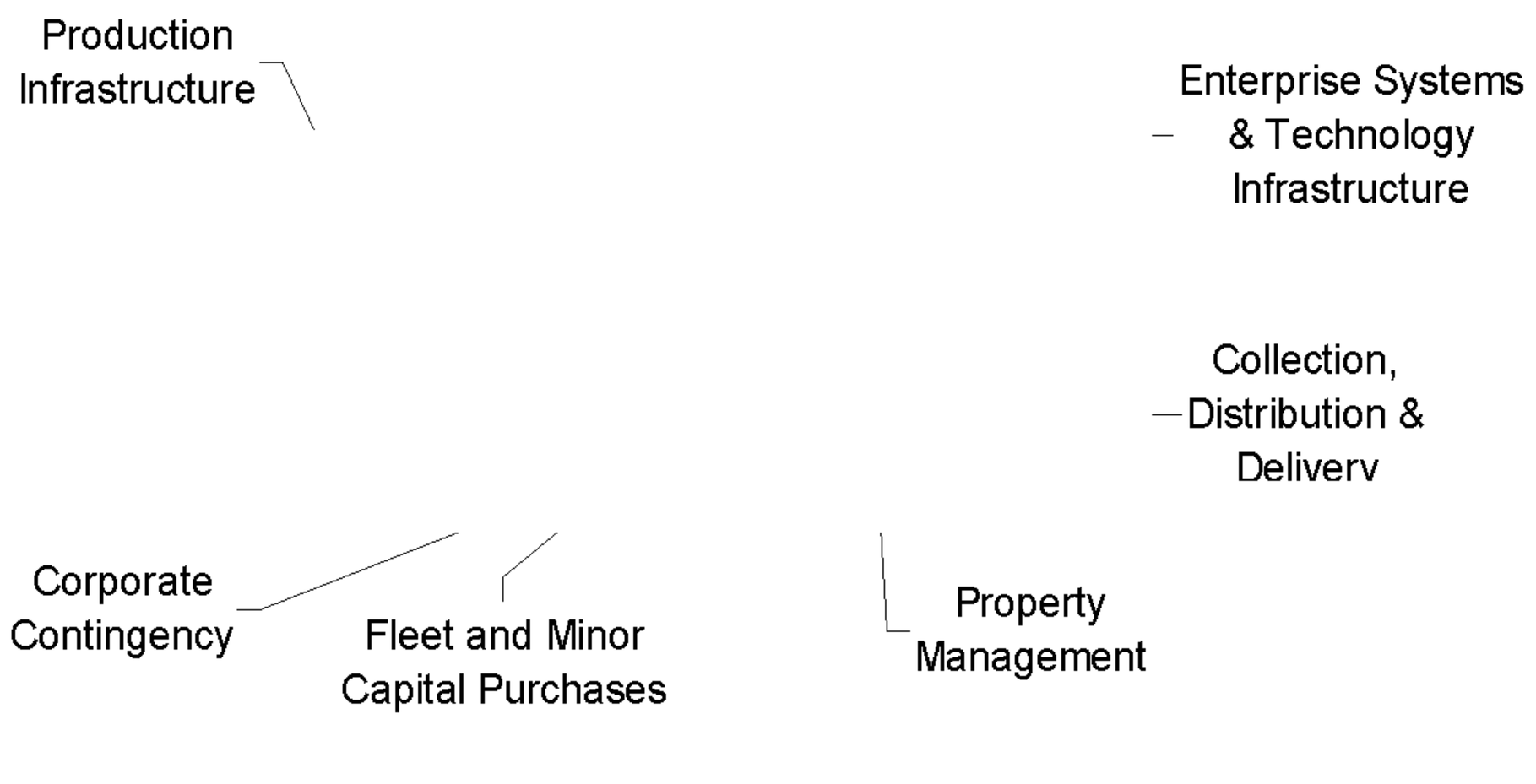
	Budget	Forecast			% of
	2008/09	2009/10	2010/11	Total	3-Year Plan
CAPITAL INVESTMENT PLAN [1]					
Production Infrastructure					
Enterprise Systems & Technology Infrastructure					
Collection, Distribution & Delivery					
Property Management					
Fleet and Minor Capital Purchases					
Corporate Contingency					
TOTAL CAPITAL INVESTMENT PLAN					
Capital Appropriation and Expected Vote Transfers [1]					
NATV Loans (Repayments) [2]					
Affiliates replacements funded from NATV reserve					
Proceeds from Sale of Properties & Assets					
TOTAL AVAILABLE CAPITAL FUNDING					
Planned Increase / (Decrease) to Exceed Available Resources [3]					

2008-2009 Recommended Capital Budget and 3-Year Plan Highlights (cont'd)

s.18(a)

s.18(b)

3 Year Capital Plan:



1. Production Infrastructure

s.18(a)

s.18(b)

s.68.1

(

- ✓
- ✓
- ✓
- ✓
- ✓
- ✓
- ✓

CBC Radio-Canada

2. Enterprise Systems and Technology Infrastructure ('

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

3. Collection, Distribution and Delivery

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

4. Property Management

s.18(a)

s.18(b)

5. Fleet & Minor Capital Purchases (

s.18(a)

s.18(b)

Page 673

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18(a), 18(b)

of the Access to Information Act

de la Loi de l'accès à l'information

CBC Radio-Canada

Risk Management

Introduction

- This presentation highlights the Key Risks and Action Plans that were discussed and agreed to by the Senior Executive Team on February 19, 2008. A more detailed version was discussed at the Meeting of the Audit Committee on March 12, 2008.

- Subsequent to the high level discussion on risks and opportunities at the November Board meeting, media and corporate components identified, evaluated and ranked risks and provided action plans to manage their key risks as part of the 2008-2009 Business Plan submissions. Risks were evaluated and ranked by components using a common set of evaluation criteria and risk definitions provided in the Business Plan Guidelines.

- The information was then compiled to develop the key corporate risks and action plans.

- The ranking was determined by risk score, which is a function of the assessed risk's impact and likelihood of occurrence, each measured on a scale of 1 (low) to 5 (high). Risks assessed with a score below 12 continue to be reviewed and managed by components but are not reported on in detail at the Audit Committee.

2008/2009 Key Risks Ranking

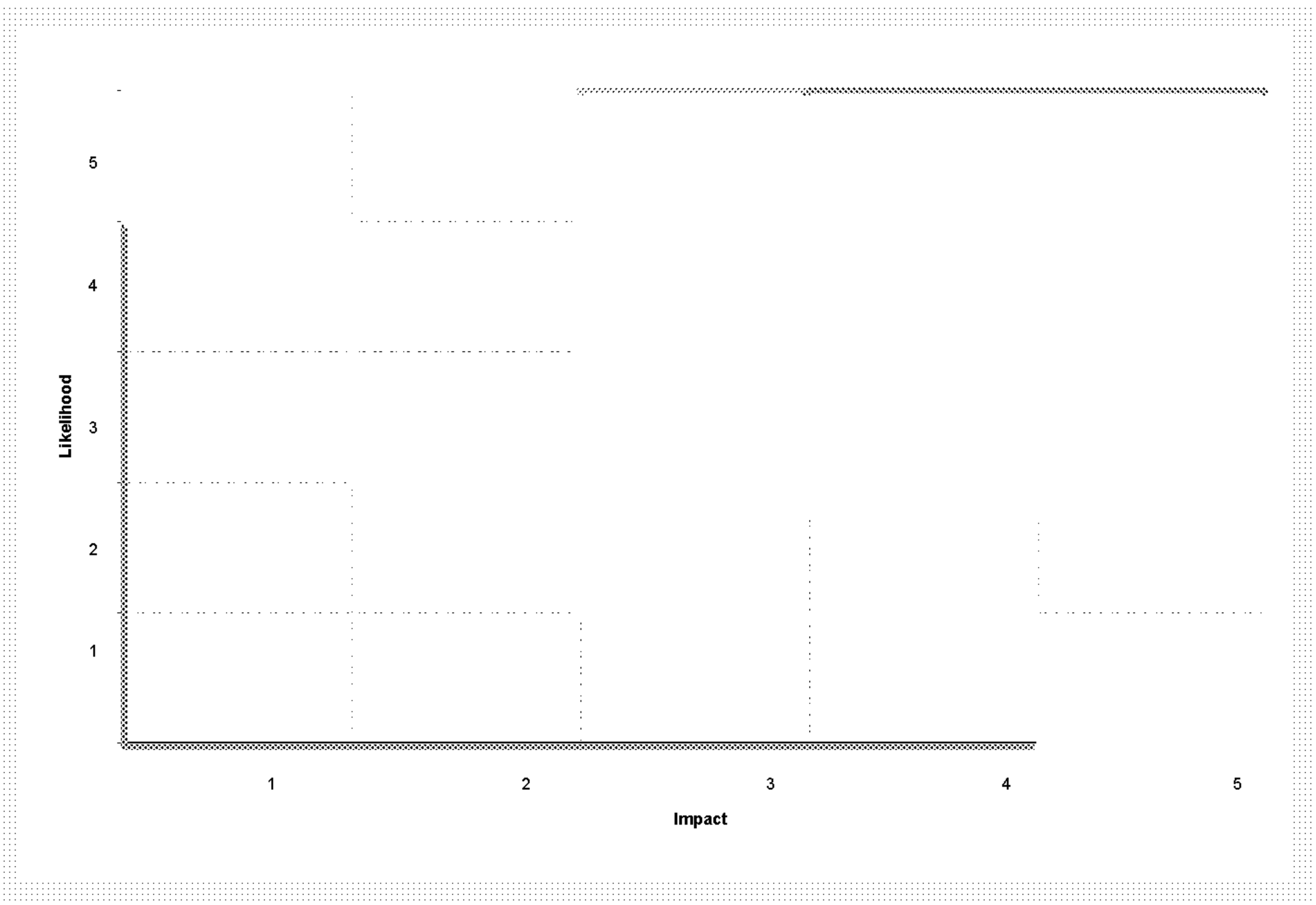
		2008/2009			2007/2008
Rank	Key Risks	Impact	Likelihood	Risk Score	Risk Score
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					

s.18(b)

s.21(1)(b)

2008/2009 Key Risks Map

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



Review of 2008/2009 Key Risks

Key Risks	Action Plans and Mitigation

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

Review of 2008/2009 Key Risks

Key Risks	Action Plans and Mitigation

Review of 2008/2009 Key Risks

Key Risks	Action Plans and Mitigation
	▪ The U.S. merger has yet to receive regulatory approval. Continue to monitor and develop strategies for a potential Canadian merger to maximize benefits for CBC/Radio-Canada.

s.18(a)

s.18(b)

Review of 2008/2009 Key Risks

Key Risks	Action Plans and Mitigation

s.68.1

s.68.1

Review of 2008/2009 Key Risks

Key Risks	Action Plans and Mitigation

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

Review of 2008/2009 Key Risks

Key Risks	Action Plans and Mitigation

Review of 2008/2009 Key Risks

Key Risks	Action Plans and Mitigation

Review of 2008/2009 Key Risks

Key Risks	Action Plans and Mitigation

Review of 2008/2009 Key Risks

Key Risks	Action Plans and Mitigation

Review of 2008/2009 Key Risks

Key Risks	Action Plans and Mitigation

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

Review of 2008/2009 Key Risks

Key Risks	Action Plans and Mitigation

Review of 2008/2009 Key Risks

Key Risks	Action Plans and Mitigation

Review of 2008/2009 Key Risks

Key Risks	Action Plans and Mitigation

Risk Ranking Definitions

Impact Descriptions

		Description / Example
5	Catastrophic	Multiple deaths and/or asset loss with extreme consequences and/or total service cessation for a day or more and/or severe revenue impact and/or catastrophic impact on the Corporation's reputation.
4	Major	Single death and/or multiple injuries and/or loss of asset(s) with high consequences and/or total service cessation for a number of hours and/or serious revenue impact and/or major impact on the Corporation's reputation.
3	Moderate	Individual injury and/or loss of asset(s) with medium consequences and/or partial service cessation and/or significant revenue impact and/or moderate impact on the Corporation's reputation.
2	Minor	First aid and/or loss of asset(s) with minimal consequences and/or minor service interruption and/or small revenue impact and/or minor impact to the Corporation's reputation.
1	Insignificant	No injuries and/or negligible loss of asset(s) and/or negligible revenue impact and/or insignificant impact on the Corporation's reputation.

Likelihood Descriptions

		Description / Example
5	Almost Certain	The event is expected to occur in most circumstances.
4	Likely	The event will probably occur in most circumstances.
3	Possible	The event should occur at some time.
2	Unlikely	The event could occur at some time.
1	Rare	The event may occur only in exceptional circumstances.

Schedule A

Board of Directors
(March 19, 2008)

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

Subject matter

Background

Information on the matter

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

Prepared by

Name: Richard Stursberg and Steve Billinger
Date: March 6, 2008

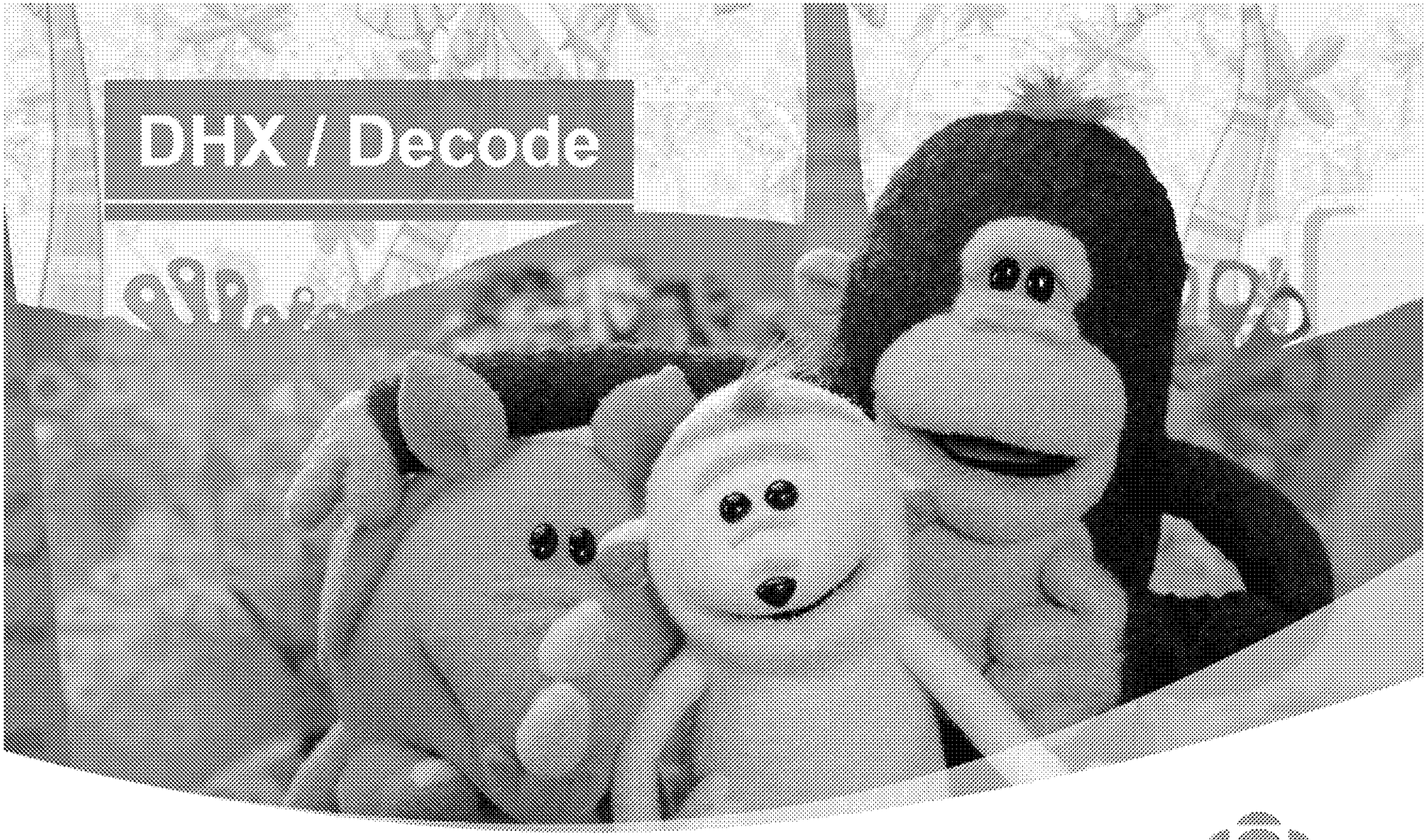
Recommendation

-

Last discussed at the Board

N/A

Next steps



March 2008 Board Presentation

Richard Stursberg

CBC

000693

Overview
Launch of Broadband Children's Service - Bo & Friends

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

s.20(1)(b)

000694

Strategic Opportunity
Launch of Broadband Children's Service

s.18(a)
s.18(b)
s.20(1)(b)
s.68.1

Strategic Opportunity
Why Partner with DHX and Tribal Nova?

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

Deal Points
An Overview

The Business	◦ Children's Broadband Channel	
Territory	◦ Canada	
Structure	◦ Contractual Agreement	
Term	◦ 7 years	
Board & Management	◦ Major decisions require unanimous approval	s.18(a) s.18(b)
Exit Provisions	◦ Deal collapses if one party leaves	s.20(1)(b)
Budgets & Accounts	◦ Budget to be approved by all parties	

Deal Points
An Overview

Borrowing & Funding	◦ None required going forward
Confidentiality	◦ All parties subject to NDA
Distribution	◦ Website linked to CBCKids.ca
Due Diligence	◦ Subject to approval of CBC Board of Directors

s.18(a)

s.18(b)

s.20(1)(b)

000698

Deal Points
An Overview - Roles & Responsibilities

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

000699

Financial Summary

Notes

s.18(a)

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

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

Financial Summary
Condensed P&L

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

Financial Summary

Cash Flow

Pages 703 to / à 704

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68.1

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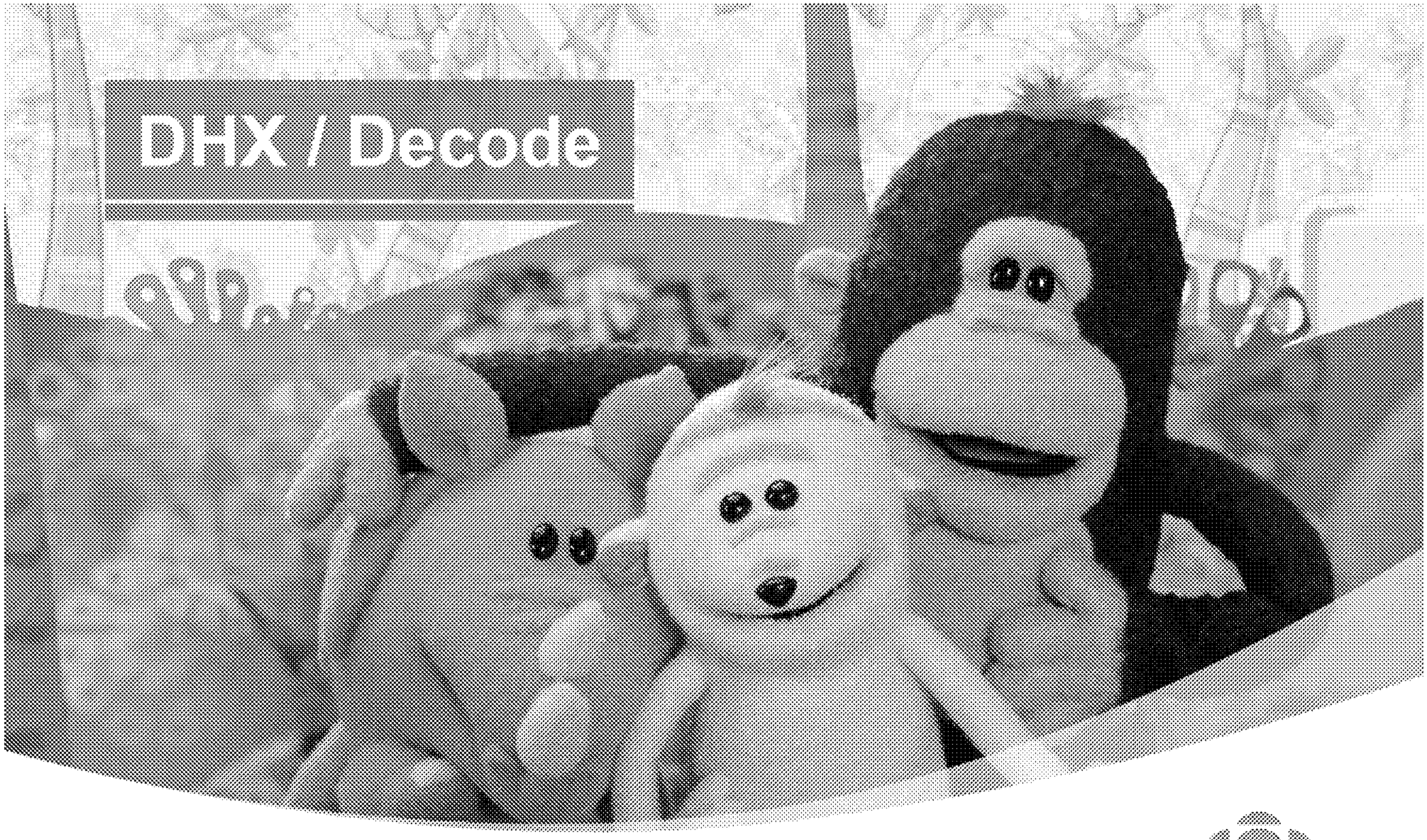

March 2008 Board Presentation

Richard Stursberg

CBC

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Board of Directors

(March 19, 2008)

Subject matter

Presentation on CBC English Services - Strategic Initiatives: CurrentTV

Background

This document provides an overview of a potential partnership with CurrentTV

Information on the matter

For decision		For information	X

Prepared by

Name: Richard Stursberg and Steve Billinger
Date: March 6, 2008

Recommendation

N/A

Last discussed at the Board

N/A

Next steps

March 2008 Board Presentation

Richard Stursberg

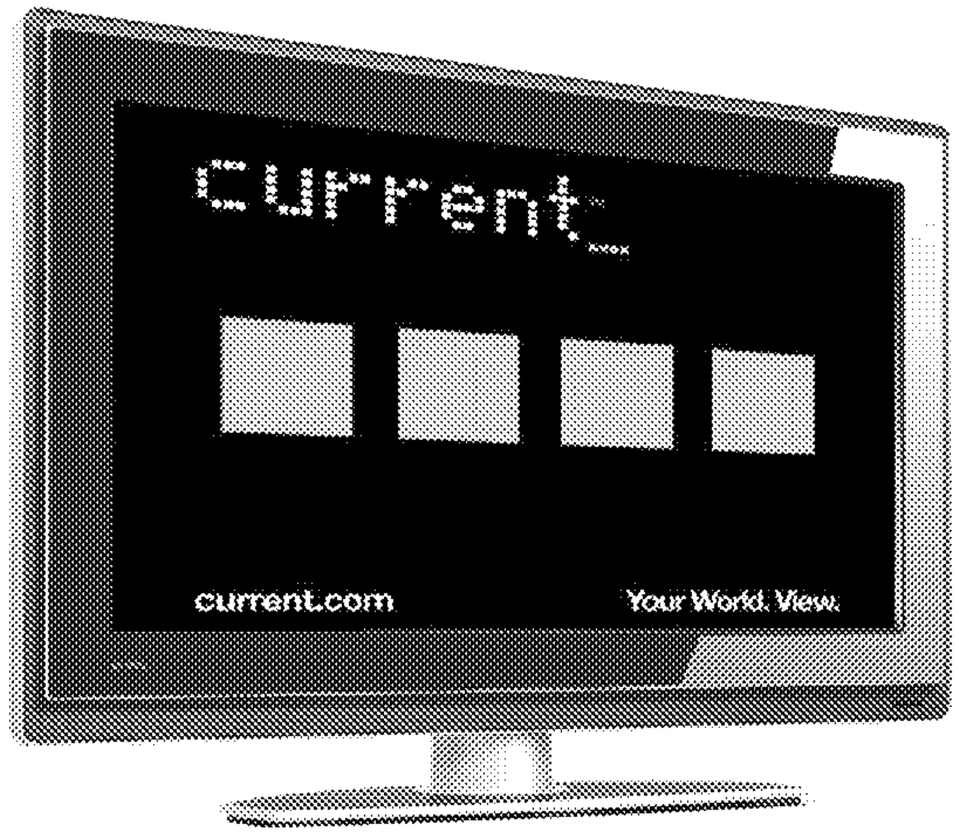
CBC

Overview
What is Current TV?

- Current TV Launched in U.S. 2005 by Al Gore and Joel Hyatt.
  - Subsequent launches in U.K. and Italy.
- Formerly Newsworld International (NWI), essentially purchased for established subscriber base.
- Re-built from ground-up as youth focused participatory News, Information & Lifestyle Channel.
- Critical Acclaim and Emmy Award winning format and programming.
- More than 51M households in U.S. & U.K.
- Unique approach:
  - Programmed on a wheel, short programs “Pods” (2 – 10 minutes) rotated throughout the hour.
  - 70% professional content / 30% User generated (VC^2).
  - Users are provided with detailed standards & guidelines, ability to upload, compensation on stories that get aired.
  - Conceived as true multi-platform offering from the ground-up.
  - Viewer Created advertising (VCAM) accounts for 50% of advertising.
  - Leveraged relationship with Steve Jobs in use of technology to completely redefine news team structure, master control, etc.

Overview
What is Current TV?

- Video Demo 3:35 Minutes for Board. Comparable materials covered in annex.



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Strategic Opportunity
Why Partner with Current TV?

- CBC already has significant investment in news and information but does not perform well against younger demographics
- Current TV is one of the few success stories in making news content relevant to younger audiences

- Cache of Al Gore and others associated with brand will help generate lots of buzz and attention when launching in Canada

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Pages 712 to / à 715

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March 2008 Board Presentation

Appendix

CBC

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Product Overview

Home Page (more at www.current.com)

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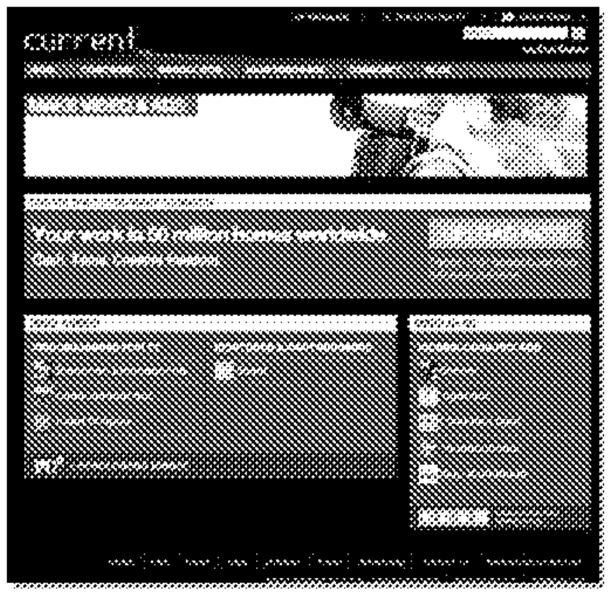
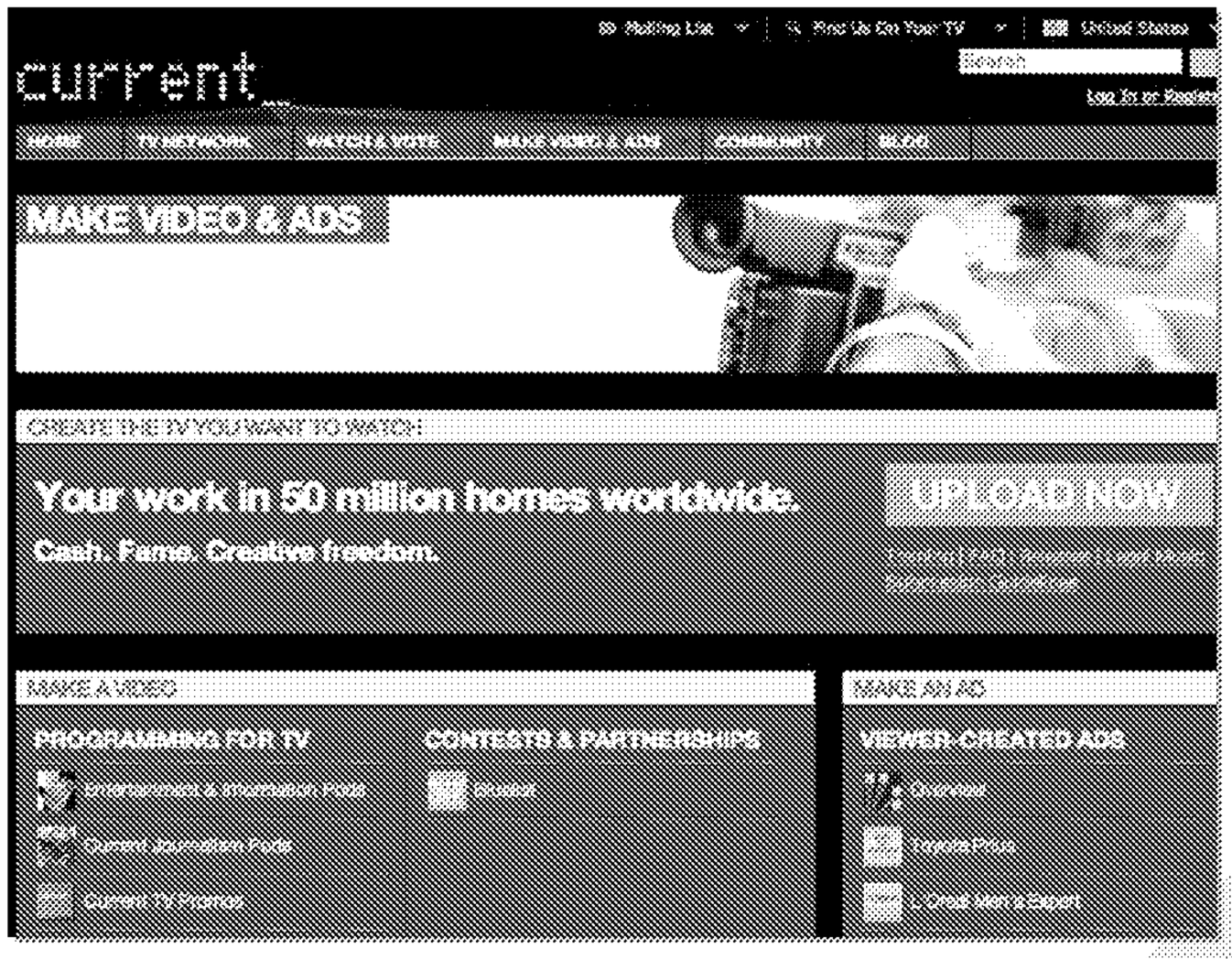
Product Overview

Viewer Created News and Ads (more at www.current.com)





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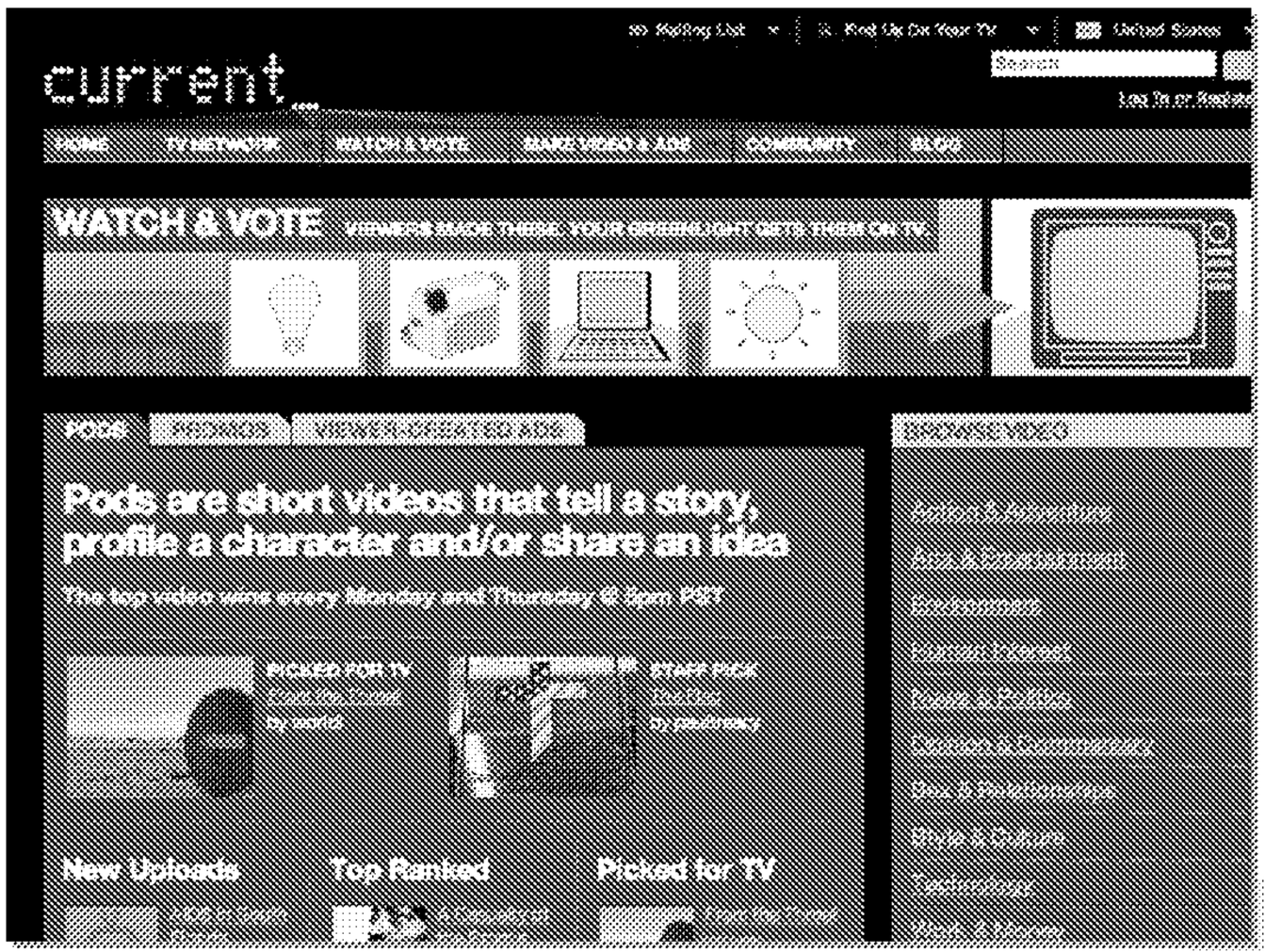
Product Overview

Watch and Vote (more at www.current.com)



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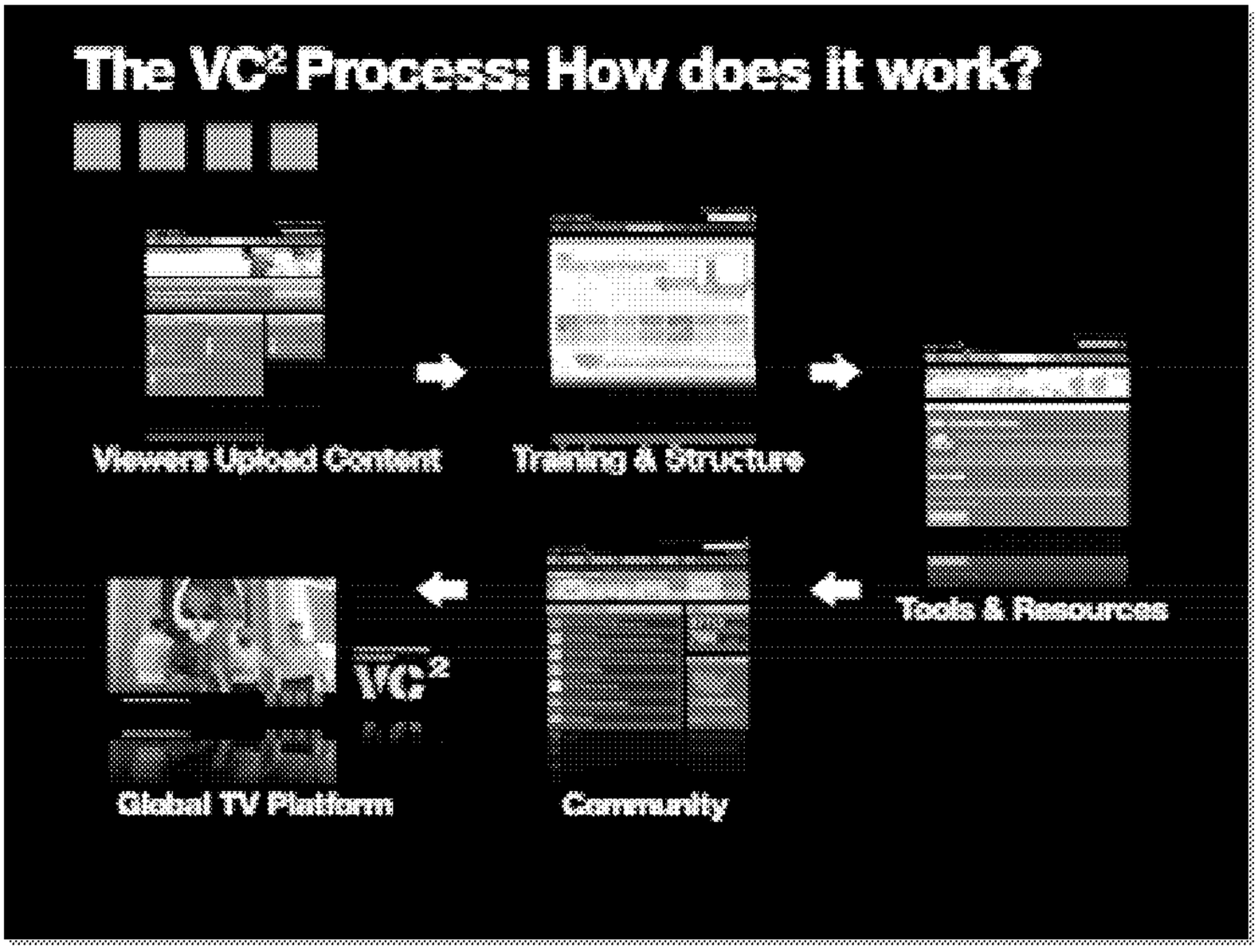
Product Overview
User Generated Content (From Current TV Press Kit)



CBC

Product Overview
Pods (From Current TV Press Kit)

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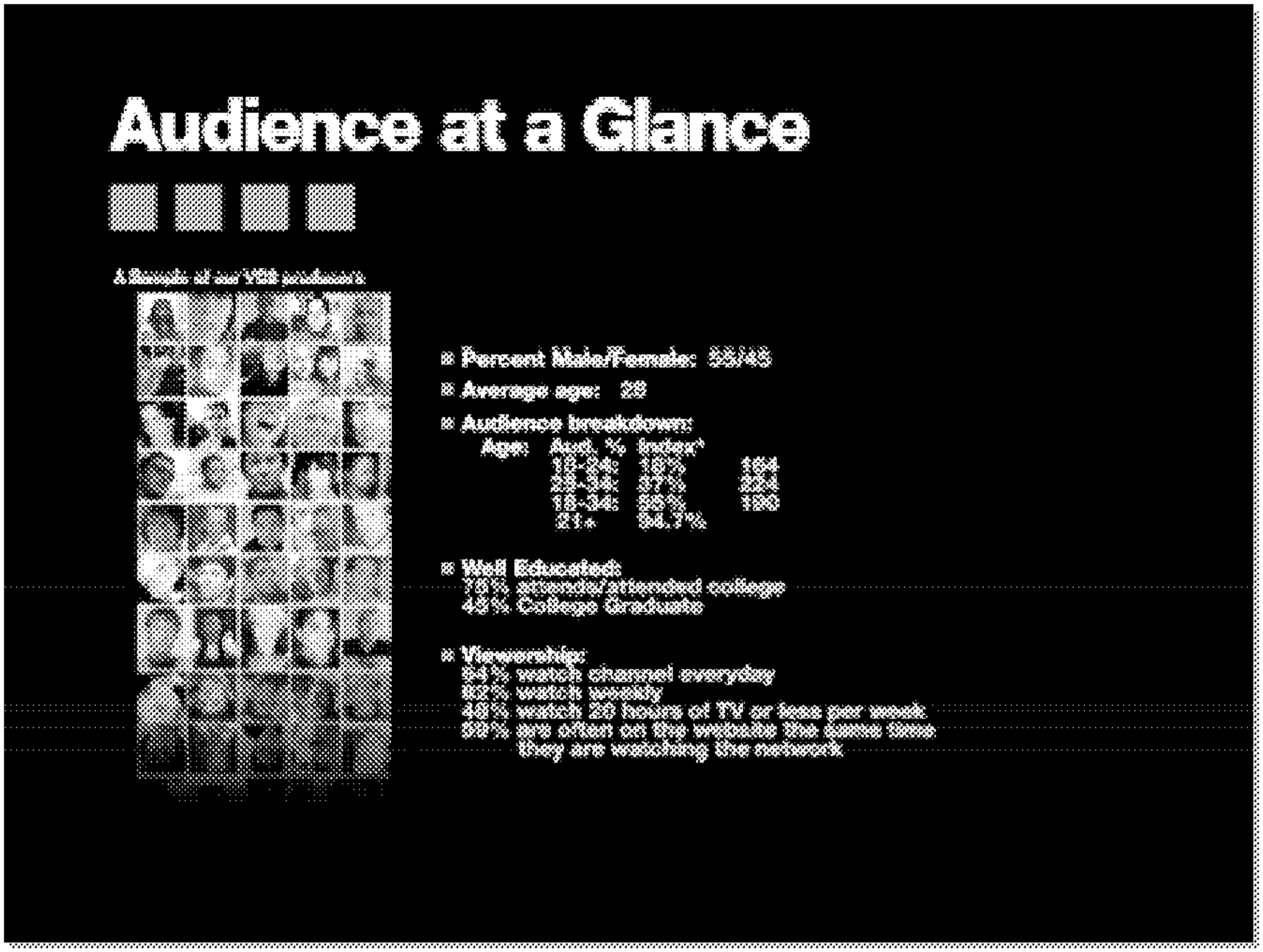
Product Overview
Audience Demographics (From Current TV Press Kit)



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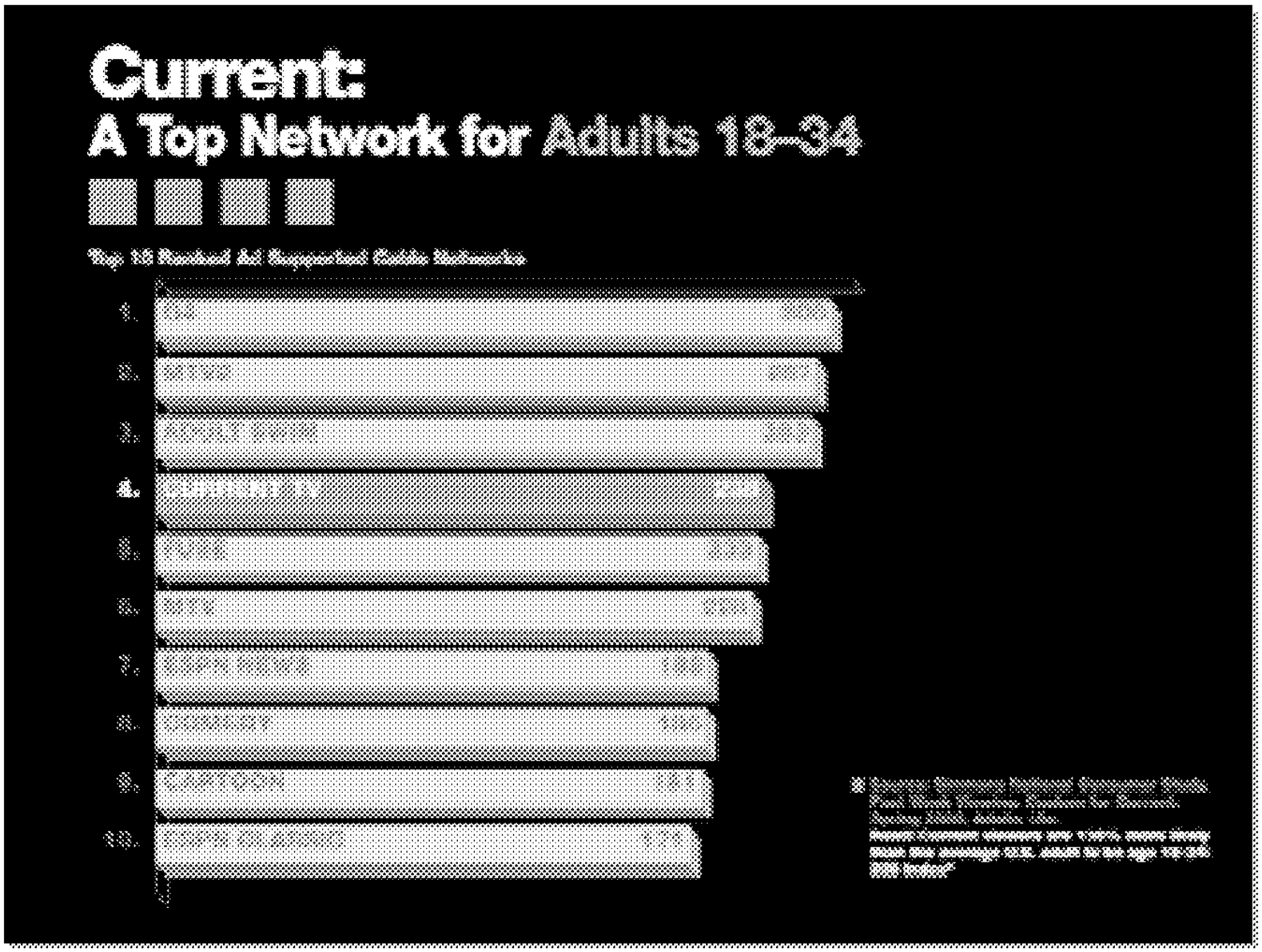
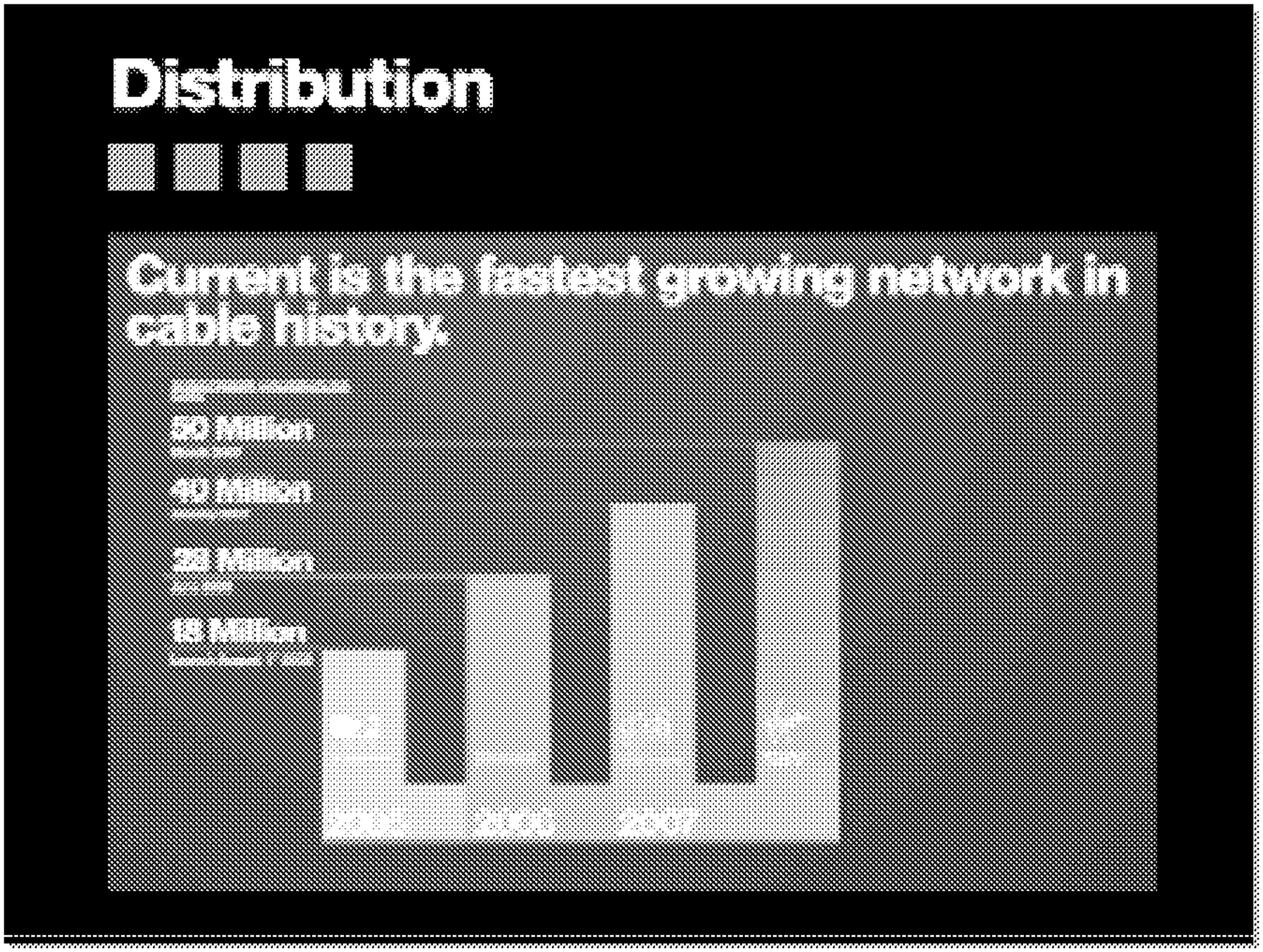
Product Overview

Audience Demographics (From Current TV Press Kit)



Product Overview
Distribution (From Current TV Press Kit)



Pages 726 to / à 727

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March 2008 Board Presentation

Richard Stursberg

CBC

Schedule A

Board of Directors

(March 19, 2008)

Subject matter

Presentation on CBC English Services - Strategic Initiatives: GoITV

Background

This document outlines CBC's options for obtaining another sports outlet

Information on the matter

For decision		**For information**	X

Prepared by

Name: Richard Stursberg and Steve Billinger
Date: March 6, 2008

Recommendation

N/A

Last discussed at the Board

N/A

Next steps

March 2008 Board Presentation

Richard Stursberg

CBC

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Overview
Who is GolTV Canada?

GolTV is a Soccer Channel launched in early 2007 s.20(1)(b)

- "The Home of Soccer in Canada".
- "Gol" = "score" in Spanish.

000732

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Deal Points
An Overview

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

000735

Deal Points
An Overview

Distribution	◦ TBD
Sales	◦ TBD
Due Diligence	◦ Sale is subject to due diligence, mutually agreed business plan and Board Approval

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

Pages 737 to / à 738

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March 2008 Board Presentation

Richard Stursberg

CBC

Schedule A

Board of Directors

(March 19, 2008)

Subject matter

Presentation on CBC English Services - Strategic Initiatives: Bold and Documentary Launch on March 27, 2008

Background

This document provides an update on the re-branding of Country Canada to 'Bold,' as well as The Documentary Channel to 'Documentary'

Information on the matter

For decision		**For information**	X

Prepared by

Name: Richard Stursberg and Christine Wilson
Date: March 6, 2008

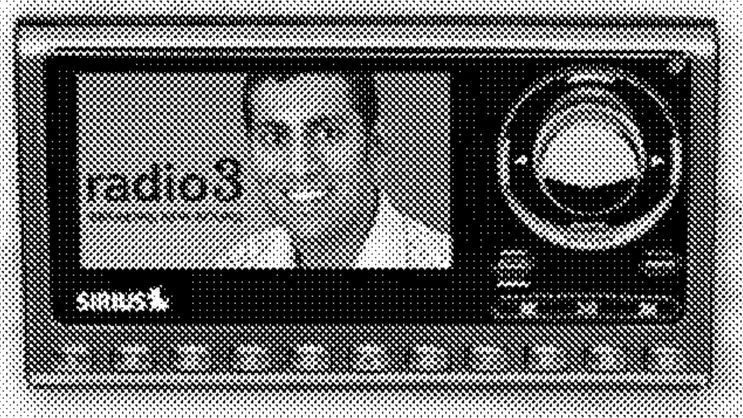
Recommendation

N/A

Last discussed at the Board

N/A

Next steps



CBC English Media

Richard Stursberg

January 2008 Board Presentation

CBC

January 22, 2008

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BOLD & DOCUMENTARY LAUNCH – KEY DATES

- On March 27:
  - –Country Canada changes to Bold
  - –The Documentary Channel changes to Documentary
  - –New Schedules, new brand, new on-air presentation (including image, voice, music, graphics and colour palette)
- March 29 Free Preview month kicks-off for BDU subscribers

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BOLD-WHERE WE CAME FROM

–Country Canada (formerly known as Land and Sea) was acquired by CBC in 2001.

–Country Canada presented a schedule without a discernable program strategy that was unfocused – inappropriate for the motivated “digital tier consumer”.

–The programming strategy paired a predominantly current affairs and information slate with some Canadian and foreign drama.

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BOLD-STRATEGIC DIRECTION

•Our Positioning Statement

–CBC's Bold pushes the boundaries of conventional TV with a premium offer for viewers who love sophisticated drama and world-class performing arts.

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•Where we are going

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BOLD SCHEDULE

- Theme-appropriate slate of programming for those looking for thoughtful and sophisticated alternative viewing
- Schedule is divided into three program pillars:

– World class performing arts

(*Metropolitan Opera*, *Cirque du Soleil* and live musical performances)

– Provocative, edgy drama and alternative comedy

(*Tudors* uncut, *The Border* and *Respectable*)

– Live event-based sports

(Equestrian and Sailing)

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BOLD-LAUNCH PRIME SCHEDULE

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
18:00	Perf. Arts *Cirque de Soleil Specials*	Perf. Arts *The Gallery: Roxana*	Perf. Arts/Q* *Creative Arts*	Perf. Arts *Bold Concerts: Diana Krall*	Perf. Arts *The Gallery: The Magic Flute*	Perf. Arts *The Gallery: Beethoven's Hair*	MVP
18:30							
19:00		Wonderland III	Rumours	Winnipeg Comedy Festival	Kenny	WILBA	Sunday Marquee *The Met Series: Eugene Onegin*
19:30			Sensitive Skin		11 Cameras	Kenny	
20:00	Intelligence II	The Comeback	Dr. Who 1-3	In Session *Born Ruffians*	Perf. Arts *Triple Sensation*	The Street	
20:30		Kenny/ Q*					
21:00	Movie of the Week *The Robber Bride*	Movie of the Week *The Boys Club*	Tudors	Abbey Road *The Goo Goo Dolls*	Border	Amazon	
21:30							
22:00			Rumours	Funland	Kenny	Movie of the Week *Entangled*	Tudors
22:30			Respectable	72 Hours	Married Man		
23:00	Intelligence II	72 Hours/ Q*	Tudors	In Session *Born Ruffians*	Perf. Arts *The Gallery: The Magic Flute*		Winnipeg Comedy Festival
23:30		Kenny/ Q*					
24:00	Movie of the Week	Movie of the Week	Dr. Who 1-3	Abbey Road *The Goo Goo Dolls*	Border	Mitchell Webb	Sunday Marquee (Arts)

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s.20(1)(b)

DOCUMENTARY-WHERE WE CAME FROM

– Previously, operations managed by CORUS

– The in-house operation transition of The Canadian Documentary Channel from CORUS to the CBC occurred in September 1, 2007

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DOCUMENTARY-STRATEGIC DIRECTION

- **Our Positioning Statement**
  - Documentary Channel is a passport to the world we live in. We'll take you places you've never been.
  - Documentary presents the best documentaries from here and around the world.
- **Where we are going**
  - Foster relationships with independent production community, and further develop our partnerships with the NFB, Sundance and Hot Docs, increasing audiences, revenue and awareness for the Documentary brand.
    - Symbiotic relationship: our success helps them and their films, while the quality of their work helps us and helps to bring viewers to the genre and the channel.
  - Develop cross-country forum with independent community.

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DOCUMENTARY SCHEDULE

- Eclectic blend of accessible programming: award-winning features, intimate portraits, authoritative, big-picture docs with analysis and perspective, as well as lighter topics and shorter formats
- Feature-length documentaries, broadcast in prime time several times a week under Sundance and NFB banner
- Documentary will continue to present feature-length documentaries; however, shorter “television-length” formats will help build a more viewer-friendly experience

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DOCUMENTARY- LAUNCH PRIME SCHEDULE

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
18:00 18:30	**Doc Zone** *Confidential Series / A Dog's Breakfast / Castro / Paris Hilton / Big Country / Over A Barrel / Ambushed*						
19:00 19:30	Planet Earth	Nature of Things	TNOT/ *Geologic Journey*	Life and Times	Fifth Estate	Filmography Telescope	Nature of Things
20:00 20:30	**Cdn Docs** *Boxing: In and Out*	**Sundance** *The Devil Came on Horseback*	**NFB** *Crap Shoot*	**Sundance** *Small Town Gay Bar*	**HBO Plus** *World of Albert Kahn*	Life & Times	**Sundance** *Gunnar Palace*
21:00 21:30	**NFB** *Disbelief*		Family Bonds Filmography		Iconoclasts	**NFB** *Skyline*	
22:00 22:30	Planet Earth	**Cdn Docs** *Sex, Lies, Video*	**Doc Zone** *Hillbilly Heroin*	**Doc Zone** *Held Hostage*	**Cdn Docs** *The Other Zionists*	Nature of Things	Seven Ages of Rock
23:00 23:30	**HBO Plus** *Crank*	**NFB** *The Longest Road*	Hockey: A People's History	**NFB** *Nomad's Land*	Profiles	Filmography Telescope	**NFB** *Killer's Paradise*
24:00	**Cdn Docs** *Offspring*		Sundance Feature		**Feature** *Lighting In A Bottle*	Sundance Feature	

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BOLD/DOCUMENTARY ROLL-OUT

- In market mid-March with launch pre-promotion primarily to BDU info agents and digital subscribers. Secondary audience is broader television viewers.
- FREE PREVIEW offered through most providers, March 29-April 29; programming aggressively during this time. Viewer "watch and win" contest during Free Preview month
- BOLD/DOCUMENARY joint media stakeholder event in Toronto March 27
- Bold Outreach: Stakeholder event March 25 in Ottawa
- Documentary Outreach: presenting partner of *Hot Docs*, in Toronto, the second-largest doc festival in the world April 17-27. Exclusive sponsor of the box office, opening night screening and party, world showcase screenings, Best Canadian Doc award, and more.
- Produce an informative 30-minute television guide to Bold and Documentary for CBC platforms.

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Schedule A

Board of Directors

Subject matter

Annual Report 2007-2008, Volume 1: first drafts of President's and Chair's messages and the broadcasting context essay.

Background

Following approval by the Board in November 2007 for Corporate Communications' proposal for the 2007-2008 Annual Report, the key texts for Volume 1 of the Annual Report, namely the President's and Chair's messages and the broadcasting context essay, are being presented in DRAFT form to the Board for information. These documents represent the thematic spine of the Annual Report for your consideration. The end product will, of course, be much enhanced by design features and graphic display.

Information on the matter

See attached texts.

For decision ☐ **For information** ☒

Prepared by

Name: Martine Ménard and Bill Chambers
Date: March 6, 2008

Recommendation

That Corporate Communications continue to refine and verify these texts, while continuing research, writing and design work for the remainder of Volume 1 and for Volume 2.

Last discussed at the Board

Date: November 2007
Decision made: Approval to proceed with proposed two-volume bilingual tumble Annual Report.

Next steps

Continued research, writing and refinement of all proposed draft texts and preparation of visuals, for information and approval of the Board of Directors and Senior Management in May and June 2008.

Message from the Chair

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 CBC|Radio-Canada 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 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 mostly foreign content.

For any organisation, but perhaps especially for a creative organisation such as CBC|Radio-Canada, 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 CBC|Radio-Canada and to Canadian broadcasting, 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.

Timothy W. Casgrain
Chair, Board of Directors

Message from the President and CEO

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.

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 other Canadians. By presenting the full range of Canadian opinions and concerns and a domestic 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 Canadians.

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 Canadians 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 thorough and truly actionable blueprint for the future of public broadcasting in Canada, and we look forward to the Government's response.

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 made it a priority to meet and talk 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.

Hubert T. Lacroix
President and CEO

Connecting to all Canadians:
Canada's National Public Broadcaster in Context

On a Saturday in February, *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, *Hockey Legends* 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 — 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 CBC|Radio-Canada is an essential unifying force. Only on CBC|Radio-Canada can audiences find News, stories, entertainment, and perspectives that reflect the diversity of Canada.

Call-out:
Despite having a vast range of media choices, more and more Canadians are watching and listening to CBC|Radio-Canada.

We're ready for what's next
In recent years, CBC|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.

[Chart/Table of expanding audio/video choices for Canadians]

We have cut costs by $81 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 $110 million. We are re-investing these savings and new revenues in programming.

Our renewal strategy is working — despite having a vast range of media choices, 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.

Call-out:
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. From facilities at the celebration's main site, CBC|Radio-Canada will cover anniversary events throughout 2008.

More choice for audiences — but less room for Canadian content
A major challenge for both public and private broadcasters is the increasing concentration of media ownership: a record $5 billion in mergers and acquisitions occurred in the Canadian broadcasting industry in 2006-2007. In a market dominated by a handful of well-funded, integrated media companies offering dozens of services, there is less and less space for Canadian programming. In fact, only CBC|Radio-Canada has the "shelf space" for a schedule of Canadian programming every day, in prime time.

[Chart showing media concentration in Canada before and after mergers]

Another challenge is audience fragmentation — more media choices 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 now account for almost 45 per cent of English-language viewing and 39 per cent of French-language viewing — and to other media, including the Internet.

The financial crisis in television

Already, conventional broadcasters cannot cover the costs of producing high-quality, prime-time television with Canadian advertising revenues. In fact, all conventional 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.

[Chart from Nordicity report showing costs vs. revenue for conventional TV broadcasters]

[Repeat of last year's chart showing Federal indirect funding for English-language television (see 2006-2007 AR, page 21)]

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

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 are the only Television broadcaster with a mandate to offer mostly Canadian programs in prime time, 37 per cent of the Fund is reserved for independent productions that we broadcast.

[Chart showing prime-time Canadian content for CBC TV vs. privates beside chart showing private TV broadcaster investment in Canadian vs. U.S. programming]

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.

CBC|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 ratings, 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/Radio-Canada which is devoted to Canadian content.

CBC|Radio-Canada's financial challenges

As well as the challenges facing all broadcasters, CBC|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 covered now.

[Chart of declining constant dollar CBC|Radio-Canada funding, 1990-2007 beside chart showing increase in services in same period]

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 HDTV exclusively. If Canadian broadcasters do not follow suit, audiences will choose the much higher picture quality offered by US broadcasters. But building the additional digital transmitters needed to reach the majority of Canadians would cost CBC|Radio-Canada between $50 million and $600 million, depending on the comprehensiveness of the coverage — money we simply do 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, or to extend CBC Radio to six [or eight?] million Canadians in sizeable communities like Hamilton and Kelowna who do not have a local station now.

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 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 within our organisation and on the air by setting targets for hiring visible minorities, Aboriginal peoples and people with disabilities; 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 such as public value, distinctiveness, audience share, revenue generation, and cost effectiveness. If a program does not score well, we replace it.

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

Radio 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 radio. Some of this year's local ratings increases were startling. For example, CBC Radio'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 almost 50 per cent. And at Radio de Radio-Canada, the audience share for their Montréal morning show rose from 14 to 23 per cent, an increase of 64 per cent.

Call-out:
CBC Radio's Ottawa morning show went from a 20.9 per cent audience share last year to 29.5 per cent this year — a jump of almost 50 per cent. And at Radio de Radio-Canada, the audience share for their Montréal morning show rose from 14 to 23 per cent, an increase of 64 per cent.

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.

[Chart of English and French Radio audience share over last 5-7 years, beside chart showing overall decline in radio listening]

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…
CBC|Radio-Canada Board of Directors describing the new CBC Radio 2 service in 1983.

CBC Television: making programs Canadians 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 Canadian 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 compelling, entertaining, high-quality, and distinctively Canadian. CBC Television has re-invented how it develops programs and how it works with independent producers; it is focusing on 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 all-Canadian prime-time schedule has consistently performed as well or better than Global Television's all-American prime-time schedule.

Continuing success for Télévision de Radio-Canada
CBC Television's successes were preceded by similar renewal for Télévision de Radio-Canada. 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 ratings, 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.

Call-out
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 more than 500,000 subscribers.

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 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 contributions 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.

[Chart showing monthly visits to French and English websites compared to competing Canadian media sites]

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 six million downloads in the past year. [French podcasting info coming]

Satellite radio company, Sirius Canada, in which CBC|Radio-Canada is a founder and a partner, this year became the satellite radio leader in Canada, with more than 500,000 subscribers. Sirius Canada offers CBC|Radio-Canada programming on six of its 11 Canadian channels, expanding our reach to all Canadians and to audiences in the United States.

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 CBC|Radio-Canada'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."

At the same time, the Committee made 47 recommendations on how to strengthen the contribution that CBC/Radio-Canada 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 CBC|Radio-Canada.

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, CBC|Radio-Canada needs a clearly defined mandate and sufficient resources to fulfil that mandate.

Schedule A

Board of Directors

(March 18 and 19, 2008)

Subject matter

Update on progress of Workplace Revitalization at the Canadian Broadcasting Centre in Toronto. Presentation of financing alternatives for overall project.

Background

The space in the Broadcasting Centre is dysfunctional; the current configuration does not support programming as much as it should. We want to fundamentally improve our workplace, and have implemented several successful pilot projects that demonstrate our new workplace strategy and neighbourhood design process. Our challenge is how to finance the overall revitalization of our workplace.

Information on the matter

This initiative is coherent with the Corporate strategy of self-funding real estate portfolio modernization to better support programming by providing a better work environment.

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

Prepared by

Name: Michel Saint-Cyr
Date: March 7, 2008

Management recommendation

Continue with initiatives and determine best financing approach.

Last discussed at the Board

Date: June 19, 2007
Decision made: N/A

Next steps

1. Approach Federal Government for financing alternatives
2. Continue discussions with PWGSC and potential retail tenants
3. Submission of Minor Variance Application to the City of Toronto to amend current municipal zoning by-law for the Canadian Broadcasting Centre

Anticipated project completion date: _____

(If contract, indicate date of expiry): _____

CBC Board Update & Financing Strategy

March 19, 2008

CBC Radio-Canada

Situation

- We have a dysfunctional Broadcasting Centre in Toronto
- We want to fundamentally change and improve the workplace within the Broadcasting Centre

Challenge

- The financing of this project

Question

- Can we obtain the Board's approval for the following?
  1. Approach Federal Government for financing alternatives
  2. Continue discussions with PWGSC and potential retail tenants
  3. Submit Minor Variance Application to the City of Toronto

Situation

- Presentation to Board - June 2007
  - Building is dysfunctional
  - People are unhappy with their work space
  - Does not cultivate creativity and productivity
  - Changes in our space requirements
    - fewer employees and more co-productions
  - Expensive due to surplus space
    - approx. 400,000 sq. ft.
- Next steps (from June 2007 Board Presentation)
  - Implement pilot projects for both work spaces and common spaces
  - Bring forward a new leasing plan that optimizes financial benefits, design principles and CBC needs
  - MOUs with potential tenants
  - Zoning variance application

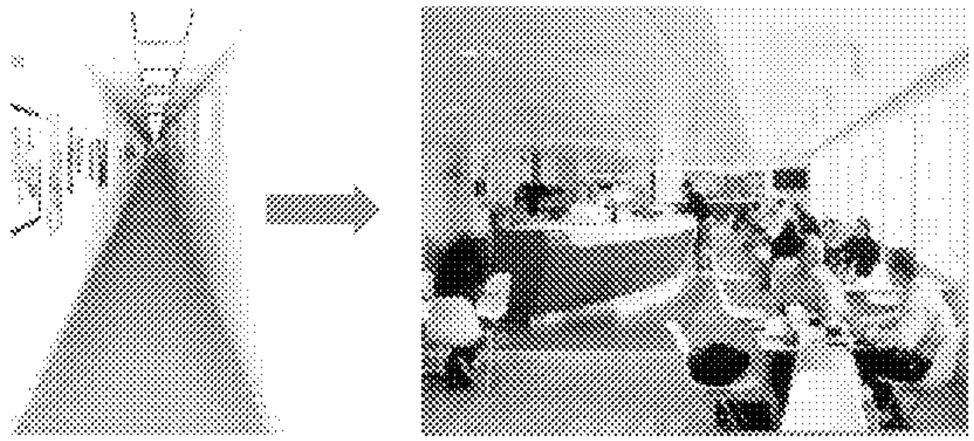
Progress Since June 2007

- Implemented pilot projects for workspaces and common spaces:

- Three new Idea Rooms (L2, L3, L4)
- New Visual Resources area (L4)
- New English Radio area (L2)
- Design for new Finance and Digital Programming & Business Development area (L9)
- Schematic design for move of Local Programming to ground floor
- Completed Workplace Strategy documentation

- Developed overall space planning strategy and leasing plan that supports CBC needs, is consistent with design principles and optimizes financial benefits
- Prepared overall project budget and schedule
- Preliminary agreements (Letters of Intent) reached with several prospective tenants for space above and below grade
- Zoning variance application prepared and ready for submission to City of Toronto

An Opportunity for Change...



- To fundamentally change and improve workplace within the Canadian Broadcasting Centre
- Use design principles that combine best in international workplace expertise with broad consultation with local staff
- Engage staff in workplace redesign as a platform for creative and productive cultural change
- Make major space changes within building to revitalize workplace and benefit employees
- Lease excess space to fund project

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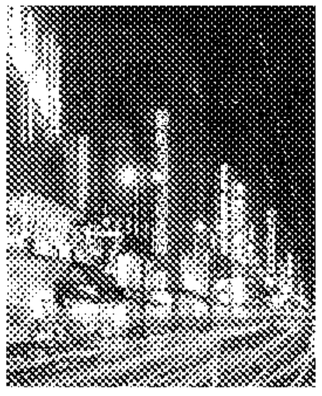
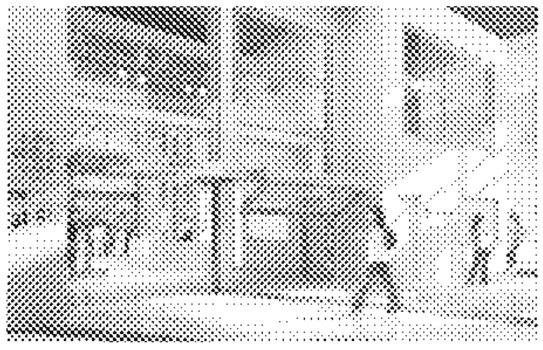




A New Role for the Canadian Broadcasting Centre

- Creative magnet for staff and public
- Landmark urban building as mixed-use, multi-tenant complex
- Gathering place for people, ideas and creativity
- Create workspaces that support, inspire and reflect the creativity of CBC staff
- New third-party occupants will create new destinations for public within building
- Cultivate relationship with downtown neighbourhood, as member of new Toronto Entertainment District Business Improvement Area (BIA)

Pages 771 to / à 783

are withheld pursuant to sections

sont retenues en vertu des articles

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

of the Access to Information Act

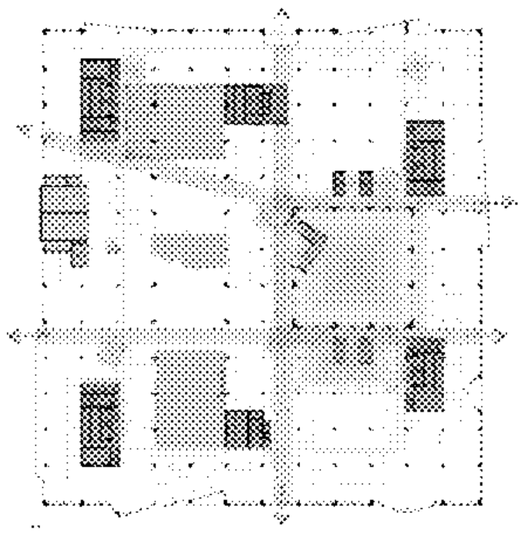
de la Loi de l'accès à l'information

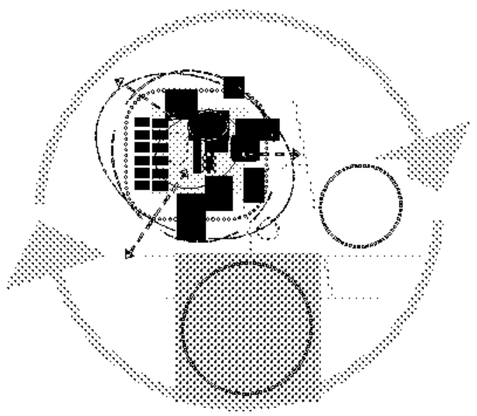
Question: Can we obtain your approval for the following?

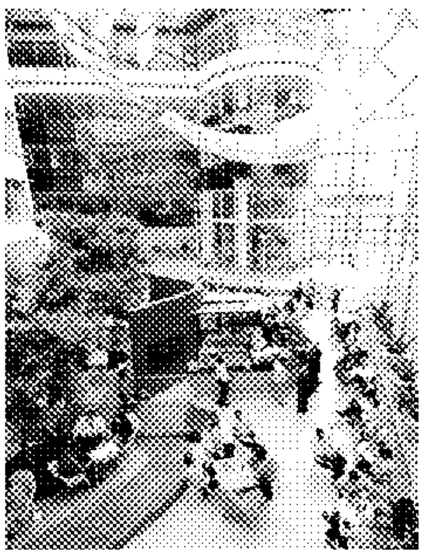
1. Approach Federal Government for financing alternatives
2. Continue discussions with PWGSC and potential retail tenants
3. Submission of Minor Variance Application to the City of Toronto to amend current municipal zoning by-law for the Canadian Broadcasting Centre

Next Steps

1. Minister of Finance approval of borrowing or bond redemption and refinancing
2. Minister of Canadian Heritage project endorsement and signature of Treasury Board submission
3. Treasury Board (concurrent with PCH) to approve the project and recommend to Governor-in-Council
4. Return to CBC Board for approval of final budget, financing, government approvals, lease agreements, etc.







Appendix

The Team

Executive Steering Committee

Richard Stursberg (chair), Raymond Carnovale, Bill Chambers, Johanne Charbonneau, Dany Harrison, Michel Saint-Cyr, Fred Mattocks

Core Group

Dany Harrison (chair), Fred Mattocks, Jamie Adair, Elizabeth Forster, Scott Francisco, Elizabeth Lea, Ronald Prud'homme

Workplace Strategy Committee

Donna Lee Aprile, Bob Bishop, Elizabeth Dalzell, Nathan Farr, Bruce Graham, Denise Grison, Rudi Lingohr, John McQuaker, Timothy Neesam, James Roy, Carl Swanston, Ing Wong-Ward

Schedule A

Board of Directors
(March 18-19, 2008)

Subject matter

Branding/CBC Visual Identity:
Branding for relaunch of CBC's specialty channels Bold and Documentary

Background

CBC' digital channels, Country Canada and The Doc Channel, are being relaunched as "Bold" and "Documentary" as per item earlier in the agenda. A new look with a consistent branding approach for all digital networks accompanies this relaunch.

Information on the matter

The attached presentation gives the highlights of the new visual identities and the brand architecture that underpins it.

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

Prepared by

Name: Bill chambers and Bridget Hoffer
Date: March 5, 2008

Recommendation

Last discussed at the Board

Date: January 2008
Decision made: Information, not for decision

Next steps

Roll-out of Documentary and Bold.
Application of same branding principles to other digital networks that CBC Television incorporates.

Bold and Documentary Brands

March 4, 2008

Communications and Public Affairs

Bill Chambers

Confidential

CBC Brand

- It's all about the content

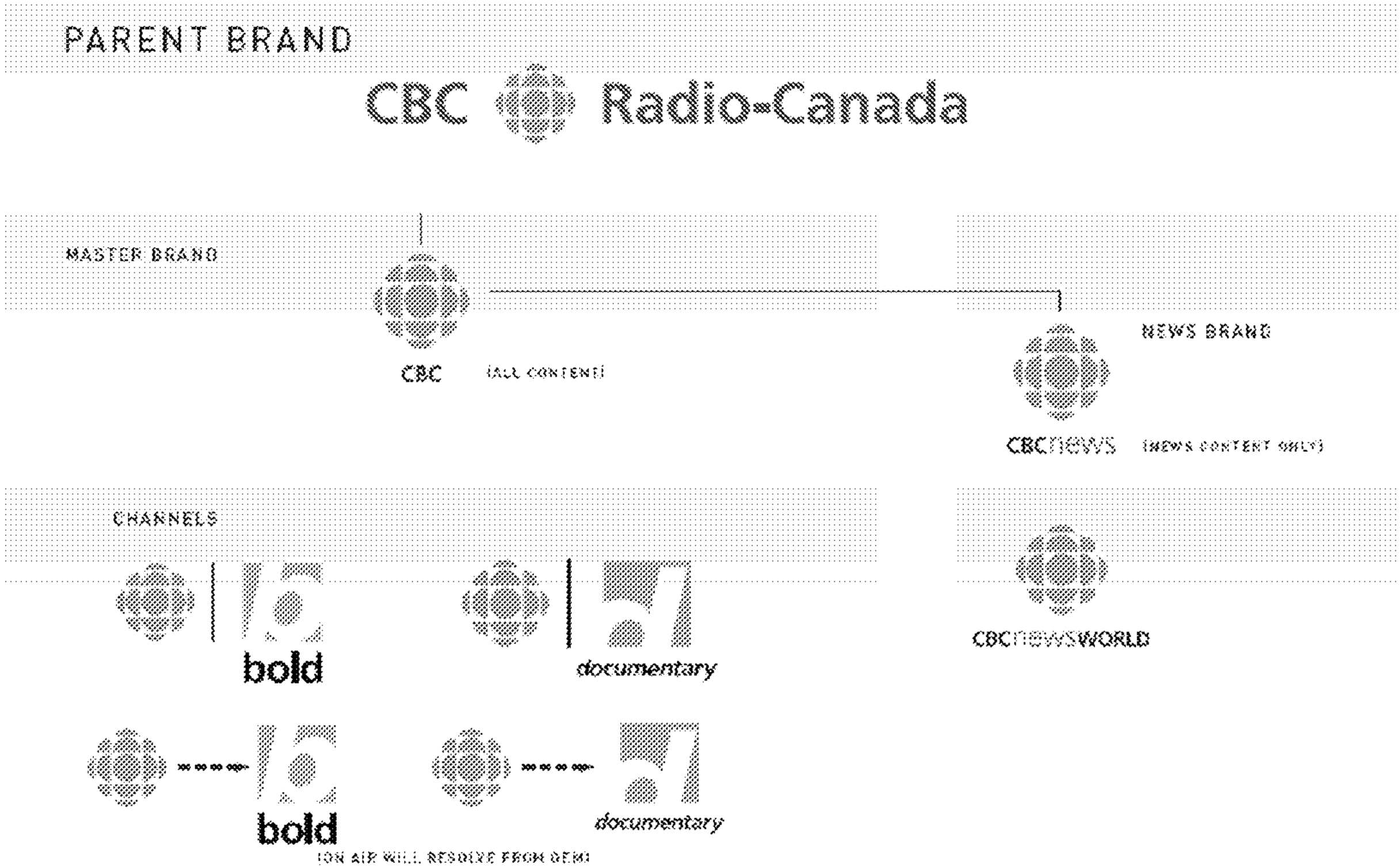
- Content is the enabler not the platform
  - Drop emphasis on traditional delivery platform
  - Allow enhanced multiplatform positioning
  - Audience watches what is relevant to them

- Finding the content
  - Introduction of way finding system
  - New iconology that quickly informs audience where to tune in for the content

CBC Master Brand Architecture

- Building a stable of themed specialty networks
  - That complement the main CBC television offering,
  - Lay off some of the costs of programming,
  - Occupy a larger more diversified public ‘share of mind’ for relevant, quality Canadian programming.
  - Branding of each different enough to express its own personality
  - But still making a conscious reference/contribution to the whole
- Brand Architecture system that links our content brands with the CBC Master Brand both on and off air
  - Bold and Documentary are content based channels that extend and leverage our entertainment and documentary content
  - Bold and Documentary on air logos will frequently animate to and from the CBC Gem
  - Visual Identity system for the channels demonstrates a strong relationship with the Gem

Content Based Brand Architecture



CBC Icons

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Brand Positioning Statements

- **Bold**
  - CBC's bold is where we push the boundaries of conventional TV with intelligent adult drama and cutting edge performing arts.
  - Bold is a premium offer for viewers who love sophisticated drama and performing arts
- **Documentary**
  - The Documentary Channel is a passport to explore the world we live in. We'll take you places you've never been.
  - To broadcast an eclectic variety of important documentary titles, in one-off and series formats, from Canada and around the globe.

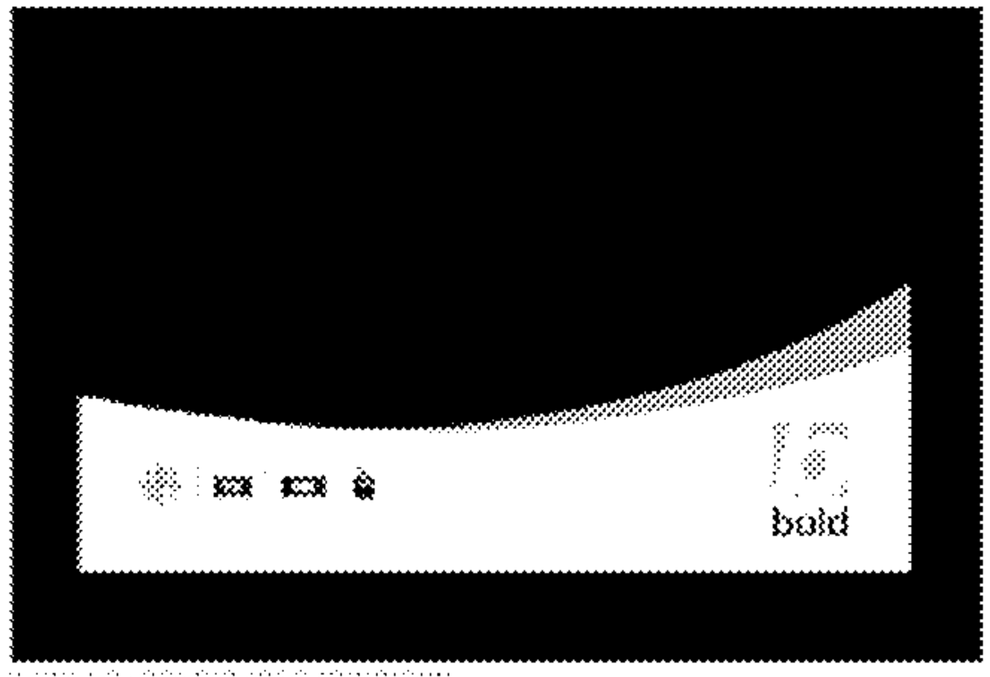
BOLD & Documentary Logo Rationale

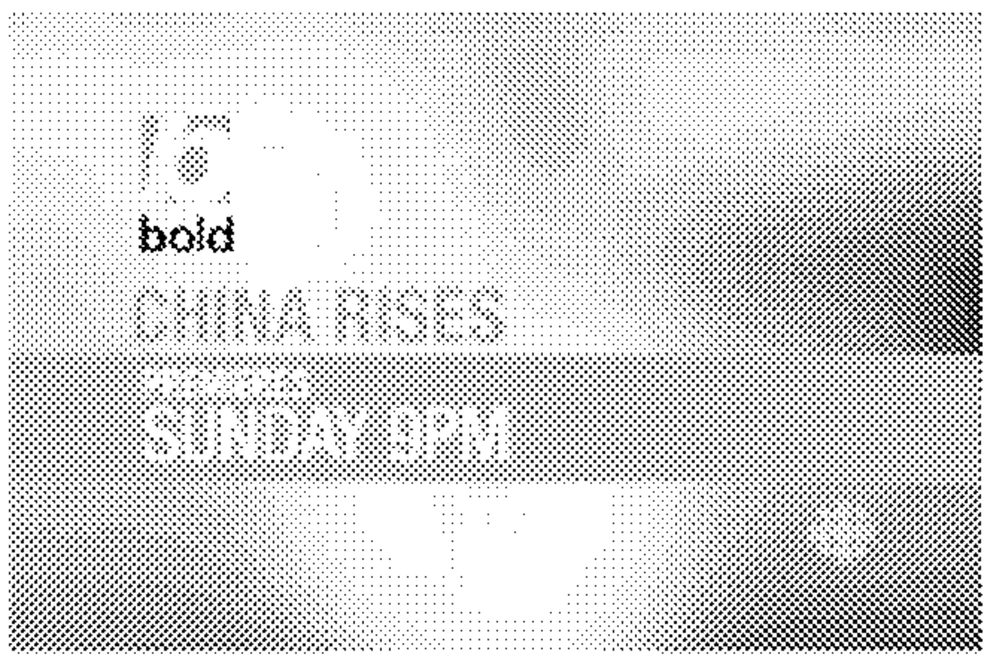
- The Bold and Documentary logos are distinct. They are created as icons to generate a strong identity for each channel

- While distinct, the Bold and Documentary logos are designed to work within the content based system that operates within the CBC Brand Architecture

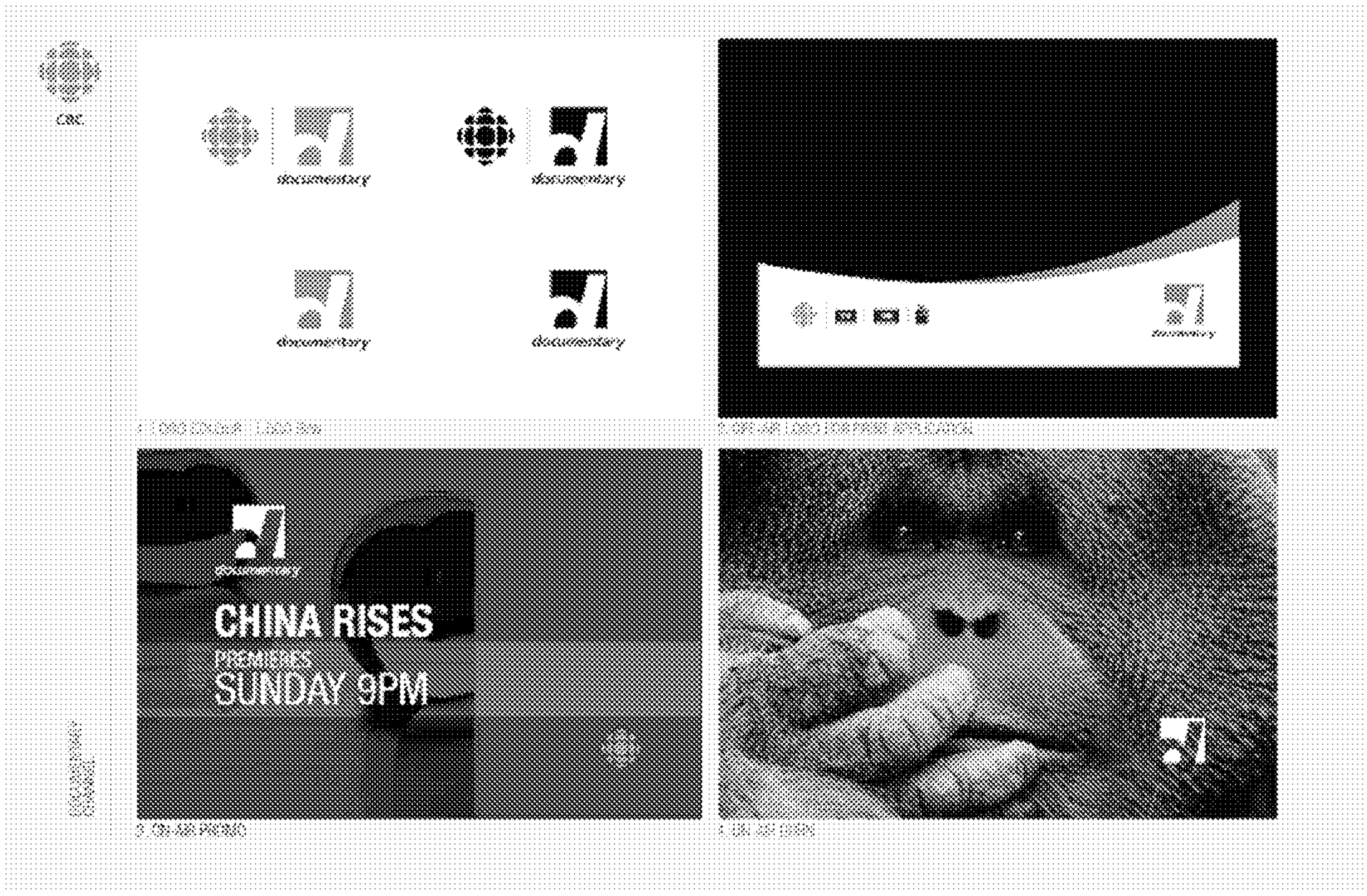
- The letters and squares create a sophisticated look while providing an anchor for the channels with the CBC logo

BOLD – Logo & Applications





DOCUMENTARY – Logo & Applications



On-air Logo Resolve – From CBC Gem to Logo

000797

BOLD/DOCUMENTARY ROLL-OUT

- In market mid-March with launch pre-promotion primarily to BDU info agents and digital subscribers. Secondary audience is broader television viewers.
- FREE PREVIEW offered through most providers, March 29-April 29; programming aggressively during this time. Viewer “watch and win” contest during Free Preview month
- BOLD/DOCUMENARY joint media stakeholder event in Toronto March 27
- Bold Outreach: Stakeholder event March 25 in Ottawa
- Documentary Outreach: presenting partner of *Hot Docs*, in Toronto, the second-largest doc festival in the world April 17-27. Exclusive sponsor of the box office, opening night screening and party, world showcase screenings, Best Canadian Doc award, and more.
- Produce an informative 30-minute television guide to Bold and Documentary for CBC platforms.

000798

Schedule A

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

Board of Directors

March 19, 2008

Subject matter

Project Vision - Additional Funding Request

Background

Information on the matter

See attached.

For decision ■ **For information** □

Prepared by

Name: Riyaz Tejpar, Project Manager – Vision
Date: February 27, 2008

Management recommendation

Last discussed at the Board

Next steps

Pages 800 to / à 801

are withheld pursuant to sections

sont retenues en vertu des articles

18(b), 20(1)(b)

of the Access to Information Act

de la Loi de l'accès à l'information

Schedule A

Audit Committee

(March 12, 2008)

Subject matter

Approval on the application of sub-section 1(c) of Section 12 of the CBC Pension Plan pertaining to elective service rendered under UDA or SARDEC contracts.

Background

The Board of Directors adopted at a meeting held on May 5, 2005 an amendment to Section 12 of the CBC Pension Plan pertaining to elective service. A provision was added, at that time, to Section 12 and reads as follows:

"12(1)(c) at the sole discretion of the Corporation, any period of service in the employment of the Corporation that is not included as part of the employee's current period of pensionable service."

and

"12(6)(b) With respect to any other period of elective service, the employee shall make contributions equal to the actuarial value of the pension benefits with respect to the period of elective service, determined on the basis of the employee's salary rate in effect at the time of the employee's election.

The Corporation wishes to allow employees to buy back periods of service rendered under UDA or SARDEC contracts in accordance with the above-mentioned provision and subject to such employees meeting certain conditions.

A similar recommendation was adopted by the Board of Directors at a meeting held on September 6, 2006, to allow employees to buy back periods of service rendered under ACTRA contracts in accordance with the Section 12(1)(c) and 12(6)(b) of the CBC Pension Plan.

Information on the matter

See attached document.

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

Prepared by

Name: George C. B. Smith, Senior Vice-President, Human Resources
Date: February 20, 2008

Management recommendation

WHEREAS the Corporation wishes to allow employees to buy back periods of service rendered in the employment of the Corporation under UDA or SARDEC contracts, subject to such employees meeting certain conditions.

THEREFOR BE IT RESOLVED

THAT effective April 1, 2008, employees become eligible to buy back periods of service rendered in the employment of the Corporation under UDA or SARDEC contracts in accordance with the Section 12(1)(c) and 12(6)(b) of the CBC Pension Plan, subject to such employees meeting the conditions as specified to the Board.

Last discussed at the Board

Date: N/A
Decision made:

Next steps

Notification to employees affected

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

Canadian Broadcasting Corporation Pension Plan

Additional Elective Service effective April 1, 2008

The UDA (Union des Artistes) and the SARDEC (Société des auteurs, recherchistes, documentalistes et compositeurs) were representing employees, referred as freelancers, hired on contract by Radio-Canada to work under the authority of its French-language programming.

Applications for certification were filed with the Canadian Industrial Relations Board (CIRB) in the late 1970's to represent: "All moderators, interviewers and commentators within Radio-Canada's French radio and television network, excluding those working on programs produced by the variety department, as employees within the meaning of the Code". The applications for certification related primarily to the moderators, interviewers and commentators represented by UDA. The CIRB had extended the scope of the applications to include readers, narrators, panelists, sportscasters and meteorologists represented by UDA and researchers and documentalists represented by SARDEC.

On May 18, 1982, the CIRB rendered its decision with respect to two questions: (a) the status of "freelancers" and (b) their inclusion in units considered appropriate by the CIRB. Further to this decision, the individuals contemplated by the applications (freelancers) were to be considered as "employees" within the meaning of the Canada Labour Code and added to the appropriate units. The appropriate collective agreements were only modified a few years later.

The employees who converted from a contract to a permanent position on October 1, 2002 and the contract employees who chose to enroll in the pension plan since January 1, 2003 were allowed, subject to certain conditions, to buy back continuous periods of service rendered in the employment of the Corporation under UDA or SARDEC contracts.

The unions representing the employees of the French Network are requesting, through the Consultative Committee on Staff Benefits, that the same opportunity be given to those employees who were not allowed to buy back continuous periods of service rendered in the employment of the Corporation under UDA or SARDEC contracts.

The Corporation wishes to allow employees to buy back periods of service rendered in the employment of the Corporation under UDA or SARDEC contracts in accordance to Section 12(1)(c) of the CBC Pension Plan. The buy-back will be allowed pursuant to the following terms and conditions:

- **Eligible Employees:**
  - Employees with UDA service restricted to the moderators, interviewers, commentators, readers, narrators, panellists, sportscasters and meteorologists job categories.
  - Employees with SARDEC service restricted to the researchers and documentalists job categories.
- **Elective Service:**
  - Service rendered in the above-mentioned job categories on a full-time basis after May 1, 1982.
  - Excludes service rendered as freelancer (if the contract clearly specify the term "freelance" then that service will not be considered as eligible unless the employee can prove otherwise).
  - Excludes periods of less than a month.
- **Cost:**
  - Actuarial value.
- **Conditions:**
  - The onus will be on employees to provide appropriate documentation to support the validity of their requests should the Corporation be unable to track down the contracts.
  - Affidavits will not be accepted as evidence.

Schedule A

NOMINATING AND GOVERNANCE COMMITTEE
BOARD OF DIRECTORS

March 18 & 19, 2008

Subject matter

CALENDAR OF MEETINGS

Background

Each year, The Board approves the Calendar of meetings for the following year.

Information on the matter

The proposed Calendar for 2009 is appended.

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

Prepared by

Name: Pierre Nollet
Date: February 29, 2008

Recommendation

THAT the attached 2009 Calendar of meetings be approved as presented.

Last discussed at the Board

Date: May 9, 2007
Decision made: The 2008 Calendar of meetings was approved.

Next steps

Distribute new Calendar of meetings for 2009

Annexe A

COMITÉ DES NOMINATIONS ET DE LA GOUVERNANCE
CONSEIL D'ADMINISTRATION

Les 18 et 19 mars 2008

Sujet

CALENDRIER DE RÉUNIONS

Contexte

Chaque année, le Conseil approuve le calendrier des réunions pour l'année suivante.

Renseignements connexes

Le calendrier proposé pour 2009 est en annexe.

Pour décision [X] **Pour information** [ ]

Préparé par

Nom : Pierre Nollet
Date : le 29 février 2008

Recommandation

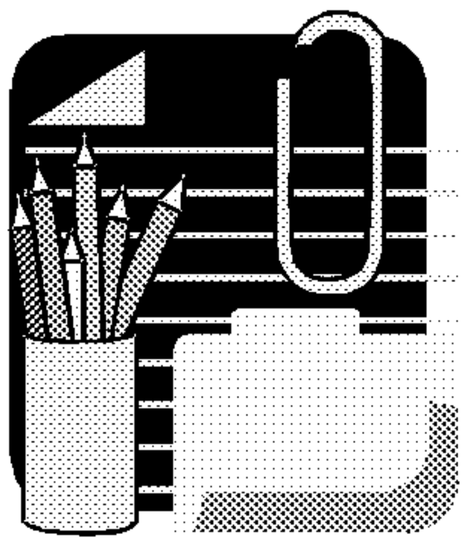
Que le calendrier des réunions pour 2009 ci-joint soit approuvé.

Dernière discussion au Conseil

Date : mai 2007
Décision prise : Le calendrier des réunions de 2008 a été approuvé.

Suivi

Distribuer le calendrier des réunions pour 2009.



MEETINGS OF THE BOARD OF DIRECTORS
RÉUNIONS DU CONSEIL D'ADMINISTRATION

PROPOSED - 2009

January 19 – 20 / 19 – 20 janvier	Montreal
March 16 – 17 / 16 – 17 mars	Toronto
May 12 – 13 / 12 – 13 mai	Trois-Rivières or Fredericton (never) (1994)
June 16 – 17 / 16 – 17 juin	Victoria (2003)
September 22 - 23 / 22 – 23 septembre	Saskatoon (2000)
November 18 – 19 / 18 et 19 novembre	Ottawa

Schedule A

Board of Directors

March 19, 2008

Subject matter

President Signing Resolution

Background

A new President and CEO was appointed in January 2008. At the January board meeting, it was noted that the president's authority and corporate policies did not clearly deal with divestiture nor with process as it relates to intangible assets.

Information on the matter

The attached Signing Resolution recommends threes changes to President's authority:

a) that the authority in respect of programming include distribution agreements
b) that media placement contract and advertising agreements be included in the programming authority;
c) that revenue producing authority be based on the amount invested by CBC or when the amount is lower than 15 millions on the length of the agreement;
d) that divesture of a majority of assets of a business unit or the termination of the activities of a unit be the authority of the Board notwithstanding the value

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

Prepared by

Name: Pierre Nollet
Date: February 29, 2008

Management recommendation

It is recommended that the Governance Committee recommend to the Board the approval of the changes to the President Signing resolution.

Last discussed at the Board

Date: November 2004
Decision made: Signing resolution approved

Next steps

Publish resolution; distribute to finance officers

Anticipated project completion date: ____N/A_____
(If contract, indicate date of expiry): _____

ENABLING RESOLUTION – PRESIDENT AND CEO

On a motion duly moved and seconded,

WHEREAS the President and CEO requires sufficient authority to carry out his functions; and

WHEREAS the Board reviews and approves the capital and operating budgets each and every year; and

WHEREAS the authority granted to the President and CEO shall be carried out within the limits of the approved budgets, the Corporation's by-laws and the *Broadcasting Act*;

IT IS THEREFORE RESOLVED THAT the President and CEO directly or through his delegate be and is hereby authorized to decide, enter into or commit on behalf of the Corporation for:

1. *(acquisition or disposition of real property)* any matters which have a financial value or consideration to the Corporation of less than $4 million, when covered by section 48(2) of the *Broadcasting Act*;

2. *(leasing of real property)* any matters which have a financial value or consideration to the Corporation of up to $15 million, when covered by section 48(2)(b) of the *Broadcasting Act* and Order in Council number P.C. 2002-1582 and dated September 24, 2002;

3. *(programming)* any matter relating to the acquisition, production, co-production, distribution or financing of programs and has a financial value or consideration to the Corporation of up to ~~$10~~ 15 million and commits the Corporation to a period of four years or less;

4. *(revenue generating)* any matter where the main objective is to generate revenue, and for which has a financial value or consideration to the Corporation must invest of up to $15 million or, if the required investment is greater that $15 million, and commits the Corporation to a period of four years or less; provided that advertising contracts shall follow the general rules below;

5. *(general)* any other matters which have a financial value or consideration to the Corporation of up to $5 million save and except when Governor in Council approval or Finance Minister approval is required, pursuant to sections 46 and 46.1 of the *Broadcasting Act*.

The above authority does not include the power to agree to or enter into new business ventures on behalf of the Corporation, nor to discontinue the operations of a business unit, nor to dispose of a significant portion of a business unit's assets.

IT IS FURTHER RESOLVED THAT the President and CEO, directly or through his delegate, be and is empowered and directed, in the name and on behalf of the Corporation, to make, execute and deliver and to do all such acts and things as are necessary or appropriate to effect the foregoing resolution and to execute all agreements, undertakings, documents, instruments or certificates in the name and on behalf of the Corporation in connection with the authority contemplated in the foregoing resolution and any acts or things heretofore done or made or documents heretofore executed and delivered which effect the foregoing resolution are in all respects approved, ratified and confirmed.

s.68.1

Board of Directors
(March 18 and 19, 2008)

Subject matter

UDA (Union des artistes) mandate – Internet and other platforms

Background

This collective agreement expires November 13. 2009. The parties have agreed to establish a joint committee to negotiate a letter of agreement for these specific uses.

Information on the matter

See attached document.

Decision to be made: ☐ **For information purposes:**

Prepared by

Name: George C. B. Smith, Senior Vice-President, Human Resources and Organization

Date:

Management recommendation

IT IS RESOLVED THAT, in accordance with the recommendation of the Human Resources and Compensation Committee, the Board of Directors gives management the mandate to negotiate a letter of agreement with the UDA according to the conditions set out in the attached document.

Last discussed at the Board

Date:
Decision made:

Expected date for project completion: _____
Expiration date (for contract): _____

UNION DES ARTISTES (UDA)

In 1992, the federal government created a statutory scheme recognizing the contribution of artists and producers to Canada's cultural life. The *Status of the Artist Act* was subsequently adopted. The Act gives independent artists the right to form associations in order to negotiate minimum working conditions with federal producers.

The UDA is one of the associations that has been certified pursuant to this law. It represents all artists working on productions for French-speaking audiences.

The Canadian Artists and Producers Professional Relations Tribunal (CAPPRT) was established to administer this collective bargaining scheme. The organization advises independent artists on labour relations. The UDA was certified in May 1996.

Key factors

Given the explosive growth of the multimedia sector, it is imperative that CBC/Radio-Canada position itself strategically and create user options for this market, making program content available on platforms such as the Internet and mobile devices.

Relations between the UDA and CBC/Radio-Canada

Although the UDA only received official certification in 1996, it has liaised with CBC/Radio-Canada for much longer. Working relations between the organizations have therefore reached a level of maturity. Problems are rapidly resolved, few grievances are filed, and there have been only a handful of arbitration proceedings in recent years.

Objective

s.21(1)(b)

s.21(1)(d)

s.68.1

<u>First proposed model</u> (based on ACTRA's mandate)

<u>Second proposed model</u> (based on independent producers' model)

Conclusion

The latest negotiations between the UDA and the APFTQ (Association des producteurs de films et de television du Québec)

As far as the SARTEC (Société des auteurs, de la radio, du cinema et de la television) is concerned,

Cost Estimate

s.18(b)

s.21(1)(b)

s.68.1

CBC Radio-Canada

362nd MEETING OF THE BOARD OF DIRECTORS March 18 & 19, 2008 Toronto, Ontario **LOCATION** Toronto Broadcasting Centre 250 Front Street, Toronto Conference center 3C-300 Tel.: (416) 205-2140 Fax: (416) 205-6444 Intercontinental Hotel 225 Front Street Tel.: (416) 597-1400 Fax: (416) 597-8128	362e RÉUNION DU CONSEIL D'ADMINISTRATION Les 18 et 19 mars 2008 Toronto (Ontario) **LIEU** Centre canadien de radiodiffusion 250, rue Front, Toronto Salle de conférences 3C-300 Tél.: (416) 205-2140 Télécopieur : (416) 205-6444 Hôtel Intercontinental 225, rue Front Tél. : (416) 597-1400 Télécopieur : (416) 597-8128
Tuesday March 18, 2008 12:30 Meeting of the Nominating and Governance Committee **(3C-302)** 13:45 Conclude 14:00 Meeting of the Human Resources and Compensation Committee **(3C-307)** 16:30 Conclude 18:30 **Reception** 2008 Beijing Olympic Games Skydome Hotel Northern Lights Ballroom One Blue Jay Way 19:30 **Board Dinner** Azure Restaurant – Intercontinental Hotel – Turquoise Room	**Le mardi 18 mars 2008** 12 h 30 Réunion du Comité des nominations et de la gouvernance **(3C-302)** 13 h 45 Levée de la séance 14 h Réunion du Comité des Ressources humaines et de la rémunération **(3C-307)** 16 h 30 Levée de la séance 18 h 30 **Réception** Jeux olympiques 2008 de Pékin Hôtel Skydome Salle de Bal Northern Lights One, Blue Jay Way 19 h 30 **Dîner du Conseil** Restaurant Azure – Hôtel Intercontinental – Salon Turquoise

CBC Radio-Canada

Wednesday, March 19, 2008	**Le mercredi 19 mars 2008**
08:00 Meeting of the Board of Directors **(3C-300)**	8 h Réunion du Conseil d'administration **(3C-300)**
16:00 Conclude	16 h Levée de la séance

CURRENT COMMITTEE MEMBERSHIP
MEMBERS ACTUELS DES COMITÉS

[ ] indcates change

Audit Committee
Comité de vérification

Hélène Fortin*	Chair / Présidente
[Johanne Brunet]	until April 21, 2008 - will be replaced by Brian Mitchell
Bernd Christmas*	
K. (Rai) Sahi*	
Edna Turpin	

Standing Committees on English and French Language Broadcasting
Comités permanents sur la radiodiffusion de langue française et de langue anglaise

Timothy Casgrain	Chair / Président
Hubert T. Lacroix	President & CEO / Président-directeur général
[Johanne Brunet]	until April 21, 2008 - will be replaced by Brian Mitchell
Bernd Christmas	
Hélène Fortin	
Peter Herrndorf	
[Yasmin Jivraj]	until April 21, 2008 - will be replaced by Linda Black
[Mary McNeil]	to be appointed March 19, 2008
Trina McQueen	
Rémi Racine	
K. (Rai) Sahi	
Edna Turpin	

*** Term ending soon, but not until replacement is appointed**

CURRENT COMMITTEE MEMBERSHIP
MEMBERS ACTUELS DES COMITÉS

Human Resources and Compensation Committee
Comité des ressources humaines et de la rémunération

Edna Turpin	Chair / Présidente
Timothy Casgrain	
Hubert T. Lacroix [needs to be appointed]	to be appointed March 19, 2008
[Rémi Racine]	to be appointed March 19, 2008
~~Trina McQueen~~	

Nominating and Governance Committee
Comité des nominations et de la gouvernance

Peter Herrndorf	Chair / Président
[Yasmin Jivraj]	until April 21, 2008 - will be replaced by Linda Black
[Mary McNeil]	to be appointed March 19, 2008
K. (Rai) Sahi*	

Note: One additional member to be appointed

Special Committee on Public Support
Comité spécial sur l'appui du public

Johanne Brunet	Chair / Présidente
Peter Herrndorf	
Trina McQueen	

***Term ending soon, but not until replacement is appointed**

Révision antérieure: mai 2007
Révision actuelle: janvier 2008
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CURRENT COMMITTEE MEMBERSHIP
MEMBERS ACTUELS DES COMITÎS

Pension Board of Trustees
Conseil de fiducie de la Caisse de retraite

Hélène Fortin*	Chair / Présidente
Bernd Christmas*	

*** Term ending soon, but not until replacement is appointed**

Révision antérieure: mai 2007
Révision actuelle: janvier 2008
K:\CORPORATE SECRETARIAT-NEW\POLICIES AND PROCEDURES (101.245)\BOARD_MANUAL\Redesign\Section 4 Tab 1 Committee Membership.pub

RÉUNION SPÉCIALE DU COMITÉ DE VÉRIFICATION
SOCIÉTÉ RADIO-CANADA
CONFÉRENCE TÉLÉPHONIQUE
Le 4 mars 2008

PRÉSENTS

Mme Hélène Fortin — Présidente du Comité
M. Bernd Christmas
Mme Edna Turpin

ABSENTS

Mme Johanne Brunet
M. K (Rai) Sahi

ÉGALEMENT PRÉSENTS

M. Hubert T. Lacroix, président-directeur général
M. Richard Stursberg, vice-président principal, Services anglais
Mme Johanne Charbonneau, vice-présidente et chef de la direction financière
Mme Kirstine Layfield, directrice générale, Programmation réseau, Télévision anglaise
M. Neal McEneaney, directeur général, Finances et Administration, Services anglais
Mme Francine Letourneau, chef de cabinet, bureau du président-directeur général
Mme Meg Angevine, agente responsable de la conformité et secrétaire générale associée

D'autres participants sont mentionnés dans le procès-verbal.

RÉUNION SPÉCIALE DU COMITÉ DE VÉRIFICATION
SOCIÉTÉ RADIO-CANADA
CONFÉRENCE TÉLÉPHONIQUE
Le 4 mars 2008

La présidente ouvre la séance à 12 h 15 HE.

RENONCIATION À L'AVIS DE CONVOCATION

Le président-directeur général remercie toutes les personnes présentes d'avoir accepté de participer à cette réunion malgré un si bref préavis, et tous acceptent de renoncer à l'avis de convocation approprié, conformément aux règlements administratifs de la Société.

Sur une proposition dûment appuyée, **s.68.1**

IL EST RÉSOLU QUE les membres du Comité de vérification présents renoncent à l'avis de convocation approprié de la réunion, conformément aux règlements administratifs de la Société.

MOTION ADOPTÉE

CONTRAT DE TÉLÉDIFFUSION DE *CORONATION STREET*

Richard Stursberg met en contexte la transaction soumise à l'approbation du Comité et souligne que l'émission *Coronation Street* est à l'antenne de CBC Television depuis de nombreuses années. La proposition porte sur le renouvellement des droits de télédiffusion.

Le Comité approuve la proposition telle qu'elle est présentée.

Sur une proposition dûment appuyée,

IL EST RÉSOLU QUE le Comité de vérification approuve le contrat de renouvellement des droits de télédiffusion de *Coronation Street* conformément aux conditions énoncées dans la résolution détaillée, dont une copie demeurera jointe comme annexe 1 à l'original du présent procès-verbal.

MOTION ADOPTÉE

LEVÉE DE LA SÉANCE

L'ordre du jour étant épuisé, la séance est levée à 12 h 30.

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is withheld pursuant to section

est retenue en vertu de l'article

68.1

of the Access to Information Act

de la Loi de l’accès à l’information

107th MEETING OF THE AUDIT COMMITTEE
CANADIAN BROADCASTING CORPORATION
MONTREAL, QUEBEC
March 12, 2008

PRESENT:

Ms. Hélène Fortin Chair
Ms. Johanne Brunet
Mr. Bernd Christmas (via telephone)
Ms. Edna Turpin

REGRETS:

Mr. K (Rai) Sahi

ALSO ATTENDING:

Ms. Johanne Charbonneau, Vice-President and CFO
Mr. Ray Carnovale, Vice-President and Chief Technology Officer
Mr. Daniel Paquette, Office of the Auditor General
Ms. Pascale Legault, Office of the Auditor General
Mr. Neil Brown, Deloitte & Touche (Internal Audit)
Mr. Michel Maisonneuve, Deloitte & Touche (Internal Audit)
Mr. Gabriel Rodriguez, Deloitte & Touche (Internal Audit)
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary

Other participants as identified in the Minutes.

107th MEETING OF THE AUDIT COMMITTEE
CANADIAN BROADCASTING CORPORATION
MONTREAL, QUEBEC
March 12, 2008

The Chair called the meeting to order at 9:00 a.m.

APPROVAL OF THE INTERNAL AUDIT PLAN FOR 2008-2009

Hubert T. Lacroix, President and CEO, joined the meeting for this agenda item.

Michel Maisonneuve presented the plan to the Committee. A detailed document was circulated in advance outlining the scope of the audits planned. Mr. Maisonneuve referred to this material, which covered the following topics:

Overview and Planning Methodology
Grading System for Internal Audit Reports
Audit Plan for Fiscal Year 2008-2009
Time Allocation
Preliminary Audit Plans for Fiscal Years 2009-2010 and 2010-2011

The plan includes a significant unallocated portion for projects to be identified after discussion with the President and CEO and his senior executive team.

Mr. Lacroix explained his view that Internal Audit should play a more consultative role in relation to managing the top risks facing the Corporation. Both Mr. Maisonneuve and Mr. Lacroix noted that this approach would serve to promote a higher level of engagement between senior management and Internal Audit, which is a positive development. Internal Audit will return to the Committee in the near future with a specific proposal and rationale for the deployment of the unallocated portion. The Committee approved the plan as submitted, subject to the further changes to follow at a later date.

On a motion duly moved and seconded

IT IS RESOLVED THAT the Audit Committee approves the Internal Audit Plan for the year 2008-2009 as presented.

MOTION CARRIED

Mr. Lacroix left the meeting.

RECOGNITION OF JOHANNE BRUNET'S CONTRIBUTION

The Chair noted that this would be Ms. Brunet's last regular Audit Committee meeting as her term ends on April 21, 2008 with the appointment of her replacement. Both personally and on behalf of the Committee, the Chair expressed her appreciation to Ms. Brunet for her commitment and dedication to the work of the Audit Committee. Ms. Fortin praised Ms. Brunet for her ability to tackle the issues facing the Committee in a manner that was elegant yet tough,

and for her valuable contribution to the Board. Members of the Committee echoed the sentiments of the Chair, adding that Ms. Brunet would be greatly missed.

APPROVAL OF THE MINUTES

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the minutes of the Audit Committee meeting held on November 16, 2007 be and are hereby approved.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

Non-Audit Contracts with Deloitte &Touche LLP

The Committee was advised of six non-audit contracts with Deloitte & Touche, for services related to

s.20(1)(b)
s.21(1)(b)

Particulars were included in the material provided in advance of the meeting.

These contracts were approved by the Chair, after due inquiry, and were reported to the Committee as required by the Terms of Reference of the Committee. This is the standard process followed for all contracts for non-audit services with Deloitte & Touche, as the current provider of internal audit services to CBC/Radio-Canada.

CFO REPORT

Johanne Charbonneau presented an oral report to the meeting. This is a relatively new initiative on the part of the CFO to ensure that the Committee is kept apprised of significant developments since the last Board meeting, particularly those matters which may have implications for the Audit Committee. She referred to a number of matters, including:

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

The Chair thanked Ms. Charbonneau for her report.

UPDATE ON VISION PROJECT

Richard Stursberg, Executive Vice-President, English Services, David Ross, Change Advocate, Information Technology Vision Project, and Riyaz Tejpar, Project Manager, Project Vision, joined the meeting.

Ray Carnovale provided a detailed update on the project, summarizing progress to March 12, 2008. He also circulated a written summary prepared for the weekly status meeting on the Project, for the information of the Committee. He reported on a number of matters including:

(i) the status of FTN issues;
(ii) the progress with respect to invoicing for FTN
(iii) the status of change requests necessary for ETN Go-Live;
(iv) an update on staged Go-Live for certain ETN elements
(v) the projected timetable for completion of ETN Go-Live and post Go-Live issues

Mr Carnovale indicated that there is excellent momentum and the project is moving very quickly at this stage, with significant improvements on a number of issues. Overall the project is tracking well against the projected schedule and some major hurdles have been overcome, especially in relation to live sports programming and the hockey playoff schedule in particular.

During the presentation, management responded to questions and comments from the Committee concerning:

s.21(1)(b)

INTERNAL AUDIT REPORT ON VISION

Gabriel Rodriguez reported on the continuing work of Internal Audit in monitoring the Vision project. Mr. Rodriguez noted the following developments and issues with respect to the Project:

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

RECOMMENDATION RE FUNDING INCREASE – VISION PROJECT

The Committee considered a request for additional funding for the Vision project. A breakdown of additional costs was provided to the Committee. Ray Carnovale outlined the rationale, citing the magnitude and complexity of the project, together with the consequential additional time required to achieve full Go-Live on all ETN services as the primary factors necessitating greater funding.

After discussion, the Committee recommended that the Board approve the request as submitted. The amount requested is $6M, which will bring the total of the funding allocation for the Project to $61M.

On a motion duly moved and seconded

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

MOTION CARRIED

APPROVAL OF CONTRACTS

Michel Saint-Cyr, President, Real Estate Division, joined the meeting.

Mr. Saint-Cyr presented the supply agreement for furniture, movable walls and chairs, describing the process followed and the bids reviewed to determine the best proposal. Detailed material was distributed to the Committee in advance setting out the criteria used and the results of the selection process.

Mr. Saint-Cyr responded to questions from the Committee on:

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

After discussion, the Committee approved the supply agreements with Teknion for furniture, movable walls and chairs and with ErgoCentric for chairs only. The estimated total spend for both is

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the Audit Committee hereby approves that the Corporation enter into preferred supplier agreements with (i) Teknion Furniture Systems Co. Limited ("Teknion") for a 5-year term with two (2) separate renewal options of two (2) years each for the supply to CBC/Radio-Canada of office furniture including chairs and movable walls and (ii) ErgoCentric for the same period for chairs only; to supply CBC/Radio-Canada properties across Canada, pursuant to the terms and conditions found in the Supplementary Resolution attached hereto as Appendix 1.

MOTION CARRIED

Mr. Saint-Cyr left the meeting.

UPDATE ON ANNUAL ATTEST AUDIT

Pascale Legault of the Office of the Auditor General provided a brief update on the status of the annual attest audit. She noted that most of the interim audit work was completed in February, with one or two exceptions. She added that it is difficult to determine whether this will affect the timing of the final report on the

2007-2008 financial statements, but further discussion and consultation will take place as required before the date of the June Audit Committee meeting is confirmed.

Lastly, Ms. Legault advised that there were no issues for the Committee at the present time and that a further update would be provided at the May meeting.

FINANCIAL MANAGEMENT REPORT

New Financial Instruments Standards
Marie-Josée Lacombe, Director, Accounting and Corporate Reporting, Finance and Administration, joined the meeting. Ms. Lacombe provided a brief summary of the implications for CBC/Radio-Canada associated with the introduction of new accounting standards for financial instruments. She reviewed highlights of the material circulated in advance covering:

- Background
- Nature of the changes required
- Timing issues
- Impact on CBC/Radio-Canada's financial statements

The Chair thanked Ms. Lacombe for her presentation.

Quarterly Financial Management Report
Johanne Charbonneau presented a summary of the actual-to-budget results for the third quarter ended December 31, 2007, as well as a forecast to the 2007-2008 year end.

s.18(a) Ms. Charbonneau reported that there was a avourable variance in operations, compared with at the same time last year, reflecting that budgets continue to be tightly managed within limited resources. The year-end forecast is for a budgetary surplus of $ all of which is accounted for early in the 2008-2009 year. On the capital side Ms. Charbonneau is forecasting a break-even position at year-end.

Ms. Charbonneau continued with a review of the operating results by media line/business unit. With respect to revenues she noted that:

/,

s.18(a)

s.18(b)

Ms. Charbonneau then reviewed the status of major capital projects, noting that the amount shown for the Vision project reflects the revised estimate of costs.

Lastly, Ms. Charbonneau reviewed the financial statements, highlighting the changes imposed by the new financial reporting standards.

The Chair thanked Ms. Charbonneau for her presentation.

Johanne Brunet left the meeting.

UPDATE ON INTERNAL CONTROLS PROJECT

Micheline Delorme, Senior Director, Strategic Initiatives and Resource Planning, and Stephane Rivest, Director, Financial Systems, Processes & Training, joined the meeting.

Mr. Rivest provided an update on the Internal Controls Project as of February 2008. He reviewed the work completed to date with respect to the three components of the Project and reported that substantially all aspects of the project will be completed by March 31, 2008.and that actual costs of the project will come in under budget.

Mr. Rivest also outlined the plan proposed to ensure that the work done on this project will be sustained over the longer term. Lastly he commented on the benefits accruing to the Corporation as a result of this project.

s.21(1)(b) The Committee discussed several related topics, including:

The Chair congratulated Mr. Rivest and his team on the completion of the project.

QUARTERLY INTERNAL AUDIT REPORT

Michel Maisonneuve of Deloitte & Touche reported that a total of four audit reports and three management letters were issued during the period. No major issues were detected. He added that management was responding very promptly to address the concerns identified and that the Internal Audit team schedules regular follow-up on its recommendations to ensure that they are implemented as required.

Lastly, Mr. Maisonneuve outlined the details and the rationale for the changes to the plan approved last March, which changes relate primarily to the deferral of several projects to a later date. The Committee is satisfied that the proposed changes are appropriate in the circumstances.

RISK MANAGEMENT

Pierre Nollet, Vice-President, General Counsel and Corporate Secretary, joined the meeting.

Johanne Charbonneau and Micheline Delorme reported on three elements of the Corporate Risk Management strategy, referring to the material distributed to the Committee in advance on each one.

Review of 2007-2008 Key Risks
The report included a review of the sixteen key risks identified for 2007-2008 together with particulars of the steps taken to manage these risks and their current status.

Key Risks and Action Plans for 2008-2009
The report included the key risk ranking and risk map for 27 risks identified for 2008-2009 together with a description of the top 16 key risks and particulars of the action plans to manage them. Ms. Delorme briefly described the process followed to identify and evaluate risks throughout the Corporation and the resulting analysis conducted to determine the key risks for the 2008-2009 year.

Ms. Delorme then reviewed in some detail the top nine risks facing the Corporation in the coming year. During the course of the presentation, management responded to questions and comments from the Committee about:

s.21(1)(b)

The Chair complimented Ms. Charbonneau and Ms. Delorme on the quality and clarity of the report on Key Risks and Action Plans for 2008-2009.

Review of Insurance Coverage
The report included specifics of the property and liability insurance program as well as particulars of employee benefit plans.

Ms. Charbonneau stated that the overall cost for the property and liability insurance programs had decreased by approximately 7% for 2007-2008, compared with a 5% reduction in 2006-2007, with no reduction in coverage.

The Chair thanked Ms. Charbonneau and Ms. Delorme for their excellent report.

Ms. Delorme and Mr. Rivest left the meeting.

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

BUY-BACK OI SERVICE UNDER 12(1)(C)

George Smith, Senior Vice-President, Human Resources and Organization, joined the meeting. He reviewed the proposal to permit eligible employees to buy back periods of service at actuarial cost, as authorized pursuant to section 12(1)(c) and 12(6)(b) of the CBC/Radio-Canada Pension Plan. He confirmed that this is consistent with previous proposals approved in respect of other employee groups and that there is no cost to the Corporation.

After discussion, the Committee recommended to the Board of Directors approval of the proposal as outlined.

On a motion duly moved and seconded

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

WHEREAS the Corporation wishes to allow employees to buy back periods of service rendered in the employment of the Corporation under contracts, subject to such employees meeting certain conditions.

THEREFORE BE IT RESOLVED

THAT the Audit Committee hereby recommends that the Board of Directors approve, effective April 1, 2008, employees become eligible to buy back periods of service rendered in the employment of the Corporation under contracts in accordance with the Section 12(1)(c) and 12(6)(b) of the CBC Pension Plan, subject to such employees meeting the conditions as specified to the Board.

MOTION CARRIED

Mr. Smith left the meeting.

RATIFICATION OF THE CHAIR'S AND THE FORMER PRESIDENT AND CEO'S TRAVEL AND HOSPITALITY EXPENSES (IN CAMERA)

The Committee ratified the expenses as reported in the summary. At the request of the Committee Chair, Internal Audit conducted an audit of the expenses for the period and confirmed that appropriate policies and control processes were followed for the review of these expenses.

On a motion duly moved and seconded

IT IS RESOLVED THAT the Audit Committee hereby ratifies the Chair's and the former President and CEO's expenses for the period October 1 to December 31, 2007 as submitted.

MOTION CARRIED

Johanne Charbonneau outlined the new process in place for the approval of expenses of the Chair of the Board, the President and CEO, and all Vice-Presidents. Now that the changes have been implemented, these expenses will no longer be submitted to the Audit Committee for ratification.

The Committee endorsed the new process and approved a modification to its Terms of Reference to reflect the change.

On motion duly moved and seconded

IT IS RESOLVED THAT the Audit Committee hereby approves a change to the Committee's Terms of Reference to reflect that, with the adoption of the new process for the approval of expenses as outlined, the Chair's and

the President and CEO's expenses will no longer be ratified by the Committee.

MOTION CARRIED

IN CAMERA

The Committee met in camera with the Office of the Auditor General and with Internal Audit.

CONCLUDE

Having no further business to discuss, the meeting concluded at 4:00 p.m.

APPENDIX A – SUPPLEMENTARY RESOLUTION

WHEREAS:
CBC/Radio-Canada purchases office furniture including chairs and movable walls in large quantities;

The contract with former supplier (which was Teknion) expired on December 31, 2007 and has been extended for a one (1) month period thereafter, expiring January 31st, 2008.

The estimated expenditure for these supplies is : over the five (5) year period and : over the four (4) years of the renewal periods;

s.18(a) s.18(b) s.20(1)(b) After a request for standing offers issued in January 2008 and a careful consideration of the offers submitted, Teknion was selected as the supplier with the best offer at the lowest cost to the Corporation for office furniture, chairs and movable walls. Teknion is familiar with CBC/Radio-Canada and can cover our many regions. Ergocentric was also selected as an alternate supplier for chairs only.

IT IS RESOLVED:

THAT the Corporation be and is hereby authorized to enter into, to execute, whether under the corporate seal of the Corporation or otherwise, and to deliver an agreement with Teknion relating to the purchase of office furniture including chairs and movable walls, for a period of five (5) years commencing on the execution date of the agreement at an estimated cost of over the five (5) years period and over the four (4) years of the renewal periods (hereafter the "Agreement") and, subject to the Agreement and such other terms and conditions as determined by the President of the Real Estate Division, the Vice-President, Chief Financial Officer or the Senior Director, Supply Management, Finance and Administration (hereafter the "officers")

AND THAT any two officers or their respective delegates, be and they are hereby authorized and directed, for and on behalf of the Corporation, to execute, whether under the corporate seal of the Corporation or otherwise, and to deliver the Agreement and all such documents, instruments and agreements and to do all such acts and things as such officers or delegates may in their absolute discretion determine to be necessary or desirable to carry out the foregoing resolutions inclusive of this resolution, including without limitation all documents and actions necessary in connection with or in implementation of the transactions contemplated in the Agreement with such changes thereto as any two officers shall determine and otherwise in form and substance acceptable to such officers of the Corporation, the execution and delivery of any such Agreement in accordance with the provisions of this paragraph being conclusive evidence of such determination and acceptance.

MEETING OF THE HUMAN RESOURCES AND COMPENSATION COMMITTEE
CANADIAN BROADCASTING CORPORATION
Toronto, Ontario
March 18, 2008

PRESENT:

Dr. Edna Turpin	Chair
Mr. Timothy W. Casgrain	Chair of the Board
Ms. Trina McQueen	

REGRETS:

ALSO ATTENDING:

Mr. Hubert T. Lacroix, President and CEO
Mr. George C.B. Smith, Senior Vice-President, Human Resources and Organization
Mr. Pierre Nollet, Vice-President, General Counsel and Corporate Secretary

MEETING OF THE HUMAN RESOURCES AND COMPENSATION COMMITTEE
CANADIAN BROADCASTING CORPORATION
Toronto, Ontario
March 18, 2008

The Chair called the meeting to order at 2:00 pm

APPROVAL OF MINUTES

On a motion duly moved and seconded,

IT IS RESOLVED THAT the minutes of the Human Resources and Compensation Committee meetings held November 20, 2007 and January 18, 2008 be and are hereby approved.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

No matters were raised.

EXECUTIVE MANAGEMENT COMPENSATION AND INCENTIVE BUDGET FOR 2008-2009

Prior to the meeting, the Committee received the relevant material explaining the decisions being sought with respect to compensation and incentive plans for the executive group within CBC. Mr. Smith informed the Committee that there are two levels of executive management at CBC. The first level (called Corporate Executives) consists of those individuals who report directly to the President, which group comprises 9 executives. The second level is made up of those persons reporting directly to the first group (called Component/Function Executives). The compensation plans presented to the Committee for approval are structured with the objective of achieving the median of the market where possible. Various organizations comprise the comparator group to establish the relevant market including Crown Corporations.

The compensation is composed of a base salary, an incentive plan, perquisites and benefits. The Committee reviewed management's assessment of the Corporation's positioning with respect to each of these elements relative to the comparator groups.

s.18(b)

s.21(1)(b)

s.21(1)(d)

s.18(a)

s.18(b)

s.21(1)(b)

s.21(1)(d)

MOTION CARRIED

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

On a motion duly moved and seconded,

MOTION CARRIED

On a motion dulv moved and seconded.

MOTION CARRIED

On a motion duly moved and seconded,

MOTION CARRIED

MANAGEMENT/APS AND CONFIDENTIAL EMPLOYEES COMPENSATION AND INCENTIVE BUDGET FOR 2008-2009

Mr. Smith advised that these employee groups comprise lower levels of management and confidential employees. Details of the recommendations and related material were provided to the Committee in advance and were reviewed and discussed at the meeting. After due consideration, the Committee moved as follows:

On a motion duly moved and seconded,

s.18(a)

s.18(b)

s.21(1)(b)

s.21(1)(d)

MOTION CARRIED
On a motion duly moved and seconded,

MOTION CARRIED

On a motion duly moved and seconded,

MOTION CARRIED

UDA MANDATE

Brigit Lumholst-Smith, Director Talent Management, joined the meeting at this point. A brief recap of prior internet agreements with other talent unions and current negotiations with Actra was made for the benefit of the Committee. While the current agreement is still in place until November 13, 2009,

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the Human Resources and Compensation Committee recommends to the Board of Directors to give management the mandate to negotiate a letter of agreement with the UDA according to the conditions set out in the provided document, a copy of which shall be filed with the original of these minutes as Exhibit A.

MOTION CARRIED

The Chair thanked Ms Lumholst-Smith who left the meeting.

INDUSTRIAL RELATIONS UPDATE

Mr. Smith first reported on the progress made in respect of the initiative undertaken by management with the concurrence of the Board to attempt to resolve outstanding issues related to pension surplus litigations and ever increasing health costs. Two meetings with plan participants have been held. The exchange of information has started. The attempt to find a resolution requires a commitment at a high level on the part of all those involved. Nine more days of meetings are planned. The objective would be to have an agreement by early June although there are a lot of details to be ironed-out.

s.21(1)(b)

s.21(1)(d)

Mr. Smith also reported on the APS negotiations.

RECOMMENDATION RE PRESIDENT AND CEO'S PERFORMANCE EVALUATION

The President and CEO's performance reviewed is the one for the previous President and CEO, Mr. Robert Rabinovitch whose term ended on December 31st, 2007. Mr. Smith indicated that the Chair of the Committee would communicate the result of the performance review to PCO. The Chair, Mr. Casgrain together with Mr. Smith presented the results of the performance

evaluation for Mr. Rabinovitch. The main achievements were identified as obtaining the $60 million for two fiscal years, pursuing the drama strategy and the news integration, ensuring that succession planning, leadership and management development were embedded in the CBC/Radio-Canada culture. The Chair also underlined the overall performance of the previous President and CEO in having a well-run and well-managed Corporation.

While the Committee recognized that the process for assessing and formulating objectives could be improved, the Committee discussed the contribution of the former President and CEO and how to apply the performance indicators to the Privy Council Office scheme.

With respect to President Lacroix, PCO has accepted that his evaluation be based on a 15 month period and accordingly his first evaluation will be next year at the same time.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the Human Resources and Compensation Committee recommends to the Board of Directors for approval the performance evaluation of the President and CEO for fiscal year 2007-2008 as having surpassed the expectations in respect of Key and On-going objectives.

MOTION CARRIED

Prior to the conclusion of the meeting, Ms McQueen offered her resignation as member of the Committee.

IN CAMERA

No in camera meeting was held.

CONCLUDE

Having no further business to discuss, the meeting concluded at 4:40 pm.

CBC Radio-Canada

363rd MEETING OF THE BOARD OF DIRECTORS May 13 – 14, 2008 Quebec City, Quebec **LOCATION** **HILTON QUEBEC** **1100 René-Lévesque Blvd,** **Quebec, Quebec** **Hotel phone: (418) 647-2411** **Hotel Fax: (418) 647-6488** **Secretariat** **Orleans Boardroom** **Tel.: (418) 647-6541** **Fax: (418) 647-6543**	363e RÉUNION DU CONSEIL D'ADMINISTRATION Les 13 et 14 mai 2008 Québec (Québec) **LIEU** **HILTON QUÉBEC** **1100, boul. René-Lévesque** **Québec (Québec)** **Tél. (hotel) : (418) 647-2411** **Télécopieur (hotel) : (418) 647-6488** **Secrétariat** **Salon Orléans** **Tél. : (418) 647-6541** **Télécopieur : (418) 647-6543**
Tuesday, May 13, 2008 09:00 Meeting of the Human Resources and Compensation Committee **(Lauzon Room)** 12:30 Conclude **LUNCH – Lauzon Room** 14:00 Meeting of the Board of Directors **(Ste-Foy/Portneuf rooms)** 17:00 Adjourn 17:30 **Community Reception** Musée National des Beaux-Arts du Québec Parc des Champs-de-Bataille	**Le mardi 13 mai 2008** 09:00 Réunion du Comité des Ressources humaines et de la rémunération **(Salon Lauzon)** 12 h 30 Levée de la séance **DÉJEUNER – Salon Lauzon** 14 h Réunion du Conseil d'administration **(Salons Ste-Foy/Portneuf)** 17 h Ajournement 17 h 30 **Réception avec la communauté** Musée National des Beaux-Arts du Québec Parc des Champs-de-Bataille

CBC Radio-Canada

19:30 **Board Dinner** Graffiti Restaurant 1191 Cartier Avenue	19 h 30 **Dîner du Conseil** Restaurant Graffiti 1191, ave Cartier
Wednesday, May 14, 2008	**Le mercredi 14 mai 2008**
08:00 Meeting of the Board of Directors **(Ste-Foy/Portneuf rooms)** **LUNCH – Lauzon Room**	8 h Réunion du Conseil d'administration **(Salons Ste-Foy/Portneuf)** **DÉJEUNER – Salon Lauzon**
13:30 Conclude	13 h 30 Levée de la séance

363rd MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Quebec City, Quebec – May 13 - 14, 2008

Tuesday, May 13, 2008

	ITEM	START TIME	LEAD BY	MOTION REQUIRED	DOCUMENT
1.	In Camera	14:00	Hubert T. Lacroix All		
2.	Human Resources and Compensation Committee Report • Update on President and CEO's objectives • Approve overall compensation and results of incentive plan for Corporate Executives		Edna Turpin	YES	(At meeting)
3.	Audit Committee Report • Report on Pension Plan • Transactions over $5 million		Hélène Fortin		
4.	Approval of minutes of the March 19, 2008 meeting and of the conference call meeting of April 9, 2008		Hubert T. Lacroix	YES	YES
5.	Matters arising from previous meetings		All		
6.	Chair's Report		Tim Casgrain		
7.	President's Report • Update Cogeco • Other updates		Hubert T. Lacroix		
Adjourn		17:00			

Wednesday, May 14, 2008

8.	Challenge us	08:00	Hubert T. Lacroix		YES
9.	Peace Plan / Pension Plan & Benefits updates		George Smith		
10.	Calendar of meetings – 2009 & 2010		Tim Casgrain	YES	YES
11.	Update on Toronto Broadcast Centre		Michel Saint-Cyr		YES
12.	Banking resolutions		Johanne Charbonneau	YES	YES
13.	Update on Broadcast Distribution Undertaking hearings		Michel Tremblay		YES
14.	Board training – Media environment **Next meeting** – June 16 – 17, 2008 **Ottawa, Ontario**		Michel Tremblay Stan Staple Steven Guiton		
Conclude		12:15			

363rd MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Quebec City, Quebec – May 13 - 14, 2008

UPDATES/INFORMATION

a) Summary of Government Funding (10 year operating & capital) – Johanne Charbonneau
b) Labour Relations Update - George Smith
c) Workforce Distribution – George Smith
d) President's Signing Resolution – Pierre Nollet
e) Annual Report Presentation – Bill Chambers

Board of Directors

May 14, 2008

Subject matter

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

Background

The attached provides a 10-year historical overview of the Corporation's parliamentary appropriations as at April 14, 2008. The approved reference levels for 2009-2010 and beyond are also provided.

Information on the matter

See attached.

For information [X]

Prepared by

Name:	Johanne Charbonneau
Date:	April 14, 2008

Management recommendation

Not required.

Last discussed at the Board

Date:	March 18, 2008
Decision made:	N/A

Next steps

Not required.

Anticipated project completion date: _____

(If contract, indicate date of expiry): _____

Page 848

is withheld pursuant to section

est retenue en vertu de l'article

18(a)

of the Access to Information Act

de la Loi de l'accès à l'information

Schedule A

Board of Directors
(May 13-14, 2008)

Subject matter

Labour Relations Update

Background

This is a standing item on the Board of Directors' agenda which provides the status of CBC's collective agreements.

Information on the matter

Not applicable.

For decision: **For information:** ■

Prepared by

Name: George C.B. Smith
Senior Vice-President, Human Resources and Organization

Date: April 2008

Management recommendation

Not applicable.

Last discussed at the Board

Date: March 2008
Decision made:

Anticipated project completion date: **____N/A____**
(If contract, indicate date of expiry): **_____**

Labour Relations Update for the Board of Directors' meeting of May 13-14, 2008

AGREEMENTS PRESENTLY BEING NEGOTIATED

UNION	Effective Date	# of Members	Central Issues
NATIONAL FILE			
APS	**July 1, 2005– June 30, 2008**	**646**	• Bargaining for the collective agreement began on April 7, 2008. Issues identified by the APS are respect, recognition and compensation. Discussions on these issues were initiated, with emphasis to date on overtime, on-call work and the impact of performance evaluations.
ENGLISH FILE			
CMG (Canadian Media Guild)	**April 1, 2004 – March 31, 2009**	**N/A**	• The CBC-CMG agreement expires March 31, 2009 • Pursuant to Article 46 of the collective agreement, the parties were to negotiate a new staff reduction process for the integrated bargaining unit by June 30, 2007, failing which the matter would proceed to binding mediation/arbitration. • • • There is an initiative underway whereby the CBC and the CMG are meeting to explore an alternate process,
ACTRA (Alliance of Canadian Cinema, Television and Radio Artists) (Performers)	**July 1, 2003– June 30, 2005**	**N/A**	• Negotiations with ACTRA commenced in May 2005 and are ongoing. • • ACTRA has concluded negotiations with Independent Producers (Canadian Film and Television Production Association (CFTPA)) and the National Film Board. • •

			• Discussions continue in an attempt to narrow the gap between the parties.
WGC (Writers Guild of Canada) **Television and Radio Agreement**	**Sept. 1, 1998– August 31, 2000**	**N/A**	• Agreements were to expire August 31, 2000. Parties agreed to extend until further notice.
ENGLISH FILE			
IATSE (International Alliance of Theatrical, Stage Employees and Moving Picture Machine Operators of the United Sates and Canada) (Stagehands)	**No agreement since 1994**	**3**	• No need at this time to consider negotiations.

s.21(1)(b)

s.21(1)(d)

NEGOTIATED AGREEMENTS

UNION		Effective Dates of Collective Agreement	# of Members
NATIONAL FILE			
AFM	The American Federation of Musicians of the United States and Canada (AFM)	April 1, 2006 – March 31, 2010	N/A
ENGLISH FILE			
CMG	Canadian Media Guild	April 1, 2004– March 31, 2009	5,141
FRENCH FILE			
SCRC (Unit 1)	Syndicat des communications de Radio-Canada	March 27, 2006– March 29, 2009	1,390
STARF (Unit 2)	Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada	April 13, 2006– March 31, 2009	1,336
UDA	Union des artistes	November 14, 2005– November 13, 2009	N/A
SARTEC	(Société des auteurs de la radio, de la télévision et du cinéma)	July 10, 2006 – July 9, 2010	N/A
SPACQ	Société professionnelle des auteurs et des compositeurs du Québec	8 janvier 2007 – 7 janvier 2011	N\A
AR	Association des réalisateurs	Oct. 1, 2007 – Dec. 11, 2011	380
SCFP	Syndicat Canadien de la Fonction Publique	Oct. 1, 2007 – Sept. 26, 2010	662

Schedule A

Board of Directors

(May 13-14, 2008)

Subject matter

Workforce Information

Background

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

- media component with a comparison to beginning fiscal year;

- geographic location (map of Canada)

Information on the matter

Attached

For decision ☐ **For information** ☒

Prepared by

Name: G.C.B. Smith
Date: April 18, 2008

Management recommendation

N/A

Last discussed at the Board

Date:
Decision made:

Next steps

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

Annexe A

Conseil d'administration

(13 et 14 mai 2008)

Sujet

Information sur la main-d'oeuvre

Contexte

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

- composante média (avec une comparaison par rapport au début de l'exercice);

- lieu géographique (carte du Canada).

Renseignements connexes

Voir document joint

Décision à prendre ☐ **À titre d'information** ☒

Préparé par

Nom : G.C.B. Smith
Date : le 18 avr. 08

Recommandation de la direction

N/A

Dernière discussion au Conseil

Date :
Décision prise à cette occasion :

Suivi

Date prévue de l'achèvement du projet : _____
(Indiquer la date de fin du contrat) : _____

TOTAL WORKFORCE / EFFECTIF TOTAL

Full Time Equivalent / Équivalent temps plein

	Month / Mois : March / mars 2008 (March 30, 2008 / Le 30 mars 2008)						
	Permanent (a,b)	**Temporary / Temporaire** (a,b)	**Contract / Contractuel** (a,b)	**Short term / Court terme** (d)	**TOTAL**	**TOTAL Begin. FYR Apr 2007 / Début de l'exercice avril 2007**	**Variance / Écart**
Radio English/ Radio anglaise	961	61	117	150	1,290	1,289	1
Radio French/ Radio française	643	65	248	200	1,155	1,087	68
Television English/ Télévision anglaise	2,307	103	342	309	3,061	3,102	-41
Television French/ Télévision française	2,285	281	207	451	3,224	3,105	119
Corporate/ National	1,012	67	195	17	1,290	1,266	24
TOTAL	**7,208**	**576**	**1,109**	**1,127**	**10,020 ***	**9,849 ****	**171**

* 10,020 FTE/EPT = 10,913 head count / effectifs réels.
** 9,849 FTE/EPT = 10,710 head count / effectifs réels.

Notes:
(a) Employees on leave of absence are excluded. / Les employés en absence autorisée sont exclus.
(b) FTE is based on the full-time / part-time percentage of the employee's working schedule. /
L'EPT est basé sur le pourcentage temps plein / temps partiel de l'horaire de travail des employés.
(d) Includes casual + short term contract. FTE is based on the total days worked over a four week period. /
Comprend les occasionnels et les contractuels courte durée. L'EPT est basé sur le total des jours travaillés durant une période de quatre semaines.

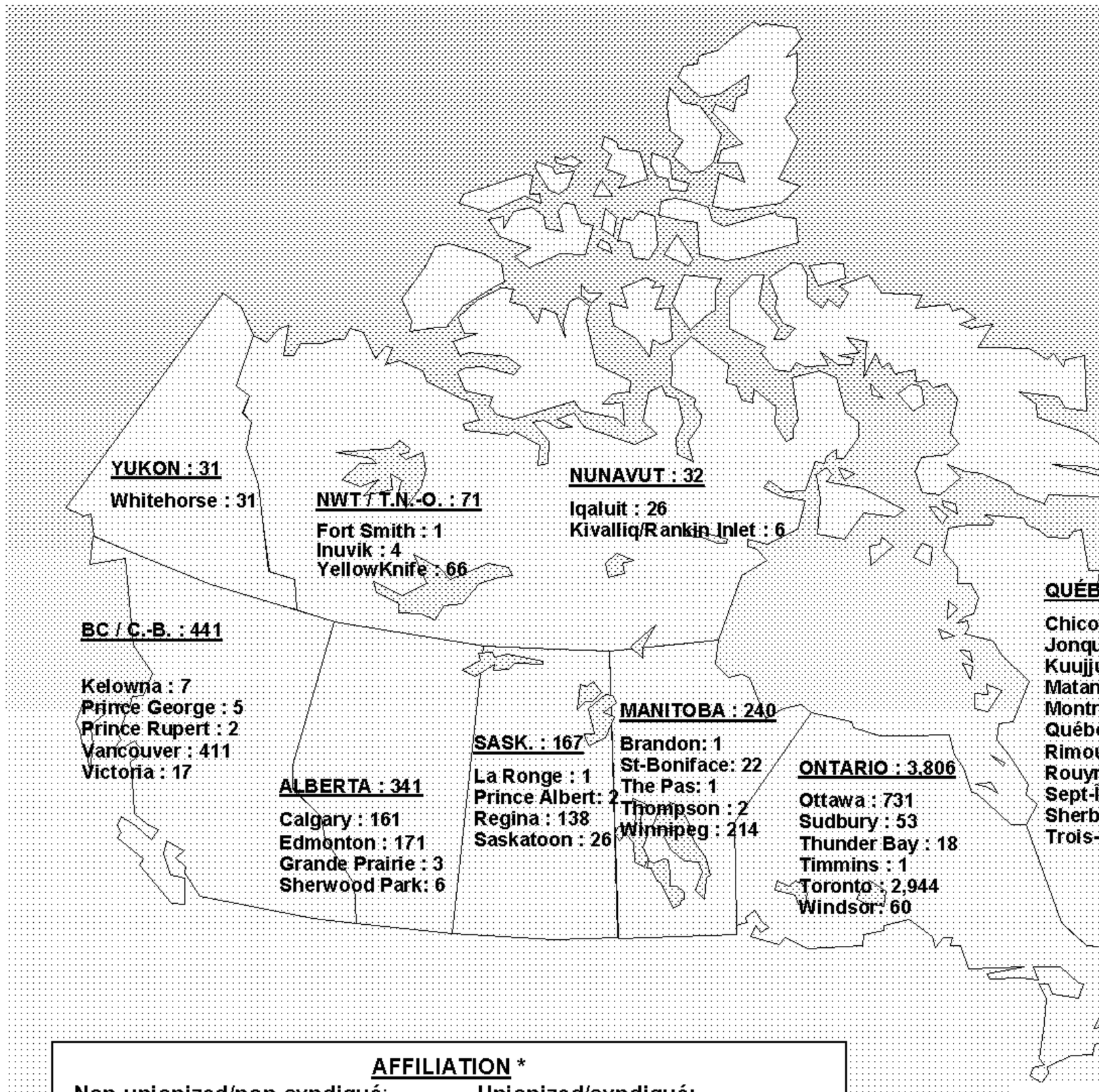
The sum of the details may not balance with the totals due to rounding / La somme du détail peut différer des totaux en raison de l'arrondissement.

Prepared by: SSO / HR Reporting.

CBC Map / Carte de la SRC

Full Time Equivalent / Équivalent temps plein

March 2008 / mars 2008



OUTSIDE CANADA / À L'ÉTRANGER : 46

Bangkok : 1
Beijing : 2
Beirut: 1
Cape Town: 1
Dakar: 1
Islamabad: 2
Jerusalem : 4
London : 7
Los Angeles: 1
Mexico : 1
Moscow : 1
New York: 1
Paris : 6
Rio de Janeiro : 1
Shanghai: 1
Washington : 15

NEWFOUNDLAND / TERRE-NEUVE : 158

Corner Brook : 12
Gander : 5
Grand Falls : 7
Happy Valley/Goose Bay : 9
Labrador City : 1
Marystown: 1
St. John's : 124

YUKON : 31

Whitehorse : 31

NWT / T.N.-O. : 71

Fort Smith : 1
Inuvik : 4
YellowKnife : 66

NUNAVUT : 32

Iqaluit : 26
Kivalliq/Rankin Inlet : 6

QUÉBEC : 4,106

Chicoutimi : 27
Jonquière : 16
Kuujjuaq : 2
Matane : 29
Montréal : 3,612
Québec : 291
Rimouski : 30
Rouyn-Noranda : 13
Sept-Îles : 29
Sherbrooke : 31
Trois-Rivières : 26

BC / C.-B. : 441

Kelowna : 7
Prince George : 5
Prince Rupert : 2
Vancouver : 411
Victoria : 17

ALBERTA : 341

Calgary : 161
Edmonton : 171
Grande Prairie : 3
Sherwood Park: 6

SASK. : 167

La Ronge : 1
Prince Albert: 2
Regina : 138
Saskatoon : 26

MANITOBA : 240

Brandon: 1
St-Boniface: 22
The Pas: 1
Thompson : 2
Winnipeg : 214

ONTARIO : 3,806

Ottawa : 731
Sudbury : 53
Thunder Bay : 18
Timmins : 1
Toronto : 2,944
Windsor: 60

P.E.I / I.-P.-É. : 54

Charlottetown : 54

NOVA SCOTIA/ NOUVELLE-ÉCOSSE : 231

Halifax : 206
Sydney : 25

NEW BRUNSWICK / NOUVEAU-BRUNSWICK : 296

Bathurst : 2
Campbellton : 1
Caraquet : 2
Edmunston : 2
Fredericton : 49
Moncton : 204
Sackville : 13
Saint John : 23

AFFILIATION *

Non-unionized/non-syndiqué:		Unionized/syndiqué:	
Unaffiliated:	25	APS:	694
Executives:	62	CMG:	4438
MS:	1070	SCRC:	1348
Confidential:	197	STARF:	1227
SUBTOTAL:	1,354 (14%)	SCFP:	599
		AR:	361
		SUBTOTAL	8,667 (86%)
GRAND TOTAL:	10,020		

Total FTE/ETP 10,020 = Head count / effectifs réels 10,913

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

Shared Services / Services partagés

000856

Schedule A

Board of Directors

May 13 & 14, 2008

Subject matter

President and CEO's Signing Authority

Background

In 2004, the Board approved the attached signing authority.

Information on the matter

At the request of Board members, we are attaching, as a standing item, the actual signing resolution for reference purposes.

For decision ☐ **For information** ☒

Prepared by

Name: Pierre Nollet
Date: March 19, 2008

Management recommendation

Last discussed at the Board

Next steps

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

On a motion duly moved and seconded

WHEREAS the President and CEO requires sufficient authority to carry out his/her functions; and

WHEREAS the Board reviews and approves the Capital and Operating budgets each and every year; and

WHEREAS the authority granted to the President and CEO shall be carried out within the limits of the approved budgets, the Corporation's By-laws and the Broadcasting Act;

IT IS THEREFORE RESOLVED THAT the President and CEO directly or through his/her delegate be and is hereby authorized to decide, enter into or commit on behalf of the Corporation for:

1. *(acquisition or disposition of real property)* any matters which have a financial value or consideration to the Corporation of less than $4 million, when covered by Section 48(2) of the Broadcasting Act;

2. *(leasing of real property)* any matters which have a financial value or consideration to the Corporation of up to $15 million, when covered by Section 48(2) (b) of the Broadcasting Act and Order in Council number P.C. 2002-1582 and dated September 24, 2002;

3. *(programming)* any matter relating to the acquisition, production co-production of financing of programs and has a financial value or consideration to the Corporation of up to $10 million and commits the Corporation to a period of 4 years or less;

4. *(revenue generating)* any matter where the main objective is to generate revenues which has a financial value or consideration to the Corporation of up to $15 million and commits the Corporation to a period of 4 years or less; provided that advertising contracts shall follow the general rules below;

5. *(general)* any other matters which have a financial value or consideration to the Corporation of up to $5 million save and except when Governor in Council approval or Minister of Finance approval is required, pursuant to Section 46 and 46.1 of the Broadcasting Act.

The above authority does not include the power to agree to or enter into new business ventures on behalf of the Corporation

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

IT IS FURTHER RESOLVED THAT the President directly or through his/her delegate be and is empowered and directed, in the name and on behalf of the CBC, to make, execute and deliver and to do all such acts and things as are necessary or appropriate to effect the foregoing resolution and to execute all agreements, undertakings, documents, instruments or certificates in the name and on behalf of the CBC in connection with the authority contemplated in the foregoing resolution and any acts or things heretofore done or made or documents heretofore executed and delivered which effect the foregoing resolution are in all respect approved, ratified and confirmed.

Previous Revision: March 26, 2002
Current Revision: November 17, 2004
K:\CORPORATE SECRETARIAT-NEW\POLICIES AND PROCEDURES (101.245)\BOARD_MANUAL\Redesign\Section 3 Tab 2 Signing Resolution.pub

Schedule A
( )

Board of Directors
May 2008

Subject matter

Annual Report 2007-2008

Background

The Board approved Corporate Communication's proposal for the 2007-2008 Annual Report in November 2007. Corporate Communications drafted and submitted key texts to the Board in March 2008.

Information on the matter

The remainder of the Annual Report texts (apart from the Financial section which will be submitted by Finance) are submitted to the Board for information at the Board's May 2008 meeting.

For Decision ☐

For Information [x]

Prepared by

Name: Martine Ménard, Bill Chambers
Date: May 5, 2008

Management recommendation

That Corporate Communications continue to refine the texts and prepare the design for the Corporation's Annual Report as the June 30th submission deadline to the Minister approaches.

Next steps

Refinement of all texts; preparation of design and layout; submission to the Board in June 2008; preparation of files for submission to the Minister, end of June; and preparation of files for the printer for July.

DRAFT

Annual Report 2007-2008

Corporate Communications

May 2008

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, who 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
President
Hutton-Belleville Inc.
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

Dr. Edna Turpin
Executive Consultant
St. John's, Newfoundland and Labrador

DRAFT

BOARD OF DIRECTORS - YEARLY ATTENDANCE, MAY 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)
Timothy Casgrain	7/7	N/A	5/5	N/A	3/3	N/A
Robert Rabinovitch [a)]	4/4	N/A	3/3	N/A	3/3	N/A
Hubert T. Lacroix [b)]	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 [c)]	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
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
Rémi Racine [d)]	4/4	N/A	N/A	N/A	1/1	N/A

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

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

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

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

d) Rémi Racine joined the board on October 12 2007.

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Governance Section of the Annual Report 2007-2008

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 twelve 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 are reviewed on a regular schedule so 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.

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, Timothy W. Casgrain was appointed Chair of the Board. Prior to Mr. Casgrain's appointment and pursuant to the provisions of the *Broadcasting Act*, the then President and CEO, Robert Rabinovitch, served as Acting Chair.

There were two other changes in the Board during the year:

Rémi Racine of Montreal, Quebec replaced Howard McNutt of Halifax Nova Scotia following the expiry of Mr. McNutt's term.

Hubert T. Lacroix was appointed President and CEO to replace Robert Rabinovitch following the expiry of Mr. Rabinovitch's term.

Board Committees

Standing Committees on English and French Language Broadcasting

These Committees are established pursuant to Section 45 of the *Broadcasting Act.* Their mandate is directed to monitoring the fulfillment by the Corporation of its 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.

Human Resources and Compensation Committee

The Human Resources and Compensation Committee has oversight responsibility with respect to all aspects of the Corporation's Human Resources 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 concerned with exploring 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 over and above the maximum number indicated above, the meeting fee is $625 per meeting.

For Conference Call meetings of the Board or a Committee, the meeting fee is $250.

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

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

For 2007-2008 the total amount paid in Director compensation was $123,137.50.

Public Accountability

CBC | 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/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/Radio- Canada websites.

Here are examples of reporting instruments:

- Annual Report of CBC/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| Radio-Canada Corporate Plan and Corporate Plan Summary
- CBC| 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

CBC|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 independent Ombudsmen, each of whom is completely independent of CBC|Radio-Canada programming staff and programming management and is reporting directly to the President of the Corporation and, through the President, to the Corporation's Board of Directors. The role of each 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, CBC|Radio-Canada, PO Box 500, Station A, Toronto ON M5W 1E6 (ombudsman@cbc.ca); and,

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

Codes of Conduct

CBC|Radio-Canada employees at all levels and across the Corporation are expected to adhere to 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

CBC/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, CBC/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.

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

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.

CBC/Radio-Canada Services

CBC/Radio Canada delivers a comprehensive range of News, information, entertainment, an sports 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.

RADIO AND SATELLITE RADIO

CBC RADIO ONE
Canada's English-language radio 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 94. 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 93.

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 138.

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 187.

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 188. 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.

TELEVISION

CBC TELEVISION
Canada's leading 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 their 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 premiere 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 and arts and culture.

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 the best in public 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 premiere 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.

INTERNET

CBC.ca
One of Canada's most popular and comprehensive English media websites, with up-to-the-minute CBC 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 94. 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 93.

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.

REACHING NEW AUDIENCES

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 nearly 30 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.

Key Performance Indicators

CBC | Radio-Canada uses programming performance indicators to ensure that it is continuing to provide Canadians value for the money they have invested in their national public broadcaster.

Specifically, CBC|Radio-Canada monitors and evaluates the views and viewing, listening and surfing habits of Canadians to ensure that it is providing them with programming to their satisfaction and that meets their needs.

Measuring Performance

The Auditor General of Canada's report on the Special Examination of CBC/Radio-Canada, released in 2005, suggested improvements in the ability of CBC/Radio-Canada's Board of Directors, the Government and the public to assess CBC/Radio-Canada's performance on a year-to-year basis. As a result, we have enhanced the strategic planning process by developing performance indicators for each of our Corporate priorities and linked them to the Corporation's main Television and Radio networks, or to individual media operations, as appropriate.

The incorporation of these performance indicators into the Corporation's planning process began in 2006 and they will be fully integrated into that process within two years.

Data collection and measurement commenced April 2006 and data for all measures are reported in this year's Annual Report. By April 2008, the performance indicator system will be fully operational and it will then be possible to examine annual performance results, performance against targets, as well as performance trends.

These changes have already enhanced the planning process and, in the longer term, should significantly increase the effectiveness of the Corporation's overall operations.

Corporate Measures of Performance

Corporate Priority	Indicator	2007-2008 Result
CONTENT	CANADIAN CONTENT	
	• CBC Television*	
	All day	80%
	Prime time (Monday-Sunday, 7:00-11:00 p.m.)	81%
	• Télévision de Radio-Canada*	
	All day	79%
	Prime time (Monday-Sunday, 7:00-11:00 p.m.)	89%
	• CBC Radio	
	All day	99%
	Prime time (Monday-Friday, 6:00-9:00 a.m.)	100%
	• Radio de Radio-Canda	
	All day	100%
	Prime time (Monday-Friday, 6:00-9:00 a.m.)	100%
	NUMBER OF AWARDS	
	CBC Television	203
	Télévision de Radio-Canada †	30
	CBC Radio	100
	Radio de Radio-Canada	6
	DISTINCTIVENESS	
	• Main Television and Radio networks	90%

* Based on previous broadcast year.
† Internal productions only

Corporate Priority	Indicator	2007-2008 Result
REGIONAL REFLECTION AND THE CHANGING FACE OF CANADA	Programs produced in regions for regions	86,000 hours
	Programs produced in regions for networks	12,600 hours
	CBC/Radio-Canada usage by visible minority (18+)	87%
	Visible minority staff CBC/Radio-Canada	Number of staff 540 (excludes short-term employees)
SUSTAINABILITY OF CANADIAN SCHEDULES	Television advertising revenue	$315 million*
	Expenditures on Canadian programming	On target †
EFFICIENCY	Self-generated revenues	On target
	Programming expenditures	On target
CREATIVE HUMAN RESOURCES	Commitment to training and development CBC/Radio-Canada	$ per employee 1,005
	Employee satisfaction (periodic) CBC/Radio-Canada	n/a

* Only the main networks; excluding Internet revenues.
† Includes primarily Galaxie, CBC Country Canada, Internet, and program sales, but not advertising revenues.

Corporate Priority	Indicator	2007-2008 Result
STRATEGIC PARTNERSHIPS	Joint ventures/partnerships CBC/Radio-Canada	15
COLLABORATION	Expenditures on cross-media programming	On target
STRONG STAKEHOLDER RELATIONSHIPS	Opinion leaders' overall impression of CBC/Radio-Canada*	77% favourable
	Opinion leaders' general impression of CBC/Radio-Canada as being an essential service*	87% agreement
	Canadians' satisfaction levels with main Television and radio networks	89%
	Relevance to stakeholders	Percentage of Canadians using our services † 86%

* *CBC/Radio-Canada Opinion Leader Survey*, March 2008, conducted by Phoenix Strategic Perspectives Inc.

† Usage of main Television, Radio and websites.

Media Lines' Goals and Achievements

CBC/Radio-Canada delivers a comprehensive range of News, information, entertainment, and sports 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 via Radio, Television, Internet, satellite-based and wireless services, offering high-quality, distinctive content by, for and about Canadians, however and wherever they want it.

English Services

CBC/Radio-Canada's English Services comprise CBC Television, CBC Newsworld, **bold** (formerly CBC Country Canada) *documentary* (formerly The Documentary Channel, in which CBC/Radio-Canada has majority interest), CBC Radio One, CBC Radio 2, CBC Radio 3, and *CBC.ca*. As of November 2007, all of these services report to the Executive Vice-President for English Services. This integrated approach allows for better planning and sharing of resources and programming across the media lines, and the achievement of savings and synergies.

CBC Radio's Strategic Objectives

To remain relevant and to meet the needs of its listeners in today's competitive radio environment, CBC Radio established four main strategic priorities for 2007-2008: excellence in program development for CBC Radio Two and all platforms; News integration; strategic development on New Media platforms; and, effective employee engagement. These priorities were designed to increase listener satisfaction, particularly with CBC Radio One and CBC Radio Two (measured under Listener Satisfaction below); serve the public (measured under National Reach and Share, indicating the extent of usage by the Canadian public); maintain and improve the quality of its services (assessed by national and international award-granting bodies and measured under Program Excellence); and, as a long-term objective, to extend local market service into a number of areas where no local CBC Radio One service exists (measured under Local Service Extension).

CBC Radio – Performance Indicators

	CBC Radio 2007-2008 Goals	CBC Radio 2007-2008 Achievements
Cost		
Cost of Programming	New Measure	
Audience[1]		
CBC Radio One and CBC Radio 2 Combined Reach	3.8 million	
CBC Radio One and CBC Radio 2 Combined Share	12.2%	
Mandate		
CBC Radio One Satisfaction[2]	67%	
Essential[2]	85%	
Regionally Reflective[2]	76%	
Ethnically/Culturally Diverse[2]	65%	
Relevance - Has Programs I Want to listen to[2]	58%	

Program Review	
Pitches received and processed	New Measure
Pilots made	New Measure
New shows or new series debuted	New Measure
Recognition for Program Excellence	100
Number of National or International Awards	
Local Service Extended into Unserved Major Radio Markets	n/a
Number of Service Extensions into Markets with >100,000 Population	

1: BBM Fall Survey
2: FIATS Fall Survey, Core Listeners, Top 3 box score
3: Service extensions to underserved markets are a significant long-term goal for CBC Radio. While resources did not permit any such extensions during 2007-2008, this goal remains an important strategic objective for CBC Radio.

CBC Radio's Future Directions

Excellence in program development for CBC Radio Two and all platforms

- Reinforce CBC Radio Two's commitment to high-impact, high-profile classical programming as well as other important genres
- Introduce programs featuring high-impact documentaries and other types of context-rich material

Revitalise CBC News and pursue the Local Radio Plan

- Offer communities local News that embodies CBC journalistic standards, is customisable and diverse, and brings strength and nuance to the debate on local, regional and national issues
- Pursue funding opportunities for local service extensions

Strategic development on New Media platforms

- Build thematic portals. in collaboration with CBC Television, to give audiences easy access to content across all platforms
- Consolidate content and resources with CBC Television to offer audiences richer and deeper content

CBC Television's Strategic Objectives

CBC Television focused on programming and platforms in 2007-2008, in order to continue to provide Canadians with high-quality programming. Specifically, CBC Television targeted six strategic priorities: addressing the problem of Canadian entertainment programming; increasing audiences; securing key sports properties; increasing regional connections; renewing CBC News; and pursuing online opportunities and expansion.

To measure its success in achieving its objectives, CBC Television set out four main performance indicators with targets, as shown in the following table. Among the results was an increase in the viewing share of CBC Television, particularly in prime time when television is primarily consumed (measured under Audience below). The network also worked to preserve its distinctive place in Canadian broadcasting by helping to fulfill the public broadcaster's mandate. This was achieved through increased audience usage (measured under Audience); the maintenance of an offering of diverse programming (Differentiation) as well as high-quality programming as judged by viewers (Public Perception). To successfully pursue its priorities, the network prudently managed its financial situation, including pursuing self-generated revenues and managing its financial resources effectively (measured under Revenue and Cost).

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CBC Television – Performance Indicators

	CBC Television 2007-2008 Goals	CBC Television 2007-2008 Achievements
Public Value		
• Differentiation[1]	Maintain Ratio	
• Public Perception	Each Program 60% in Top 3 Box Score	
Audience		
CBC Television Prime-time Share Regular Season	8.0%	
Revenue		
Main Networks – Commercial Advertising Revenues Fiscal Year (April-March)	$212 million	
Advertising and Other Miscellaneous Revenues	New Measure	
Cost		
Total Budget with Allocations Fiscal Year (April-March)	$513 million	
Cost of Programming	New Measure	

1: Based on percentage of titles.
2: Initial target of 8.0% was premised on financial and operational considerations which did not occur, and was therefore revised to 7.5% at the start of fiscal 2007-2008.
3: There have been budget releases subsequent to when target of $512.8 million was established.

CBC Television's Future Directions

Address the challenge of Canadian entertainment programming

- Increase the viewership and appeal of Canadian entertainment programming
- Continue to appeal to a broader range and number of Canadians through more loyalty-engendering series with full-season runs

Increase audiences

- Continue to consolidate CBC Television's schedule with a same day, same channel approach
- Refocus CBC Newsworld as a continuous source of hard News to create compelling, in-demand programming, hosts and coverage of News stories
- Focus on positioning the new **bold** channel as the home for cutting-edge dramatic and arts programming and exclusive sports events
- Promote the rejuvenated and now CBC majority-owned *documentary* channel, showcasing the best in Canadian and international documentaries, films and series

Secure key Sports properties

- Secure long-term rights to further amateur and professional sports properties as appropriate opportunities arise
- Build on the recently renewed NHL rights contract by extending the Hockey Night in Canada brand across multiple platforms

Increase regional connections to CBC

- Enhance the connection to local communities through regional programming

Renew CBC News

- Evolve and strengthen News & information programmingExpand to a "24 x 7" capability on multiple platforms

Pursue online opportunities and expansion

- Continue program extension strategyPartner with other organisations on digital programming

CBC.ca's Strategic Objectives

CBC.ca and the Digital Programming group maintain a goal of supporting CBC's Television and Radio programming services. In 2007-2008, *CBC.ca*'s four main strategic priorities were to: increase traffic by concentrating on its core programming strengths (importance and popularity); increase revenue by expanding advertising inventory and developing sponsorship opportunities; support multi-platform initiatives for programming and content distribution via non-over-the-air platforms; and, enhance site reliability and stability. In the pursuit of these strategic priorities, *CBC.ca* established five objectives for 2007-2008 for which performance results appear in the table below.

CBC.ca – Performance Indicators

	CBC.ca 2007-2008 Goals	*CBC.ca* 2007-2008 Achievements
	Increase traffic	• *CBC.ca* continues to be the number one news/media website with 4.2 million average monthly unique visitors, up 8.9% over the prior year, and 67 million page views. • Audiences for the redesigned *CBCSports.ca* drew 1.1 million average monthly unique visitors, up from 750,000 in the prior year.
	Implement Web 2.0 and the Media	*CBC.ca* drew over 27,000 registered members and over 10,000 comments on *CBC.ca* content with its user-generated content tools. • Since June 1, 2007, CBC has added over 5,700 on-demand video and served 6.2 million streams.
	Increase revenues	• *CBC.ca* ad banner revenue rose 18% during the fiscal year for a 2007-2008 total of $3,119,000.
	Support the development and implementation of a multi-platform strategy	• Business Development & Digital Programming substantively reorganised in 2007 to a service model providing creative, business and product development services to content areas. • Business Development was integrated across platforms and with Corporate Business Development, including an integrated Affiliate Relationship business unit.
	Increase site stability and reliability	• *CBC.ca* adopted a service rental model, concentrating on market-leading vendors to provide reliability, scalability and flexibility with minimal capital investment – leading to significant savings. • The current platform provides best-of-class recognition of our secure streaming solution, approved by FIFA and the IOC.

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CBC.ca's Future Directions

- Enhance reliability and stability of CBC's online presence
- Support the development and implementation of a multi-platform strategy

French Services

CBC/Radio-Canada French Services comprise Télévision de Radio-Canada, Réseau de l'information de Radio-Canada (RDI), Première Chaîne, Espace musique, Espace classique, Bande à part, Radio Canada International (RCI), RCI viva, and *Radio-Canada.ca*. All of these services report to the Executive Vice-President for French Services. This integrated approach facilitates the development of a global vision of French Services that recognises the individual strengths and distinctive character of each media line while promoting the overarching goal of improving the quality of the democratic and cultural life of Canadians. The Corporation is also a partner in ARTV and TV5Monde.

Radio de Radio-Canada's Strategic Objectives

Over the past five years, Radio de Radio-Canada's Première Chaîne and Espace musique have continued to expand their listenership, as illustrated by the audience level indicator. Note that the 2007–2008 results are somewhat anomalous, but still bear out this trend. In 2007–2008, Espace musique entered the second phase of its development, and achieved its objective of supporting the Canadian music industry by investing $5.5 million in the production of concerts to be aired on its network. French Services had the overall objective of consolidating its regional roots: for Radio de Radio-Canada, this translated into maintaining a high level of investment in the regions.

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Radio de Radio-Canada – Performance Indicators

	Radio de Radio-Canada 2007–2008 Goals	Radio de Radio-Canada 2007–2008 Achievements
Maintain an optimal listenership. • Combined audience shares of Première Chaîne and Espace musique	Between 14% and 16%	
Continue our commitment to Canadian musicians. • Concert recordings	300	
• Budget invested in musical production for Espace musique	New measure	
Invest in the regions. • Maintain our level of investment in regional production.	45%	
Evaluate the performance of all employees in relation to objectives.	Between 90% and 100%	

1. Average of Fall and Spring BBM surveys
2. Although the number of recordings decreased, the investment stayed the same — fewer recordings, but with higher impact.

Télévision de Radio-Canada's Strategic Objectives

In 2007–2008, Télévision de Radio-Canada focused on objectives whose performance is measured in four indicator categories: audience, financial, reflecting the diversity of contemporary Canada, and human resources.

Under the first indicator, the shares and overall satisfaction index show that Télévision de Radio-Canada achieved its audience growth objective (0.6 per cent over 2006–2007), while maintaining a high-quality offering. Our financial indicators reflect the effectiveness of business objectives aimed primarily at optimising resources: we invested the bulk of funds (80 per cent) in programming, while maximising all available financial leverage, public revenues and outside funding sources. The reflection and diversity indicators are linked to the objective of consolidating regional roots, represented here by an increase in the average number of regionally produced programming hours broadcast nationally, as well as a better reflection of cultural diversity through a more representative workforce.

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Télévision de Radio-Canada – Performance Indicators

	Télévision de Radio-Canada 2007–2008 Goals	Télévision de Radio-Canada 2007–2008 Achievements
Audience		
• Overall audience satisfaction with programming "On a scale of 0 to 10, how would you rate Radio-Canada programming?"	6.7	
• Combined audience shares for Télévision de Radio-Canada and RDI	Between 15% and 20% At least 13% for Télévision de Radio-Canada	
Financial		
• Percentage of financial resources invested in programming	80%	
• Achievement of sales targets Main network only	$108 million	
• Maintaining Radio-Canada's CTF funding at previous years' levels	$25.2 million	
Reflection of diversity		
• Annual weekly average for regional programs on the network	7 hours	
• Increase in the percentage of employees considering themselves to be part of a visible minority (network and regions)	1.4%	
Human Resources		
• Evaluation of the performance of all employees in relation to objectives	Between 90% and 100%	

French Services' Future Directions

In 2008–2009, French Services will be operating in a very volatile environment, characterised by major financial challenges, emerging technologies, increased fragmentation and competitiveness, and a profoundly changing regulatory climate.

In 2008–2009, Radio-Canada plans to tackle seven major challenges with an eye to becoming a truly multimedia public broadcaster that promotes diversity, democracy and culture:

1. Become a leader in digital platforms.
2. Leverage our intangible capital.
3. Develop integration to its optimal value.
4. Review the business model and the sharing of financial resources.
5. Acquire greater influence.
6. Truly capitalise on international opportunities.
7. Become the unchallenged leader in promoting diversity.

Radio-Canada.ca's Strategic Objectives

In 2007–2008, *Radio-Canada.ca* stayed focused on its main strategic objective: providing original, innovative Web content, despite the proliferation of online offerings. To this end, *Radio-Canada.ca* developed a 2007–2008 action plan whose results are described in the table below.

Radio-Canada.ca – Performance Indicator

Radio-Canada.ca 2007–2008 Goal	*Radio-Canada.ca* 2007–2008 Achievements
Maintain high average traffic on *Radio-Canada.ca*.	• *Radio-Canada.ca* redesigned its site, adding a new section to give users easy access to audio and video content, creating a new home page for the regions, and revamping the youth section. • *Radio-Canada.ca* now provides exclusive audiovisual content, such as the *Sedna.tv* website. • A new international News section was developed. • A total of XX unique French-speaking visitors accessed the site from home in 2007–2008.

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Radio-Canada.ca's Future Directions

- Become a leader in digital platforms.
- Develop integration to its optimal value.
- Truly capitalise on international opportunities.

Galaxie's Strategic Objectives

Galaxie is a commercial-free digital pay audio service offering 45 channels of continuous music without talk. The network has built an enviable reputation as a source of high-quality music programming for the more than 6.3 million households that subscribe to it in Canada, and it generates funds for CBC/Radio-Canada to reinvest in programming. One of Galaxie's key priorities is to build on its strong foundation and expand onto new platforms and new markets. Galaxie also provides an important conduit for new and emerging artists to reach the Canadian listener. Again this year, the service assisted artists by continuing to focus on its Galaxie Rising Stars program and ensuring that Canadian music is prominently featured on all of our genre-specific channels.

Galaxie – Performance Indicators

	Galaxie 2007-2008 Goals	Galaxie 2007-2008 Achievements
	Optimise and ensure the long-term profitability of Galaxie	• Extended Galaxie's presence onto the Internet by partnering with Shaw Cable and Sympatico / MSN • Renegotiated distribution agreements with Bell ExpressVu and Rogers. • Concluded an affiliate relations agency agreement with Stingray Digital Media Group to help Galaxie grow its business in Canada and provide growth opportunities in other markets.
	Position Galaxie as Canada's premier audio programmer and the reference production company for niche music formats	• Galaxie is the premier music offering reaching more than 6.3 million subscribers in Canada. • Actively promoting Galaxie's Music for Business Service to Canadian businesses. • International-language music channels programmed by Galaxie are offered on the Internet through Sympatico / MSN. • Partnered with Videotron and le Groupe Spectra to offer a Music Service around Les FrancoFolies festival in Montreal.
	Contribute to CBC/Radio-Canada's cultural mandate by promoting and extending the CBC / Radio-Canada brand and values.	• Promotion of Canadian artists by delivering 35% or more Canadian content across Galaxie's channels. • More than 600 artists have received financial support through Galaxie's Rising Stars Program. • Extension of CBC/Radio-Canada brands, including CBC Radio 3 and Bande à part, on the Galaxie platforms.

Galaxie's Future Directions

For 2008-2009, Galaxie will work closely with its affiliation relation's agent, Stingray Digital Media Group, to have the Galaxie music service launch on additional platforms as well as larger audiences by extending Galaxie's reach to other markets, including the United States and Europe.

Galaxie will also focus on adapting its services to the evolving music and technology landscape by developing new features that will appeal to younger listeners.

Radio Canada International

Radio Canada International (RCI), CBC/Radio-Canada's international radio service, broadcasts in nine languages via the Internet, digital and analogue shortwave, satellite, and some 400 partner stations worldwide.

RCI's Strategic Objectives

In 2007–2008, RCI's two priority objectives were to pursue its mission worldwide and help its RCI viva Web service, launched in November 2006, take root in Canada's cultural communities. To this end, RCI implemented an action plan whose results appear in the table below.

RCI – Indicateurs de rendement

	RCI 2007–2008 Goals	RCI 2007–2008 Achievements
	Expand RCI's reach by strengthening collaborative ties with partner radio stations that provide an additional way to reach listeners in over 70 countries.	• Some 400 partner radio stations rebroadcast RCI content in over 70 countries.
	Co-produce programs in various countries.	• Since April 2007, RCI has spearheaded the co-production of 24 reports on immigration with the Group of Six (NHK Japan, Radio Netherlands, Radio Sweden, Radio Australia, Swiss Info) simulcast by all partners. • RCI is supervising 26 producer/journalists from the Asia Institute for Broadcasting Development (AIBD) as part of a major co-production on cultural diversity. • RCI provides training in the form of co-productions with Algeria's and Morocco's national radio services in exchange for their airing RCI programs.
	Expand RCI viva's reach with the *Digital Diversity / Métissé serré* competition on the RCI viva portal and production of the online series, *Embracing Canada / J'adopte un pays*.	• RCI received over 200 entries for this competition that asked Canadians to submit audiovisual productions related to their own immigration experience. • Over a 14-week period, *Digital Diversity / Métissé serré* entries were viewed online over 60,000 times and the website received over 6,000 comments and suggestions, in addition to rave reviews. • *Digital Diversity / Métissé serré* entries were screened at numerous events and festivals in Canada and around the world (Montreal World Film Festival; Pier 21 – Halifax; Reel 2 Reel International Film Festival – Vancouver; Festival de films africains – Cannes; Cinéma immigration – Agadir**;** Festival de la diversidad – Cuba; National Council for Social Studies – San Diego; etc.). • The daily Télévision de Radio-Canada magazine *C'est ça la vie* has aired episodes of *J'adopte un pays*. • The *Embracing Canada / J'adopte un pays* podcasts attracted an average of 300 new subscribers each day.

RCI's Future Directions

- Continue the shift toward a multimedia, multiplatform focus: two new instalments to the *Embracing Canada / J'adopte un pays* series and an international version of the *Digital Diversity / Métissé serré* competition.
- Explore other avenues for funding and developing new RCI initiatives.

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.

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

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 *Art circuit,* about French-language culture; *Francoeur*, a drama produced in Ottawa; *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.

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

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 to share successes and challenges in covering Aboriginal issues.
- CBC Radio commissioned *The Journey (Pimooteewin)*, the first opera in the Cree language, a collaboration between Tomson Highway and Melissa Hui.

French Services

- French Services established a Diversity Working Group to develop an action plan that will 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 systematic 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.
- 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. For example, this year, *CBC's Hockey Day in Canada* raised $32,895 for KidSport Manitoba through an online auction of autographed hockey memorabilia donated by the National Hockey League; this amount 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. And CBC|Radio-Canada's December holiday season charity fund raising achieved an all-time high of __ in cash, food and goods — an increase of almost __ over last year. This is a tribute to the commitment and energy of CBC|Radio-Canada staff across the country.

Behind the Scenes

Producing thousands of programs across Canada is complex and challenging. To do it efficiently, CBC|Radio-Canada is continually reviewing its business approaches and production technologies to find savings and generate revenues that can be re-invested in programming. Since 2000–2001, we have achieved one-time productivity savings and revenue increases of $120 million [update] and ongoing annual savings and revenues of $78 million [update]. 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 CBC/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 and renewing the Corporation's relationship with the Unions. 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. He also invited about 65 employees from different regions and segments of the Corporation to participate in a forum in May 2008 with the goal of challenging assumptions and refining the vision and strategy for the future. The President also began his meetings with the Unions, and is communicating with all employees regularly, informing them of his thoughts and directions as he works to make a more cohesive, effective company that encourages the best of each employee.

Throughout 2007-2008, the Corporation again focused on one of its eight strategic priorities: *Strengthen CBC|Radio-Canada's commitment to all its employees – to those who create and those who support them.*

CBC|Radio-Canada's HR 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 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 organisational development in order to help Management leverage CBC|Radio-Canada's portfolio of talent to achieve short- and long-term Corporate goals. The new Leadership and Management Development Program is another example of an increasing Corporate focus on succession planning and overall talent management.

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 national American Federation of Musicians (AFM). 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 we 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 2002 and 2004 [check], and in order to enhance the work climate for all teams and 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 manger 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.

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 $XXX million this year. Energy efficiency, operations reviews, zero-based budgeting; and lease audits accounted for $XX million in savings and cost avoidance; sales of excess space accounted for $XX million; and leasing and other revenues for $XX 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 audience, and deepen our relationship with urban neighborhoods. 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, which was completed in XX.

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 spearhead continuous improvement in minimising the impact of our operations on the environment.

In this regard, the Real Estate Division's first Annual Environmental Plan included multi-year programs for energy conservation, reduction of greenhouse gasses, environmental building audits, environmental site assessments, and conversion of our R-11 cooling systems.

The Canadian Broadcasting Centre in Toronto and the Vancouver Production Centre were both awarded Go Green Plus certification from the Building Owners and Managers Association (BOMA) of Toronto. 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 Pillier 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 authorised 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.cbcshop.ca*.

Technology

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

CBC|Radio-Canada Transmission generated $8.3 million in revenues from transmission site sharing and co-location license agreements and renewed shortwave transmission contracts with overseas broadcasters worth almost one million dollars. 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 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.

Digital and High Definition Television (HDTV)

CBC|Radio-Canada has digital high definition (HD) transmitters in Montréal, Toronto, Québec City, Vancouver, and Ottawa. This year, (update number) new HDTV studios were built in Toronto and 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.

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
April 9, 2008

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Johanne Brunet	
Ms. Hélène Fortin	
Mr. Peter Herrndorf	
Ms. Trina McQueen	
Mr. Rémi Racine	
Ms. Edna Turpin	

REGRETS:

Mr. Bernd Christmas
Ms. Yasmin Jivraj
Mr. K. (Rai) Sahi

ALSO ATTENDING:

Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. Bill Chambers, Vice-President Communications
Ms. Jennifer McGuire, Executive Director, English Radio
Mr. John Bozzo, Executive Director, English Communications, English Services
Mr. Mark Steinmetz, Director of Radio Music, English Services
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary

Other participants as identified in the minutes.

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
April 9, 2008

The Chair called the meeting to order at 12:00 noon EDT.

WAIVER OF NOTICE

The Chair thanked everyone for participating on such short notice and all those present agreed to waive proper notice of the meeting in accordance with the by-laws of the Corporation.

On motion duly moved and seconded

> **IT IS RESOLVED THAT** the members of the Board of Directors present hereby waive proper notice of the meeting in accordance with the by-laws of the Corporation.

MOTION CARRIED

BRIEFING ON COMMUNICATIONS PLAN WITH RESPECT TO RADIO TWO CHANGES AND CBC RADIO ORCHESTRA

The President and CEO introduced the subject and thanked the Chair for suggesting that this briefing take place. Mr. Lacroix explained that its purpose was threefold:

Mr. Lacroix then invited Richard Stursberg and his team to review the current situation. Comprehensive briefing materials were distributed to Board members before the meeting.

Ms. McGuire began by briefly outlining the background, rationale and strategy for the planned redevelopment of Radio Two. She reviewed the measures of success and the changes to date, and then moved to the subject of the public response thus far.

s.19(1)
s.68.1

Richard Stursberg introduced , who provided more detail about the nature and extent of public response to date. then analyzed the different elements of response across the various media, including a review of the activity level on social networking sites.

Mr. Stursberg summarized the actions taken by CBC/Radio-Canada to correct misinformation and communicate with the public regarding the decisions taken, both with respect to Radio Two redevelopment and the CBC Radio Orchestra. He also described the Corporation's response strategy for the final phase of the Radio Two changes.

The Chair thanked Mr. Stursberg and his team for their efforts.

On behalf of management, the President and CEO thanked Board members for their constructive input and valuable insights on these issues.

At the conclusion of the discussion on Radio Two and the CBC Radio Orchestra, Mr. Stursberg provided a brief update on two other matters, namely, the progress of the launch of the new channels, BOLD and Documentary, and the CRTC hearings now underway with respect to fees for carriage.

CONCLUDE

Having no further business to discuss, the meeting concluded at 1:00 p.m.

362nd MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
TORONTO, ONTARIO
March 19, 2008

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Johanne Brunet	
Mr. Bernd Christmas	
Ms. Hélène Fortin	
Mr. Peter Herrndorf	
Ms. Trina McQueen (joined in progress)	
Mr. Rémi Racine	
Mr. K. (Rai) Sahi	
Ms. Edna Turpin	

REGRETS:

Ms. Yasmin Jivraj

ALSO ATTENDING:

Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. Sylvain Lafrance, Executive Vice-President, French Services
Mr. George Smith, Senior Vice-President, Human Resources and Organization
Mr. Pierre Nollet, Vice-President, General Counsel and Corporate Secretary
Ms. Johanne Charbonneau, Vice-President and CFO
Mr. Michel Tremblay, Vice-President, Strategy and Business Development
Mr. Bill Chambers, Vice-President Communications
Mr. Ray Carnovale, Vice-President and Chief Technology Officer
Mr. Michel Saint Cyr, President, Real Estate Division
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary

Other participants as identified in the minutes.

CANADIAN BROADCASTING CORPORATION
TORONTO, ONTARIO
March 19, 2008

The Chair called the meeting to order at 8:00 a.m.

IN CAMERA

The Board met in camera to discuss several topics. There were no matters to report.

APPROVAL OF MINUTES

At the request of several Board members, the minutes of the January 23, 2008 meeting were amended to record the two contrary votes and one abstention on the motion to approve the International Sales transaction. A further change was made to those minutes to correct the name of an individual mentioned by the Chair in his report.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the minutes of the Board of Directors meeting held on January 23, 2008, with the amendments as noted, and the minutes of the meeting held February 15, 2008, as presented, be and are hereby approved.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

s.68.1

CHAIR'S REPORT

Mr. Casgrain provided a report on his activities since the last Board meeting, referencing a number of meetings and other events comprising his schedule. In particular, he highlighted the following: (i) his participation in Hockey Day in

Canada in Winkler, Manitoba; (ii) attendance at the Radio Two briefing in Toronto; (iii) attendance at the "Les Nouveaux Performants" recognition ceremony in Montreal to honour Rémi Racine in the young entrepreneurs category; and (iv) a meeting in Whistler, B.C. with Mary McNeil, who thereafter advised that she would be unable to serve on the board of CBC/Radio-Canada.

Mr. Casgrain also reported that he has continued to work with the Prime Minister's Office regarding new appointments to the Board of Directors.

s.19(1)

Recognition of Board Members

Lastly, Mr. Casgrain noted that this is the last Board meeting for Johanne Brunet and Yasmin Jivraj, as their replacements have been announced and the new appointments will take effect April 21, 2008. He added that Nezhat Khosrowshahi resigned as a Board member effective On behalf of the Board he thanked all three for their efforts during their terms and proposed a formal motion to recognize their service to the Corporation.

On a motion duly moved and seconded

> **WHEREAS** Johanne Brunet, Yasmin Jivraj and Nezhat Khosrowshahi, all dedicated Board members, have or will shortly cease to serve as Board members,
>
> **AND WHEREAS** each, in her own way, has made a major personal and professional contribution to the success and well-being of the public broadcaster,
>
> **IT IS RESOLVED THAT** the Board of Directors expresses its appreciation and admiration to the outgoing members for their leadership in guiding and promoting CBC/Radio-Canada, its mission and its mandate.

MOTION CARRIED

2008-2009 OPERATING AND CAPITAL BUDGETS

The Chair called upon Johanne Charbonneau to present the 2008-2009 budget recommendations. Ms. Charbonneau referred Directors to the material provided in advance of the meeting, and indicated that, while she would only present the highlights of the document circulated, she welcomed questions from Directors about any aspect of the budget. Ms. Charbonneau then outlined the key components of her presentation, covering the following topics:

Overview of 2008-2009 Corporate Priorities
2008-2009 Operating Budget
2008-2009 Capital Budget
2008-2009 to 2010-2011 Capital Investment Plan

Risk Management

In her introductory remarks, Ms. Charbonneau highlighted the corporate priorities approved at the November 2007 Board meeting and provided examples to illustrate how the Corporation's financial and other resources are being utilized to further advance these priorities.

Ms. Charbonneau then moved to the operating budget, reviewing the underlying assumptions before addressing the corporate summary of the proposed 2008-2009 budget, and the sources and allocation of funds.

Ms. Charbonneau reviewed the overall budget in the context of the relative revenue contributions from the various sources, noting that government sources of funding represent approximately 63% of the total budget. This is a further reduction from last year, by approximately 2 percentage points. Commercial advertising revenues account for 25% of the total budget. Ms. Charbonneau added that the relative percentages attributable to the different funding sources vary significantly when broken down into media line components.

Ms. Charbonneau continued with her review of the highlights of the various media line budgets, providing the breakdown and analysis for the major areas of network programming, regional operations, departmental costs and revenue-generating services for French and English television. In the case of both radio services, the budgets are simpler and involve only two major areas, namely, network programming and regional operations, since support department costs are charged to and managed by the television networks. Lastly, Ms. Charbonneau presented comparative data in connection with the allocation of the $60 million in government funding to the various media lines.

Ms. Charbonneau then provided the context and the strategic directions for the three-year capital investment plan. She outlined the key provisions of the Capital budget and reviewed the projects and expenditures that will be deferred or reduced to accommodate current priorities, as determined by the Capital Executive Committee.

Lastly, Ms. Charbonneau reviewed the risk management section of the material, highlighting the top nine key risks facing the Corporation and the corresponding action plans to mitigate them.

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

During Ms. Charbonneau's presentation, management responded to comments and questions from Directors on:

CBC/Radio-Canada meeting the higher standard of HDTV from the perspective of its reputation and (vi) the interpretation of the different evaluation categories used to classify risks.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the Board of Directors hereby approves the 2008-2009 Recommended Operating and Capital Budgets as presented.

MOTION CARRIED

The Board congratulated Ms. Charbonneau on a very thorough and excellent presentation.

President's report

TQS affiliation update

Mr. Lacroix provided an update on the status of the transaction, confirming that it had just been concluded and will pave the way for a smooth transition over the next three years in the affected areas. He reviewed the key provisions, noting that the terms are within the envelope approved by the Board last fall. He also reminded the Board that the transaction remains confidential until the necessary court and CRTC approvals are received.

Radio Two Renewal

In response to a comment from a Board member, Mr. Lacroix and Mr. Stursberg outlined the approach to handle the likely negative reaction of part of listeners in respect of the changes to Radio Two.

Ms. McQueen joined the meeting.

s.68.1

CBC Vancouver Orchestra

Richard Stursberg also provided a synopsis of the events leading to the decision to disband the CBC Vancouver Orchestra. This Orchestra is the last one of its kind sponsored by a broadcaster in North America. Mr. Stursberg advised that the savings generated would be re-invested in programs, adding that the orchestra will continue to play until October 2008.

s.68.1

Bill Chambers reviewed the communications plan developed in conjunction with the decision. Management is requested to be very proactive on the communication front, both in providing context for the decision and in engaging in dialogue with community leaders.

s.19(1)

STRATEGIC INITIATIVES

Christine Wilson, Deputy Director, English Television Network Programming, Steve Billinger, Executive Director, Digital Programming and Business Development, English Services, and Neal McEneaney, Executive Director, Finance and Administration Management, English Services, joined the meeting.

DHX/Decode – Launch of Broadband Children's Service
Richard Stursberg introduced this initiative, referring to the material circulated in advance, covering:

Overview of the transaction

s.18(b)

s.21(1)(b) Strategic opportunity
Deal points
s.68.1 Financial summary

Mr. Stursberg stated that while the transaction is not large, it breaks new ground while building on the multi-platform strategy approved by the Board. He reviewed the highlights of the proposed deal, with particular focus on the structure chosen and the advantages to the Corporation.

A thorough discussion ensued, during which management responded to questions and comments from Board members on:

The Board decided to approve the transaction as presented.

On a motion duly made and seconded

> **IT IS RESOLVED THAT** the Board of Directors hereby approves the proposed initiative to establish a Broadband Children's Service in partnership with DHX and Tribal Nova, pursuant to the terms and conditions set out in the Supplementary Resolution, a copy of which shall remain attached to the original of these minutes as Appendix 1.

The Board also indicated that past, present and future strategies with respect to Children's programming should be discussed further at a subsequent meeting.

MOTION CARRIED

CurrentTV
Richard Stursberg presented a summary of the proposed partnership with Current TV, detailing the following aspects:

Overview of the proposal
Alignment with strategy
Deal points
Financial summary

Management responded to a number of questions and comments from the Board about: (i) the launch of Current TV in other jurisdictions;

The President and CEO advised that this presentation was for information only and that management would return to the Board at a future meeting with a definitive proposal for approval and to deal in greater detail with the policy and brand issues. The Board indicated its support in principle for the approach outlined.

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

GolTV

Richard Stursberg outlined the opportunity; indicating that this presentation was for the Board's information only and approval would be sought at a later date. He briefly reviewed the material circulated in advance, covering:

Bold and Documentary Launch on March 27, 2008

Due to time constraints, this item was not presented at the meeting. Ms. McQueen left the meeting at this point.

TORONTO BROADCAST CENTRE PROJECT

Michel Saint-Cyr presented an update on the status of the project, together with a review of the financing strategy proposal. Written materials were circulated in advance and Mr. Saint-Cyr and Ms. Charbonneau covered the highlights, including:

Review of current situation and related issues
Progress since June 2007
Timing – why now?
Business case and financial analysis
Alternatives considered with risk assessment

Next steps

s.19(1)

In the course of Mr. Saint-Cyr's and Ms. Charbonneau's remarks and the ensuing discussion, management responded to questions and comments from Board members on:

s.18(a)

s.18(b)

s.21(1)(b)

After discussion, the Board endorsed the proposal to proceed with the next steps as outlined.

On motion duly moved and seconded

MOTION CARRIED

s.19(1)

ANNUAL REPORT PRESENTATION

Due to time constraints, this item was not presented.

BRANDING/CBC VISUAL IDENTITY

Due to time constraints, this item was not presented.

Mr. Sahi left the meeting at this point.

REPORT OF THE AUDIT COMMITTEE

Ms. Hélène Fortin, Chair of the Committee, presented the report. She reported on the following matters considered by the Committee.

Approval of Internal Audit Plan 2008-2009
Michel Maisonneuve, Deloitte & Touche (Internal Audit) presented the plan to the Committee. It includes a significant unallocated portion for projects to be identified after discussion with the President and CEO and his senior executive team. Internal Audit will return to the Committee in the near future with a specific proposal and rationale for the deployment of the unallocated portion. The Committee approved the plan as submitted, subject to the further changes to follow at a later date.

Recognition of Johanne Brunet's Contribution
The Chair of the Committee noted that this was the last Audit Committee meeting for Johanne Brunet, whose replacement has been appointed effective April 21, 2008. Johanne has made a significant contribution to the work of this Committee during her tenure, with her elegant yet tough approach to the issues facing it. She will be greatly missed.

CFO Report
Johanne Charbonneau presented an oral report to the meeting. This is a relatively new initiative on the part of the CFO to ensure that the Committee is kept apprised of significant developments since the last Board meeting, particularly those matters which may have implications for the Audit Committee. She referred to a number of matters, including: (i) progress on the Toronto Broadcast Centre initiative,
(iii) the mandate review report, (iv) various funding issues, and (v) the introduction of zero based budgeting.

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

Update on Vision Project
Ray Carnovale provided a detailed update on the project, summarizing progress to March 12, 2008. He reported on a number of matters including:

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

(i)
(ii)
(iii)
(iv)
(v)

Mr Carnovale indicated that there is excellent momentum and the project is moving very quickly at this stage, with significant improvements on a number of issues.

Overall the project is tracking well against the projected schedule and some major hurdles have been overcome, especially in relation to live sports programming and the hockey playoff schedule in particular.

Internal Audit Report on Vision Project
Gabriel Rodriguez noted the following developments and issues with respect to the Project: (i) the level of buy-in continues to improve as users transition from one system to another; (ii) the defect trend is encouraging; (iii) there is a high degree of communication between FTN and ETN on project issues; and (iv) generally, a very positive atmosphere as both change management efforts and integration with respect to various applications progress.

s.18(a)

s.18(b)

s.20(1)(b)

MOTION CARRIED

Approval of Contracts

Update on Annual Attest Audit

Pascale Legault of the Office of the Auditor General provided a brief update on the status of the annual attest audit, advising that there were no issues for the Committee at the present time.

New Financial Instruments Standards
The Committee received a briefing on the new standards for financial instruments, which took effect April 1, 2007 for CBC/Radio-Canada, covering the nature of the changes and their impact on the Corporation.

Quarterly Financial Management Report at December 31, 2007
Johanne Charbonneau presented a summary of the actual-to-budget results for the third quarter ended December 31, 2007, as well as a forecast to the 2007-2008 year end. The full report is included in the material distributed to all Board members.

Update on Internal Controls Project
The Committee was informed that substantially all aspects of the project will be completed by March 31, 2008 and was also briefed on the plan to ensure that the work done will be sustained over the longer term.

Quarterly Internal Audit Report
Michel Maisonneuve of Deloitte & Touche presented the report to the Committee, noting that a total of four audit reports and three management letters were issued during the period and confirming that no major issues were detected. He also outlined the details and the rationale for the changes to the plan approved last March, which changes relate primarily to the deferral of several projects to a later date. The Committee is satisfied that the proposed changes are appropriate in the circumstances.

Risk Management
The Committee received and discussed the following reports:

Review of 2007-2008 Key Risks
Key Risks and Action Plans for 2008-2009
Review of Insurance Coverage

Buy-back of UDA and SARTEC Service
The Committee reviewed the proposal to permit eligible employees to buy back periods of service at actuarial cost, as authorized pursuant to section 12(1)(c) and 12(6)(b) of the CBC/Radio-Canada Pension Plan and recommends approval by the Board of Directors.

On a motion duly moved and seconded

WHEREAS the Corporation wishes to allow employees to buy back periods of service rendered in the employment of the Corporation under UDA or SARDEC contracts, subject to such employees meeting certain conditions.

THEREFORE BE IT RESOLVED

THAT on the recommendation of the Audit Committee the Board of Directors hereby approves that, effective April 1, 2008, employees become eligible to buy back periods of service rendered in the employment of the Corporation under UDA or SARDEC contracts in accordance with the Section 12(1)(c) and 12(6)(b) of the CBC/Radio-Canada Pension Plan, subject to such employees meeting the conditions as specified to the Board.

MOTION CARRIED

Ratification of the Chair's and the former President and CEO's Travel and Hospitality Expenses
The Committee ratified the expenses as reported in the summary. A new process is now in place for the approval of expenses of the Chair of the Board, the President and CEO, and all Vice-Presidents. With the changes, these expenses will no longer be submitted to the Audit Committee for ratification.

MOTION CARRIED

The Chair of the Board thanked Ms. Fortin for her report. Management left the meeting with the exception of the President and CEO, the Senior Vice President Human Resources and the Corporate Secretary.

HUMAN RESOURCES AND COMPENSATION COMMITTEE REPORT (IN CAMERA)

Edna Turpin, Chair of the Committee, presented the report. The following information was requested to be noted. In her introductory comments, she explained that the Committee had reviewed and discussed certain compensation and incentive plans for various categories of employees and after consideration, recommended their approval by the Board.

Executive Management Compensation and Incentive Budget for 2008-2009
On a motion duly moved and seconded

s.18(a)

IT IS RESOLVED THAT on the recommendation of the Human Resources and Compensation Committee the Board of Directors hereby approves the budget of approximately for Executive base salary increases with an implementation date of January 1, 2008. **s.21(1)(b)**

MOTION CARRIED

On a motion duly moved and seconded

IT IS RESOLVED THAT on the recommendation of the Human Resources and Compensation Committee the Board of Directors hereby approves a modification to the annual perquisite program effective January 1, 2008 as noted in the document which shall remain filed with the original of these minutes as Exhibit A .

MOTION CARRIED

On a motion duly moved and seconded

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

MOTION CARRIED

On a motion duly moved and seconded

IT IS RESOLVED THAT on the recommendation of the Human Resources and Compensation Committee the Board of Directors hereby approves a modification of the incentive target f
within the “Executive Incentive Plan for Corporate Executives 2008-2009” plan as noted in the document which shall remain filed with the original of these minutes as Exhibit B.

MOTION CARRIED

On a motion duly moved and seconded

MOTION CARRIED

Management/APS and Confidential Employees Compensation and Incentive Budget for 2008-2009

On a motion duly moved and seconded,

MOTION CARRIED

On a motion duly moved and seconded,

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

MOTION CARRIED

On a motion duly moved and seconded,

MOTION CARRIED

Approval of UDA negotiations mandate
On a motion duly moved and seconded

> **IT IS RESOLVED THAT** on the recommendation of the Human Resources and Compensation Committee the Board of Directors hereby approves a mandate for management to negotiate a letter of agreement with the UDA according to the conditions set out in the presented document, a copy of which shall be filed with the original of these minutes as Exhibit C.

MOTION CARRIED

Approval of the former President and CEO's Performance Evaluation
On a motion duly moved and seconded

> **IT IS RESOLVED THAT** on the recommendation of the Human Resources and Compensation Committee the Board of Directors hereby approves the performance evaluation of President and CEO Robert Rabinovitch for fiscal year 2007-2008 as having surpassed expectations in respect of key and on-going objectives:

MOTION CARRIED

The Chair of the Board thanked Ms. Turpin for her report.

COMMITTEE MEMBERSHIP

With the recent changes in the composition of the Board, new appointments are required on Board Committees.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the Board of Directors, on recommendation of the Chair, hereby approves the following changes to the Committee Membership:
> **To Human Resources and Compensation Committee:**
> Hubert T. Lacroix and Remi Racine in replacement for Robert Rabinovitch and Trina McQueen:
> **To Nominating and Governance Committee:**
> Linda Black and Brian Mitchell in replacement for Yasmin Jivraj and Nezhat Khosrowshahi;
> **To Audit Committee:**
> Brian Mitchell in replacement for Johanne Brunet;
> to serve until the next annual meeting of the Corporation (June 2008) or until a review of Committee membership is conducted, whichever is sooner.

MOTION CARRIED

Conclude

Having no further business to discuss, the meeting concluded at 3:30 p.m.

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

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REVITALIZATION OF THE CANADIAN BROADCASTING CENTRE IN TORONTO

s.18(a)

s.18(b)

WHEREAS the Canadian Broadcasting Corporation (the "**Corporation**") is the owner of the multi-purpose broadcasting facility and related equipment and infrastructure at 250 Front Street West in Toronto, Ontario (the "**Canadian Broadcasting Centre**");

WHEREAS in 2003, the Corporation leased and sold certain lands adjoining the Canadian Broadcasting Centre to Ontrea Inc. and to The Cadillac Fairview Corporation Limited (hereinafter respectively : “Ontrea” and “CFCL”), and in respect of which the Corporation continues to receive periodic instalments of the purchase price and rent (such revenue hereinafter referred to as the “**Ontrea and CFCL Cash Flow**”);

WHEREAS the Corporation now proposes fundamentally changing, improving and revitalizing the workplace within the Canadian Broadcasting Centre using design principles that combine the best international workplace expertise with broad local staff consultation (the "**Canadian Broadcasting Centre Space Optimization Project**");

WHEREAS, as a direct result of the Canadian Broadcasting Centre Space Optimization Project, the Corporation will be in a position to lease the following excess space (representing approximately 496,000 square feet of rentable space of the approximately 1,500,000 square feet total rentable area within the Canadian Broadcasting Centre) to third parties, which in turn, will generate additional revenue and reduce costs to fund the capital improvements necessary for such building revitalization:

(i) At and above Grade: up to approximately 360,000 square feet of rentable area (including the existing space currently leased to International Academy of Design and Technology, Toronto, Ltd. ("**IADT**"));

(ii) Below Grade: up to approximately 130,000 square feet of rentable area;

(iii) such other space within the Canadian Broadcasting Centre that may become suitable and available for leasing to third parties;

(all leasing arrangements for such excess space to be at market rents for the specific use and hereinafter collectively referred to as the "**Canadian Broadcasting Centre Space Leases**");

WHEREAS the Corporation wishes to enter into various conditional offers to lease with proposed tenants for the Canadian Broadcasting Space Leases such offers to be subject to the approval of this Board and as may be required Governor in Council approvals (hereinafter "**COLs**");

WHEREAS the Corporation has entered into a surrender of lease agreement with IADT and Career Education Corporation dated November 29, 2007 (the "**IADT Surrender of Lease Agreement**") providing that the space rented by IADT shall be vacated by April 30, 2009;

WHEREAS the Canadian Broadcasting Centre Space Optimization Project will require the Corporation to undertake certain repairs, renovations, remodelling, re-construction and other capital works on, to, or about the Canadian Broadcasting Centre (collectively, the "Building Improvements");

WHEREAS the Corporation is proposing to consider and negotiate with the Department of Finance and the Treasury Board and to the extent required to obtain the approval of the Minister of Finance and Treasury Board, the proper structure and instruments to:

(i) finance the cost of the Canadian Broadcasting Centre Space Optimization Project which includes the cost for the Building Improvements, the purchase of New Equipment and the construction period debt servicing costs, currently estimated to be approximately between and in total depending on the final financing scenario (altogether the "**Cost of the Project**"),

s.18(a)

s.18(b) (ii)

(iii) sell the Ontrea and CFCL cash flow for an amount of approximately

(iv) borrow from the Government of Canada or the capital markets such amounts and on such terms and conditions as the Corporation may deem necessary or desirable to implement and pay for the Cost of the Project; and

(v) effect any of the foregoing financing transactions or a combination of two or more of the foregoing financing transactions (collectively, the "**Financing Transactions**"):

WHEREAS the various Financing Transactions are more particularly set forth in the materials delivered as part of the presentation made to the Corporation's Board of Directors on March 19, 2008 and summarized in the attached Exhibit I, and the choice amongst such options shall be decided upon by the Chief Executive Officer of the Corporation, in his sole discretion, after consultation with the Department of Finance and the Treasury Board and approval of the Minister of Finance and Treasury Board as may be required, the whole subject however to the final approval of this Board;

WHEREAS the Corporation intends to acquire and install new broadcasting equipment, apparatus, and other technical installations (collectively, the "**New Equipment**"): (i) in lieu of any equipment that would not reasonably be practical to move or re-configure as part of technical modernization and optimization of the technical spaces within the Canadian Broadcasting Centre; or (ii) that may be necessary or desirable to ensure that no interruption to the broadcasting activities of the Corporation will occur during the realization of the Canadian Broadcasting Centre Space Optimization Project;

WHEREAS for the purpose of accommodating certain tenants and increasing the value of the Canadian Broadcasting Center it may be desirable, as part of the Canadian Broadcasting Centre Space Optimization Project, to apply for a minor variance from the existing municipal by-laws or to apply for a total re-zoning of the Canadian Broadcasting Centre under the existing municipal by-laws (any and all such proceedings hereinafter collectively referred to as a "**Rezoning**").

NOW THEREFORE BE IT RESOLVED THAT:

1. The Corporation is hereby authorized to do all of the following in accordance with the terms of these resolutions:

    (i) prepare, negotiate and enter into one or more COLs of the Canadian Broadcasting Centre Space Leases;

    (ii) negotiate with the Department of Finance and the Treasury Board as to the appropriate structure and instruments for the Financing Transactions, and then prepare and enter into all documentation necessary or desirable to fully implement one or more of the Financing Transactions, as may be decided upon by the Chief Executive Officer of the Corporation;

    (iii) retain and consult with investments bankers to assist the Corporation in obtaining advice as to the appropriate consideration for each Financing Transactions;

    the agreements and documents resulting from the performing of the above resolutions being subject to the final approval of the Board, and the approvals if and where necessary, of: (i) the Minister of

Finance; (ii) the Treasury Board and /or (iii) the Governor in Council:

(iv) enter into and make all such applications or other proceedings for a Rezoning, but without hereby deeming or implying that the Canadian Broadcasting Centre is in any way subject to any such municipal by-laws;

2. Either the President and Chief Executive Officer or the President Real Estate Division; acting together with the Vice-President, Finance and Chief Financial Officer; (or, in the case of each of the foregoing, any of their respective delegates duly appointed by any of them); are hereby authorized and directed, for and in the name of and on behalf of the Corporation, to execute and deliver (whether under the corporate seal of the Corporation or otherwise) any and all agreements, instruments, amendments, certificates and other documents and to do any and all such other acts or things as those officers may deem necessary, advisable or desirable in order to evidence, give effect and complete the foregoing resolutions;

3. The President and Chief Executive Officer is hereby authorized and directed to elect the appropriate financing option from amongst the Financing Transactions; and

4. The Corporation hereby ratifies and affirms the IADT Surrender of Lease.

Schedule A

Board of Directors
(insert date of meeting)

Subject matter

Challenge Us! Agenda

Background

About 65 employees from across the country, various levels and all components of the Corporation have been invited to participate in a four-day forum from May 25 to 28 in Ottawa.

Information on the matter

The goal of this exercize is to challenge our assumptions and to explore key issues facing the business, with a view of helfing the Senior Executive Team refine the overarching corporate vision and strategy for the future.

This is not intended as a one-time event. The intention is to refresh about a third of this group once a year and to use it as a sounding board from time to time.

For decision ☐ **For information** √

Prepared by

Name: Hubert T. Lacroix
date: May 1, 2008

Management recommendation

Last discussed at the Board

Date:
Decision made:

Next steps

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

CHALLENGE US! FORUM – MAY 25-30, 2008
BLOCK AGENDA (DRAFT - April 19, 2008)

	DAY 1 – Sunday, May 25th	DAY 2 – Monday, May 26th	DAY 3 – Tuesday, May 27th	DAY 4 – Wednesday, May 28th	DAY 5 – Thursday, May 29th	DAY 6 – Friday, May 30th
	Thought Leaders			Thought Leaders and SET	SET Members	
MORNING		• Review the results of the surveys • Understand our environment • J. Charbonneau & M. Tremblay	Break-out group work (continued) • Agree on the group's vision elements • Identify key success factors • Document key ideas	• Welcome/Opening remarks • Review of agenda and approach • Presentations of break-out groups' work	• Agree on the elements of the 2011 vision • Confirm what we will have achieved in each key area by 2011	• Develop the key elements of the transition strategy • Next steps/follow-up work • Closing remarks
LUNCH						
AFTER-NOON	6pm Start • Welcome/Opening remarks • Review of agenda and approach • CEO's perspective and diagnostic • Networking Activities	Break-out group work • Frame the task • Brainstorm the elements of the 2011 vision	Break-out group work (continued) • Prepare official presentations for SET on Day 4	• SET members reflect on the presentations • Identify potential elements for the 2011 vision	• Develop the strategies for each key area	
DINNER	Group Dinner	Group dinner	Group dinner with SET	Group dinner	Group dinner	

Board of Directors
(May 13-14, 2008)

Subject matter

Background

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

s.21(1)(d)

Information on the matter

As per attached document.

For decision: **For information:** X

Prepared by

Name: George C. B. Smith, Senior Vice-President, HR & Organization
Date: May 13-14, 2008

Management Recommendation

Last discussed at the Board

Date: February 15, 2008
Decision made: Approved

Next steps

Discuss status at the June 16-17, 2008 Board meeting.

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

Pages 939 to / à 943

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sont retenues en vertu des articles

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

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BOARD OF DIRECTORS

May 13 & 14, 2008

Subject matter

CALENDAR OF MEETINGS

Background

At its March 2008 meeting, the Board of Directors discussed a draft calendar of meetings for 2009 and possible locations for 2010.

Information on the matter

The proposed calendars for 2009 and 2010 are appended.

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

Prepared by

Name: Pierre Nollet
Date: April 21, 2008

Recommendation

THAT the 2009 and 2010 calendars of meetings be approved as presented.

Last discussed at the Board

Date: May 9, 2007
Decision made: The 2008 calendar of meetings was approved.

Next steps

Distribute new calendars of meetings for 2009 and 2010.

CONSEIL D'ADMINISTRATION

13 et 14 mai 2008

Sujet

CALENDRIER DES RÉUNIONS

Contexte

À sa réunion de mars 2008, le Conseil d'administration a discuté d'un projet de calendrier pour ses réunions de 2009 et des lieux de réunion possibles pour 2010.

Renseignements connexes

Les calendriers proposés pour 2009 et 2010 sont annexés.

Pour décision [X] **Pour information** [ ]

Préparé par

Nom : Pierre Nollet
Date : 21 avril 2008

Recommandation

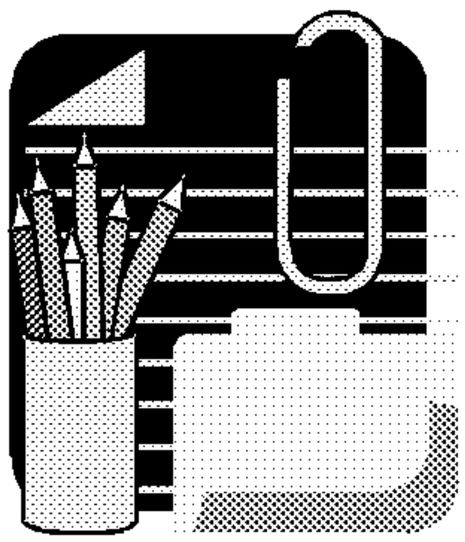
QUE les calendriers des réunions pour 2009 et 2010 soient approuvés tels qu'ils sont présentés.

Dernière discussion au Conseil

Date :	9 mai 2007
Décision prise :	Le calendrier des réunions pour 2008 a été approuvé.

Prochaines étapes

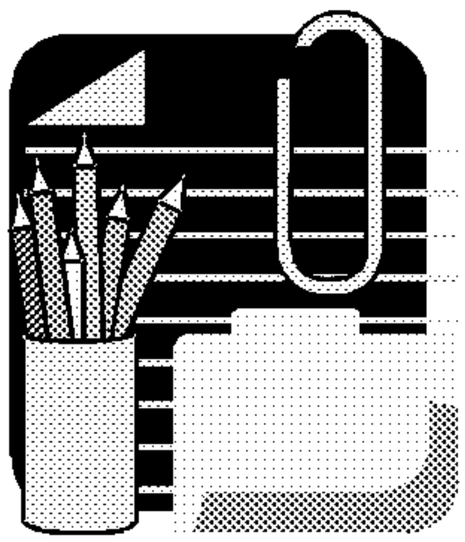
Distribuer les nouveaux calendriers des réunions pour 2009 et 2010.



MEETINGS OF THE BOARD OF DIRECTORS
RÉUNIONS DU CONSEIL D'ADMINISTRATION

PROPOSED - 2009

January 19 – 20 / 19 – 20 janvier	Montreal
March 16 – 17 / 16 – 17 mars	Toronto
May 12 – 13 / 12 – 13 mai	Edmonton
June 16 – 17 / 16 – 17 juin	Ottawa
September 22 - 23 / 22 – 23 septembre	Victoria
November 18 – 19 / 18 et 19 novembre	Toronto



MEETINGS OF THE BOARD OF DIRECTORS
RÉUNIONS DU CONSEIL D'ADMINISTRATION

PROPOSED - 2010

January 19 – 20 / 19 – 20 janvier	Montreal
March 16 – 17 / 16 – 17 mars	Toronto
May 11 – 12 / 11 – 12 mai	Fredericton
June 15 – 16 / 15 – 16 juin	Ottawa
September 21 - 22 / 21 – 22 septembre	Saskatoon
November 16 – 17 / 16 et 17 novembre	Montreal

Schedule A

Board of Directors

(May 13-14, 2008)

Subject matter

A view of Scope, Financing and Questions regarding the *Workplace Revitalization Project* for the Canadian Broadcasting Centre in Toronto (TBC).

Background

Situation

For the past two years, CBC/Radio-Canada has undertaken the *Workplace Revitalization Project.* An initiative to fundamentally improve the workplace for its employees, to better support a corporation that is increasingly content-driven and to improve community outreach by changing the ground floor to bring more programming directly to the public.

Technological advances and more co-productions have reduced our space needs by approximately 400,000 square feet in recent years. Surplus space represents a significant value added potential, as it can be leased out to third parties at downtown Toronto market rates.

The TBC redesigned will amalgamate all unused spaces into leasable chunks. A design concept has been developed through a consultation process steered by a Workspace Strategy Committee (WSC) representing a cross-section of local staff and management .

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

Status

A series of successful pilot projects for the new design concept have been completed. The largest-scale pilot project will shortly begin construction. CBC/Radio-Canada is currently negotiating with government office users to lease the new above-grade space, and with retail operators for the new below-grade space. The CBC intends to file an application for minor variance to zoning during the week of May 5, 2008 to facilitate the Proposed Renovations. Employees and Unions members are informed of developments.

Information on the matter

Attached Power Point presentation provides additional details on Situation, Challenge and Questions Directors have raised.

For decision ☐ **For information** ☒ X

Prepared by

Name: Michel Saint-Cyr
Date: May 5, 2008

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Management recommendation

Continue to advance on leasing, financing and pilot projects spaces enhancements.

Last discussed at the Board

Date: March 19, 2008
Decision made: Implement pilot projects, bring forward new leasing plan, Memorandum of Understanding (MOUs) with potential tenants, Zoning variance application

Next steps

Concurrently

- Finance and Real Estate to decide on preferred financing method
- Continue negotiations for third party leasing
- Continue pilot projects (L9 - Finance and Digital Programming and Business Development area)

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

CBC Board Update

May 13-14, 2008

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

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Situation

- **Presentation to Board – June 2007**
  - People are unhappy with their work space
  - Does not cultivate creativity and productivity
  - Expensive due to surplus space
    - approx. 400,000 sq. ft.
  - Implement Pilot projects for both work spaces and common spaces
  - Bring forward a new leasing plan that optimizes financial benefits, design principles and CBC needs
  - MOUs with potential tenants
  - Zoning variance application
- **Approval from Board – March 2008**
  - Discuss financing alternatives with Department of Finance and obtain their approval for either borrowing or bond redemption & refinancing
  - Conclude transactions with PWGSC and other potential tenants
  - Obtain approval from City of Toronto for minor variance to current zoning by-law
  - Return to CBC/Radio-Canada Board to communicate chosen financing vehicle and request approval of project

Situation

- **Progress since March 2008**
  - April 29: Co-presentation with Public Works and Government Services Canada (PWGSC) to senior representatives from Department of Justice and Public Prosecution Service of Canada of proposed space and design test-fit for their needs within Broadcasting Centre. Enthusiastic response.
  - May 6: Minor Variance Application submitted to City of Toronto's Committee of Adjustment (see following pages).
  - May 8: Meeting with senior representatives from Department of Finance and Public Works and Government Services Canada (PWGSC) to obtain their approval for either borrowing or bond redemption & refinancing.
  - Balance of funding for L9 pilot project (Finance and Digital Programming & Business Development areas) has been secured.
    - We received $3M from the President for pilot projects
    - We completed pilots on L2, L3 and L4 for $1.1M
    - Scope of L9 was increased to incorporate Finance and Administration and this brought total pilot spending to $3.7M
    - English Services agreed on the scope increase and funded the difference.

Situation

CBC/Radio-Canada's changing space needs in Toronto

Current building space:

86% of the space now used by CBC/Radio-Canada will be kept for its use and revitalized.

The balance (14%) of current CBC space will be assembled on the west side of the building for leasing.

- *This space will be made available by re-planning existing workspace and technical spaces, using the neighbourhood design process developed with DEGW. It includes considerable space now wasted as extensive corridors and unused Atrium-edge areas.*

Creating new building space:

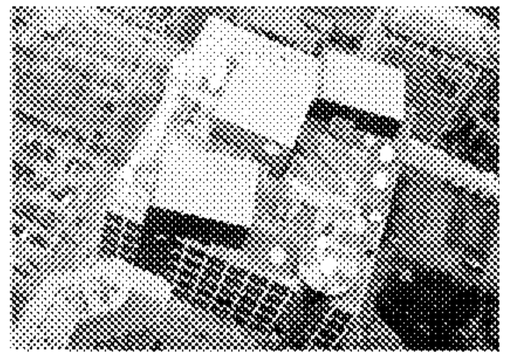
We are proposing to add 16% to our overall usable space by:

- converting below grade space to leasable space for retail
- creating a second floor in the Front Street lobby as a new home for local programming
- in-filling double-height spaces on L6 and L8, creating new space on L7 and L9.

(From Minor Variance Application submitted to City of Toronto on May 6, 2008)

Situation

Scope of the project (proposed renovations)



1. Total Proposed Space:	**1,354,480 sq.ft.**
Current Broadcasting Centre total space*	1,166,502 sq.ft.
Proposed Increase in area (conversion of use of below grade storage space and in-fill of double-height spaces)	187,977 sq.ft.
2. Space to be revitalized for CBC/Radio-Canada use:	**886,656 sq.ft.**
3. Total Potential Leaseable Space:**	**467,823 sq.ft.**
Existing leased space**	131,745 sq.ft.
Vacant (B4, B1) and in-fill space (B1, L6, L8)	185,298 sq.ft.
Space created from re-planning existing CBC/Radio-Canada technical areas and workspaces:	150,780 sq.ft.

Note for Board of Directors:

Our underlying assumptions are that CBC long-term space requirements will not increase.

The impact of new technology including desktop editing and production methods is reducing our space needs.

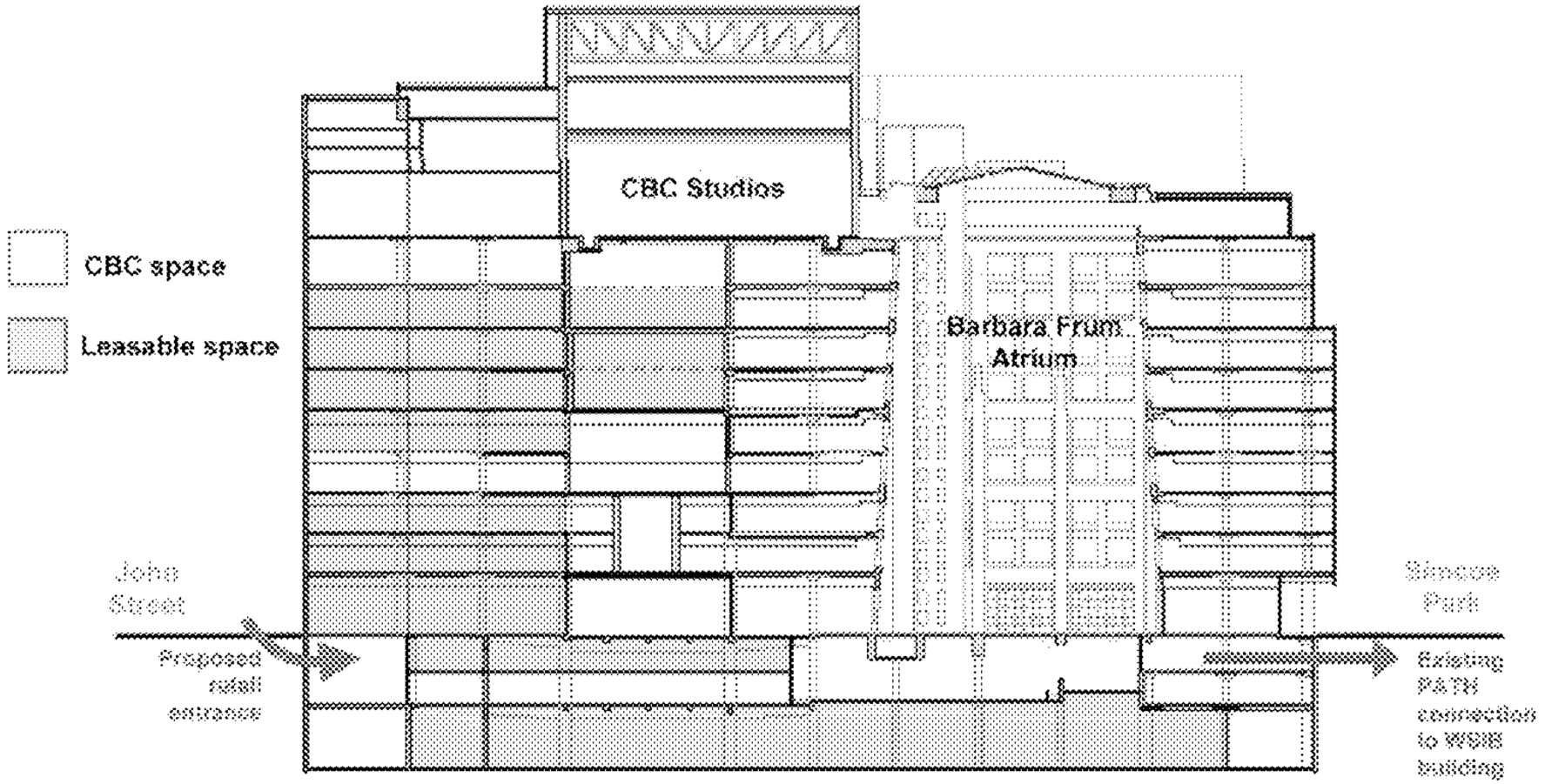
*Non-residential Gross Floor Area, as defined by the City of Toronto in its zoning by-law.

**Includes space leased to the International Academy of Design and Technology until April 2009.

(From Application for Minor Variance submitted to City of Toronto May 6, 2008)

Challenge

- The funding to revitalize the Canadian Broadcasting Centre does not exist in our core programming or operating budgets. By taking an entrepreneurial approach, we can assemble surplus space on the west side above grade, along with space available below grade, for commercial leasing. The revenues from these leases will fund the project.
- This will require re-financing the current debt on the building, either by issuing a new bond or through a Government of Canada loan based on incremental leasing revenues.



Building Cross Section (looking north from Front Street)

Questions

Pages 958 to / à 967

are withheld pursuant to sections

sont retenues en vertu des articles

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

of the Access to Information Act

de la Loi de l'accès à l'information

Who owns the existing bond issue?

- The Broadcast Centre Trust (BCT) requires bondholder consent to reveal identity. This is an expensive process with uncertain results that is not undertaken at this time. We don't know who the bondholders are.

000968

What are the specific provisions of this outstanding bond issue relating to redemption?

BCT Bonds – Key Redemption Terms:

- $400 million issued 1997, 7.53% interest, maturing 2027; $331 million outstanding.
- Redemption price currently evaluated at approx. $109 million based on lower current “Canada Bond Yield” ((Present Value of future semi-annual payments on the bonds discounted at the "Government of Canada Yield") - (current principal outstanding)). Would be offset by lower interest rate on new bonds.
- Position from CBC Legal:

  "CBC has the unilateral right, subject only to proper notice, to pre-pay all of the rent under the Building Lease. If CBC does prepay all of the rent under the Building Lease, it triggers a mandatory redemption of the bonds at a redemption price that is equal to: (a) the sum of all of the principal and interest still owing under the bonds; (b) as discounted by the then current "Government of Canada Yield" (being the average yield of Government of Canada Bonds having a maturity equal to the remaining life of the bonds, as verified by two nationally recognized investment dealers)."

What are the specific provisions of this outstanding bond issue relating to redemption? (continued)

BCT Bonds – Key Redemption Terms:

- Prior redemption notice of at least 30 days and no more than 60 days.
- Trust Indenture terms designed to protect noteholders and their security. BCT cannot issue more debentures or subordinated debentures.
- Amending Trust Indenture complicated, costly and success not assured even with additional “compensation” to noteholders.
- Modification requires an Extraordinary Resolution which means 66% of outstanding value held by Bondholders.
- Some modifications such as maturity of bonds require 100% of outstanding value of bondholder.

Are we obtaining a second opinion on the financial scenarios?

- Three firms approached for proposal.
- TD, Scotia & CIBC
- Choice to be made based on team/ability/approach
- Same fee fixed for all

What are the concerns raised by senior management relative to the proposed strategy?

- Are we mortgaging the future?

000971

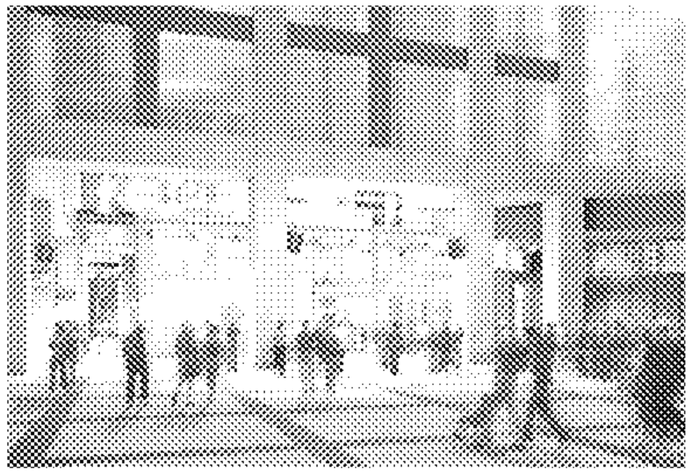
What does the future look like?

A revitalized workplace for our staff where we maximize creative and collaborative opportunities.

A place where we connect directly with the streetscape and Torontonians.

A creative magnet for Toronto and the broadcasting industry in Canada.

Optimal use of interior space, with revenues from surplus space to fund the revitalization of the Broadcasting Centre and enhance our contribution to the creative/cultural economy of Toronto.



Connection to streetscape / Public engagement

Revitalized meeting spaces

Updated technical spaces

Consolidated Audio/Video Post-Production Facilities

Revitalized team workspaces

Schedule A

Board of Directors

May 13, 2008

Subject matter

Banking Resolutions, National Bank, Desjardins, Scotiabank

Background

CBC/Radio-Canada has continual requirements for foreign currencies, mostly the US dollar. In accordance with corporate policy 3.2.17 – Management of Foreign Currency Risk, the Corporation seeks to minimize foreign currency risk. This is done by assessing needs and, where desirable, entering into hedging contracts. This practice is current among major institutions in order to hedge the inherent risk of foreign exchange transactions. Currently, the Corporation enters into foreign exchange transactions with the Royal Bank of Canada and the Bank of America.

From time to time, the Corporation has cash balances that can be temporarily invested in accordance with corporate policy 3.2.29 – Management of Investments to maximize interest income. Currently, investments are purchased only through the Royal Bank of Canada.

Based on the recommendations of a recent internal audit, CBC/Radio-Canada should not confine itself to a single bank to conduct this type of business but should engage a number of banks for this purpose in order to provide to CBC/Radio-Canada the best service at the most favourable rates.

Information on the matter

CBC/Radio-Canada issued an RFPQ to 8 banks and has selected three additional banks, subject of the resolutions before you. These banks do not replace, for other purposes, any bank that CBC/Radio-Canada now engages.

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

Prepared by

Name: Johanne Charbonneau
Date: April 2, 2008

Management recommendation

That the resolutions be adopted by the Board of Directors.

Last discussed at the Board

Date:
Decision made:

Next steps

BANK RESOLUTION

WHEREAS it is desired by the Corporation to authorize and empower certain officers or agents of the Corporation to make such banking arrangements for the purpose of executing investments and foreign currency trades as they may deem necessary and proper without further action on the part of the director(s) of the Corporation.

IT WAS RESOLVED:

On a motion moved by and seconded by

IT WAS RESOLVED:

1. **THAT** the Financière Banque Nationale / Banque Nationale du Canada (the *"Bank"*) be appointed as a foreign currency and investment trader of the Corporation.

2. **THAT** any officers, agents and employees of the Corporation (as replaced from time to time pursuant to subparagraph 2(g) below), the *"Authorized Person(s)"* is/are authorized to do any one or more of the following on behalf of the Corporation, all to the extent indicated opposite their respective names on the instrument appointing them:

   a) to open or close any deposit or other account(s) with the Bank (the *"Accounts"*) and to sign authorization, set-up or other documentation and agreements with the Bank with respect to any of the Accounts and any services (including without limitation cash management services) or any other matter as such Authorized Person(s) in his, her or their sole discretion deem advisable or as the Bank may request including, without limitation, those providing for ratification of any signature or action on behalf of the Corporation;

   b) to provide instructions to the Bank requesting changes of address and duplicate statements as such Authorized Person(s) may see fit and to obtain and provide receipts for all statements of account, all cheques and other vouchers, and all bills of exchange and negotiable and non-negotiable instruments not otherwise delivered to the Corporation;

   c) to withdraw or order payment of any of the funds deposited in the Bank, and to otherwise bind or obligate the Corporation, in such amounts and on such terms as such Authorized Person(s) may see fit, by signing, ratifying or countermanding cheques, drafts, bills of exchange, undertakings or other instruments, orders or agreements for the payment of money by manual or facsimile signature or as further provided in any agreement between the Corporation and the Bank;

d) to issue written, telephonic, electronic or oral instructions with respect to the transfer or payment of funds of the Corporation on deposit with the Bank (or at any other financial institution) by manual, wire, electronic or other means, including without limitation instructions which may further delineate the extent of authority hereby granted;

e) Subject to the provisions of the Broadcasting Act to purchase or otherwise acquire for and on behalf of the Corporation, and to sell, transfer or otherwise dispose of, and endorse for sale, transfer or other disposition, and to otherwise deal with on behalf of the Corporation, any and all bonds, notes, and shares of stock and other securities of any kind or nature and by whomsoever (other than the Corporation) issued, participation or other certificates therefore, and to apply, identify and guarantee signatures and endorsement thereon or on powers of attorney executed in connection therewith, and to authorize or direct charges to the Accounts for any costs, fees, charges or other amounts relating to any of the foregoing;

f) Subject to the provisions of the Broadcasting Act, to purchase or otherwise acquire for and on behalf of the Corporation, and to sell, otherwise dispose of, and to otherwise deal with on behalf of the Corporation, currencies of foreign countries, by trading in the spot market, by entering in forward exchange contracts, by purchasing options to buy and sell foreign currencies and by entering into foreign exchange derivatives and, by and to authorize or direct charges to the Accounts for any costs, fees, charges or other amounts relating to any of the foregoing;

g) to revoke or modify any or all of the authorizations herein and to authorize on behalf of the Corporation from time to time at his, her or their discretion other Authorized Person(s) to do all or any of the foregoing.

3. **THAT** all authorities stated in the above paragraphs be granted to both the President & Chief Executive Officer and the Chief Financial Officer or anyone acting in that capacity, acting together.

4. **THAT** all authorities stated in paragraph 2 above be delegated with the signatures of both the President & Chief Executive Officer and the Chief Financial Officer or their respective delegates.

5. **THAT** the Corporation enters into such agreements, containing such indemnities and other provisions, as the Bank may require in respect of the foregoing.

6. **THAT** the foregoing resolutions shall continue in force until a certified copy of resolutions revoking or modifying them has been received by the Bank.

BANK RESOLUTION

WHEREAS it is desired by Canada Broadcasting Corporation (the "Corporation") to authorize and empower certain officers or agents of the Corporation to make such banking arrangements for the purpose of executing investments and foreign currency trades as they may deem necessary and proper without further action on the part of the director(s) of the Corporation.

IT WAS RESOLVED:

On a motion moved by and seconded by

IT WAS RESOLVED:

1. **THAT** the Caisse centrale Desjardins and Desjardins Securities Inc.(*"Desjardins"*) be appointed as a foreign currency and/or investment trader of the Corporation.

2. **THAT** any officers, agents and employees of the Corporation (as replaced from time to time pursuant to subparagraph 2(g) below), the *"Authorized Person(s)"* is/are authorized to do any one or more of the following on behalf of the Corporation, all to the extent indicated opposite their respective names on the instrument appointing them:

   a) to open or close any deposit or other account(s) with Desjardins (the *"Accounts"*) and to sign authorization, set-up or other documentation and agreements with Desjardins with respect to any of the Accounts and any services (including without limitation cash management services) or any other matter as such Authorized Person(s) in his, her or their sole discretion deem advisable or as Desjardins may request including, without limitation, those providing for ratification of any signature or action on behalf of the Corporation;

   b) to provide instructions to Desjardins requesting changes of address and duplicate statements as such Authorized Person(s) may see fit and to obtain and provide receipts for all statements of account, all cheques and other vouchers, and all bills of exchange and negotiable and non-negotiable instruments not otherwise delivered to the Corporation;

   c) to withdraw or order payment of any of the funds deposited in Desjardins, and to otherwise bind or obligate the Corporation, in such amounts and on such terms as such Authorized Person(s) may see fit, by signing, ratifying or countermanding cheques, drafts, bills of exchange, undertakings or other instruments, orders or agreements for the payment of money by manual or facsimile signature or as further provided in any agreement between the Corporation and Desjardins;

d) to issue written, telephonic, electronic or oral instructions with respect to the transfer or payment of funds of the Corporation on deposit with Desjardins (or at any other financial institution) by manual, wire, electronic or other means, including without limitation instructions which may further delineate the extent of authority hereby granted;

e) Subject to the provisions of the Broadcasting Act to purchase or otherwise acquire for and on behalf of the Corporation, and to sell, transfer or otherwise dispose of, and endorse for sale, transfer or other disposition, and to otherwise deal with on behalf of the Corporation, any and all bonds, notes, and shares of stock and other securities of any kind or nature and by whomsoever (other than the Corporation) issued, participation or other certificates therefore, and to apply, identify and guarantee signatures and endorsement thereon or on powers of attorney executed in connection therewith, and to authorize or direct charges to the Accounts for any costs, fees, charges or other amounts relating to any of the foregoing;

f) Subject to the provisions of the Broadcasting Act, to purchase or otherwise acquire for and on behalf of the Corporation, and to sell, otherwise dispose of, and to otherwise deal with on behalf of the Corporation, currencies of foreign countries, by trading in the spot market, by entering in forward exchange contracts, by purchasing options to buy and sell foreign currencies and by entering into foreign exchange derivatives and, by and to authorize or direct charges to the Accounts for any costs, fees, charges or other amounts relating to any of the foregoing;

g) to revoke or modify any or all of the authorizations herein and to authorize on behalf of the Corporation from time to time at his, her or their discretion other Authorized Person(s) to do all or any of the foregoing.

3. **THAT** all authorities stated in the above paragraphs be granted to both the President & Chief Executive Officer and the Chief Financial Officer or anyone acting in that capacity, acting together.

4. **THAT** all authorities stated in paragraph 2 above be delegated with the signatures of both the President & Chief Executive Officer and the Chief Financial Officer or their respective delegates.

5. **THAT** the Corporation enters into such agreements, containing such indemnities and other provisions, as Desjardins may require in respect of the foregoing.

6. **THAT** the foregoing resolutions shall continue in force until a certified copy of resolutions revoking or modifying them has been received by Desjardins.

BANK RESOLUTION

WHEREAS it is desired by the Corporation to authorize and empower certain officers or agents of the Corporation to make such banking arrangements for the purpose of executing investments and foreign currency trades as they may deem necessary and proper without further action on the part of the director(s) of the Corporation.

IT WAS RESOLVED:

On a motion moved by and seconded by

IT WAS RESOLVED:

1. **THAT** the Bank of Nova Scotia (the *"Bank"*) be appointed as a foreign currency and investment trader of the Corporation.

2. **THAT** any officers, agents and employees of the Corporation (as replaced from time to time pursuant to subparagraph 2(g) below), the *"Authorized Person(s)"* is/are authorized to do any one or more of the following on behalf of the Corporation, all to the extent indicated opposite their respective names on the instrument appointing them:

   a) to open or close any deposit or other account(s) with the Bank (the *"Accounts"*) and to sign authorization, set-up or other documentation and agreements with the Bank with respect to any of the Accounts and any services (including without limitation cash management services) or any other matter as such Authorized Person(s) in his, her or their sole discretion deem advisable or as the Bank may request including, without limitation, those providing for ratification of any signature or action on behalf of the Corporation;

   b) to provide instructions to the Bank requesting changes of address and duplicate statements as such Authorized Person(s) may see fit and to obtain and provide receipts for all statements of account, all cheques and other vouchers, and all bills of exchange and negotiable and non-negotiable instruments not otherwise delivered to the Corporation;

   c) to withdraw or order payment of any of the funds deposited in the Bank, and to otherwise bind or obligate the Corporation, in such amounts and on such terms as such Authorized Person(s) may see fit, by signing, ratifying or countermanding cheques, drafts, bills of exchange, undertakings or other instruments, orders or agreements for the payment of money by manual or facsimile signature or as further provided in any agreement between the Corporation and the Bank;

   d) to issue written, telephonic, electronic or oral instructions with respect to the transfer or payment of funds of the Corporation on deposit with the

Bank (or at any other financial institution) by manual, wire, electronic or other means, including without limitation instructions which may further delineate the extent of authority hereby granted;

e) Subject to the provisions of the Broadcasting Act to purchase or otherwise acquire for and on behalf of the Corporation, and to sell, transfer or otherwise dispose of, and endorse for sale, transfer or other disposition, and to otherwise deal with on behalf of the Corporation, any and all bonds, notes, and shares of stock and other securities of any kind or nature and by whomsoever (other than the Corporation) issued, participation or other certificates therefore, and to apply, identify and guarantee signatures and endorsement thereon or on powers of attorney executed in connection therewith, and to authorize or direct charges to the Accounts for any costs, fees, charges or other amounts relating to any of the foregoing;

f) Subject to the provisions of the Broadcasting Act, to purchase or otherwise acquire for and on behalf of the Corporation, and to sell, otherwise dispose of, and to otherwise deal with on behalf of the Corporation, currencies of foreign countries, by trading in the spot market, by entering in forward exchange contracts, by purchasing options to buy and sell foreign currencies and by entering into foreign exchange derivatives and, by and to authorize or direct charges to the Accounts for any costs, fees, charges or other amounts relating to any of the foregoing;

g) to revoke or modify any or all of the authorizations herein and to authorize on behalf of the Corporation from time to time at his, her or their discretion other Authorized Person(s) to do all or any of the foregoing.

3. **THAT** all authorities stated in the above paragraphs be granted to both the President & Chief Executive Officer and the Chief Financial Officer or anyone acting in that capacity, acting together.

4. **THAT** all authorities stated in paragraph 2 above be delegated with the signatures of both the President & Chief Executive Officer and the Chief Financial Officer or their respective delegates.

5. **THAT** the Corporation enters into such agreements, containing such indemnities and other provisions, as the Bank may require in respect of the foregoing.

6. **THAT** the foregoing resolutions shall continue in force until a certified copy of resolutions revoking or modifying them has been received by the Bank.

Board of Directors

May13-14th 2008

Subject matter

Update on CRTC's BDU & Discretionary Services Hearing

Background

Information on the matter

For decision ☐ **For information** ■

Prepared by

Name: Michel Tremblay
Date: April 25, 2008

Management recommendation

Last discussed at the Board

Date:
Decision made:

Next steps

CRTC decision expected in Fall 2008.

Anticipated project completion date: _____

April 25, 2008

From : Vice-President, Strategy and Business Development

Subject: **UPDATE ON CRTC's BDU & DISCRETIONARY SERVICES HEARING**

To : Board of Directors

Overview

The public hearing to review the Commission's regulatory frameworks for broadcasting distribution undertakings (BDUs) and discretionary services concluded on April 24th after three weeks and over 60 parties appearing. The six-member CRTC panel consisted of Chairman Konrad von Finckenstein, Vice-Chairs Michel Arpin and Len Katz, and Commissioners Rita Cugini, Michel Morin and Ron Williams.

This proceeding has provided ample opportunity for interested parties to file evidence on a wide range of issues during three rounds of written submissions. The CRTC used the hearing phase of the proceeding to focus comment on five key areas:

1. What should be the size of the basic package?
2. Should there be guaranteed access for certain Canadian specialty & pay services? Which ones and on what terms?
3. Should there be any type of genre protection for guaranteed services? If so, would they be protected from other Canadian services, or only foreign services?
4. Should there be a fee for carriage for conventional broadcasters? If so, how much and on what terms?
5. Should BDU's have access to advertising revenues from on-demand services or from local avails?

Now that the hearing phase is over, parties have an opportunity to file final written comments by May 9th. CBC/Radio-Canada will use this opportunity to clarify some aspects of its position, comment on new proposals made during the hearing and rebut the key counter arguments put forward by BDUs.

CBC/Radio-Canada appeared on April 8th, the first day of the hearing. The panel consisted of Richard Stursberg, Executive

Vice-President, English Services; Sylvain Lafrance, Executive Vice-President, French Services; Michel Tremblay, Vice-President of Strategy and Business Development; Steven Guiton, Executive Director, Strategy and Government Relations; Bev Kirshenblatt, Senior Director, Regulatory Affairs; and Stan Staple, Director, Research and Strategic Planning.

The Commission is expected to issue its revised policy framework in Q3 2008. This will give broadcasters – private and public – the opportunity to factor the new regulatory framework into the preparation of licence renewal applications. Renewals for CBC/Radio-Canada and the private conventional broadcasters will occur sometime in the first half of 2009.

1. What should be the size of the basic package?

In our written submission, CBC/Radio-Canada suggested that BDUs should be required to offer a small, low cost all-Canadian basic package to subscribers. For the purpose of structuring the debate around the hearing, the CRTC has proposed a nearly identical, small, all-Canadian basic tier.

Our proposal is intended to be as consumer-friendly as possible by minimizing the number of services that subscribers are required to buy. In our view, the core services which should be included in basic are:

- local over-the-air services;
- provincial educational services;
- services that have a distribution order under section 9(1)h); and
- other services which make a unique and significant contribution (such as NW, RDI and TV5).

As for DTH operators, they should carry at least one provincially relevant OTA signal from each major network. In the case of Quebec, we are asking that DTH BDUs be required to distribute, in a given region's basic package, the same regional Radio-Canada station that must be distributed by terrestrial BDUs.

The BDUs are opposed to it, suggesting that there is no evidence that consumers want a mandated small basic package and that such a service would encourage consumers to turn to the grey market to obtain discretionary services.

CTVgm and Canwest support our approach for a small streamlined all-Canadian basic package. The Commission's line of questions on this issue suggest they understand that our proposal for a small basic package is consumer friendly since it would still permit BDUs to package additional

services in a separate “enriched basic” package, in any way they see fit, to meet the needs of the market.

Bell outlined its Freesat proposal in broad strokes at the second day of the hearing, saying it was intended to provide a small lineup of conventional HD channels, for free, to consumers, as long as they paid for a basic ExpressVu system (dish and box) and broadcasters paid the uplink costs. There would be no monthly fee for such a service. The broadcasters in return, wouldn’t have to build their HD OTA networks beyond major centres and would instead distribute via satellite. While the proposal is appealing from the perspective that it eliminates the need to build expensive OTA networks, CTVgm’s response is that it would only make sense if all local stations were carried. From CTVgm’s perspective, the proposal is a non-starter provided Bell maintains it position that Freesat is contingent on the Commission rejecting fee for carriage for conventional broadcasters.

2. Should there be guaranteed access for certain Canadian specialty & pay services? Which ones and on what terms?

In our written submission, we defined the contents of a streamlined basic package to include all local OTA signals, all signals that must be carried on basic by virtue of a mandatory distribution order, provincial educational broadcasters, and in limited cases, other services which the Commission may determine make a unique and significant contribution to the system. Everything else would be available on a discretionary basis.

For the purpose of discussion at the hearing, the Commission has proposed moving the latter type of services out of basic into a “guaranteed access category”. The services would not be on basic and subscribers would not be required to purchase them but they would have a guarantee of access. This approach is consistent with the “special status” conclusion of the McCarthy Tétrault legal opinion filed by the Corporation which argues that the *Broadcasting Act* provides that the CRTC must mandate carriage of all of the Corporation’s specialty services.

Rogers and Bell have stated for the record that they disagree with the McCarthy Tétrault legal opinion. However, it would appear from the Commission’s proposed framework on “guaranteed access” that it may be considering achieving the same ends through a policy decision.

Commissioner Morin has asked many parties to comment on his alternative proposal based on a “points system” to determine which specialty services could be carried on basic. His proposed formula consists of adding a channel’s Canadian content percentage to its

Canadian programming expenditure percentage and subtracting the wholesale rate paid to it by BDUs to come up with a number of points. Achievement of a certain number of points (to be determined) would result in basic carriage for those specialty services. Very few have reacted positively to this model, with the exception of small independent specialties such as The Score and The Weather Network.

Astral and the smaller independent specialty services (e.g. S-VOX, Stornoway, etc.) argued that the CRTC needs to maintain access rules. It further argued that the CRTC's approach to open entry licensing with category 2 digital specialty services has been a failure and the CRTC should return to a model in which if a service is licensed it is guaranteed access to distribution by BDUs.

CTVgm and Canwest have proposed maintaining the existing access rules for the current analog and Category 1 services but only on discretionary tiers.

3. Should there be any type of genre protection for guaranteed services? If so, would they be protected from other Canadian services, or only foreign services?

CBC/Radio-Canada's position is that genre protection is no longer necessary amongst Canadian services. However, for the purposes of authorizing foreign services, a competitive test is required so that foreign services do not cause undue material harm to Canadian services. Our position is similar to that of Rogers.

There have been many proposals on genre protection. At one extreme is Shaw, which is proposing an open entry model for all services, domestic and foreign. Essentially the BDUs will decide what Canadian and foreign services are carried. At the other extreme are CTVgm and Canwest and specialty services like The Score who defend genre protection because they want to protect their services from competition from other discretionary services.

The Commission appears to like the idea of a more open ended model in which services are left free to define themselves based on their programming strengths but are concerned that it may result in a "rush to the middle" with services moving to the most popular formats.

4. Should there be a fee for carriage for OTA broadcasters? If so, how much and on what terms?

The Commission has recognized numerous times over the course of this proceeding, including at the hearing, that conventional broadcasters are the cornerstone of the Canadian broadcasting system.

CBC/Radio-Canada has filed extensive evidence in this proceeding demonstrating that the conventional broadcasters' business model is failing because advertising revenues are being diluted by fragmentation and new platforms. Establishing conventional broadcasters' eligibility for subscription revenues is necessary to put them on a level playing field with other industry players, particularly the specialty services and BDUs.

We have proposed that each conventional broadcaster make a proposal at licence renewal based on its needs: maintaining existing levels of Canadian programming or enhancing the contribution to Canadian programming. Under our proposal, subscription monies would be targeted at specific programming initiatives, and based on projected advertising shortfalls.

CTVgm and Canwest's fee for carriage proposal is tied exclusively to support for local programming. They have proposed a CRTC imposed rate of $0.50 per subscriber. They have said, on average, this would result in BDUs paying $2.40 per subscriber per month to CTVgm, Canwest, CityTV, TVA and TQS. – resulting in $295 million per year in subscriber fees for the sector. TVA has proposed that subscriber fees be subject to negotiation. All of the private conventional broadcasters oppose the application of fee for carriage to CBC/Radio-Canada and argue that if the Corporation needs more resources then the Government should provide it through the annual appropriation.

Not surprisingly, the BDUs, with the exception of Quebecor, owner of TVA, are firmly opposed to fee-for-carriage for conventional broadcasters. As part of the written phase of the proceeding, the CRTC specifically asked for empirical evidence to illustrate the impact fee-for-carriage would have on BDUs. No BDU provided any credible evidence. CBC/Radio-Canada filed a large amount of empirical evidence to illustrate that fee for carriage would have no material negative impact on BDUs.

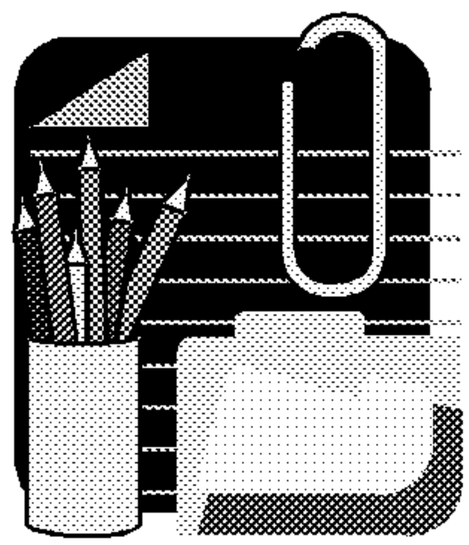
In addition to fee for carriage, conventional broadcasters CTVgm and Canwest are asking CRTC to change its policies to make broadcaster consent to the carriage of their distant signals a requirement. This would require broadcasters and BDUs to negotiate for compensation for such carriage.

5. Should BDU's have access to advertising revenues - from on-demand services or from local avails?

CBC/Radio-Canada's position in this proceeding is that no service should be subject to regulatory constraints that would prevent it from generating revenue. We have proposed that this principle should apply to permit increased BDU advertising opportunities, such as on VOD and the community channel if we are permitted to get subscriber fees. We have not proposed that BDUs get access to U.S. local avails.

CBC/Radio-Canada and BDUs agree that VOD advertising opportunities must be subject to the consent and cooperation of the program rights holder and be subject to commercial negotiation.

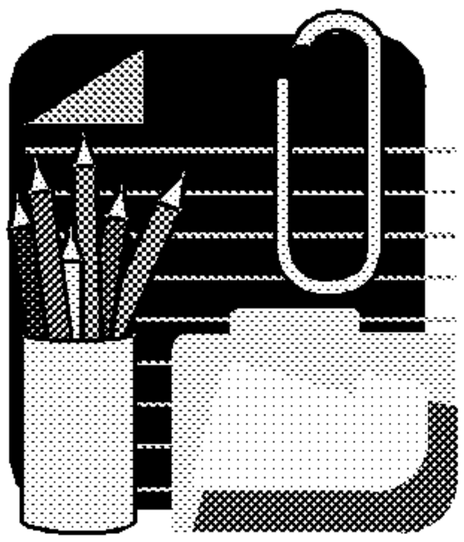
Michel Tremblay



MEETINGS OF THE BOARD OF DIRECTORS
RÉUNIONS DU CONSEIL D'ADMINISTRATION

PROPOSED - 2009

January 19 – 20 / 19 – 20 janvier	Montreal
March 16 – 17 / 16 – 17 mars	Toronto
May 12 – 13 / 12 – 13 mai	Edmonton
June 16 – 17 / 16 – 17 juin	Ottawa
September 22 - 23 / 22 – 23 septembre	Victoria
November 18 – 19 / 18 et 19 novembre	Toronto



MEETINGS OF THE BOARD OF DIRECTORS
RÉUNIONS DU CONSEIL D'ADMINISTRATION

PROPOSED - 2010

January 19 – 20 / 19 – 20 janvier	Montreal
March 16 – 17 / 16 – 17 mars	Toronto
May 11 – 12 / 11 – 12 mai	Fredericton
June 15 – 16 / 15 – 16 juin	Ottawa
September 21 - 22 / 21 – 22 septembre	Saskatoon
November 16 – 17 / 16 et 17 novembre	Montreal

Schedule A

BOARD OF DIRECTORS

May 13 & 14, 2008

Subject matter

CALENDAR OF MEETINGS

Background

At its March 2008 meeting, the Board of Directors discussed a draft calendar of meetings for 2009 and possible locations for 2010.

Information on the matter

The proposed calendars for 2009 and 2010 are appended.

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

Prepared by

Name: Pierre Nollet
Date: April 21, 2008

Recommendation

THAT the 2009 and 2010 calendars of meetings be approved as presented.

Last discussed at the Board

Date: May 9, 2007
Decision made: The 2008 calendar of meetings was approved.

Next steps

Distribute new calendars of meetings for 2009 and 2010.

Annexe A

Conseil d'administration

(Les 18 et 19 novembre 2008)

Sujet

Information sur la main-d'oeuvre

Contexte

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

- composante média (avec une comparaison par rapport au début de l'exercice);

- lieu géographique (carte du Canada).

Renseignements connexes

Voir document joint

Décision à prendre ☐ **À titre d'information** ■

Préparé par

Nom : George Smith
Date : le 29 octobre 2008

Recommandation de la direction

N/A

Dernière discussion au Conseil

Date :
Décision prise à cette occasion :

Suivi

Date prévue de l'achèvement du projet : _____
(Indiquer la date de fin du contrat) : _____

TOTAL WORKFORCE / EFFECTIF TOTAL

Full Time Equivalent / Équivalent temps plein

Month / Mois : September / septembre 2008
(Sept 28, 2008 / Le 28 septembre 2008)

	Permanent (a,b)	Temporary / Temporaire (a,b)	Contract / Contractuel (a,b)	Short term / Court terme (d)	TOTAL *	TOTAL Begin. FYR 2008/09 / Début de l'exercice 2008/09 **	Variance / Écart
English Services/ Services anglais	3,213	162	478	428	4,280	4,351	-71
French Services/ Services français	3,007	327	410	717	4,460	4,379	81
Corporate/ National	1,005	58	188	17	1,268	1,290	-22
TOTAL	**7,225**	**546**	**1,076**	**1,162**	**10,009 ***	**10,020 ****	**-12**

* 10,009 FTE/EPT = 10,843 head count / effectifs réels.
** March 30, 2008: 10,020 FTE/EPT = 10,913 head count / effectifs réels.

Notes:
(a) Employees on leave of absence are excluded. / Les employés en absence autorisée sont exclus.
(b) FTE is based on the full-time / part-time percentage of the employee's working schedule. /
L'EPT est basé sur le pourcentage temps plein / temps partiel de l'horaire de travail des employés.
(d) Includes casual + short term contract. FTE is based on the total days worked over a four week period. /
Comprend les occasionnels et les contractuels courte durée. L'EPT est basé sur le total des jours travaillés durant une période de quatre semaines.

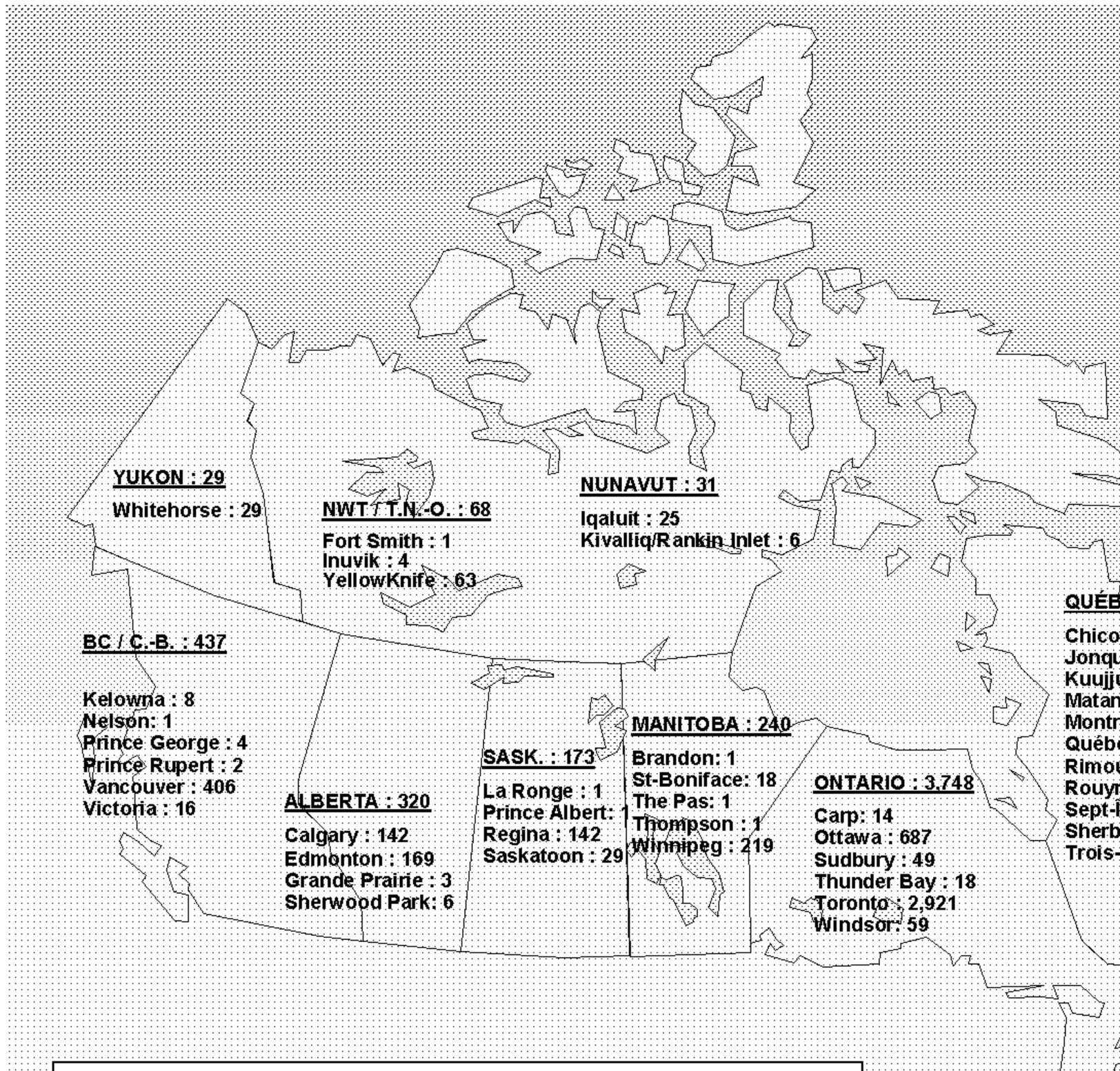
The sum of the details may not balance with the totals due to rounding / La somme du détail peut différer des totaux en raison de l'arrondissement.

Prepared by: Shared Services / Corporate Reporting.

CBC Map / Carte de la SRC

Full Time Equivalent / Équivalent temps plein

September 2008 / septembre 2008



OUTSIDE CANADA / À L'ÉTRANGER : 44

Bangkok : 1
Beijing : 2
Beirut: 1
Cape Town: 1
Dakar: 1
Islamabad: 0
Jerusalem : 4
London : 7
Los Angeles: 1
Mexico : 1
Moscow : 1
New York: 1
Paris : 6
Rio de Janeiro : 1
Shanghai: 1
Washington : 15

NEWFOUNDLAND / TERRE-NEUVE : 162

Corner Brook : 13
Gander : 6
Grand Falls : 7
Happy Valley/Goose Bay : 9
Labrador City : 1
Marystown: 1
St. John's : 127

YUKON : 29

Whitehorse : 29

NWT / T.N.-O. : 68

Fort Smith : 1
Inuvik : 4
YellowKnife : 63

NUNAVUT : 31

Iqaluit : 25
Kivalliq/Rankin Inlet : 6

QUÉBEC : 4,191

Chicoutimi : 29
Jonquière : 17
Kuujjuaq : 2
Matane : 30
Montréal : 3,679
Québec : 294
Rimouski : 31
Rouyn-Noranda : 14
Sept-Îles : 28
Sherbrooke : 38
Trois-Rivières : 29

BC / C.-B. : 437

Kelowna : 8
Nelson: 1
Prince George : 4
Prince Rupert : 2
Vancouver : 406
Victoria : 16

ALBERTA : 320

Calgary : 142
Edmonton : 169
Grande Prairie : 3
Sherwood Park: 6

SASK. : 173

La Ronge : 1
Prince Albert: 1
Regina : 142
Saskatoon : 29

MANITOBA : 240

Brandon: 1
St-Boniface: 18
The Pas: 1
Thompson : 1
Winnipeg : 219

ONTARIO : 3,748

Carp: 14
Ottawa : 687
Sudbury : 49
Thunder Bay : 18
Toronto : 2,921
Windsor: 59

P.E.I / I.-P.-É. : 52

Charlottetown : 52

NOVA SCOTIA/ NOUVELLE-ÉCOSSE : 230

Halifax : 209
Sydney : 21

NEW BRUNSWICK / NOUVEAU-BRUNSWICK : 284

Bathurst : 2
Campbellton : 1
Caraquet : 1
Edmunston : 2
Fredericton : 48
Moncton : 196
Sackville : 13
Saint John : 22

AFFILIATION *

Non-unionized/non-syndiqué:		Unionized/syndiqué:	
Unaffiliated:	24	APS:	692
Executives:	61	CMG:	4384
MS:	1063	SCRC:	1423
Confidential:	189	STARF:	1207
SUBTOTAL:	1,337 (13%)	SCFP:	610
		AR:	356
		SUBTOTAL	8,672 (87%)
GRAND TOTAL:	10,009		

Total FTE/ETP 10,009 = Head count / effectifs réels 10,843

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

Shared Services / Services partagés

000992

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

Annexe A

Conseil d'administration
Comité des Ressources humaines et rémunération
(Le 18 novembre 2008)

Sujet

Mandat de négociation avec la GCM

Contexte

La convention collective conclue entre la GCM et CBC/Radio-Canada vient à échéance le 31 mars 2009. Cependant, les parties en cause se sont fixées comme objectif de renouveler la convention d'ici décembre 2008. Les parties ont convenu de recourir à une approche de négociation sur la base d'intérêts, À cette fin, la GCM et CBC/Radio-Canada se sont rencontrées pendant cinq semaines complètes de négociations, deux autres semaines sont prévues d'ici le 15 décembre 2008.

Les deux parties souhaitent établir une convention collective pour une durée de cinq ans.

Renseignements connexes

Approuver le renouvellement d'une convention collective de cinq ans qui viendrait à échéance le 31 mars 2014.

Pour décision : ☐ **Pour information :**

Préparé par

Nom : George C. B. Smith
Date : Le 18 novembre 2008

Recommandation de la direction

IL EST RÉSOLU QUE sur la recommandation du Comité des Ressources humaines et de la rémunération, le Conseil d'administration approuve le renouvellement de négociation de mandat d'une convention collective de cinq ans qui viendrait à échéance le 31 mars 2014.

Dernière discussion au Conseil

Date :	Septembre 2008
Décision prise :	Procéder aux négociations

Date prévue pour l'achèvement du projet : **Décembre 2008**
(S'il s'agit d'un contrat, indiquer la date d'expiration) : _____

OFFICE OF THE OMBUDSMAN

ENGLISH SERVICES

ANNUAL REPORT 2007-2008

CBC Radio-Canada

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THE OMBUDSMAN'S REPORT
2007-2008

During the fiscal year 2007-08 the Office of the Ombudsman dealt with 1,837 complaints, communications and expressions of concern, including 1,052 about information programming. This year the Office received a record 785 complaints, communications and expressions of concern about general programming and non-programming matters, including 115 about the cancellation of CBC Television's jPod and 60 about the disbanding of the CBC Vancouver orchestra. During the year I conducted 51 reviews. Another 20 were carried over to be completed in the next fiscal year.

One of the most significant events this past year was the increase in requests and complaints related to the "Comment" forums on CBC.ca. Some were purely technical, while others related to the content and monitoring of the service.

A positive development was the issuance of clear and understandable monitoring guidelines on "User Generated Content." The Information Service and the Ombudsman's office have worked out a useful "modus vivendi" to ensure that this office is not swamped in arguments over material not produced by CBC journalists. I should note the care and thoughtfulness of Esther Enkin, the Executive Editor of CBC News, in this process and the quick and insightful responses of Sharon Mulholland, the Moderation Manager.

As one can see from the statistics included in the report, the web service has been very good at responding quickly to complaints about a whole range of issues. Editorial matters have been dealt with expeditiously and with good sense by the service's Executive Producer of News, Mary Sheppard, while non-editorial matters have been trafficked with great energy by John McQuaker and others within the technical staff at CBC.ca.

On broader issues, I would like to echo some of the concerns raised by my colleague, Julie Miville-Dechêne. We have discussed these matters at some length, particularly during our very useful time spent at the annual meeting of the Organization of News Ombudsmen. Our conversations were enriched by the experience of other organizations to which she refers in her report.

As I signaled at last year's meeting of the Board of Directors, I believe that attention must be paid to the policy implications of some of our evolving program formats. In this year's summary of reviews you will find one concerning "On the Map" with Avi Lewis (see J.A., p. 8). While this program is no longer on the schedule, it does highlight the problems inherent in hiring intelligent, opinionated hosts for CBC

current affairs programs. My point at last year's meeting, and in the review, is that if the Corporation decides to follow that path on the air, or online, we must make serious effort to ensure that our hosts represent a range of views in keeping with our policies. If that is not to be, hosts should be reminded that they are not to express their personal opinions or, if conclusions are drawn, they should be appropriately sourced and based on facts available to the audience. Julie Miville-Dechêne writes persuasively on this matter.

I also noted another potentially emerging phenomenon: the use of "Eyewitness News" style promotion and introduction of CBC news items. In a review of a complaint by an official of Gander International Airport, I discovered that the item itself was a fair reflection of a relatively ordinary press conference at the airport. However, the introduction to the piece, not written by the reporter, used provocative language designed to give the impression that the CBC had "uncovered" something that, in fact, had not been hidden. It also hinted money was going where people might not expect it to go. Neither implication was borne out by the story. I also noted the reversioning of a Radio-Canada documentary as a much briefer item on The National. The script had been changed to use language similar to the Gander report: "uncovering" something that had, in fact, been a matter of public record. The original documentary was sound and complied with our standards. (See Reg Wright, p. 37 and W.B., p. 15.)

Through long experience, I am aware of the styles and techniques promoted by certain U.S. companies as methods to enhance visibility and ratings. Canadian broadcast journalism generally, and the CBC in particular, has been largely free of the hype and fear mongering inherent in these techniques. While the Ombudsman has no say in overall marketing campaigns, when marketing techniques are incorporated into news journalism, policy questions may be raised. Such techniques are, by my experience, inimical to good journalism and run counter to the basic principles of CBC's Journalistic Standards and Practices.

I understand the difficulties inherent in maintaining position in the ever-more crowded broadcast and cable universe. However, one of the healthy challenges for the CBC would seem to be maintaining its "head" while everyone else is losing theirs.

I look forward to working with the News Services as a new policy book is fashioned over the next year. I also anticipate that a good part of the year may be taken up with a federal election.

Vincent A. Carlin
Ombudsman, English Services

RAPPORT DE L'OMBUDSMAN DES SERVICES ANGLAIS
2007-2008

Au cours de l'exercice 2007-2008, le Bureau de l'ombudsman des Services anglais a traité 1837 plaintes, communications et expressions de préoccupation, dont 1052 avaient rapport à la programmation d'information. Par ailleurs, nous avons reçu 785 plaintes, communications et expressions de préoccupation au sujet de la programmation générale et de questions non liées à la programmation; de ce nombre record, 115 concernaient l'annulation de l'émission *jPod* de CBC Television et 60, la dissolution de l'Orchestre de Radio-Canada, qui était basé à Vancouver. Au cours de l'exercice, j'ai réalisé 51 révisions, et j'en terminerai 20 dans le courant du présent exercice.

L'un des faits marquants de l'année dernière a été l'augmentation du nombre de demandes et de plaintes concernant le forum de commentaires du site CBC.ca. Certaines de ces demandes et plaintes ne portaient que sur l'aspect technique du forum, tandis que d'autres visaient le contenu et la modération du service.

L'une des percées de l'année dernière a été l'adoption de lignes directrices claires et faciles à comprendre en ce qui a trait au contenu généré par les utilisateurs. Le service de l'information et le Bureau de l'ombudsman sont parvenus à un utile *modus vivendi* grâce auquel le Bureau ne sera pas submergé de plaintes portant sur du contenu ne provenant pas des journalistes de CBC/Radio-Canada. Je tiens à souligner l'attention et le sérieux avec lesquels la rédactrice en chef de CBC News, Esther Enkin, a pris part au processus, et la rapidité et la perspicacité de la chef de la Modération, Sharon Mulholland.

Comme le prouvent les statistiques présentées dans le rapport, le service Web a su répondre rapidement à des plaintes relatives à une multitude de sujets. La réalisatrice-coordonnatrice des Nouvelles, Mary Shepard, a promptement réglé les questions relatives au contenu rédactionnel, et John McQuaker ainsi que d'autres techniciens de CBC.ca ont géré avec beaucoup d'énergie les autres dossiers.

En ce qui concerne les dossiers plus généraux, j'aimerais me faire l'écho de certains des enjeux soulevés par ma collègue Julie Miville-Dechêne. Nous avons longuement discuté de ces questions, surtout lors de la très pertinente réunion annuelle de l'Organization of News Ombudsmen, où nos conversations ont été enrichies par l'expérience d'autres organisations que Mme Miville-Dechêne mentionne dans son rapport.

Comme je l'ai fait observer lors de mon compte rendu de l'an dernier devant le Conseil d'administration, je suis d'avis qu'il faut se pencher sur la portée politique de

certains de nos formats d'émission, qui sont en pleine évolution. Dans le résumé des révisions du dernier exercice, il est question de l'émission *On the Map*, animée par Avi Lewis. Même si cette émission ne fait plus partie de la programmation, la situation fait ressortir les difficultés auxquelles on se heurte lorsqu'on met des animateurs brillants et aux opinions arrêtées à la barre d'émissions d'actualité. Le message que je tenais à faire passer lors de la réunion de l'année dernière et dans le rapport de cette année est le suivant : si la Société décide de prendre cette voie sur les ondes ou sur Internet, elle doit veiller à ce que ses animateurs représentent une variété d'opinions, de manière à respecter ses politiques. Autrement, il faudrait rappeler aux animateurs qu'ils ne doivent pas exprimer leurs opinions personnelles, et que les conclusions qu'ils tirent doivent être appuyées de sources et fondées sur des faits accessibles à l'auditoire. Ce que Julie Miville-Dechêne a écrit à ce sujet est très convaincant.

J'ai également relevé un phénomène susceptible de se généraliser : le recours au sensationnalisme pour faire la promotion et la présentation de nouvelles de CBC. En examinant la plainte d'un représentant de l'aéroport international de Gander, j'ai découvert que le reportage en question rendait convenablement compte d'une conférence de presse de routine de l'aéroport, mais que le langage utilisé dans la bande-annonce, qui n'avait pas été rédigée par le journaliste, était provocateur et donnait l'impression que CBC avait découvert une histoire qui était en fait du domaine public. La bande-annonce donnait également à entendre que des sommes étaient utilisées à des fins inusitées aux yeux du public. Le reportage n'appuyait aucune de ces suppositions. J'ai aussi constaté la diffusion d'une version écourtée d'un documentaire de Radio-Canada dans l'émission *The National*. Le texte avait été modifié et le langage utilisé ressemblait à celui du cas susmentionné, c'est-à-dire qu'on laissait entendre avoir mis au jour une histoire, alors que le dossier était public. Le documentaire original était sérieux et conforme à nos normes.

Grâce à mes longues années d'expérience, je connais les styles et les techniques que privilégient certaines entreprises américaines en vue d'accroître leur notoriété et leurs cotes d'écoute. Au Canada, et surtout à CBC/Radio-Canada, le journalisme de radiotélévision est en grande partie exempt du battage médiatique et de l'alarmisme inhérents à ces techniques. Même si l'ombudsman n'a pas voix au chapitre pour ce qui est des campagnes de marketing, lorsque le journalisme fait intervenir des techniques de marketing, des questions de principe peuvent être soulevées. D'après mon expérience, ces techniques vont à l'encontre du bon journalisme et sont contraires aux principes de base des normes et pratiques journalistiques de CBC/Radio-Canada.

Je reconnais qu'il est difficile d'adopter une position catégorique dans le monde de la radiodiffusion et du câble, qui compte un nombre grandissant d'acteurs. Cependant,

quel beau défi pour CBC que de garder son sang-froid tandis que tous peinent à le faire.

J'ai hâte de travailler avec le service de l'information à l'élaboration du nouveau manuel de politiques au cours de la prochaine année. Soit dit en passant, je m'attends à ce qu'une bonne partie de l'année soit monopolisée par une élection fédérale.

Vincent A. Carlin
Ombudsman, Services anglais

COMPLAINTS REVIEWED BY THE OMBUDSMAN

A.A.
The Current

A.A. complained about The Current's interview with John Mearsheimer, co-author of "The Israel Lobby and U.S. Foreign Policy," including the fact that it was aired on the eve of the Jewish New Year.

Pam Bertrand, Executive Producer of The Current, responded to his concerns. A.A. felt that they would have to "agree to disagree," but he still had concerns about the timing of the broadcast.

Review

I have received a number of communications complaining about various stories done at different times of the year. Last year during the Christian Easter some programs touched on studies questioning some of the bases of Christian faith. I have noted complaints concerning reporting on "Islamic" terrorism during Muslim holy days. I also received a number of complaints about a program examining 9/11 conspiracy theories on the anniversary of the event. I neither defended nor criticized these decisions. I merely pointed out that the notion that such a programming choice would only be made in relation to the Jewish community did not appear to be accurate. While I understood the increased sensitivities of any community at certain times of the year, programmers, aware of the strictures of policy, must be free to make their choices freely.

J.A.
On the Map

J.A. was concerned about the June 11, 2007, edition of Newsworld's On the Map, with host Avi Lewis. The program featured an interview with Ayaan Hirsi Ali, who had published her memoir, "Infidel," in which she made a number of very controversial statements about Islam and world politics. J.A. felt that Mr. Lewis's attitude was "juvenile, disrespectful, arrogant and ignorant."

Fred Youngs, Deputy Program Director of CBC Newsworld, thought it was fair to say that many of Ayaan Hirsi Ali's assertions were striking, and that Mr. Lewis met them with the questions a viewer might ask. "That is what an interviewer does, challenge the guest, put up other opinions – although not necessarily his own – to test his guest's views."

Review

It was clear that the encounter with Ms. Ali would take the form of what used to be called an "accountability" interview – i.e., not just an exposition of someone's viewpoint, but a healthy challenging of assumptions by a knowledgeable interviewer. Ms. Ali answered Mr. Lewis's provocative questions calmly and appeared to be in tune with the cut and thrust of a vigorous interview. However, Mr. Lewis would seem to have breached the parameters of "fairness" by implying that Evangelical Christians shoot abortion doctors. Which raised the question: Is there room for personal opinion on programs of journalism produced by the CBC? Within the Journalistic Standards and Practices there is the notion that there should be a vigorous interplay of points of view. In fact there is provision for "Guest Commentators," specifically engaged to "pass judgment on public affairs." At the same time, there is the fairly strict notion that hosts are not to use programs to promote their personal points of view. As the CBC adds to its journalistic texture with new formats and new hosts, policy should evolve to acknowledge these developments while maintaining the underlying principles of fairness, accuracy and integrity. Having hosts with well-developed views on public affairs is not an evil, but care must be taken to provide appropriate expression of a wide range of views.

J.A.
Politics

J.A. complained that on the March 13, 2008, edition of Politics, host Don Newman made "unprofessional" and "ad hominem" remarks to Conservative Member of Parliament Pierre Poilievre.

Senior producer Sharon Musgrave responded, pointing out that Mr. Poilievre had been designated by the PMO to speak and Mr. Newman was merely pointing out that fact.

Review

The segment was supposed to explore the topic of centralization of power in the Prime Minister's Office (PMO). During the introduction Mr. Newman made the observation that other governments, both Liberal and Conservative, had tended at various points in their mandates to centralize decision making in the PMO. Both the Liberal MP and Mr. Poilievre strayed from the topic. One would have to view the segment through the most narrow of partisan filters to conclude that Mr. Newman was either unprofessional or biased in his handling of the matter. In fact, he had laid the groundwork for a more astute guest to argue that handling matters out of the PMO

was neither new, nor, perhaps, particularly troubling. Mr. Poilievre chose a different course. I found no violation of CBC's Journalistic Standards and Practices.

M.A.
As It Happens

M.A. complained about an interview on As It Happens with Dr. Chris Busby, who was termed the Scientific Director of the European Committee on Radiation Risk. He was interviewed after his committee issued a report suggesting that munitions containing enriched uranium tips might have been used in the conflict in Lebanon in the summer of 2006. M.A. wrote subsequent to another report, issued by the UN Environment Programme, which found no evidence that such weapons were used.

Esther Enkin, Deputy Editor in Chief of CBC News, replied, saying that the program would be doing a follow-up interview with a representative of the UN Environment Programme.

Review

The Busby interview was a justifiable response to a report from a non-governmental organization such as the European Committee on Radiation Risk. A journalist's function is to air significant opinions on matters of public controversy. It is not their function to prove or disprove what an interview subject says; in this case, not even a statement alleged as fact, but a hypothesis offered by Dr. Busby. However, appropriate skepticism must be brought to bear on the subject, and the background of the source should be adequately presented. In this case, insufficient information was shared with listeners to be able to judge the bona fides of the Committee. The nature of the Committee was not adequately explained, either in the introduction or the body of the interview. Nor was Dr. Busby's position as an activist for the Green Party mentioned. The delay in following up this interview could also be seen as a lack of vigorous pursuit of appropriate balance. However, the producers reacted appropriately when this failure was brought to their attention.

R.A.
The National
R.A. complained about an item on the June 5, 2007, edition of The National, in which reporter Carolyn Dunn covered the opening of the so-called Creation Science Museum. He said that "the entire tenor and tone of this report presented creationism as a serious scientific topic on the same level as evolution. The narrator referred to

the 'science' of creationism." He concluded that creationism "is not [science] and there is no scientific evidence whatever to support any such conclusion. Creationism is a faith and nothing more."

Jonathan Whitten, Executive Producer of The National, responded that Ms. Dunn treated creationism appropriately as a theory or belief, although she did make what was intended to be an inflected reference to the 'science' of creationism. The intent apparently being to signify that she was quoting proponents' belief and not stating a fact.

Review

Given the on-going controversy surrounding the topic, it was appropriate to cover the opening of this museum. In her report Ms. Dunn did not, to my eyes and ears, treat creationism as a "serious scientific topic on the same level as evolution." Her report treated the views of those she interviewed at the creation museum as "beliefs," which is fair. However, in an effort to bridge from one segment of the report to another, Ms. Dunn used a method that is highly problematic in broadcast news: verbal quotes around the word science. There are occasions where that stylistic device works properly, but they are rarely found in relatively brief news reports. The default position for a news reporter should be to attribute everything. Ms. Dunn inadvertently left viewers with the impression that she was referring to creationism as "science." I would urge producers to be vigilant in demanding attribution rather than style, particularly in relatively brief news items.

A.B., I.C., I.F.
The Fifth Estate (The Denial Machine)

A.B. and others felt that The Fifth Estate's report, The Denial Machine, presented only one side of the "debate" over the effects of human activity on climate change; and that it was "designed to undermine (the) credibility of those scientists who dissent from the prevailing media view that humans and Western corporations are responsible for climate change."

David Studer, Executive Producer of The Fifth Estate, responded that the report was not a discussion of climate change itself, but an examination of the efforts to cast the issue as a real debate and about who is carrying out those efforts and how they are funded.

Review

The program was not about climate change, but about the effort to challenge the scientific consensus on the issue. The Fifth Estate's research showed that a number of the prominent challengers also worked on the smoking controversy. The parties appeared to be treated equitably, given an opportunity to express their views and to discuss their support. Other than the lack of information on an "environmental" group mentioned, overall I could find no violation of CBC's Journalistic Standards and Practices.

C.B.
The National

C.B. complained about a report on The National about Facebook postings by members of the Canadian Border Services Agency. C.B. complained that he was named and pictured publicly and prominently for what he felt was a private activity.

Jonathan Whitten, Executive Producer of The National, responded that the material was publicly available on Facebook for anyone logging in to see. He agreed to have the phrase, "inappropriate behaviour" edited away from a photo of the complainant.

Review

The report was unfair to C.B. in that it appeared to single him out for prominent mention and identification in what was, in fact, a more general report about a group. I applauded The National's quick action to lessen the inadvertent impact of the joining of a phrase and a photo. I urged the program to determine if the item was still available and take appropriate steps to eliminate the unfair spotlighting.

G.B.
CBC News

G.B. felt that a report by Peter Armstrong about a meeting between United States Secretary of State Condoleezza Rice and Israeli Prime Minister Ehud Olmert was, as claimed by HonestReporting.ca, an "error-plagued, one sided analysis." He also complained about a report by Nahlah Ayed about the efforts to save the Palm Islands Nature Reserve which was severely damaged during the war between Israel and Hezbollah. He felt that it "made no attempt to contextualize the circumstances in which the oil spill occurred."

Cynthia Kinch, Director of CBC TV News Programming, replied, in relation to the Armstrong item, that saying both sides were committed to the "road map" was correct in context – that the senior elected official of the Palestinians, Mahmoud Abbas, had indeed committed to the road map. She also said that balance can be achieved over a reasonable time, that in relatively brief items some knowledge of the situation can be assumed, and that balance is not a mathematical equation. In relation to the Ayed item, Ms. Kinch said that the report was "clear about the reasons for the oil spill and the circumstances in which it occurred."

Review

Both reports met the provisions of CBC's Journalistic Standards and Practices. It is illogical to believe that any single news item can carry the burden of providing a full recounting of background to any particular issue. Stories on the Middle East, in particular, could conceivably summon up hundreds (if not thousands) of years of background. I suspect that reasonable people can agree that a daily news item focusing on on-going events needs to supply enough context to make that item understandable to an average viewer. One would have had to be in isolation to not accept Mr. Armstrong's report as part of a continuum of coverage. Ms. Ayed's report, about environmental damage, did not require full background on the genesis of the war. It had to be accurate in its details on the damage and cleanup, which, as far as I could tell, it was.

N.B.
The National
N.B. complained about a report concerning the previous criminal conviction of a Mr. Cheema in Winnipeg. His wife had died under mysterious circumstances in the Vancouver area. N.B. said, in part, "…the reporter covering the case apparently 'unearthed' court records in Winnipeg from 12 years ago…This is known in the legal profession as 'similar fact evidence.' I would venture to say in totality it would not be admissible evidence against the husband if he were charged as the probative value is far outweighed by the prejudice it creates. It is probably known to the police who must now be cursing the stupidity of the reporter…"

The CBC's Deputy Editor in Chief, Esther Enkin, replied, "In fact, Mr. Cheema has not been charged with any offence in this regard. As I am advised on the law, there can be no prejudice to a proceeding, in the absence of a proceeding. It is our role to inform Canadians about information that is of interest to them…"

Review

The item was prompted by the investigation into the death of Shemina Hirji in British Columbia in early July, 2007. Ms. Hirji was killed during what her husband described as a home invasion. At the time of the story, the police had arrested Mr. Cheema, but then released him. Several journalistic outlets unearthed the information that Mr. Cheema had been convicted in Winnipeg twelve years before for trying to abduct his fiancée and threatening to kill her family. The job of any journalist is to bring forward relevant information on topics of public interest within the constraints of the law. In this case, no such restrictions were operative: Mr. Cheema at that point was not even in custody. The publication of this truthful information on a matter of great interest to the public, particularly the public in British Columbia, was not a violation of CBC's Journalistic Standards and Practices.

T.B.
CBCNews.ca

T.B. complained about an article concerning a speech delivered by Lieutenant General (Ret) Ricardo Sanchez to military reporters and editors in Washington. The article covered Gen. Sanchez's criticism of the State Department and the National Security Council, and implied criticism of President Bush's strategy in Iraq, but no mention was made of his attack on the media.

Mary Sheppard, Executive Producer of CBCNews.ca, responded that General Sanchez's "words may be strong, but his criticism of the media is not particularly new," and that "what was newsworthy was what he said in the bulk of his speech…" i.e., his harsh criticism of what he called "incompetent strategic leadership."

Review

While I did not find that there was a political "bias" involved, it struck me that journalistic media in general have an aversion to covering criticism of their own work. However, as someone who has done two different programs of media "criticism" over the years, I have generally found the CBC, in particular, more than willing to discuss criticism. It appeared that the lack of a sentence or paragraph encapsulating Gen. Sanchez's views on the media that he evidently blamed for his shortened career was more the result of taking the line of least resistance. The item in question would have better met the obligation to provide context if it had included reference to the substantial and forceful, if not specific, criticism of the media.

W. B.
The National

W.B. complained about a report on The National on January 17, 2007, by Guy Gendron, which was based on his reporting for a documentary that was to be run on Radio-Canada's Zone Libre. The introduction to the item stated: "But just as Ottawa vows real action on climate change, there are new questions about one of Canada's worst polluters, the Alberta oil sands. Our colleagues at Radio-Canada's Zone Libre have uncovered plans for a dramatic expansion, in part to satisfy an American objective." W.B.'s complaint centered on the use of the term 'uncovered' since, according to him and others who complained, the information was publicly available and the meeting from which the plans came was not secret.

Review

A cursory trolling of internet resources showed that the minutes of the meeting of US and Canadian oil executives, indicating the plans for expansion of oil sands output, were readily available. The structure of the item was also somewhat confusing, since it appeared to link the meeting with the swearing-in of the new Prime Minister. Of course, the meeting had been set up under the previous government and did not have an apparent connection to the new government, aside from possible alignments of policy. The item could serve as object lesson #1 in the perils of excerpting a long and complex story. I viewed the English language version of Mr. Gendron's documentary. It was a careful, nuanced review of developments over the year between January 2006 and January 2007. None of the confusion evident in the short item was present in the documentary. The framing devices used for this story failed to meet the test of "accuracy" in the CBC's Journalistic Standards and Practices. The information itself was not widely known and deserved to be surfaced and discussed. One would have hoped that the care and precision evident in the documentary could have been applied to the shorter item.

J.C.
CBCNews.ca

J.C. complained about a story on CBC.ca concerning the Canadian Navy's decision to pull three ships out of planned NATO exercises due to a lack of funding. She found fault with a quote from Steve Staples, who was referred to as a "defense analyst" and as associated with the "Ottawa-based Rideau Institute." He suggested that the navy "may be playing politics to get more money in the next budget." J.C. said that Mr. Staples was involved with the "'peace and justice' movement in Canada, which is not

to be considered an objective or particularly fair source of information on defense subjects."

Mary Sheppard, Executive Producer of CBCNews.ca, responded that the story reported the Navy's position and other views; and that Mr. Staples was identified as a defense analyst because it was the term used to describe his position within the Rideau Institute. She said he was "an acknowledged expert in the area."

Review

Ms. Sheppard's observation that the story accurately reflected some of the differing views on this story appeared to be correct. However, how we present those views often raises issues of fairness. It is not sufficient to identify someone as a representative of a particular group with an official sounding name if a bit of further identification would help readers/listeners/viewers assess the information presented. CBC.ca identifies the Rideau Institute as "Ottawa-based." In other stories it has been called a "think-tank." In fact, on its own website it calls itself a "public policy research and advocacy group." One could easily conclude that it advocates specific positions rather than merely analyzing material. I would urge programmers to be vigilant in avoiding easy labeling ("think-tank," "research institute") and find appropriate ways within time and space limitations to communicate useful context.

V.C.
TV News

V.C. complained about the decision by National Television News not to run the controversial cartoons depicting the Prophet Mohamed which were published in a Danish newspaper.

Then-Editor in Chief Tony Burman replied: "You called it an issue of free speech, but free speech is not an absolute right. It must be exercised with responsibility…."

Review

Freedom of speech applies to those making controversial statements, as well as to those who choose whether or not to report them. The National and other CBC News programs reported fully on the controversy and provided descriptions of the material at issue. Mr. Burman obviously felt that running the cartoons themselves would be irresponsible. I did not have to agree with Mr. Burman's decision to find that it was made within the bounds of CBC's Journalistic Standards and Practices. If the absence of a visual item seriously distorted our understanding of the events, it would have

been a violation. However, my review found that Canadians watching the CBC would have had adequate information to help them understand the events.

Lale Eskicioglu, Council of Turkish Canadians; and E.B. and K.O.
As It Happens

Lale Eskicioglu, Executive Director of the Council of Turkish Canadians, as well as E.B. and K.O., complained that interviews on As It Happens in the fall and winter of 2007 did not give sufficient attention to Turkey's official claim that the events of 1915 did not constitute a genocide but were legitimate military responses to revolution and banditry.

Review

The concept of balance is not mathematical. For a program like As It Happens, issues must be treated fairly, but the context of the item must be taken into consideration. In these cases, previous programs had elucidated the Turkish government's position and in these items mention was made of the Turkish government's disagreement with the consensus, but the focus of the items was on contemporary events, not on the historicity of the events of 1915. While I would encourage continued probing of this issue on a wider scale, I could find no violation of CBC's Journalistic Standards and Practices in the treatment of these items.

Mike Fegelman, HonestReporting Canada; and J.C.
CBC News: Around the World

Mike Fegelman, Executive Director of HonestReporting Canada, as well as J.C., complained about a report by Jacky Rowland on CBC News: Around the World on October 2, 2007. The report described the reaction of Palestinians to riots in Israeli jails. Ms. Rowland, a reporter for the English language service of Al Jazeera, spoke these words while standing in a street in Ramallah: "News of the prison riots has provoked outrage across the Occupied Territories. There are more than 10,000 Palestinian prisoners in Israeli jails and they are widely respected as fighters against the occupation." Mr. Fegelman felt that it should have been mentioned that a number of the prisoners "have blood on their hands" i.e., had engaged in criminal acts of terrorism and murder.

Esther Enkin, Acting Editor in Chief of CBC News at the time, responded that Ms. Rowland was not giving her own view, let alone CBC's, but referencing the opinions she heard in the street.

Review

Ms. Rowland appeared to have reported accurately on the belief of those in the "street" that many if not most of those in Israeli jails were "respected fighters against the occupation." Since on-going coverage had characterized the status and "resumés" of many of those imprisoned, no violation of the "balance" provisions of CBC's Journalistic Standards and Practices was evident.

Mike Fegelman, HonestReporting Canada
CBCNews.ca

Mike Fegelman, Executive Director of HonestReporting Canada, complained about a column on CBC.ca written by Jeremy Kinsman in which he used the word "settlements" referring to towns and villages in the north of Israel. He felt that the use of that word in the context was erroneous and implied that Israel had a tenuous claim on the territory.

Mary Sheppard, Executive Producer of CBCNews.ca, replied that most readers would not take the word as meaning anything other than "community."

Review

It seemed obvious that both Mr. Kinsman and Ms. Sheppard had the best of intentions in how the word was used. That being said, I had to agree that the use of the word "settlement" in any story about Israel immediately summons up in the minds of the most well-informed readers questions of controversy. While it is possible to use that word in almost any other context and summon up the notion of outlying communities, within Israel the word carries too heavy a freight to use it loosely. I agreed that it ran the clear and present risk of being misinterpreted.

C.G.
The National

C.G. complained about a report on The National by Ron Charles concerning the further cut to the GST announced in the Finance Minister's economic statement of

October 30, 2007. He wrote: "On the program they stated that such a cut would disproportionately benefit the rich. This is completely false. The GST as all sales taxes is a regressive tax – meaning that it disproportionately taxes the poor. The poor are forced to spend a higher portion of their income on items that are immediately consumable which means they have a higher proportion of their income taxed by the GST…How could The National make such a blatant error."

Jonathan Whitten, Executive Producer of The National, replied that Mr. Charles was "not talking about proportionality, but the size of the break." He also said that Mr. Charles was reporting "the view of leading economists to whom he had spoken…"

Review

The National went to some lengths to provide comprehensible coverage of complex issues and largely succeeded. However, in certain aspects of the Ron Charles report the reliance on simplistic and potentially misleading comparisons did not help our understanding of the fundamental issues at play. While the package was in the best tradition of full and explanatory journalism, the GST item did not provide sufficient context to rise to the standards of the rest of the material.

E.G.
CBCNews.ca

E.G. complained about the inclusion of the deaths of Armenians near the end of the First World War under the title "The World's Genocides" on CBC.ca. He provided material designed to show that, while Armenians were, indeed, killed, the deaths were the result of defensive action by the Ottoman government.

Review

This feature of CBC.ca was obviously not intended to be a lengthy historical discussion of the various events, but a touchstone designed to stimulate readers to find further information. Overall, the brief item met the tests of CBC's Journalistic Standards and Practices. The bulk of scholarship in the field would place the events within the definition of genocide. The item noted, quite properly, that the Turkish government disputes these assertions.

B.H.
The World At Six

B.H. complained about a report by Margaret Evans on June 5, 2007, about the 40th anniversary of the Six Day War. He was particularly concerned about the introduction to the item, which stated that Israel "lashed out" at the Arab countries and "seized" their territory.

Review

Since it was clear that it was Israel's intention to move swiftly and suddenly and to strike violently – an intention realized with great success – I could not see that the description was in any way inaccurate, or unfair. To my mind, it did not summon up the image of an unprovoked action, but a response that might not have been anticipated by opponents. I had to agree with the CBC's Esther Enkin that since the piece was not about the causes or strategies of the war, but about its effect on the lives of two men, no further characterization was required. The language used in the introduction to the report, although brief, was appropriate to the story being told and did not violate CBC's Journalistic Standards and Practices.

Lorne Hepworth, President, CropLife Canada
The National

Lorne Hepworth complained about a report on The National about Genetically Modified (GM) crops. He felt that it "did not deal in a fair and balanced or equitable way with all significant points of view. The industry's point of view was not included, nor was that of the farmers who have a ten-year history of growing GM crops."

Jonathan Whitten, Executive Producer of The National, replied that the item "was not a debate about genetically modified foods. That was a topical and controversial issue ten years ago, not now." He went on to say that the presence of a plant scientist at Guelph University provided a 'balanced' scientific viewpoint since the professor said he was not "anti-GM."

Review

The report conveyed the views and warnings of those who have sincere concerns about the propagation of GM crops, both those already in production and those coming. However, the complete absence of the views of biotechnology developers and/or farmers left the item short of the principles of accuracy and fairness expressed in CBC's Journalistic Standards and Practices. There appeared to be a lack of discipline not only in the language used, but also in the selection of voices heard. I strongly urged The National to return to this issue – one of great importance to all

Canadians – at its earliest opportunity. It appeared to this "civilian" that the debate was still on and viewers should be able to hear from all sides in it.

S.H.
The National

S.H. complained about a documentary on The National on March 6, 2007, "Who Speaks for Muslims?" He felt that the documentary appeared to "spin" the divisions in the Muslim community in order to "discredit Imams, Mosques and Muslims in general."

Jonathan Whitten, Executive Producer of The National, responded: "It is no surprise that there are those on both sides of the issue who have a strong commitment to a particular point of view, and viewers heard some of those views in the documentary, but including them and presenting the issue in a fair and even-handed fashion is not disrespectful."

Review

The documentary did not set out to be a theological explication of Islamic views. Its more narrow focus was on the concerns of some individuals who felt that they had been targeted for their views by more conservative Muslims. In an effort to provide various sides of the discussion, the producers approached Imams and other leaders of the community, many of whom, unfortunately, declined to participate. Their perspectives would have enriched the piece. But their refusal to participate could not be used to decry the efforts of the reporter and producer to continue with the item. The documentary met the tests of fairness, accuracy and balance within its context and did not violate CBC's Journalistic Standards and Practices.

William P. Hogan, Mayor, Town of Placentia, Newfoundland
Here and Now

William P. Hogan complained that during a panel broadcast on November 30, 2006, "…your reporter, David Corcoran, all gushy and giggly and busting with joy claimed that INCO had bribed the Town/people of Placentia by donating monies for a new school. This in turn says that we, the town, the people of Placentia were bribed or could be bribed…"

Diane Humber, Regional Director for Newfoundland and Labrador, replied: "In political panels, as you know, there is a greater latitude in terms of how people express themselves; panels are meant to provide analysis, interpretation, differing points of view. They encourage public comment and debate." She added that "the advisability of having news reporters participating in panels is an ongoing debate in the journalism profession."

Review

Mr. Corcoran's demeanour when he spoke of the INCO payment could not reasonably be characterized as "gushy and giggly and busting with joy." He did not say that INCO paid a bribe. He said that some members of the business community in Newfoundland were of the opinion that the company had, in effect, paid a "bribe" to buy peace with the provincial government. My understanding was that INCO was compensating the Town of Placentia for the company's decision to locate a new plant elsewhere. A reasonable viewer would not have concluded that Mr. Corcoran, or his sources, were implying any illegal (or even immoral) actions. The word was clearly used metaphorically rather than literally. That being said, it was a useful example of the care with which language should be used in less formal journalistic settings. It probably would have been wiser to use a less loaded word.

B.K.
As It Happens

B.K. originally wrote to Lynda Shorten, Executive Producer of As It Happens. He complained about the introduction to an interview on September 19, 2007, with Isaac Herzog, a member of Israel's Security Cabinet. The introduction stated: "Today in Jerusalem, Israel's Security cabinet passed a resolution that declared the Gaza Strip an 'enemy zone.' This allows Israel to cut off fuel, water and electricity under international law." B.K. wanted to know which international law was being referred to. After further correspondence, Ms. Shorten suggested he go to the CBC Ombudsman. B.K. suggested that the program broadcast a correction and a balancing interview. In another note to this office, B.K. said that he was satisfied with the program's interviews, several weeks later, that balanced Isaac Herzog's position, but he was still concerned about the September 19 introduction.

Review

It struck me that the program could have said, in a sentence, something to the effect that "previously we reported that Israel's actions were allowed under international law. We should have said that Israel claims its actions are allowed…" However, the

program chose to go further and deeper into the question in an interview with Sari Bashi, who represents an Israeli human rights group. By coincidence, the European Union had passed a resolution concerning some of these issues the day before. The program interviewed a representative of the EU parliament. All-in-all, the items gave a much fuller and deeper understanding of the issues involved than would a simple correction. It appeared to me that the program's efforts to revisit the question and give it a fuller and deeper treatment was in the best spirit of good journalism.

R.K.
The Current

R.K. took The Current's host, Anna Maria Tremonti, to task for what he felt was an inappropriate reference to former United States Secretary of Defense Donald Rumsfeld.

Executive Producer Pam Bertrand replied that, "You appeared to take Mr. Rumsfeld's commonly used nickname as disrespectful, when it is not…"

Review

The notion that "Rummy" as applied to Donald Rumsfeld is a derogatory nickname was clearly not supported by even a brief review of the question. As far as I could tell, Mr. Rumsfeld has been called that by his friend and employer, George W. Bush, by political operatives on the right as well as the left, and is routinely referred to that way by publications and outlets across the political spectrum. R.K. seemed to assume that it carried some notion of alcoholism, but no one with a passing knowledge of U.S. political discourse would agree that "Rummy" carried that connotation in the case of the former Secretary of Defense. Ms. Tremonti's reference was clearly appropriate in the circumstances and certainly not a violation of CBC's Journalistic Standards and Practices.

S.K.
As It Happens and CBC News at Six (Toronto)

S.K. disputed a "For the Record" segment on As It Happens and a report on CBC News at Six which stated that Herb Carnegie was kept out of the NHL because of his race. He said that statistics showed that any number of players would have been ahead of him to enter the six-team NHL.

Leslie Peck, former Executive Producer of As It Happens, replied that many other players and observers over the years held the opinion that Mr. Carnegie was prevented from playing in the NHL because of his race. Sophia Hadzipetros, Managing Editor of CBC News, Toronto, also responded that many references supported that view.

Review

CBC journalism should strive for accuracy when reporting, even reporting events of the distant past. Where there is doubt, or controversy, it should be noted. Where there is credible eye-witness and statistical evidence, that too should be given due note. S.K.'s statistics from the latter years of Mr. Carnegie's career were noteworthy. However, the statistics available from earlier in his career would seem to indicate real talent. It may be correct that Herb Carnegie was not an NHL-calibre player in the late 40s or early 50s, but there seemed to be sufficient testimony to allow the conclusion that, earlier in his career, something other than pure hockey judgment kept him from playing at the highest level.

A.L.
Radio News

A.L. felt that Middle East correspondent Margaret Evans was telling "very biased" stories about the Palestinians—human interest stories without similar coverage of Israeli problems.

Review

I listened to twelve months of coverage by Margaret Evans on The World at Six, which included the parliamentary elections in Israel and the war in Lebanon. One of the hallmarks of Ms. Evans' reporting is the inclusion of voices beyond the official. She appears to make extra effort to reflect views of "ordinary" people as well as those speaking officially for various groups and governments. In a time as intense and emotional as the conflict in Lebanon, some may view any interview with a citizen of the "other" side as a tacit endorsement of that position, or as somehow giving aid and comfort to an enemy. I often hear suggestions that an equal number of interviews must be done with those on the "other" side, whatever the relative impacts of the conflict – a notion which appears to me to defy editorial logic. My survey of Ms. Evans' daily work indicated an intelligent and fair reportage in an area where "fairness" can be interpreted as hostility to one point of view or another.

G.L. and **A.S.**
CBC News: Around the World

G.L. and A.S. complained, separately, about an item by Margaret Evans concerning a meeting between U.S., Israeli and Palestinian leaders. They felt that Ms. Evans' use of a framing device – the difficulty of Palestinians in crossing the Hawara checkpoint – was evidence of an anti-Israel, if not anti-Semitic, bias.

Then-Editor in Chief of CBC News, Tony Burman, responded that the focus of the report was the meeting itself, that in the sweep of CBC coverage no one would be in doubt as to the reason for checkpoints and that the item highlighted the fact that progress would be difficult because of the inability of the Palestinians to control violence among and between their own people.

Review

Ms. Evans prefaced the substance of her report with footage and reportage at one of the most contentious "checkpoints" in the region. To this viewer, this was clearly an attempt to illustrate at least part of the story in human terms – how these meetings could affect real people in real situations. I noted that none of the people interviewed at the checkpoint "blamed" Israel, but simply recounted their difficulties. Ms. Evans' report was factually correct and was not unfair in its use of the Hawara checkpoint as a framing device illustrating the effects of the failure of diplomacy.

L.L.
Information Morning, Saint John

L.L. felt that CBC Radio One in Saint John had a "clear and unmistakable pro-nuclear bias."

Janet Irwin, then-Program Manager for CBC Radio in Saint John, replied that the principle argument over the past three years had been whether the province should refurbish Point Lepreau or close it down. "We believe that the anti-nuclear view is an integral part of that debate, but only one part."

Review

The station appeared to have followed what might fairly be judged the "news agenda," driven by announcements of various groups, and the statements of various politicians. There is another side to coverage that is also important: a more considered reflection on some of the more complicated aspects of such an important

project. While my review did not support the notion of a "clear and unmistakable pro-nuclear bias," it struck me that leaving oneself captive of the daily news agenda does not provide ample opportunity to outline the context that is vital to a rational discussion. I did agree with L.L. that, based on my reading of the coverage, CBC New Brunswick could make a greater effort to go beyond the news agenda to significant contextual reporting.

R.L.
Radio and TV News

R.L. was concerned that science was being shortchanged in the debate over the herbicide spraying in New Brunswick forty years ago. He raised the issue with CBC journalists, but stories continued to emphasize the discussion over whether and how to compensate presumed victims.

Review

The federal government's own studies backed up R.L.'s premise that there was little evidence of the kind of harmful effects that have been alleged. The fact that the government was proceeding with some kind of compensation plan illustrated the political complexity of the question – although the science may be more clear-cut. The point in the end is that it is a requirement of CBC's Journalistic Standards and Practices to give voice to various concerns – including those who thought they were harmed. But it is also a requirement to examine the underlying truth of whatever allegations are being made. The instinctive desire on the part of many journalists to "comfort the afflicted" should not blind us to the necessity of probing to see whether there is, indeed, an affliction. R.L. felt that the CBC was responsible for the sums spent by governments on this issue. While I could sympathize with his frustration at not being heard by CBC journalists, it has been my experience that governments are rarely moved solely by the CBC to do or not do anything. That being said, journalists should contemplate the potential effects of reporting. This case well illustrated the necessity for journalists to be open to contrary, even counter-intuitive views on subjects of controversy.

S.L.
The National

S.L. complained about a report on The National of April 24, 2007, which dealt with the screening of the film, "The Great Global Warming Swindle." That film was

produced in response to the film, "An Inconvenient Truth," produced and hosted by former U.S. Vice-President Al Gore. S.L. took issue with a reference to its being Al Gore's "take" on the issue of global warming, and said that in reality it was the "take" of the IPCC (Intergovernmental Panel on Climate Change). He also took issue with what he perceived as the failure to note that Dr. Timothy Ball had not published peer-reviewed research for a considerable period of time. He also said Dr. Ball's degree was in philosophy, not climate science.

Jonathan Whitten, Executive Producer of The National, replied that the term "take" appeared to fit Mr. Gore's work on the film. He also noted that Dr. Ball does have an academic background in climate science. It appeared that his PhD was in geography with an emphasis on aspects of climate.

Review

The item was about the appearance of a film designed to rebut the claims in Al Gore's film, "An Inconvenient Truth." It was not an examination of the science of global warming. As far as I could tell, the CBC, in its various programs, has treated the IPCC report as the consensus view of the accepted science. However, it does not exclude appropriate mention of other views on the issue. Dr. Ball was referred to as a "retired climatologist," signaling that he was not doing active science. The absence of a detailed description of Dr. Ball's credentials (or the currency of them) did not appear to be a violation of policy, any more than did the absence of mention that Mr. Gore's academic background is in government, not science. In the context of this story (as opposed to a detailed examination of the global warming issue) neither appeared particularly relevant.

V.L.
The Current

V.L. complained about items about minimum wages and executive pay levels on The Current on January 29, 2007. He prefaced his complaint with the implicit observation that views on these subjects fall into "left-right" divisions, with, in his view, the CBC falling on the "left" side of the equation.

Pam Bertrand, Executive Producer of The Current, responded that in the minimum wage segment, Douglas Peters was expressing the view that the minimum wage was, at base, an income redistribution policy and that as the economy grows so should the minimum wage. She said that Anna Maria Tremonti's questioning was designed to raise contrary notions and that there had been an admittedly brief segment from Judith Andrews of the Canadian Federation of Independent Business making points opposite

to Mr. Peters. On the executive compensation segment, the interview was designed to explore the views of Sam Pizzigati, author and associate fellow at the Institute for Policy Studies in Washington. Ms. Bertrand said, in effect, that the interview was to explore Mr. Pizzigati's ideas and not necessarily to debate them – that it was a subject to which they might return in time.

Review

It is neither required nor desirable that every opinion be immediately "balanced" with a contrary opinion on any given subject. Consideration must be given to the weight of opinions expressed and the continuity of programming over an extended period of time. When opinions are expressed, it is important to know, to a reasonable degree, the background and bonafides of guests and organizations they may represent. For example, although I feel strongly that the issue of executive compensation does not fit on a neat "left-right" axis, it would have been useful for the listener to know that Mr. Pizzigati had been a labour journalist of long standing and that the Institute for Policy Studies is generally accepted as being on the "liberal" end of the spectrum. The fact that, on this question, those views may align with significant conservative views is, to me, of some significance. There is a broader question to which I do not have a ready answer: when and how should various think-tanks, foundations and the like be identified? The easy "right wing," "left-wing" formula strikes me as overly simplistic and possibly misleading, but I will have to spend more time and research on that question.

W.L.
TV News

W.L. complained about what she saw as unbalanced coverage of the Russian government. While her initial complaint seemed to center on a documentary by CBC correspondent Don Murray concerning the death of Alexander Litvinenko, in a subsequent note she said that it was wider: that CBC consistently avoided those speaking on behalf of the Russian government and its then President Vladimir Putin.

Programmers responded that Russia's point of view and Mr. Putin's point of view were clearly stated in the documentary, although the item concentrated on Mr. Litvinenko's death and the reaction of his family and friends to it.

Review

In addition to the documentary, I surveyed thirty television reports about issues concerning Russia that appeared from January through September 2007. I noted that

in those that clearly called for a statement of Russia's position on an issue, appropriate time was given, either in straight "voice" or in translation/paraphrase to Russian government spokespeople. I noted further that when no actual spokesperson appeared, the position of the government was offered in "voice-over" reporting. I could find no violation of CBC's Journalistic Standards and Practices, either in Don Murray's documentary, or in more general reportage.

Ali Mallah, Vice President, Ontario Region, Canadian Arab Federation
The National and CBC.ca (Your View)

Ali Mallah felt that comments posted in the "Your View" section of CBC.ca following the assassination of Benazir Bhutto "border the line of hate, racism and islamophobia." And he had concerns about Rex Murphy's segment on The National on January 3, 2008, about human rights commissions. He felt that Rex Murphy did not "present all the facts" concerning Mark Steyn's article in Maclean's.

The then-acting Editor in Chief, Esther Enkin, responded that "our editors review all submissions to ensure that they do not contain comments that contravene Canadian law, that they are not abusive or contain coarse language, and that their comments directly pertain to the topic at hand." She also quoted the Executive Producer of The National, Jonathan Whitten, who said that Mr. Murphy is a well-known contributor whose opinions are his own and not those of The National. He also said that all that Mr. Murphy said about the Maclean's article "was that the complainants read it as 'flagrantly islamophobic.' His point was the larger one about what he sees as the use of human rights commissions to impede free speech."

Review

Mr. Murphy's commentary was not about Mark Steyn's article, but about the appropriateness of a work of journalism and opinion being judged by a human rights tribunal. People were free, even encouraged, to disagree with Mr. Murphy's views and hundreds did, including Mr. Mallah. The submissions on both the Murphy forum and the "Your View" comments relating to the Benazir Bhutto story were often barbed, sometimes silly, occasionally insightful but generally a fair sampling of a wide range of views. Journalism by its nature, including viewer-generated comment, may offend some people. If it offended no one, it would be doing a poor job of exploring the universe of opinion. With proper monitoring in place, forums should have the widest latitude for free-wheeling debate. I found that the complaints were not justified.

G.M.
The National

G.M. complained about what he felt was the "lack of balanced viewpoints" on The National, specifically the "At Issue" panel.

Jonathan Whitten, Executive Producer of The National, replied that the program sought out a range of perspectives on the "At Issue" panel, but the application of the notion of "left" and "right" was, perhaps, not the clearest guiding principle that could be chosen.

Review

The panel appeared to be selected to reflect a knowledge of national and regional political strategy and tactics, as well as some intelligent reflection on the impact of the issues. The basic three panelists are Andrew Coyne, a well known and articulate writer of a generally conservative persuasion, late of the National Post, currently with Maclean's; I have noted that Mr. Coyne is not doctrinaire on all issues; Chantal Hébert, the highly regarded columnist for the Toronto Star, more a journalist than commentator, although her employers are generally considered liberal; and Allan Gregg, somewhat more difficult to categorize – I first knew him as a polling expert for the Progressive Conservatives of Joe Clark, but I would submit that his personal views today are a bit harder to characterize. From time to time other voices are added for particular regional or topic reasons. The underlying theme of the segments is not the correctness of the topic at hand, but how politicians, national and regional, are dealing with it. For that, the various panelists would seem to be well-placed to reflect on political decisions actually being made. The "At Issue" panel is not a broad discussion of issues, but a more narrowly focused group of political observers. It should be judged on what it is, not on what one might want it to be. It is a useful and informative segment with insight into mainly national political affairs. I could find no violation of CBC's Journalistic Standards and Practices.

R.M.
The Current

R.M. complained about Anna Maria Tremonti's February 8, 2007, interview with Chris Hedges about his book, "American Fascists: The Christian Right and the War on America." He said that the author made numerous fallacious claims about Evangelical Christianity, but that no representative of Evangelical Christianity was interviewed and few critical questions were asked by Ms. Tremonti.

Pam Bertrand, Executive Producer of The Current, did not share R.M.'s views.

Review

I noted that near the beginning of the interview, while being questioned by Ms. Tremonti, Mr. Hedges said that he was not talking about true Evangelicals or Fundamentalists, but a small group of what he termed radicals, an off-shoot of Evangelicalism which he called Christian dominionists. With that as the framework of the discussion, it was difficult to conclude that Mr. Hedges was talking about the broad stream of Evangelicals. The interview did not purport to be a broad exploration of Evangelical thought, but an exposition of Mr. Hedges' views and conclusions as found in his book. Not every interview on a particular subject can bear the onus of exploring all alternative views. My research indicated that over a period of time before this interview various representatives of Evangelical Christianity had appeared on The Current.

W.M.
CBC News: Morning

W.M. complained about an item on CBC News: Morning concerning lobbying by major motion picture studios, pressuring the Canadian government to enact new legislation to punish movie piracy. He said that the brief item by Marivel Taruc in a business segment was "a particularly obnoxious piece of press-release journalism." He said she "regurgitated the Warner Brothers line uncritically, no contrary view was presented or even referenced at any point."

Cynthia Kinch, Director of CBC TV News Programming at the time, responded that "over the course of the day or so the story was current we heard a range of views on the issue."

Review

At the time of the original item, there was clear evidence of a contrary view – that Warner Brothers, other studios and the Motion Picture Association of America may have been overstating, indeed misstating, the actual evidence for Canada's alleged leading role in movie piracy. Other experts, lawyer Michael Geist in particular, had already questioned the premise of the studios' claims. This information was available at the time of the item and should have been referenced, even briefly, during the item in order to achieve the level of balance and fairness called for in CBC's Journalistic Standards and Practices.

P.N.
The National

P.N. complained about the language used by Adrienne Arsenault to describe the actions of members of a group called the Christian Peacemaker Teams (CPT) in a report on The National in December, 2005. She said: "Escorting kids to and from school to ensure they aren't attacked by radical Jewish settlers. It's happened before." He also objected to what he said was her description of the teams "escorting" Palestinians through checkpoints. He said that "Balance" required her to question the announced intentions of the CPTs and that Ms. Arsenault should have elaborated on the attacks on those going to and from school, "if such attacks ever happened before."

Jonathan Whitten, Executive Producer of The National, responded that the item was an attempt to offer some background on the group which had been in the news after a number of its members were grabbed by gunmen off a street in Baghdad. He said Ms. Arsenault, in describing some of the group's actions, merely stated that it "observed" the treatment of Palestinians at checkpoints, and, indeed, escorted children. He pointed out that The National had carried stories before on the problems between Palestinians and settlers in Hebron.

Review

Any item on the Middle East could conceivably include "context" going back dozens of years (if not thousands of years). The continuity of coverage must also be addressed. If the program has attempted to provide continual coverage of such a major area, and reflected in that coverage views from various sides, a single item should not be required to bear the burden of providing that kind of context. Then the focus should shift to whether the story, as told, was accurate as far as it went. Ms. Arsenault accurately described the CPT's self-assigned tasks. My research on events in Hebron going back at least five years showed that organizations both within and outside Israel had reported some students had been attacked by apparent settlers. The simple statement, "it's happened before" would appear to be accurate. The report did not violate CBC's Journalistic Standards and Practices.

H.P.
As It Happens

H.P. complained about the use of the word "renegade" on As It Happens on May 15, 2007. Host Carol Off used the word to describe certain leaders who appeared to be

dissenting from the position of the Assembly of First Nations concerning the immediate prospect of direct action to pursue outstanding claims. He referred to the word as a "white, racist, derogatory term."

Former Executive Producer Leslie Peck responded that "in the context of the interview, we used the term in its common usage, and as it is defined in several dictionaries, to mean 'rebellious' and as an antonym of 'submissive' or 'passive.'"

Review

The allegation of racism against the host and program was not supportable. Ms. Off was clearly referencing certain leaders who were dissenting from the main-line view of the Assembly of First Nations and threatening to take action on their own. The ordinary and contemporary meaning of the word "renegade" does not carry "racist" connotations. I could find no violation of CBC's Journalistic Standards and Practices.

T.P.
The Hour

T.P. complained about George Stroumboulopoulos's interview with the so-called Adam Dreamhealer. He felt that the man was a charlatan and that the host did not adequately question his guest about his claims.

Jennifer Dettman, Executive Producer of The Hour, said that the subject was "unusual," that he had published a number of best selling books and that Ronnie Hawkins claims that "Dreamhealer" cured his pancreatic cancer. This supported the notion that he was a subject of public interest. She went on to say that George Stroumboulopoulos did pose questions raising an opposing view.

Review

The Hour is a somewhat anomalous program. It is produced by the Factual Entertainment department, not the News and Current Affairs department. It contains both "hard" information segments and much lighter material. That being said, journalistic interviews such as the one at issue would still be subject to the broad strictures of CBC's Journalistic Standards and Practices. The segment was not a "report" but an interview designed to expose the opinions and background of the guest. I noted that the majority of questions Mr. Stroumboulopoulos asked raised a skeptical premise. One could question the value of having such individuals on at all. This is trickier territory. Over the course of a perhaps overlong career in journalism I have received quite a lot of mail decrying interviews with people holding unpopular

or even wrong-headed views. My consistent answer has been that if those views, no matter how wrong-headed, are held by a significant number of people, it is better to get them out in the open where they can be judged on their merits. Exploring popular phenomena, including people like Adam Dreamhealer, is not a violation of CBC's Journalistic Standards and Practices, particularly when appropriate skeptical note is taken of countervailing opinion.

Joseph Quesnel
Documentaries, CBC Television

Columnist Joseph Quesnel complained about what he saw as the lack of "conservative or pro-Bush administration" documentaries on CBC. His complaint was prompted by, but not confined to, the airing of Michael Moore's "Bowling for Columbine."

Executive Producer Catherine Olsen replied that "Bowling for Columbine" was just one of many documentaries aired on various CBC programs. In addition, she pointed to what she called "one of the most favorable portraits of the U.S. President produced to date," i.e., "Journeys with George."

Review

The point of really high quality documentaries should not be to be "pro" or "anti" anything, but to explore a serious topic in depth and with passion. While I did not find that there had been a violation of CBC's Standards and Practices, I thought that Mr. Quesnel's thoughtful observations should be shared with all our documentary programmers so they would be on the lookout for high-quality material no matter what the point of view. (I did enquire whether the CBC would be airing the documentary, "Manufacturing Dissent," that took a critical look at Mr. Moore's work. It may appear at some future time, but the initial rights were already controlled by another broadcaster.)

J.S.
The National

J.S. raised concerns about Peter Armstrong's December, 2006, report about the sharp decline in the tourist trade in Bethlehem near the Christmas holiday. He felt that the report overemphasized the barrier that had been erected by the Israelis and under-emphasized other aspects, such as the conflict between Hamas and Fatah and what he characterized as the persecution of Christians in the town.

Jonathan Whitten, Executive Producer of The National, replied, in essence, that the wall was but one part of the story and that other elements, such as a more general "fear" of danger of possible tourists, were mentioned as well.

Review

J.S. felt that using 17 seconds of footage of various parts of the barrier was excessive. However, for those of us outside of the area it was useful to see the nature of the barrier. Mr. Armstrong did note Israel's not-unreasonable security concerns. It would have been useful if Mr. Armstrong had expanded on the "fear" factors by referencing the Hamas/Fatah conflict. However, I noted that Mr. Armstrong, within the two weeks before and after this report, did a number of items centering on the continuing struggle between Hamas and Fatah, which provided true context for the feature done in Bethlehem. It was difficult for me to imagine that a significant number of viewers would see only the Bethlehem item and conclude that the barrier was the only irritant in play. I did note that the "tour" of the barrier was somewhat distracting. It is a basic tenet of television journalism that when one sets up a conflict between the eye and the ear, the eye wins. I found myself watching the footage, but realized that I hadn't heard everything that Mr. Armstrong said so I went back and listened again—a privilege that few viewers would have. The report may have been deficient in some production values, and could have briefly expanded the reasons for the underlying fear among potential tourists. But taken together with the sweep of reports at the time, the short feature did not violate CBC's Journalistic Standards and Practices.

L.S.
Dispatches

L.S. complained about a section of a full-hour presentation on Dispatches entitled "The Paradox of Democracy." He found several references in the section done by Margaret Evans to be problematic. He said that aid to Gaza was not diminished in the period in question, citing a New York Times article. He also objected to the use of a young Palestinian who had been shot during an Israeli incursion. He wrote: "…my complaint was and remains that Ms. Evans gratuitously used an alleged incident involving Israeli forces when it has nothing to do with the story she is supposedly trying to tell."

Alan Guettel, Senior Producer of Dispatches, responded, saying that L.S. might have misunderstood the focus and intent of the report. He cited extensive excerpts to demonstrate that there were three main places involved and differing viewpoints. He went on to say that Israel was "scarcely mentioned in the report." He also argued that

events in the Middle East are covered extensively on CBC Radio and that this program was specifically about the paradoxical difficulties which have arisen through the efforts of democratic countries involved in the Middle East.

Review

I noted that this was not a news report, but a seven minute forty-five second segment of an hour-long program. The program and its segments made up a meditation on how actions by some countries, ostensibly in support of democracy, might not have the desired effect. Ms. Evans highlighted three areas of the Middle East where things were not going well. In the case that caught L.S.'s attention, she interviewed the mother of a 16 year old girl who had been seriously wounded during an Israeli incursion into Gaza. Several paradoxes were evident – the mother was a Fatah supporter, while, presumably, Israel was conducting an operation against Hamas gunmen. Also, implicitly, was the paradox of the only real democracy in the region taking what it feels is justified action to protect itself. Those actions may be effective in the short-term, in disrupting the gunmen, but the longer-term impact on the democratic process in Gaza is obviously debatable. After listening carefully to the Middle East segment of "Paradox of Democracy," I found that Ms. Evans tried to stay focused on the paradoxes in question, without going into detail on any given situation. While I could sympathize with L.S.'s wish that Ms. Evans tell a different story, the one she told was compelling and met policy standards for this kind of report.

B.T.
TV News

B.T. complained about the use of a military document labeled "Secret" in CBC News reports in January, 2007. He wrote: "What responsibilities does our national CBC news service have in protecting our national foreign affairs policies and more specifically our military strategies? What purpose would such information have other than to inform our enemies of our intentions? This could be a very serious breach of our national security."

Cynthia Kinch, Director of TV News Programming, responded that the document was obtained through Freedom of Information, which implied that the Department of Defense was aware of its release.

Review

Journalists are supposed to be watch-dogs on the powerful; to help the public in holding officials accountable for what they do. The government of the day – any

government of the day in my memory – tries to keep many things confidential. Quite often, journalists honour such requests, having done the balance test as to whether the public interest is being served, or harm done. When it is in the public interest for information to come out in order to inform the public debate, journalists, CBC journalists in particular, would be derelict were they to routinely acquiesce to government fiat. In this case, we had a document that was openly obtained through the normal Freedom of Information process. The government, through the Defense Department, could have withheld anything it thought inimical to national security. They released the document, thereby obviating the notion of it still being "secret." It is difficult to believe that the military command would be so worried about a claim of censorship that it would release material that might endanger our troops.

Reg Wright, Director of Marketing, Gander International Airport
Here and Now

Reg Wright complained about the tone of a report broadcast on Here and Now from St. John's in November, 2007. The report was about a government program which is, in effect, a subsidy in order to expand shipments of Newfoundland goods to Europe. His concerns centered on the use of certain phrases, particularly in the introduction. For example, the announcer said, in part: "The government's investing hundreds of thousands of dollars in the venture. But the taxpayers' money isn't going where you might think. Tonight Here and Now's Christina Marshall uncovers the details…" Mr. Wright felt the language might "lead viewers to believe that some information had been withheld, or the report was generated through extensive Fifth Estate-style investigative journalism. At the press conference and in government's own press release, it was quite transparent on its contribution to the project and how it would be used."

Diane Humber, CBC's Regional Director for Newfoundland and Labrador, responded that tone and delivery "are very subjective things," but that it was not the station's intention to sensationalize the facts, "rather to tell the story in an engaging way."

Review

It is an interesting question whether an item with no obvious factual errors could still be considered to be in violation of the CBC's Journalistic Standards and Practices. The answer is, of course, yes. A completely factual item, placed in the wrong context, or delivered in a certain tone, could indeed be misleading and, in effect, untruthful. This was not the first time I had encountered CBC journalists "uncovering" something which was, to all intents and purposes, on the public record. Coupled with the strong use of such phrases as "taxpayers' money isn't going where you think," it has the ring

of a formula often used on local U.S. broadcast outlets: "uncovering" something someone is presumably trying to keep secret and which has a direct effect on "your" money, or life. Unfortunately, such formulas usually have more to do with marketing than with journalism. The reporter in this case seemed to have done a fine job of reporting interesting details on this government plan, and its possible downside. It was the kind of reporting one should expect from a CBC journalist. However, as far as I could determine, she did not "uncover" anything hidden, but asked good questions and received honest answers. Mr. Wright had reasonable grounds for being concerned about the "framing" of this story since none of the details seemed to justify the "Eyewitness" news introduction. The use of such devices on a regular basis tends to debase the "currency," i.e., the CBC's credibility as a fair and accurate journalistic organization.

J.Y.
World Report

J.Y. had questions about appropriateness and how decisions are made, particularly in the case of reports commemorating the anniversary of 9/11. He felt that the day's broadcasts were "interesting, appropriate and respectful of the gravity of what had transpired then and since. However, on the morning news there was an interview broadcast with a Palestinian from the West Bank, Ramallah, I believe. The gist of that interview was that Israel had 'hijacked' 9/11. I found that sound bite to be out of character with what constitutes news and felt it would have been appropriate for a discussion or opinion show… What made the news department think that, given the nature of 9/11, that that personal opinion was newsworthy? Why didn't the news department broadcast the opinions of the relatives of those killed on 9/11, or of someone from Israel, about what the day means to them? How does the news department determine what should be broadcast to give the listening public 'news' as opposed to 'opinion'?"

Review

World Report carried a number of features related to the anniversary – from New York and Washington, among other places, including Pakistan, and on one edition of the program, Ramallah. The clip that J.Y. referenced was in a report from Mike Hornbrook concerning the effects of 9/11 on the Palestinian situation. The reason for the report seemed obvious: The Palestinian question is often cited as a motivating factor by various groups around the world. Mr. Hornbrook was trying to assess the situation five years after that major attack on the U.S., one of Israel's staunchest supporters. He found that the situation was not much improved for the Palestinians; in fact, it might be worse given the factional in-fighting. The report concentrated on

internal matters within the Palestinian territories, although one person did, indeed, express the view that Israel had hijacked 9/11 for its own purposes by, in his view, equating Palestinian militants with the 9/11 attackers. The point of the piece was to give a sense of what had been happening in the five years intervening in what had been a "hotbed of Palestinian resistance." Reporting what some people's views are does not imply endorsement of those views and, when heard in the stream of daily news coverage of all aspects of the Middle East, does not summon up the need to immediately broadcast a contrary view. Judged against CBC's Journalistic Standards and Practices, the piece was an appropriate story about people on whose behalf Al Qaeda said it was, at least in part, acting.

APPENDICES

Appendix I

2007-2008

NUMBER OF COMMUNICATIONS RECEIVED

	INFORMATION PROGRAMMING	GENERAL PROGRAMS/ OTHER	TOTAL	REVIEWED	REVIEW UNDER WAY/CARRIED OVER
2007-08	**1052**	**785**	**1837**	**51**	**20**
2006-07	1326	491	1817	37	17
2005-06	1391 (+ 43,466 Green Party petition)	477	1868	40	9
2004-05	1809 (included 1077 re Green Party & debates)	241	2050	69	1
2003-04	1590	326 (+239 Cherry)	2155	75	5
2002-03	1273	376	1649	73	6
2001-02	582	442	1024	54	1
2000-01	597	537	1134	45	3
1999-00	702	362	1064	48	1
1998-99	462	422	884	40	3
1997-98	348	356	704	62 (incl. 24 re Cherry)	4
1996-97	216	227	443	110 (incl. 87 re one doc)	5
1995-96	221	65	286	37	7

Appendix II

AVERAGE RESPONSE TIMES

Programmers are asked to respond to complainants within 28 calendar days

	RADIO	TV	CBC.CA	AVERAGE
2007-2008	23	25	12	20
2006-2007	22	28	17	22
2005-2006	28	22	19	23
2004-2005	24	25	17	22
2003-2004	21	12	12	15

Appendix III

MANDATE OF THE OFFICE OF THE OMBUDSMAN

I. PRINCIPLES

The CBC is fully committed to maintaining accuracy, integrity and fairness in its journalism.

As a Canadian institution and a press undertaking, the CBC is committed to compliance with a number of principles. Foremost among those is our commitment to scrupulously abide by the journalistic code of ethics formulated in our own handbook of journalistic standards and practices which stresses lack of bias in reporting. We are committed to providing information that is factual, accurate and comprehensive. Balanced viewpoints must be presented through on-the-air discussions. As it is for other public and private journalistic undertakings, credibility in the eyes of the general population is our most valuable asset and must be protected.

The Ombudsman is completely independent of CBC program staff and management, reporting directly to the President of CBC and, through the President, to the Corporation's Board of Directors.

II. MANDATE

1. Audience complaints and comments

a) The Ombudsman acts as an appeal authority for complainants who are dissatisfied with responses from CBC program staff or management.

b) The Ombudsman generally intervenes only when a correspondent deems a response from a representative of the Corporation unsatisfactory and so informs the Office of the Ombudsman. However, the Ombudsman may also intervene when the Corporation fails to respond to a complaint within a reasonable time.

c) The Ombudsman determines whether the journalistic process or the broadcast involved in the complaint did, in fact, violate the Corporation's journalistic policies and standards. The gathering of facts is a non judicial process and the Ombudsman does not examine the civil liability of the Corporation or its journalists. The

Ombudsman informs the complainant, and the staff and management concerned, of his/her finding.

d) As necessary, the Ombudsman identifies major public concerns as gleaned from complaints received by his/her Office and advises CBC management and journalists accordingly. The Ombudsman may undertake periodic studies on overall coverage of specific issues when he/she feels that the number of public complaints indicates that there may be a problem.

e) On occasion, the Ombudsman may convey to a wider audience, either within the CBC or among the general public, particular cases of concern or consequence to others than the complainant alone.

f) The Ombudsman establishes a central registry of complaints and comments regarding information programs, and alerts journalists and managers, on a regular basis, to issues that are causing public concern.

g) The Ombudsman prepares and presents an annual report to the President and the Board of Directors of the Corporation summarising how unsatisfied complaints were dealt with and reviewing the main issues handled by the Office of the Ombudsman in the previous year. The report includes mention of the actions, if any, taken by management as a result of the Ombudsman's findings, provided such disclosure does not contravene applicable laws, regulations or collective agreements. The annual report, or a summary thereof, is made public.

h) The Office of the Ombudsman reports annually on how each media component has met the CBC standard of service for the expeditious handling of complaints.

2. Compliance with journalistic policy

a) The Office of the Ombudsman is responsible for evaluating compliance with journalistic policies in all programs under its jurisdiction. It is assisted in this role by independent advice panels. Panel members are chosen by the Ombudsman; their mandate is to assess individual or groups of programs over a period of time, or the overall coverage of a particular issue by many programs, and report their findings to the Ombudsman.

b) The evaluation measures the programs' performance in respecting the three fundamental principles of CBC journalism, Accuracy, Integrity and Fairness.

c) The Ombudsman aims to have all information programming reviewed over a five-year period. The Office reports annually.

III. JURISDICTION

The jurisdiction of the Office of the Ombudsman covers all information programs on Radio, Television and the Internet. These programs include News and all aspects of Public Affairs (political, economic and social) as well as journalistic activities in agriculture, arts, music, religion, science, sports and variety. Complaints involving entertainment programming are generally beyond the Ombudsman's mandate and should be addressed directly to the programs concerned.

IV. APPOINTMENT

a) When filling the Ombudsman's position, the CBC openly seeks candidates from outside as well as inside the Corporation.

b) After appropriate consultation, the President and CEO establishes a selection committee of four. Two members, including the committee chair, must be from the public. The other committee members are chosen, one among CBC management, the other among its working journalists. Members representing the Corporation and journalists jointly select the committee chair among the two representatives of the public.

c) The selection committee examines applications and selects a candidate to be recommended for appointment by the President and CEO.

d) The Ombudsman's appointment is for a term of five years. This term may be extended for no more than five additional years. The Ombudsman's contract cannot be terminated except for dereliction of duty or gross misconduct.

e) The outgoing Ombudsman may not occupy any other position at the CBC for a period of two years following the end of his/her term but can, at the discretion of the incoming Ombudsman, be contracted to work for the Office of the Ombudsman.

366th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Ottawa, Ontario –November 18 – 19, 2008

Tuesday, November 18, 2008

ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1. Special Examination Presentation	16:00	Sheila Fraser Mark Watters Daniel Paquette Richard Gaudreau	YES	
Adjourn	17:00			
Wednesday, November 19, 2008				
2. Corporate and Strategic Plans • Environmental Scan • Fundamental questions being examined • Key risks and opportunities	08:30	Michel Tremblay Stan Staple		YES
3. Human Resources Committee Report (in camera) • President's objectives • CMG Mandate • Approval of changes to HR policies • Other Approvals	10:30	Edna Turpin	 YES YES	 YES YES
4. Approval of minutes of the September 23-24, 2008 meeting		Timothy Casgrain	YES	YES
5. Matters arising from previous meeting		All		
6. President's Report		Hubert T. Lacroix		
7. Chair's Report		Timothy Casgrain		
8. Audit Committee Report • Appointments to Pension Board of Trustees • Access to the Pension Plan for Casual employees (AR/SCFP/STARF) and retirement age • Buy-back for employees on union leave • Approval of Desktop TV and other projects for French Networks		Timothy Casgrain	 YES YES YES YES	 YES YES YES YES
LUNCH	12:00			
9. Election Post Mortem		Richard Stursberg Sylvain Lafrance		
10. Ombudsmen' Reports		Julie Miville-Deschene Vince Carlin		YES
11. Management's Response to Ombudsmen Reports		Hubert T. Lacroix		YES
12. CRTC Annual Report		Steven Guiton		YES
13. Nominating and Governance Committee Report		Peter Herrndorf		

Next meeting – January 19 – 20, 2009 – Montreal				
Conclude	15:00			

UPDATES/INFORMATION

a) Summary of Government Funding (10 year operating & capital) – Johanne Charbonneau
b) Labour Relations Update - George Smith
c) Workforce Distribution – George Smith
d) President's Signing Resolution – Pierre Nollet
e) Quarterly Financial Management Report – at September 30, 2008 – Johanne Charbonneau
f) Annual report 2008/09 – Outline of report and development plans – Bill Chambers

Board of Directors

November 18, 2008

Subject matter

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

Background

The attached provides a 10-year historical overview of the Corporation's parliamentary appropriations as at October 31, 2008. The approved reference levels for 2009-2010 and beyond are also provided.

Information on the matter

See attached.

For information [X]

Prepared by

Name:	Johanne Charbonneau
Date:	October 31, 2008

Management recommendation

Not required.

Last discussed at the Board

Date:	September 23, 2008
Decision made:	N/A

Next steps

Not required.

Anticipated project completion date: _____

(If contract, indicate date of expiry): _____

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is withheld pursuant to section

est retenue en vertu de l'article

18(a)

of the Access to Information Act

de la Loi de l'accès à l'information

Schedule A

Board of Directors
(November 18-19, 2008)

Subject matter

Labour Relations Update

Background

This is a standing item on the Board of Directors' agenda which provides the status of CBC's collective agreements.

Information on the matter

Not applicable.

For decision: **For information:** ■

Prepared by

Name: George C.B. Smith
Date: November 2008

Management recommendation

Not applicable.

Last discussed at the Board

Date: September 2008
Decision made:

Anticipated project completion date: ____N/A____
(If contract, indicate date of expiry): _____

Industrial Relations Update for the Board of Directors' Meeting of November 18–19, 2008

AGREEMENTS PRESENTLY BEING NEGOTIATED

UNION	Effective Date	# of Members	Central Issues
NATIONAL FILE			
APS (Association des professionels et des superviseurs)	**July 1, 2005– June 30, 2008**	**646**	• On August 29, 2008, the Corporation and APS signed a memorandum of understanding for the renewal of the collective agreement. The agreement is for a five (5)-year term and falls within the mandate approved by the Board of Directors. It deals with, among other topics, the coming days, the union will be asking its members across Canada to vote on ratifying the MOU, with results expected in late September 2008. **The memorandum of understanding signed by the parties on August 29 for the renewal of the collective agreement was ratified by 96.2% of APS members on September 29, 2008. This MOU will be officially signed in mid-November.**
SCRC (Syndicat des communications de Radio-Canada)	**Mar. 27, 2006– Mar. 29, 2009**	**Approx. 1,390**	• **Although formal and conventional negotiations will not begin until January 2009, the Corporation requested that the parties conduct informal discussions** **Initial meetings were held October 23–24 and were marked by** **These talks will continue on November 18, 21, 25, and 28.**
STARF (Syndicat des techniciens et artisans du réseau français)	**April 3, 2006– March 31, 2009**	**Approx. 1,335**	• **The parties agreed to hold intensive discussions to reach agreement on application of the** **The end of this process could make way for**
UDA (Union des artistes)	**Nov. 14, 2005– Nov. 13, 2009**	**N/A**	• **Although the collective agreement between the Corporation and UDA does not expire until November 2009, negotiations are currently underway between the two parties on the central issue of** **In October, these discussions led to the signing of a specific letter of understanding to** **These negotiations should end shortly, however, as the goal was to reach an agreement for the remaining duration of the current collective agreement.**

CMG (Canadian Media Guild)	**April 1, 2004– March 31, 2009**	**5,141**	• The CBC-CMB agreement expires in March 2009. • The negotiations held in May and June in accordance with the provisions in article 46 of the collective agreement • Nonetheless, the initiative begun in June with the goal of allowing the Corporation and CMG to meet in order to agree on a specific process to improve relations, The non-traditional approach involving led to the signing of an agreement in principle on This approach looks extremely promising for resolving the two major outstanding issues (CMG has confirmed its intent to pursue this avenue with its official bargaining committee to renew the collective agreement. Five other weeklong sessions are planned between now and late December 2008.
ACTRA (Alliance of Canadian Cinema, Television, and Radio Artists) (Performers)	**July 1, 2003– June 30, 2005**	**N/A**	• Negotiations with ACTRA commenced in May 2005 and are ongoing. • • ACTRA has concluded negotiations with the Canadian Film and Television Production Association (CFTPA) and the National Film Board. • • The parties continue to exchange proposals • • The desired mandate is f •

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

WGC (Writers Guild of Canada)	**Sept. 1, 1998– Aug. 31, 2000**	**N/A**	• The agreement expired August 31, 2000. The parties agreed to extend it until further notice. • Notice to bargain has not been given by either side. • • •
ENGLISH FILE			
IATSE (International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists, and Allied Crafts of the United States, its Territories, and Canada) (Stagehands)	**No agreement since 1994**	**3**	• IATSE requested a meeting with the CBC to renegotiate the collective agreement. which has not been updated in at least 15 years.

s.21(1)(b)

s.21(1)(d)

NEGOTIATED COLLECTIVE AGREEMENTS

UNION		Effective Dates of Collective Agreement	Number of Members
NATIONAL FILE			
APS	Association of Professionals and Supervisors	July 1, 2008–June 30, 2013	646
AFM	American Federation of Musicians of the United States and Canada (AFM)	April 1, 2006– March 31, 2010	N/A
ENGLISH FILE			
CMG	Canadian Media Guild	April 1, 2004– March 31, 2009	5,141
FRENCH FILE			
SCRC (Unit 1)	Syndicat des communications de Radio-Canada	March 27, 2006– March 29, 2009	1,390
STARF (Unit 2)	Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada	April 13, 2006– March 31, 2009	1,336
UDA	Union des artistes	November 14, 2005– November 13, 2009	N/A
SARTEC	Société des auteurs de la radio, de la télévision et du cinéma	July 10, 2006– July 9, 2010	N/A
SPACQ	Société professionnelle des auteurs et des compositeurs du Québec	January 8, 2007– January 7, 2011	N/A
AR	Association des réalisateurs	October 1, 2007– December 11, 2011	380
CUPE	Canadian Union of Public Employees	October 1, 2007– September 26, 2010	662

Schedule A

Board of Directors

(November 18-19, 2008)

Subject matter

Workforce Information

Background

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

- media component with a comparison to beginning fiscal year;

- geographic location (map of Canada)

Information on the matter

Attached

For decision ☐ **For information** ■

Prepared by

Name: George Smith
Date: October 29, 2008

Management recommendation

N/A

Last discussed at the Board

Date:
Decision made:

Next steps

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

TOTAL WORKFORCE / EFFECTIF TOTAL

Full Time Equivalent / Équivalent temps plein

Month / Mois : September / septembre 2008
(Sept 28, 2008 / Le 28 septembre 2008)

	Permanent (a,b)	Temporary / Temporaire (a,b)	Contract / Contractuel (a,b)	Short term / Court terme (d)	TOTAL *	TOTAL Begin. FYR 2008/09 / Début de l'exercice 2008/09 **	Variance / Écart
English Services/ Services anglais	3,213	162	478	428	4,280	4,351	-71
French Services/ Services français	3,007	327	410	717	4,460	4,379	81
Corporate/ National	1,005	58	188	17	1,268	1,290	-22
TOTAL	**7,225**	**546**	**1,076**	**1,162**	**10,009 ***	**10,020 ****	**-12**

* 10,009 FTE/EPT = 10,843 head count / effectifs réels.
** March 30, 2008: 10,020 FTE/EPT = 10,913 head count / effectifs réels.

Notes:
(a) Employees on leave of absence are excluded. / Les employés en absence autorisée sont exclus.
(b) FTE is based on the full-time / part-time percentage of the employee's working schedule. /
L'EPT est basé sur le pourcentage temps plein / temps partiel de l'horaire de travail des employés.
(d) Includes casual + short term contract. FTE is based on the total days worked over a four week period. /
Comprend les occasionnels et les contractuels courte durée. L'EPT est basé sur le total des jours travaillés durant une période de quatre semaines.

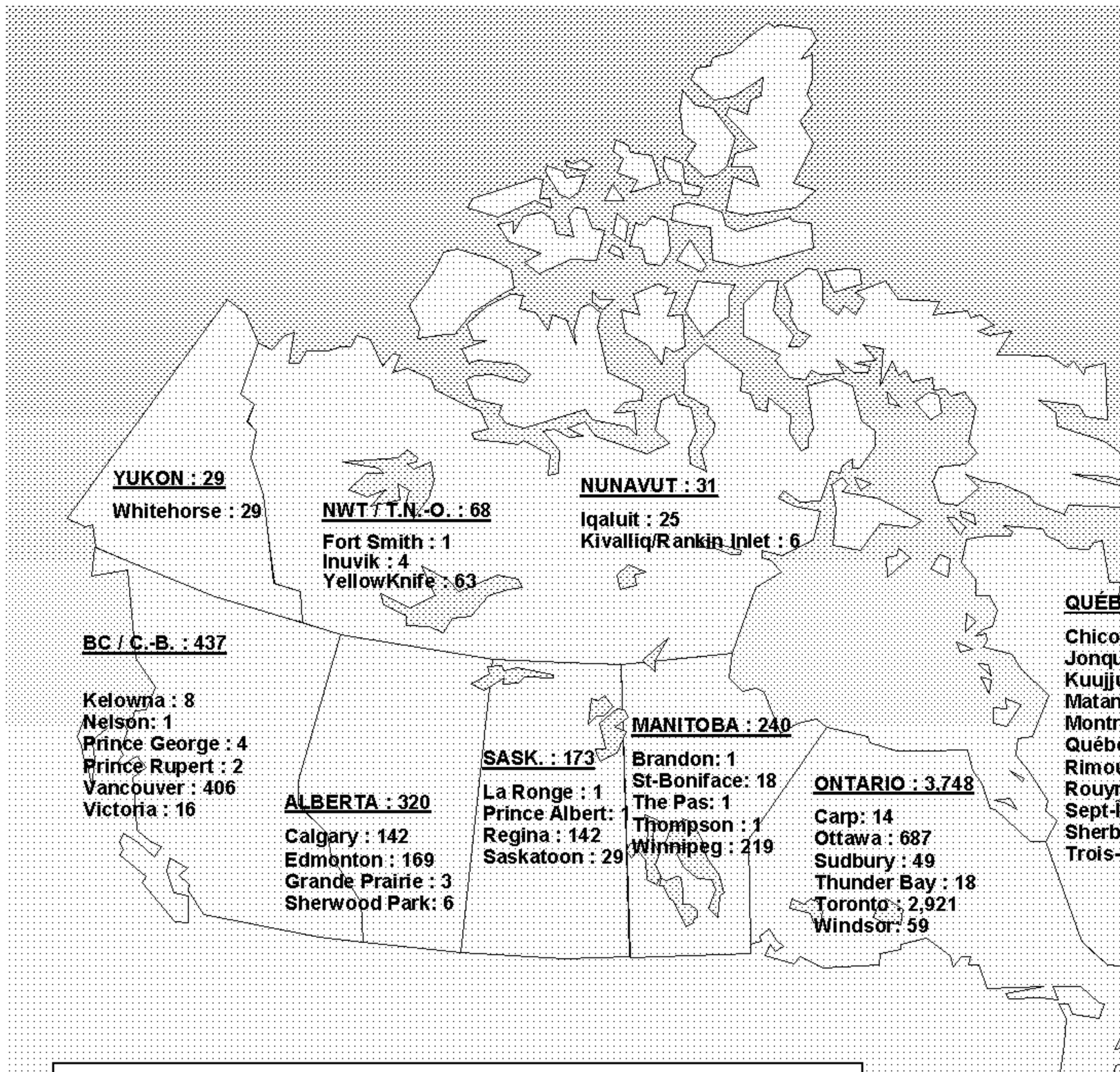
The sum of the details may not balance with the totals due to rounding / La somme du détail peut différer des totaux en raison de l'arrondissement.

Prepared by: Shared Services / Corporate Reporting.

CBC Map / Carte de la SRC

Full Time Equivalent / Équivalent temps plein

September 2008 / septembre 2008



OUTSIDE CANADA / À L'ÉTRANGER : 44

Bangkok : 1
Beijing : 2
Beirut: 1
Cape Town: 1
Dakar: 1
Islamabad: 0
Jerusalem : 4
London : 7
Los Angeles: 1
Mexico : 1
Moscow : 1
New York: 1
Paris : 6
Rio de Janeiro : 1
Shanghai: 1
Washington : 15

NEWFOUNDLAND / TERRE-NEUVE : 162

Corner Brook : 13
Gander : 6
Grand Falls : 7
Happy Valley/Goose Bay : 9
Labrador City : 1
Marystown: 1
St. John's : 127

YUKON : 29

Whitehorse : 29

NWT / T.N.-O. : 68

Fort Smith : 1
Inuvik : 4
YellowKnife : 63

NUNAVUT : 31

Iqaluit : 25
Kivalliq/Rankin Inlet : 6

QUÉBEC : 4,191

Chicoutimi : 29
Jonquière : 17
Kuujjuaq : 2
Matane : 30
Montréal : 3,679
Québec : 294
Rimouski : 31
Rouyn-Noranda : 14
Sept-Îles : 28
Sherbrooke : 38
Trois-Rivières : 29

BC / C.-B. : 437

Kelowna : 8
Nelson: 1
Prince George : 4
Prince Rupert : 2
Vancouver : 406
Victoria : 16

ALBERTA : 320

Calgary : 142
Edmonton : 169
Grande Prairie : 3
Sherwood Park: 6

SASK. : 173

La Ronge : 1
Prince Albert: 1
Regina : 142
Saskatoon : 29

MANITOBA : 240

Brandon: 1
St-Boniface: 18
The Pas: 1
Thompson : 1
Winnipeg : 219

ONTARIO : 3,748

Carp: 14
Ottawa : 687
Sudbury : 49
Thunder Bay : 18
Toronto : 2,921
Windsor: 59

P.E.I / I.-P.-É. : 52

Charlottetown : 52

NOVA SCOTIA/ NOUVELLE-ÉCOSSE : 230

Halifax : 209
Sydney : 21

NEW BRUNSWICK / NOUVEAU-BRUNSWICK : 284

Bathurst : 2
Campbellton : 1
Caraquet : 1
Edmunston : 2
Fredericton : 48
Moncton : 196
Sackville : 13
Saint John : 22

AFFILIATION *

Non-unionized/non-syndiqué:		Unionized/syndiqué:	
Unaffiliated:	24	APS:	692
Executives:	61	CMG:	4384
MS:	1063	SCRC:	1423
Confidential:	189	STARF:	1207
SUBTOTAL:	1,337 (13%)	SCFP:	610
		AR:	356
		SUBTOTAL	8,672 (87%)
GRAND TOTAL:	10,009		

Total FTE/ETP 10,009 = Head count / effectifs réels 10,843

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

Shared Services / Services partagés

001053

Schedule A

Board of Directors

November 18-19, 2008

Subject matter

President and CEO's Signing Authority

Background

In June 2008 the Board approved the attached signing authority.

Information on the matter

At the request of Board members, we are attaching, as a standing item, the actual signing resolution for reference purposes.

For decision ☐ **For information** X

Prepared by

Name: Pierre Nollet
Date: November 5, 2008

Management recommendation

Last discussed at the Board

Next steps

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

On a motion duly moved and seconded

WHEREAS the President and CEO requires sufficient authority to carry out his/her functions; and

WHEREAS the Board reviews and approves the Capital and Operating budgets each and every year; and

WHEREAS the authority granted to the President and CEO shall be carried out within the limits of the approved budgets and in accordance with the provision of the Corporation's By-laws and the Broadcasting Act;

IT IS THEREFORE RESOLVED THAT the President and CEO directly or through his/her delegate be and is hereby authorized to decide, enter into or commit on behalf of the Corporation in respect of:

1. *(acquisition or disposition of real property)* any matters which have a financial value* or consideration to the Corporation of up to $4 million, when covered by Section 48(2) of the Broadcasting Act;

2. *(leasing of real property)* any matters which have a financial value* or consideration to the Corporation of up to $15 million, when covered by Section 48(2) (b) of the Broadcasting Act and Order in Council number P.C. 2002-1582 dated September 24, 2002;

3. *(programming)* any matter relating to the acquisition, production, co-production, distribution or financing of programs, or any media placement or advertising agreements that has a financial value* or consideration to the Corporation of up to $10 million and that commits the Corporation for a period of 4 years or less;

4. *(revenue generating)* any matter where the main objective is to generate revenues and which requires the Corporation to invest up to $15 million and commits the Corporation for a period of 4 years or less;

5. *(general)* any other matters which have a financial value or consideration to the Corporation of up to $5 million save and except when Governor in Council approval or Minister of Finance approval is required, pursuant to Section 46 and 46.1 of the Broadcasting Act.

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

For greater certainty, the above authority does not include the authority to:

a) agree to or enter into new business ventures on behalf of the Corporation;

b) discontinue or cease the operations of a division or business unit; or

c) dispose of a significant portion of the assets of a division or business unit.

IT IS FURTHER RESOLVED THAT the President directly or through his/her delegate be and is empowered and directed, in the name and on behalf of the Corporation to make, execute and deliver and to do all such acts and things as are necessary or appropriate to effect the foregoing resolution and to execute all agreements, undertakings, documents, instruments or certificates in the name and on behalf of the Corporation in connection with the authority contemplated in the foregoing resolution and any acts or things heretofore done or made or documents heretofore executed and delivered which effect the foregoing resolution are in all respects approved, ratified and confirmed.

* Financial value includes the value of any option as if exercised.

Board of Directors
(November 17, 2008)

Subject matter

2008/2009 Quarterly Financial Management Report – Second quarter results.

Background

N/A

Information on the matter

See attached.

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

Prepared by

Name: J. Charbonneau
Date: October 23, 2008

Management recommendation

N/A

Last discussed at the Board

Date: September 17, 2008
Decision made: Reviewed 2008/2009 Quarterly Financial Management Report First quarter results.

Next steps

3rd quarter results will be presented in March

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CBC Radio-Canada

2008/2009
QUARTERLY FINANCIAL MANAGEMENT REPORT
2nd QUARTER, ended September 30, 2008

October 23, 2008

Confidential

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MANAGEMENT'S DISCUSSION AND ANALYSIS

For the six months ended September 30, 2008 and 2007

Financial Reporting Basis

CBC/Radio-Canada prepares its financial results using two different accounting approaches.

The Broadcasting Act requires CBC/Radio-Canada to submit Annual Reports to the Minister of Canadian Heritage containing audited consolidated financial statements prepared in accordance with Canadian generally accepted accounting principles ("GAAP").

In addition, CBC/Radio-Canada is a Parliamentary appropriation dependent Crown corporation that is accountable to Government for financial results on a government-funding basis, which differs from GAAP. Non-cash items such as accrued pension plan expenses and other employee future benefits, amortisation, and depreciation are not recognised on a government-funding basis. Government does not fund Crown corporations for such expenses until they actually become payable. **s.18(a) s.18(b)**

A reconciliation between the financial results prepared in accordance with GAAP to operating and capital financial results prepared on a government-funding basis is provided in the notes to CBC/Radio-Canada's annual audited financial statements.

Financial Review and Analysis Content

The review and analysis of CBC/Radio-Canada's financial results for the six months ended September 30, 2008 and 2007 is presented on both a government-funding basis and in accordance with GAAP.

This report presents and analyses segmented results of operations for the six months ended September 30, 2008, compared to the year-to-date budget, and the year-to-date results for the same period in 2007/2008 on government-funding basis. A year-end forecast and variance to the annual budget is also provided. Segmented results are presented for English and French media services and other operations.

Financial statements prepared on a GAAP basis are also presented for the second quarter ended September 30, 2008 and compared with the results for the same period in 2007/2008. A reconciliation of GAAP results to the results on a government-funding basis is provided on page 12. Significant changes in Balance Sheet amounts between the periods are also explained on page 13.

Quarterly financial statements do not include revised estimates of employee future benefits, as actuarial valuations are prepared annually. The quarterly financial statements are unaudited and do not include full note disclosure. They should be read in conjunction with the 2007/2008 audited consolidated financial statements, which provide full note disclosure in accordance with GAAP.

001063

Overview of six months ended September 30, 2008

(in $000's)

	2008/2009 Year-to-date		2008/2009 Annual Basis		2007/2008 Year-to-date	
	Actuals	Variance to Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS						
Parliamentary Appropriation						
Prior Year Carryover						
Government Funding and Carryover						
Revenues						
Commercial Revenues:						
English Television						
French Television						
C						
Miscellaneous Revenues						
Revenues-Specialty Services:						
Newsworld						
bold						
Réseau de l'information						
Galaxie						
Revenues-Specialty Services						
SOURCE OF FUNDS						
APPLICATION OF FUNDS						
Expenditures:						
English Televsion						
French Television						
English Radio						
French Radio						
Radio Canada International						
Others						
Expenditures						
Expenditures - Specialty Services						
Newsworld						
bold						
Réseau de l'information						
Galaxie						
Expenditures - Specialty Services						
APPLICATION OF FUNDS						
NET POSITION						

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

s.68.1

s.68.1

s.18(a)

s.18(b)

Consolidated English Services
For the 2nd quarter ended September 30
(in $000's)

	2008/2009 Year-to-date		2008/2009 Annual Basis		2007/2008 Year-to-date		
	Actuals	Variance to Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals	
SOURCE OF FUNDS							
Parliamentary Appropriation							s.18(a)
Prior Year Carryover							s.18(b)
Total Government Funding and Carryover							
Revenues							
English Television - Commercial							
English Television - Miscellaneous							
Newsworld							
bold							
English Radio - Miscellaneous							
Total Revenues							
TOTAL SOURCE OF FUNDS							
APPLICATION OF FUNDS							
English Television							
Newsworld							
bold							
English Radio							s.68.1
TOTAL APPLICATION OF FUNDS							
NET POSITION							

s.18(a)

s.18(b)

s.68.1

Consolidated French Services
For the 2nd quarter ended September 30
(in $000's)

	2008/2009 Year-to-date		2008/2009 Annual Basis		2007/2008 Year-to-date		
	Actuals	Variance to Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals	
SOURCE OF FUNDS							s.18(a)
Parliamentary Appropriation							s.18(b)
Prior Year Carryover							
Government Funding and Carryovers							
Revenues							
French Television-Commercial							
French Television-Miscellaneous							
Réseau de l'information							
French Radio							
Radio Canada International							
Revenues							
SOURCE OF FUNDS							
APPLICATION OF FUNDS							
s.68.1 French Television							
Réseau de l'information							
French Radio							
Radio Canada International							
APPLICATION OF FUNDS							
NET POSITION							

s.18(a)

s.18(b)

s.68.1

s.18(a)

s.18(b)

Other Services
For the 2nd quarter ended September 30
(in $000's)

	2008/2009 Year-to-date		2008/2009 Annual Basis		2007/2008 Year-to-date	
	Actuals	Variance to Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS						
Parliamentary Appropriation						
Prior Year Carryover						
Government Funding and Carryover						
Revenues						
CBC Technology						
Real Estate Division						
Mobile Division						
Merchandising Division						
Corporate Management and Support Services						
Revenues						
SOURCE OF FUNDS						
APPLICATION OF FUNDS						
CBC Technology						
Real Estate Division						
Mobile Division						
Mobile Division-Internal Economy Transfers						
Merchandising Division						
Corporate Management and Support Services						
APPLICATION OF FUNDS						
NET POSITION						

Business Risks to 2008/2009 forecast

s.18(a)

s.18(b)

Reconciliation of Net Results of Operations to Government Funding Basis

s.18(a)

s.18(b)

Balance Sheet Analysis
(September 30, 2008 compared to September 30, 2007)

s.18(a)

s.18(b)

s.68.1

Cash Flows and Financial Resources

s.18(a)

s.18(b)

s.68.1

s.18(a)

s.18(b)

Unaudited

CONSOLIDATED BALANCE SHEET

As at September 30 *(thousands of dollars)*

	2008	2007
ASSETS		
Current		
Cash and cash equivalents		
Short-term investments		
Accounts receivable		
Inventory		
Prepaid expenses		
Net investment in sales-type leases		
Derivative financial instruments		
Long-term		
Property and equipment		
Property held for sale		
Long-term receivables		
Net investment in sales-type leases		
Deferred charges		
Long-term investments		
Derivative financial instruments		
LIABILITIES		
Current		
Accounts payable and accrued liabilities		
Employee-related liabilities		
Bonds payable		
Deferred revenues		
Deferred operating vote drawdown		
Long-term		
Minority interest		
Long-term investments		
Deferred revenues		
Employee-related liabilities		
Bonds payable		
Deferred capital funding		
EQUITY		
Retained earnings (deficit)		

Unaudited

CONSOLIDATED STATEMENT OF OPERATIONS

For the period ended September 30 *(thousands of dollars)*

		2008	2007
Revenues	**s.18(a)**		
Advertising	**s.18(b)**		
Specialty Services			
Other income			
Financing income			
Expenses			
Television and Radio service costs			
Specialty Services			
Amortisation of property and equipment			
Transmission, distribution and collection			
Corporate management			
Payments to private stations			
Operating loss before Government funding, taxes and minority interests			
Government funding			
Parliamentary appropriation for operating expenditures			
Parliamentary appropriation for working capital			
Amortisation of deferred capital funding			
Net results before taxes and minority interests			
Taxes and minority interests			
Provision for income and large corporations taxes			
Minority interests			
Net results for the period			

Unaudited

CONSOLIDATED STATEMENT OF CASH FLOWS

For the period ended September 30 *(thousands of dollars)*

		2008	2007
Cash flows from (used in)	**s.18(a)** **s.18(b)**		
Operating Activities			
Net results for the period			
Items not involving cash:			
Loss on disposal of equipment			
Loss from fair value of financial instruments			
Amortisation of property and equipment			
Change in deferred charges			
Amortisation of deferred capital funding			
Change in deferred revenues [long-term]			
Change in employee-related liabilities [current]			
Deferred charges reclass as prepaid expenses			
Change in minority interests			
Net change in non-cash working capital balances			
Financing Activities			
Parliamentary appropriations :			
Capital funding			
Repayment of bonds payable			
Investing Activities			
Acquisition of property and equipment			
Purchase of long-term investments			
Recovery from salary advances			
Capital recovery from notes receivable			
Capital recovery from net investment in sales-type leases			
Deferred charges			
Proceeds from disposal of equipment			
Increase in cash and cash equivalents			
Cash and cash equivalents, beginning of year			
Cash and cash equivalents, end of period			

Consist of:
Cash
Cash equivalents

Unaudited

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the period ended September 30 *(thousands of dollars)*

	2008	2007
Net results for the period		
Other Comprehensive Income		
Net changes in cash flow hedges:		
Reclassification to expenses		
Total Other Comprehensive Income		
Total Comprehensive Income for the period		

s.18(a)

s.18(b)

Unaudited

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the period ended September 30 *(thousands of dollars)*

	2008	2007
Retained Earnings (Deficit)		
Balance, beginning of the year		
Net results for the period		
Retained Earnings (, end of the period		
Accumulated Other Comprehensive Income		
Accumulated other comprehensive income beginning of the year		
Other comprehensive income for the period		
Accumulated Other Comprehensive Income, end of the period		
Total Equity		

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR PERIOD ENDED SEPTEMBER 30, 2008

1. AUTHORITY AND OBJECTIVE

CBC/Radio-Canada (the Corporation) was first established by the 1936 *Canadian Broadcasting Act* and continued by the 1958, 1968 and 1991 *Broadcasting Acts*. The Corporation is an agent of Her Majesty and all property acquired by the Corporation is the property of Her Majesty.

As the national public broadcaster, CBC/Radio-Canada provides Radio, Television and New Media services in both official languages incorporating predominantly and distinctively Canadian programs to reflect Canada and its regions to national and regional audiences.

In accordance with section 85(1) of the *Financial Administration Act*, the Corporation is exempt from Divisions I to IV of Part X of this Act, except for sections 131 to 148 and 154.01, and is accountable for its affairs to Parliament through the Minister of Canadian Heritage, Status of Women and Official Languages and Minister for La Francophonie.

CBC/Radio-Canada is a federal Crown corporation subject to federal corporate income tax by virtue of the *Income Tax Act* (Canada) and the Regulations thereto. CBC/Radio-Canada is not subject to any provincial corporate income taxes but is subject to sales taxes at both the federal and provincial levels.

2. FINANCIAL STATEMENT PRESENTATION

These consolidated financial statements have been prepared in conformity with Canadian Generally Accepted Accounting Principles (GAAP). The same accounting policies described in the consolidated financial statements included in the latest annual report of the Corporation have been used. However, the consolidated financial statements do not include all disclosure under Canadian GAAP for an annual report and accordingly should be read in conjunction with the Corporation's latest annual consolidated financial statements and notes thereto.

3. ACCOUNTING CHANGES

On April 1, 2008, the Corporation adopted the Canadian Institute of Chartered Accountants (CICA), Handbook Section 3031, *Inventories*, which is replacing Section 3030, *Inventories*. It provides the Canadian equivalent to International Financial Reporting Standard (IFRS) IAS 2, *Inventories*. Section 3031 prescribes measurement of inventories at the lower of cost and net realisable value. It provides guidance on the determination of cost, including allocation of overheads and other costs to inventories and requires the reversal of previous write-down when there is a subsequent increase in the value of inventories. The adoption of this new section does not have any significant effect on the consolidated financial statements.

On April 1, 2008, the Corporation adopted the Canadian Institute of Chartered Accountants (CICA), Handbook Section 3862, *Financial Instruments – Disclosures* and Section 3863, *Financial instruments – Presentation*. Section 3862 revises Section 3861 – *Disclosure and Presentation* and provides expanded disclosure requirements that provided additional detail by financial assets and liability categories. This standard also harmonises disclosures with International Financial Reporting Standards. Section 3863 enhances financial statements users' understanding of the significance of financial instruments to an entity's financial position, performance and cash flows. This section establishes standards for presentation of financial instruments and non-financial derivatives. This standard also harmonises disclosures with International Financial Reporting Standards. The impact of this new standard will be reflected in our consolidated financial statements as of March 31, 2009.

On April 1, 2008, the Corporation adopted the Canadian Institute of Chartered Accountants (CICA), Handbook Section 1535, *Capital Disclosures*. This section establishes standards for disclosing information about a corporation's capital and how it is managed in order that a user of the financial statements may evaluate the corporation's objectives, policies, and processes for managing capital. The impact of this new standard, if any, will be reflected in our consolidated financial statements as of March 31, 2009.

4. FINANCIAL INSTRUMENTS

A. Financial Risk Management

The Corporation's activities are exposed to a variety of financial risks: price risk, credit risk and cash flow risk. The Corporation's overall risk management program focuses on the unpredictability of financial and economic markets and seeks to minimise potential adverse effects on the Corporation's financial performance. Risk management is carried out by financial management in conjunction with overall Corporation's governance.

B. Price risk

There are three types of price risk: currency risk, interest rate risk and market risk.

(i) Currency risk

The risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. The Corporation mitigates this risk by entering into forward exchange contracts.

(ii) Interest rate risk

The risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Corporation's long-term receivables and the bonds payable are subject to interest rate fluctuation since they bear a fixed interest rate. An increase or decrease in market rates will impact the fair value of these financial instruments.

(iii) Market risk

The risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all instruments traded in the market. The Corporation's exposure to financial market risk is limited since there are no significant financial instruments, which will fluctuate as a result of changes in market prices.

C. Credit risk

The risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.

D. Cash flow risk

The risk that future cash flows associated with a monetary financial instrument will fluctuate in amount. Since the Corporation's long-term receivables and bonds payable have fixed interest rates, the Corporation's income and operating cash flows are substantially independent of changes in market interest rates.

5. COMMITMENTS

6. CONTINGENCIES

There were no significant changes in the Corporation's contingencies for the second quarter of 2008/2009 with respect to the information disclosed in the annual report for the year ended March 31, 2008.

s.18(a)

s.18(b)

Detailed Tables Operations

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s.18(a)

s.18(b)

Financial Management Report
Corporate Summary
For the 2nd quarter ended September 30
($000's)

	2008/2009 Year-to-date			2008/2009 Annual Basis			2007/2008 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Total Government Funding and Carryovers	–							
Commercial Revenues - Regular Operations								
Total Commercial Revenues								
Miscellaneous Revenues - Regular Operations								
Miscellaneous Revenues - Olympics								
Total Miscellaneous Revenues	–							
Total Commercial and Miscellaneous Revenues	–							
	–							
TOTAL SOURCE OF FUNDS - MAIN SERVICE								
TOTAL SOURCE OF FUNDS - SPECIALTY SERVICES								
TOTAL SOURCE OF FUNDS FOR CBC								
APPLICATION OF FUNDS								
Expenditures - Regular Operations								
TOTAL APPLICATION OF FUNDS - MAIN SERVICE								
TOTAL APPLICATION OF FUNDS - SPECIALTY SERVICES								
TOTAL APPLICATION OF FUNDS FOR CBC								
NET POSITION OF CBC'S OPERATIONS								

s.68.1

Financial Management Report
Source of Funds
For the 2nd quarter ended September 30
($000's)

s.18(a) / s.18(b)	2008/2009 Year to date			2008/2009 Annual Basis			2007/2008 Year to date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Parliamentary Appropriation								
Prior Year Carryover								
Total Government Funding and Carryovers								
Commercial Revenues								
Commercial Revenues - Regular Operations:								
English Television								
French Television								
Total for Regular Operations								
Total Commercial Revenues								
Miscellaneous Revenues								
Miscellaneous Revenues - Regular Operations:								
English Television								
French Television								
English Radio								
French Radio								
Sirius								
Mobile Division								
Merchandising Division								
Corporate Activities								
CBC Technologies								
Real Estate Division								
Radio Canada International								
TBC land interest								
Total for Regular Operations								
Total Commercial and Miscellaneous Revenues								
TOTAL SOURCE OF FUNDS - MAIN SERVICE								
Specialty Services Revenues:								
Newsworld								
bold								
Réseau de l'information								
Galaxie								
TOTAL SOURCE OF FUNDS - SPECIALTY SERVICES								
TOTAL SOURCES OF FUNDS FOR CBC								

s.68.1

Financial Management Report
Application (use) of Funds
For the 2nd quarter ended September 30
($000's)

	2008/2009 Year-to-date			2008/2009 Annual Basis			2007/2008 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
APPLICATION OF FUNDS								
Expenditures - Regular Operations:								
English Television								
French Television								
English Radio								
French Radio								
Mobile Division								
Ottawa Production Centre	s.18(a)							
Merchandising Division	s.18(b)							
Corporate Activities								
CBC Technologies								
Real Estate Division								
Radio Canada International								
Corporate Reserve								
Total Expenditures - Regular Operations								
Expenditures - Specialty Services:								
Newsworld								
bold								
Réseau de l'information								
Galaxie								
TOTAL APPLICATION OF FUNDS - SPECIALTY SERVICES								
TOTAL APPLICATION OF FUNDS - NOTES OPERATIONS								

CORPORATE SUMMARY - VARIANCE OVERVIEW
($000's)

	2008/2009 Actuals as at September 30			2008/2009 Forecast at March 31		
	Revenue Variances	Expenditure Variances	Net Variance	Revenue Variances	Expenditure Variances	Net Variance
Main Service:						
English Television						
French Television						
English Radio						
French Radio						
Mobile Division						
Ottawa Production Center						
Merchandising Division	**s.18(a)**					
Corporate Activities						
CBC Technologies	**s.18(b)**					
Real Estate Division						
RCI						
Total - Components						
	s.68.1					
Corporate Reserve						
TOTAL - MAIN SERVICE						
Specialty Services:						
Newsworld						
bold						
RDI						
Galaxie						
TOTAL - SPECIALTY SERVICES						
NET POSITION						

Note - negative variances are indicated by brackets

Financial Management Report
Consolidated English Services
For the 2nd quarter ended September 30
($000's)

	2008/2009 Year-to-date			2008/2009 Annual Basis			2007/2008 Year-to-date		
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals	
SOURCE OF FUNDS									s.18(a)
Parliamentary Appropriation									
Prior Year Carryover									s.18(b)
Total Government Funding and Carryover									
Revenues									
English Television - Commercial									
English Television - Miscellaneous									
Newsworld									
bold									
English Radio - Miscellaneous									
Total Revenues									
TOTAL SOURCE OF FUNDS									
APPLICATION OF FUNDS									
English Television									
Newsworld									
bold									
English Radio									
TOTAL APPLICATION OF FUNDS									
NET POSITION									

Financial Management Report
English Television
For the 2nd quarter ended September 30
($000's)

s.18(a)

s.18(b)

	2008/2009 Year-to-date			2008/2009 Annual Basis			2007/2008 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Parliamentary Appropriation								
Surplus Carryover								
Commercial Revenue - Television								
Commercial Revenue - Internet								
Business Development Revenue								
Miscellaneous Revenue								
TOTAL SOURCE OF FUNDS								
APPLICATION OF FUNDS								
Costs related to Revenue-generating Services *								
Media Marketing and Sales								
Business Development								
CBC.ca								
Subtotal - Revenue-generating Services								
Programming and Production								
Sports								
Network Programming								
News and Current Affairs								
Communications								
Production and Resources								
Regional Operations								
Network Reserve								
Subtotal - Programming and Production								
Technical								
Toronto Production Services								
News Production Services								
Affiliates								
Plant - Broadcast Services - Master Control								
Subtotal - Technical								
General Administration								
Management								
Training								
Support Services (Network and Regional)								
Business Rights and Content Management								
Subtotal - General Administration								
TOTAL APPLICATION OF FUNDS								
NET POSITION								

s.68.1

*Please note that other areas may also generate revenues. These are only the services whose main function is revenue-generation.

Newsworld
Schedule of Incremental Revenues and Costs
For the 2nd quarter ended September 30
($000's)

	2008/2009 Year-to-date			2008/2009 Annual Basis			2007/2008 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
Incremental Revenues								
Commercial Revenue **s.18(a)**								
Cable Subscriptions **s.18(b)**								
Program Sales								
Total Incremental Revenues								
Incremental Costs								
Programming **s.68.1**								
Distribution								
Management and Services								
Selling								
Promotion & Marketing								
Total Incremental Costs								
Excess of Revenues over Costs								
Repayments to the Main Service								
Capital Expenditures								
Total Repayments to the Main Service								
Excess Revenues/(Costs)								

Financial Management Report
English Radio
For the 2nd quarter ended September 30
($000's)

	2008/2009 Year-to-date			2008/2009 Annual Basis			2007/2008 Year-to-date	
s.18(a) s.18(b)	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Parliamentary Appropriation								
Surplus Carryover								
Miscellaneous Revenue								
TOTAL SOURCE OF FUNDS								
APPLICATION OF FUNDS								
Costs related to Revenue-generating Servic								
Entrepreneurial Activities								
Subtotal - Revenue-generating Services								
Programming and Production								
Arts & Entertainment								
Music Department								
Radio 3								
Network Programming Reserve								
Sirius								
News & Current Affairs								
Network Services								
Production and Resources								
Network Reserves								
Regional operations								
CBC North								
British Columbia								
Alberta-Calgary								
Alberta-Edmonton								
Saskatchewan								
Manitoba								
CBL-Toronto								
Ottawa								
Ontario								
Quebec								
Maritimes								
Newfoundland								
Subtotal - Regional operations								
Subtotal - Programming and Production								
Technical								
Distribution								
Radio Production Centre								
Subtotal - Technical								
General Administration								
Management								
Subtotal - General and Administration								
TOTAL APPLICATION OF FUNDS								
NET POSITION								

s.68.1

Financial Management Report
Consolidated French Services
For the 2nd quarter ended September 30
($000's)

	2008/2009 Year-to-date			2008/2009 Annual Basis			2007/2008 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Parliamentary Appropriation								
Prior Year Carryover								
Total Government Funding and Carryover								
Revenues								
French Television-Commercial Revenues								
French Television -Miscellaneous Revenues								
Réseau de l'information								
French Radio								
Radio Canada International								
Total Revenues								
TOTAL SOURCE OF FUNDS								
APPLICATION OF FUNDS								
French Television								
Réseau de l'information								
French Radio								
Radio Canada International								
TOTAL APPLICATION OF FUNDS								
NET POSITION								

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

Financial Management Report
French Television
For the 2nd quarter ended September 30
($000's)

	2008/2009 Year-to-date			2008/2009 Annual Basis			2007/2008 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Parliamentary Appropriation								
Surplus Carryover								
Commercial Revenue - Television								
Commercial Revenue - Internet								
Miscellaneous Revenue								
TOTAL SOURCE OF FUNDS								
APPLICATION OF FUNDS								
Costs related to Revenue-generating Services								
Commercial Services (incl. Internet)								
Commercial Production								
Program Sales to Other Broadcasters								
Production Services and Others								
Costs - Contra Agreements								
Subtotal - Revenue-generating Services								
Programming and Production								
Sports								
Arts & Entertainment								
News and Current Affairs								
Media Operations								
Internet and Digital Services								
Communications								
Regional Operations								
Network Reserve								
Subtotal - Programming and Production								
Technical								
Affiliates								
Plant - Production Services								
Plant - Broadcast Services - Master Control								
Subtotal - Technical								
General Administration								
Management								
Training								
Support Services (Network and Regional)								
Subtotal - General Administration								
TOTAL APPLICATION OF FUNDS								
NET POSITION								

s.18(a)
s.18(b)
s.68.1

Le Réseau de l'information
Schedule of Incremental Revenues and Costs
For the 2nd quarter ended September 30
($000's)

	2008/2009 Year-to-date			2008/2009 Annual basis			2007/2008 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
Incremental Revenues								
Commercial Revenue **s.18(a)**								
Cable Subscriptions **s.18(b)**								
Program Sales								
Others								
Surplus Carryover								
Total Incremental Revenues	-	-						
Incremental Costs								
Programming **s.68.1**								
Technical Services								
Sales & Marketing/Promotion								
Management and Services								
Total Incremental Costs								
Excess of Revenues over Costs								
Repayments to the Main Service								
Capital Expenditures								
Total Repayments to the Main Service	-	-						
Excess Revenues/(Costs)								

Financial Management Report
French Radio
For the 2nd quarter ended September 30
($000's)

	2008/2009 Year-to-date			2008/2009 Annual Basis			2007/2008 Year-to-date	
s.18(a)	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS **s.18(b)**								
Parliamentary Appropriation								
Surplus Carryover								
Miscellaneous Revenue								
TOTAL SOURCE OF FUNDS								
APPLICATION OF FUNDS								
Costs related to Revenue-generating Services								
Production Services and Others								
Costs - Contra Agreements								
Subtotal - Revenue-generating Services								
Programming and Production								
Première Chaîne Programs								
Espace Musique								
Sirius								
Information Programming								
Promotion and Advertising								
Network Reserve								
Regional operations								
Programming Management								
Atlantic								
Quebec								
Ontario/ Outaouais								
Ouest								
Subtotal - Regional Operations								
Subtotal - Programming and Production								
Technical								
Production Services								
Broadcast Services								
Subtotal - Technical								
General Administration								
Management								
Subtotal - General Administration								
TOTAL APPLICATION OF FUNDS								
NET POSITION								

s.68.1

s.18(a)

s.18(b)

Financial Management Report
Corporate Components
For the 2nd quarter ended September 30
($000's)

	[redacted]			[redacted]			[redacted]	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance	Actuals	Variance in Actuals
SOURCES OF FUNDS								
Net Parliamentary Subsidy								
Surplus Carryover								
Miscellaneous Revenues								
Strategy & Business Development								
General Counsel								
Interest and Capital Recoveries								
Shared Services								
Corporate New Media								
Total Miscellaneous Revenues								
TOTAL SOURCE OF FUNDS								
APPLICATION OF FUNDS								
Office of the President								
Office of the Chairperson and Board of Directors								
Corporate Communications								
Internal Audit								
Training								
Corporate Human Resources								
Severance Pay and Other Personnel Costs								
Dental Plan, EAP and Home Disposal								
Content Management								
Strategy and Business Development								
General Counsel and Corporate Secretariat								
Corporate Finance and Administration								
Insurance, Corporate Forms and Taxes								
Shared Services								
International Relations								
Ombudsman - Toronto								
Ombudsman - Montreal								
Corporate New Media								
TOTAL APPLICATION OF FUNDS								
NET POSITION								

s.18(a)

s.18(b)

Merchandising Division
Schedule of Incremental Revenues and Costs
For the 2nd quarter ended September 30
($000's)

	2008/2009 Year-to-date			2008/2009 Annual Basis			2007/2008 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Deficit Carryover								
Sales of Products:								
Retail Operations								
Distribution								
Educational								
Licensing								
TOTAL SOURCE OF FUNDS								
APPLICATION OF FUNDS								
Administration								
Sales of Products:								
Retail Operations								
Warehouse Operations								
Distribution								
Educational								
Licensing								
Sub-total Application of Funds								
Reduction Required to Offset								
Previous Year's Deficit	—							
TOTAL APPLICATION OF FUNDS								
NET POSITION								

s.68.1

001098

s.18(a)

s.18(b)

Financial Management Report
Mobile Division
For the 2nd quarter ended September 30
($000's)

	2008/2009 Year to date			2008/2009 Annual Basis			2007 / 2008 Year to date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actual	Variance in Actuals
REVENUES/ FUNDING								
Revenues:								
Revenues from External Mobile Rentals								
Internal Chargebacks from Media for Planned Internal Usage								
Total Revenues	—							
Other Sources/Reductions of Funds:								
Funding Received from Media for EIC's								
Deficit Carryover								
Total - Other Sources/Reductions of Funds:	—							
TOTAL FUNDING AVAILABLE	—							
EXPENDITURES								
Direct Costs Relating to External Mobile Rentals								
General Management								
General Operations								
Total Expenditures	—							
OPERATING RESULTS BEFORE TRANSFERS TO MEDIA FOR PLANNED USAGE	—							
Funding Given to Media for Planned Internal Usage								
NET POSITION								

* The annual budget includes only chargebacks processed to date as reflected in SAP. However, it is expected that, by year-end, additional budget transfers, amounting to $6.5M in total, will have been processed.

Galaxie
Schedule of Incremental Revenues and Costs
For the 2nd quarter ended September 30
($000's)

	2008/2009 Year to date			2008/2009 Annual Basis			2007/2008 Year to date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
Incremental Revenues								
Satellite								
Cable	s.18(a)							
Music for Business								
Internet	s.18(b)							
Other								
Total Incremental Revenues								
Incremental Costs								
Rights								
Internet								
Administration	s.68.1							
Programming								
Distribution								
Marketing								
Rising Star Program								
Total Incremental Costs								
Excess Revenues/(Costs)								
Impact of Agreement with Stingray Digital Group Inc								
Stingray Option Grant Price								
Overhead / Additionnal Revenues								
Satellite/Cable Revenue - CBC/Galaxie								
Net-Profit to Stingray								
Write-offs, Legal fees, etc								
Excess Revenues/(Costs) - Stingray Agreement								
Excess Revenues/(Costs) - including Stingray Digital Group Inc Agreement								

Capital

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s.18(a)

s.18(b)

CAPITAL

s.18(a)

s.18(b)

2008/09 Capital Budget Overview as at September 30, 2008
Forecasted expenditures to Year-end
($000's)

Investment Class		Capital Plan	Forecasted Expenditures	Surplus/ (Deficit)	Actual Expenditures to Date	As % of Forecast
Legal and regulatory						
Mission critical	**s.18(a)**					
Payback initiatives	**s.18(b)**					
Growing the business						
Transmission strategy						
Efficiency project						
Minor capital						
Contingency						
Impact of approved plan being higher than available capital (1)						
Total Surplus/(Deficit) Forecast		-	-			

Component	Capital Plan	Forecasted Expenditures	Surplus/ (Deficit)	Actual Expenditures to Date	As % of Forecast
English Television (ETN)					
French Television (FTN)					
English Radio (ERN)					
French Radio (FRN)					
English New Media (ENM)					
French New Media (FNM)					
Information Technology (IT)					
Real Estate (RE)					
Toronto Broadcast Centre (TBC)					
Broadcast & Telecom Networks (BTN)					
Transmission Division (T&D)					
Human Resources (HR)					
Corporate Components					
Fleet Management					
Mobile Division					
Minor Capital					
Enterprise Wide (EW):					
Vision/Sintec					
Vision/Sintec - phase 1 - change request					
Vancouver Redevelopment					
Ottawa Content Management					
Quebec Consolidation					
Edmonton Consolidation					
Newsroom System Project - iNews					
Desktop Radio - Permanent Solution					
Drag and Drop Network Infrastructure					
Yellowknife Consolidation					
Other					
Committed Corporate Contingency					
Impact of approved plan being higher than available capital (1)	*27%*				
TOTAL SURPLUS/(DEFICIT) FORECAST (2)					
% of Available Capital					

* includes repayment of bonds payable for TBC lease

2008/2009 Capital Budget Overview as at September 30, 2008 - Notes

Note 1

Note 2

Note 3

Note 4

Note 5

Note 6

Note 7

Note 8

Note 9

Note 10

Note 11

s.18(a)

s.18(b) **s.68.1**

2008/2009 Capital Budget Overview as at September 30, 2008 - Notes

Note 12

Note 13

s.18(a)

s.18(b)

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18(a), 18(b)

of the Access to Information Act

de la Loi de l'accès à l'information

s.18(a)

s.18(b)

2008/2009 to 2010/2011 CAPITAL INVESTMENT PLAN
Board of Directors Approved Projects > $5 million - Notes
Forecasted Expenditures to Project Completion

Note 1

Note 2

Note 3

Note 4

Note 5

Note 6

2008/2009 to 2010/2011 CAPITAL INVESTMENT PLAN
Board of Directors Approved Projects > $5 million - Notes
Forecasted Expenditures to Project Completion

Note 7

Note 8

Note 9

Note 10

s.18(a)

s.18(b)

Balance Sheet Details

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18(a), 18(b)

of the Access to Information Act

de la Loi de l'accès à l'information

CBC/RADIO-CANADA
INVENTORY REPORT
as at September 30

COMPONENT	2008	2007
ENGLISH TELEVISION *		
FRENCH TELEVISION *		
INDIRECT COSTS ALLOCATION **		
MERCHANDISING		
DOCUMENTARY CHANNEL		
TOTAL		

s.68.1

* See next page for detail by program category

** Overhead expenses applicable to program in inventory

s.18(a)

s.18(b)

CBC/RADIO-CANADA
INVENTORY REPORT - NETWORKS PROGRAMMING INVENTORY BY CATEGORY
as at September 30

NETWORK	2008	2007	Variance	Comments
ENGLISH TELEVISION				
ARTS & ENTERTAINMENT				
A&E in-house				
Independent dramatic	2			
Independent music and variety	1			
Independent movies and mini-series	1			
Independent children, youth and daytime				
Independent development				
NETWORK PROGRAMMING				
DOCUMENTARY PRODUCTION UNIT				
FACTUAL ENTERTAINMENT				
NEWS & CURRENT AFFAIRS				
TV SPORTS - OLYMPICS				
REGIONAL INVENTORY				
TOTAL - ENGLISH TELEVISION PROGRAM INVENTORY				
FRENCH TELEVISION				
ARTS AND ENTERTAINMENT, DRAMA, SPORTS				
Arts and Entertainment				
Drama				
Sports				
CURRENT AFFAIRS AND DOCUMENTARIES				
PROCURED PROGRAMS AND FILMS RIGHTS				
TOTAL - FRENCH TELEVISION PROGRAM INVENTORY				

s.68.1

Schedule A

Board of Directors

Ottawa, November 18, 2008

Subject matter

Development of the Corporation's Annual Report for 2008-2009

Background

In recent years, Corporate Communications has combined its fiscal reporting and marketing efforts in the Corporation's Annual Report to Parliament. Our recent research indicates that, increasingly, our readers are most interested in the financial and other quantitative data contained in our Annual Report. Given this understanding, we are proposing to publish a very focused, leaner Annual Report for 2008-2009 which dynamically and efficiently reaches our key audience — MPs and the Government — with the information they most require while achieving economies in production, printing and distribution costs. The single-volume, bilingual Annual Report will present an overview of the year, along with business and financial details, including governance, MD&A (KPI & media lines' tables) and financial statements. The attached proposal describes the Report's overall content and design parameters.

Information on the matter

See attached proposal.

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

Prepared by

Martine Ménard and Bill Chambers
October 29, 2008

Recommendation

That Corporate Communications proceed with a revised approach to the 2008-2009 Annual Report.

Last discussed at the Board

June 2008 for the 2007-2008 Annual Report.
Decision made: Approval to submit the 2007-2008 Annual Report to the Minister.

Next steps

Information-gathering, preparation of drafts for approval by the Board of Directors and the Senior Executive Team, submission to the Minister on June 30, publication, and distribution after tabling in Parliament.

CBC/RADIO-CANADA 2008-2009 ANNUAL REPORT

BACKGROUND

The content and visual presentation of the Corporation's Annual Reports have changed over the years to reflect and promote the evolution of CBC/Radio-Canada. In the past, our Annual Reports have been hybrid documents, discussing the programming, business and financial activities of the year, but also often performing the duties of the only annual marketing vehicle for the Corporation. With more reliable, concrete information and statistics available, we have been moving gradually towards an Annual Report model that is a much clearer accountability tool.

This approach can be seen in our Annual Reports since 2003-2004, in which Corporate Communications has created a thematic and visual approach to encapsulate the Corporation's challenges and directions, and to illustrate the national public broadcaster's value for Canadians. By way of example, the last four Reports form a series, with the themes, *What Is a Public Space?*; *Striking the Right Balance; How Do You Cope with Constant Change? Stay in Front of It*; and, *Challenging. Informative. Entertaining. — Canadian*. All four have argued that CBC/Radio-Canada remains vitally relevant to the social and cultural health of the country, while also being a well-managed and governed corporation capable of adapting to rapid change in technology and in audience expectations and delivering the excellent programming that Canadians deserve. These four Annual Reports have responded to the requirements of the Auditor General of Canada, who requested the presentation of key performance indicators and results and a clearer link between our Corporate Plan and our Annual Report. These Annuals have also been in step with the common reporting styles and approaches of their years, placing a strong emphasis on Management Discussion and Analysis (MD&A), key performance indicators (KPI), a clear review of governance, and detailed Financial Statements and Notes.

What Our Research is Telling Us

Our current research indicates that some companies are moving away from combining their marketing efforts with their quantitative reporting, allowing each vehicle to be created with the greatest specificity and exploiting content and design characteristics to the greatest advantage. As well, our research into the use of our online version of the 2006-2007 Annual Report (the most recent online Annual Report; details follow) has confirmed that readers, in both languages, spend the most time on reviewing the Financials. We also know that our key audience consists primarily of MPs and the Government whose interest lies mainly in financial and other quantitative information.

PROPOSAL

After discussing the value of producing a large and detailed Annual Report combining marketing and quantitative reporting approaches as we have been doing in recent years, and into which the Corporation places considerable resources and time, and after considering the research findings noted above, we propose the following approach for 2008-2009: with the goal of effectively and transparently reaching our key audience, ***that we produce a concise, one-volume bilingual, tumble Annual Report, of a shorter length than our previous Annual Reports, with the Corporation's key messages about its activities in the context of a very competitive and fast-changing broadcasting environment being delivered through the President's Message, and with much of the remainder of the Annual Report focusing on the KPI, media lines' targets and results and the financials.***

We also propose: ***that additional, related informational documents — not officially a part of the Annual Report — be created and posted on the corporate website and referred to in the Annual Report, as Web addresses in the hardcopy version and links in the online version; and that any Corporate Communications marketing efforts, especially in a license renewal year, remain separate from the Annual Report and be given the design, presentation and distribution focus most appropriate to their purpose and content.***

DETAILED RECOMMENDATIONS

2007-2008 Annual Report Objectives:

- to demonstrate that CBC/Radio-Canada produces high-quality, innovative and unique programming for Canadians; that it remains relevant by responding to the changing needs of Canadians; that it makes invaluable contributions to the social and cultural life of Canada; and that it continues to evolve and renew itself to serve Canadians' changing needs and interests within a highly competitive broadcasting environment;
- to argue that CBC/Radio-Canada is indispensable to the maintenance of Canadian cultural sovereignty and identity, particularly in the context of the large number of commercial foreign media choices now available to consumers;
- to demonstrate that the Corporation is guided by a vision; is well-managed and governed; and equipped to deliver the excellent programming Canadians deserve.

Proposed Contents of the 2008-2009 Annual Report

This table divides up the 2007-2008 Annual Report content into what would continue to be in the Annual Report and what would be deleted next year:

In	Out
Cover	
Table of contents	
	Visual essay
President's message (extended)	
Chair's message	
BOD list & attendance table	
Governance	
	Vision, mission, values**
	Corporate priorities**
Public accountability	
Services	
Highlights (media, business, etc.)	
	CBC/R-C in context essay
	Regional, diversity, community
	Behind the scenes
KPI (MD&A)	
Media lines' tables (MD&A)	
Financials	

** If revised, the changes could be noted in the President's Message.

Page 1121

is withheld pursuant to section

est retenue en vertu de l'article

21(1)(b)

of the Access to Information Act

de la Loi de l'accès à l'information

APPENDIX TWO

THE *BROADCASTING ACT*

The *Broadcasting Act* (1991) describes the "form and content" requirements of the Corporation's Annual Report as follows:

Report to Parliament

71. (3) The annual report of the Corporation shall include
(a) the financial statements of the Corporation referred to in section 60,
(b) the annual auditor's report referred to in subsection 62(1),
(c) a statement on the extent to which the Corporation has met its objectives for the financial year,
(d) quantitative information respecting the performance of the Corporation, including its wholly owned subsidiaries, if any, relative to the Corporation's objectives, and
(e) such other information in respect of the financial affairs of the Corporation as is required by this Part of by the Minister to be included therein,

and shall be prepared in a form that clearly sets out information according to the major businesses or activities of the Corporation and its wholly-owned subsidiaries, if any.

Board of Directors
November 18-19, 2008

Subject matter

Towards a Renewed and Sustainable CBC/Radio-Canada: Environmental Scan

Background

We have launched a new strategic planning process that will lead to a new vision and new strategic initiatives for the next 3 years and beyond. The key phases of this initiative include the *Challenge Us! Forum* and an Environmental scan and SWOT analysis. These phases provide the input for the development of the Corporation's new strategic directions which will be discussed by the Board at its January 2009 meeting.

Information on the matter

The Environmental scan and SWOT analysis, presented in the attached document, are the subject of discussion at the November Board meeting. This document focuses on the environmental scan, SWOT analysis and the key issues arising from both.

Only an abridged version of the attached will be presented at the Board meeting in order to provide the Board more time for discussion.

For decision ☐ **For information** ■

Prepared by

Name: Michel Tremblay, Vice-President of Strategy and Business Development and Stan Staple, Director, Research and Strategic Analysis
Date: November 12, 2008

Management recommendation

Last discussed at the Board

Date: September 23-24, 2008
Decision made:

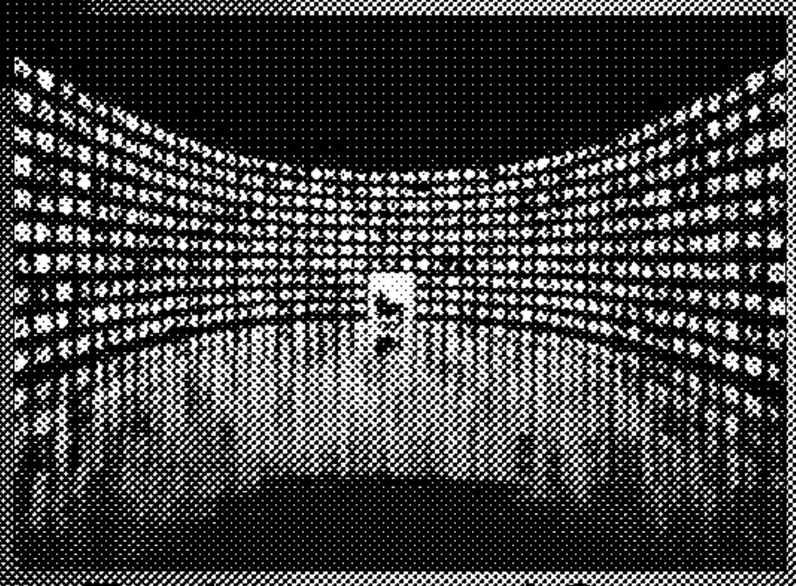
Next steps

• Discussion at SET Strategic Retreat	November 24-25, 2008
• Discussion of Proposed strategic directions by Board	January 20-21, 2009

Anticipated project completion date: 1st quarter of 2009

Confidential

Towards a Renewed and Sustainable CBC/ Radio-Canada

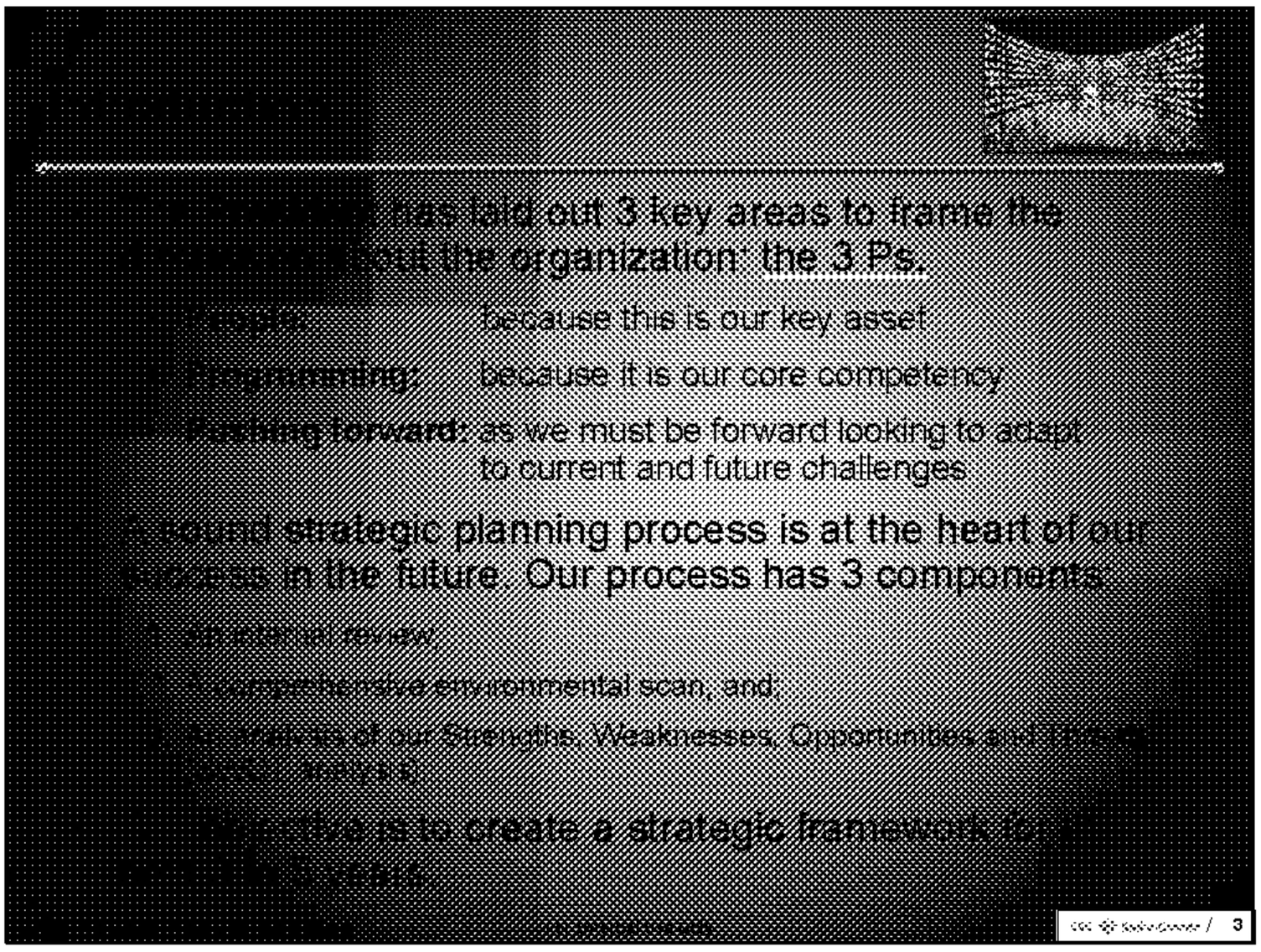


Environmental Scan

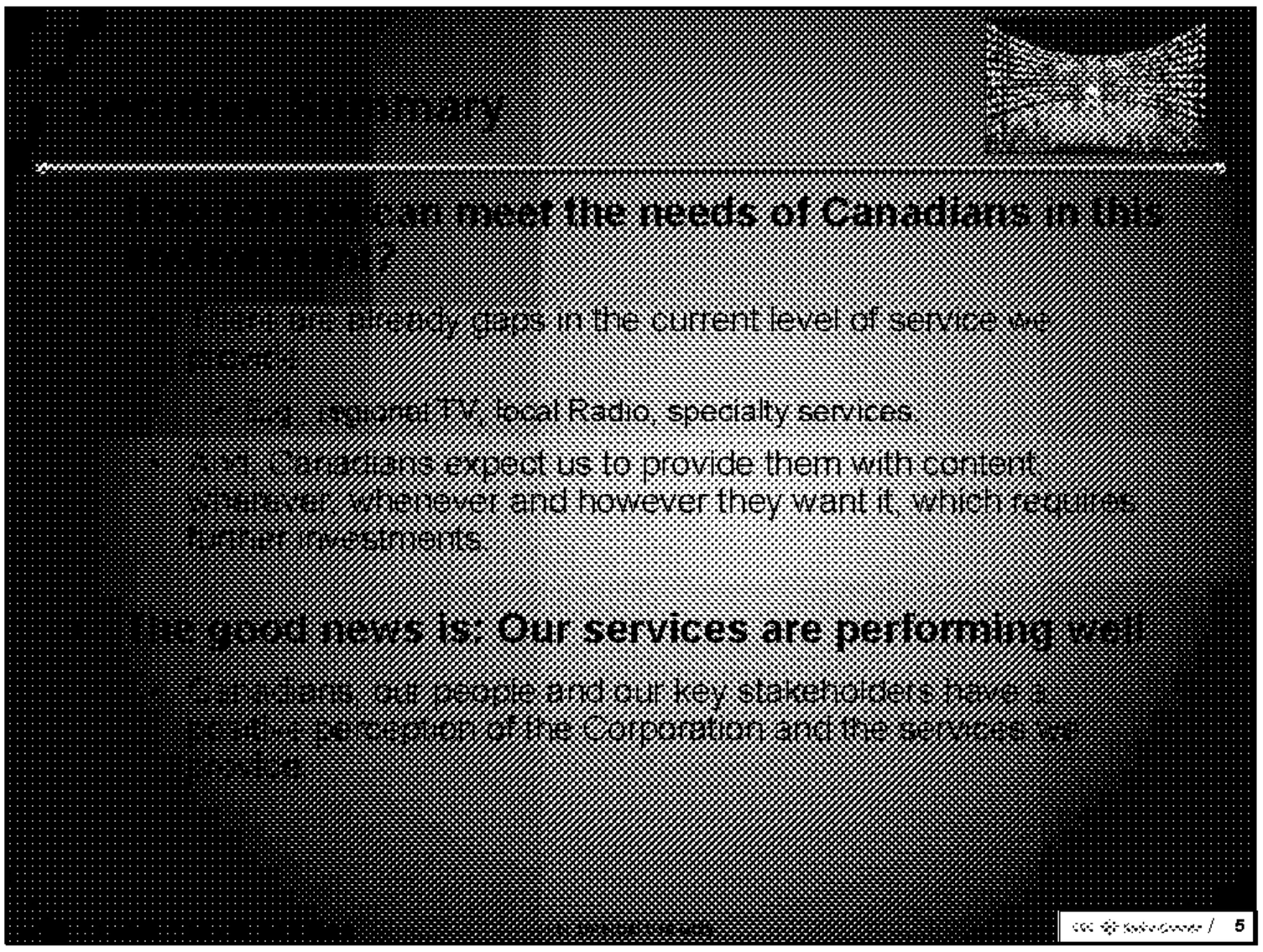
December 19, 2005
Board of Directors' Meeting
Ottawa

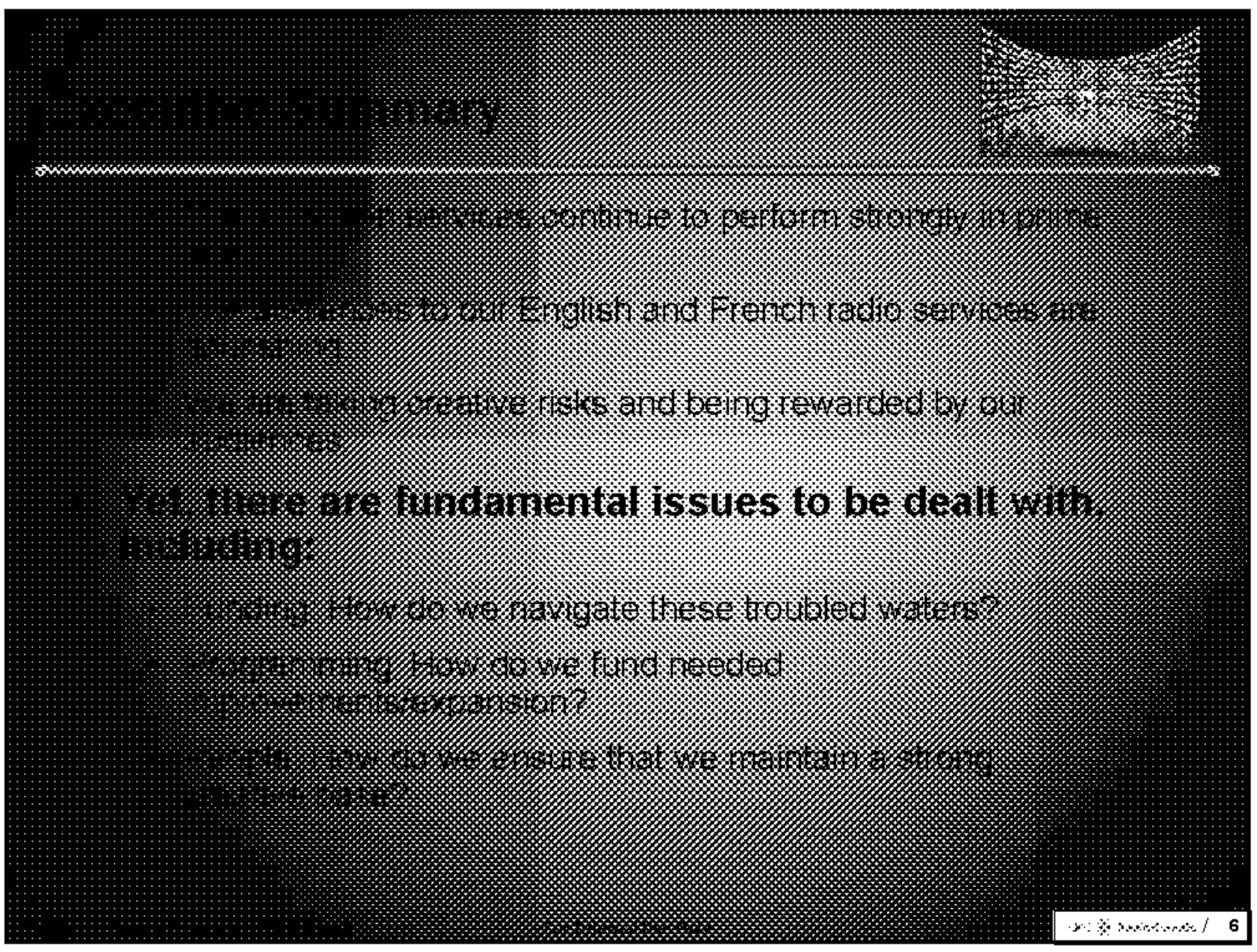
Table of Contents

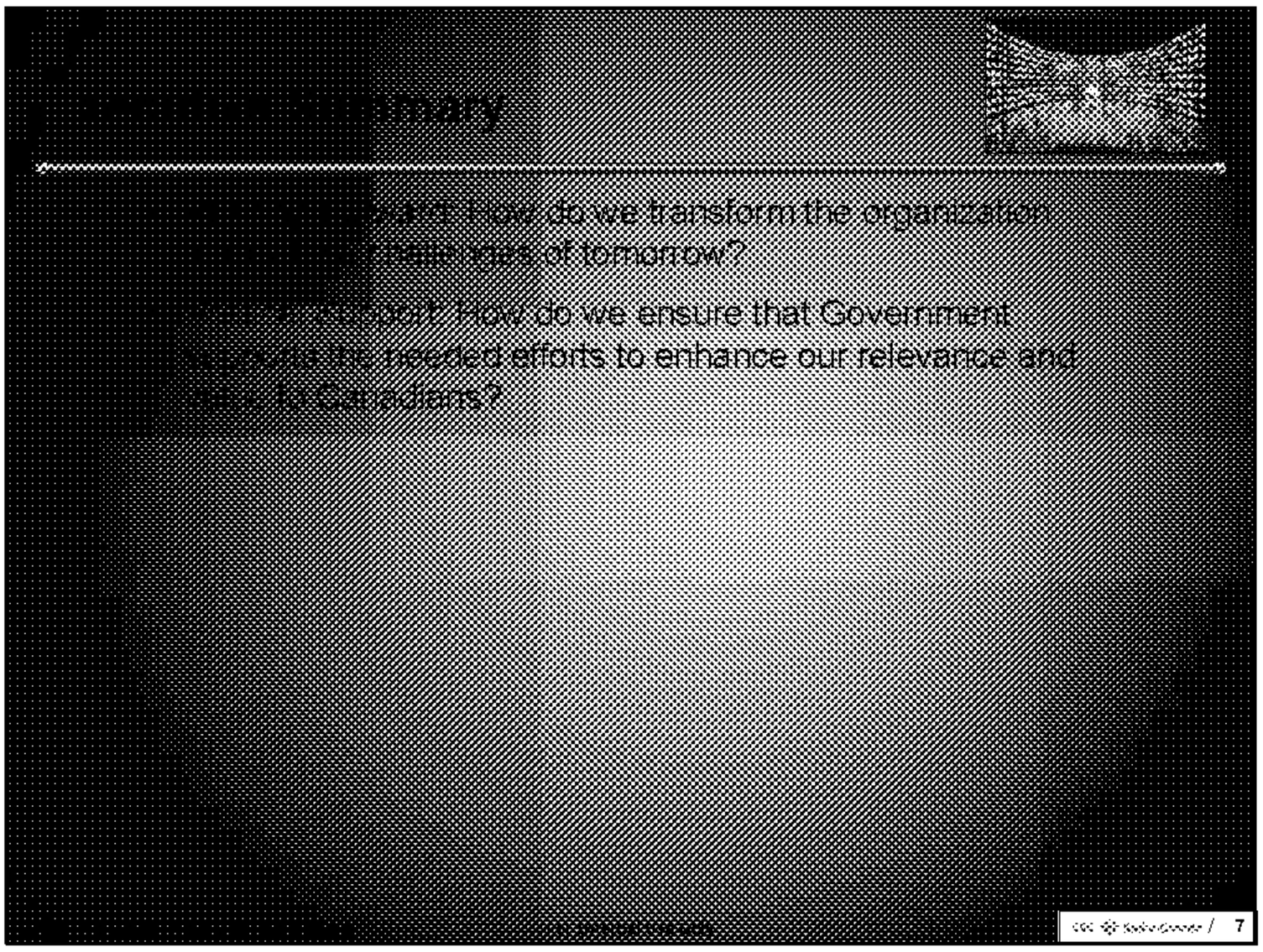
	Page
Introduction	3
Executive Summary	4
Strategic Review	8
Environmental Scan	
How Do Our Key Publics Think of Us?	11
How Do People Use the Media and Our Services	25
The World in Which We Live and Outlook	45
What Have We Learned From Other National Broadcasters	53
How Do We Compare to Other Canadian Networks?	57
SWOT Analysis	71
Issues We Must Address	75
Appendix	

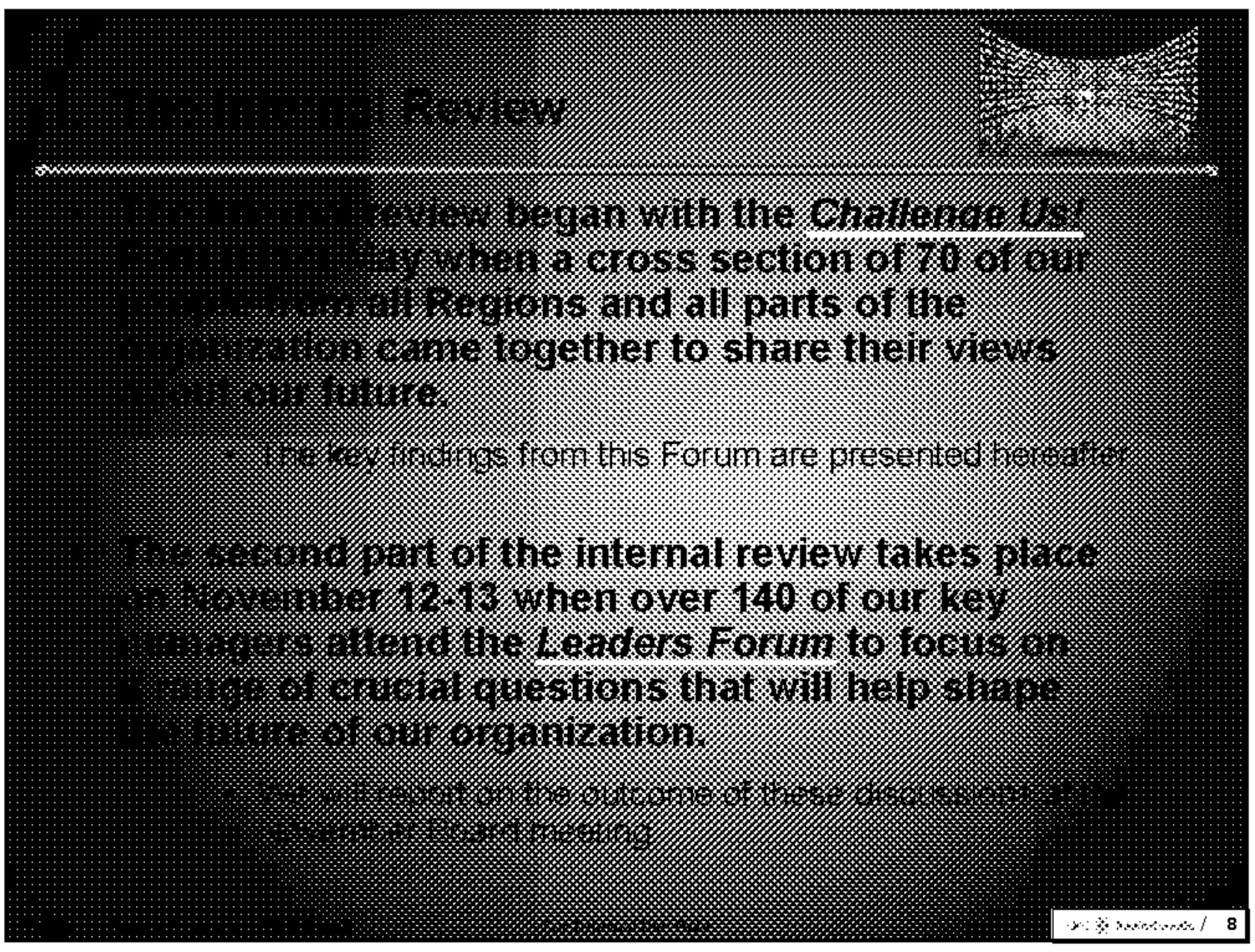

as laid out 3 key areas to frame the
the organization: the 3 Ps.
because this is our key asset
because it is our core competency
forward: as we must be forward looking to adapt
to current and future challenges
strategic planning process is at the heart of our
in the future. Our process has 3 components:
review
environmental scan, and;
of our Strengths, Weaknesses, Opportunities and Threats
is to create a strategic framework for
3

omy is experiencing its worst crisis
ession. This presents CBC/Radio
its biggest challenges:
Government is headed for a deficit;
our appropriation will likely be impacted;
However, advertising spending is already being hit hard
chnological pressures are relentless
Technology is impacting all aspects of our business;
The number of platforms consumers are adopting is exploding;
The pace of consumer usage continues to be with
4


ary
n meet the needs of Canadians in this
?
gaps in the current level of service we
channel TV, local Radio, specialty services.
Canadians expect us to provide them with content,
wherever, whenever and however they want it, which requires
further investments.
The good news is: Our services are performing well
Canadians, our people and our key stakeholders have a
perception of the Corporation and the services we
5


ary
services continue to perform strongly in prime
to our English and French radio services are
creative risks and being rewarded by our
There are fundamental issues to be dealt with,
including:
How do we navigate these troubled waters?
How do we fund needed
investments/expansion?
How do we ensure that we maintain a strong
?
6


...ntary
...d: How do we transform the organization
...allenges of tomorrow?
...port: How do we ensure that Government
...the needed efforts to enhance our relevance and
...to Canadians?
...ssion
7


...Review
...view began with the *Challenge Us!*
...ay when a cross section of 70 of our
...all Regions and all parts of the
...ation came together to share their views
...our future.
- The key findings from this Forum are presented hereafter.
...second part of the internal review takes place
...November 12-13 when over 140 of our key
...agers attend the *Leaders Forum* to focus on
...of crucial questions that will help shape
...ure of our organization.
...report on the outcome of these discussions at
...Board meeting.
...ssion
8

CHALLENGES

...e and valuable range of ideas emerged ...cussions:

- ...ing our distinctive Canadian programming ...key competitive advantage;
- ...overing our people in the regions and decentralizing ... program decision-making process to be better rooted ... local communities;
- ...king regional realities to global events (glocal);
- Seeking greater audience input into programming decision-making;
- Employing a cost-effective multi-platform strategy;
- Working as one team, with a common vision, ... all corners.

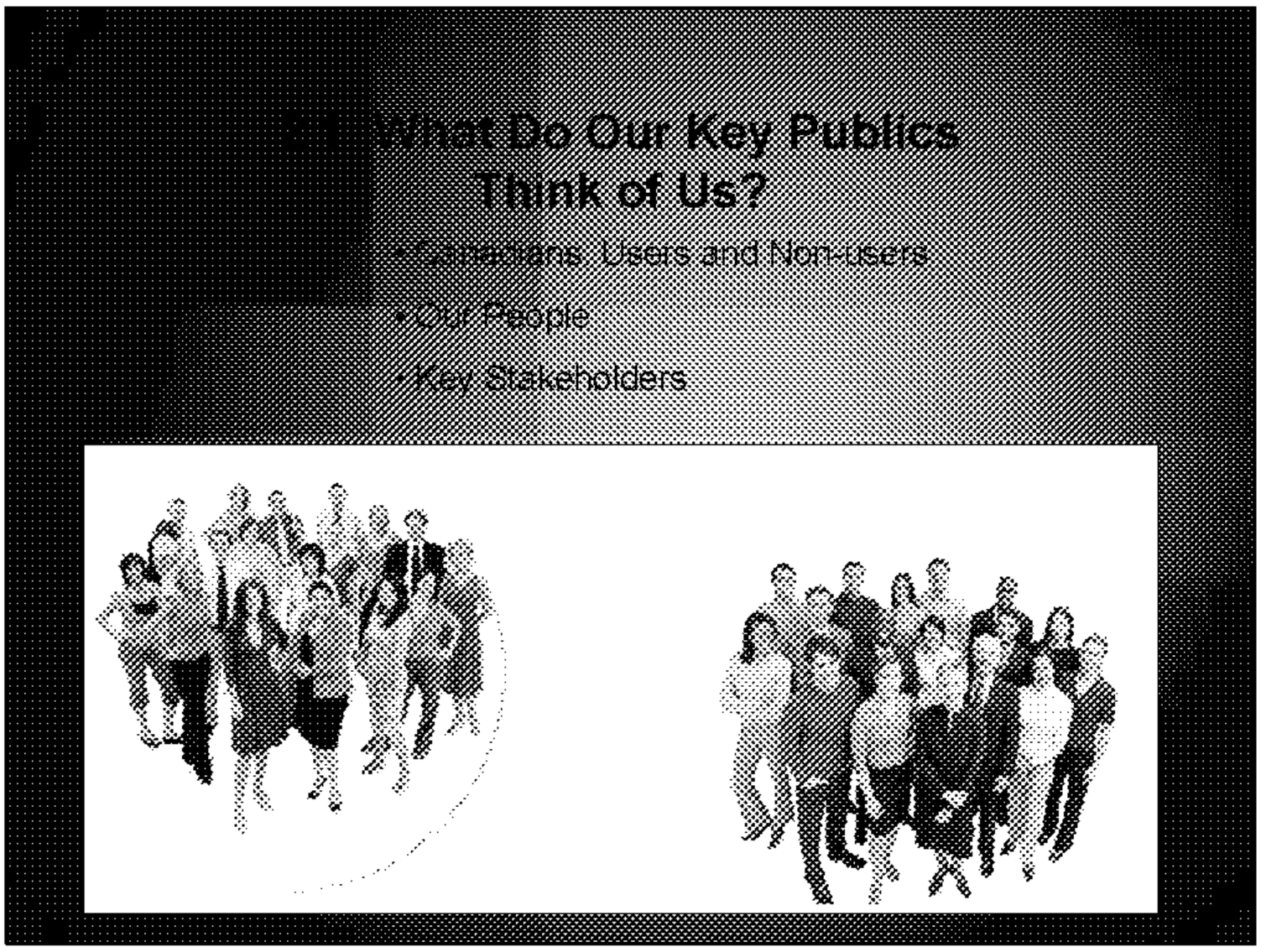
Above all, what came through is the passion and determination of our people.

...agers from across the organization will ...ember 12-13.

... debate a number of key questions to feed ... Strategic process:

- Service level to Canadians: should it be equal?
- Competition with the privates or complementary?
- Right balance between Local/National service
- Impact of commercial activities on our services
- How we should interpret our mandate?

Feedback will be provided at the Board meeting.

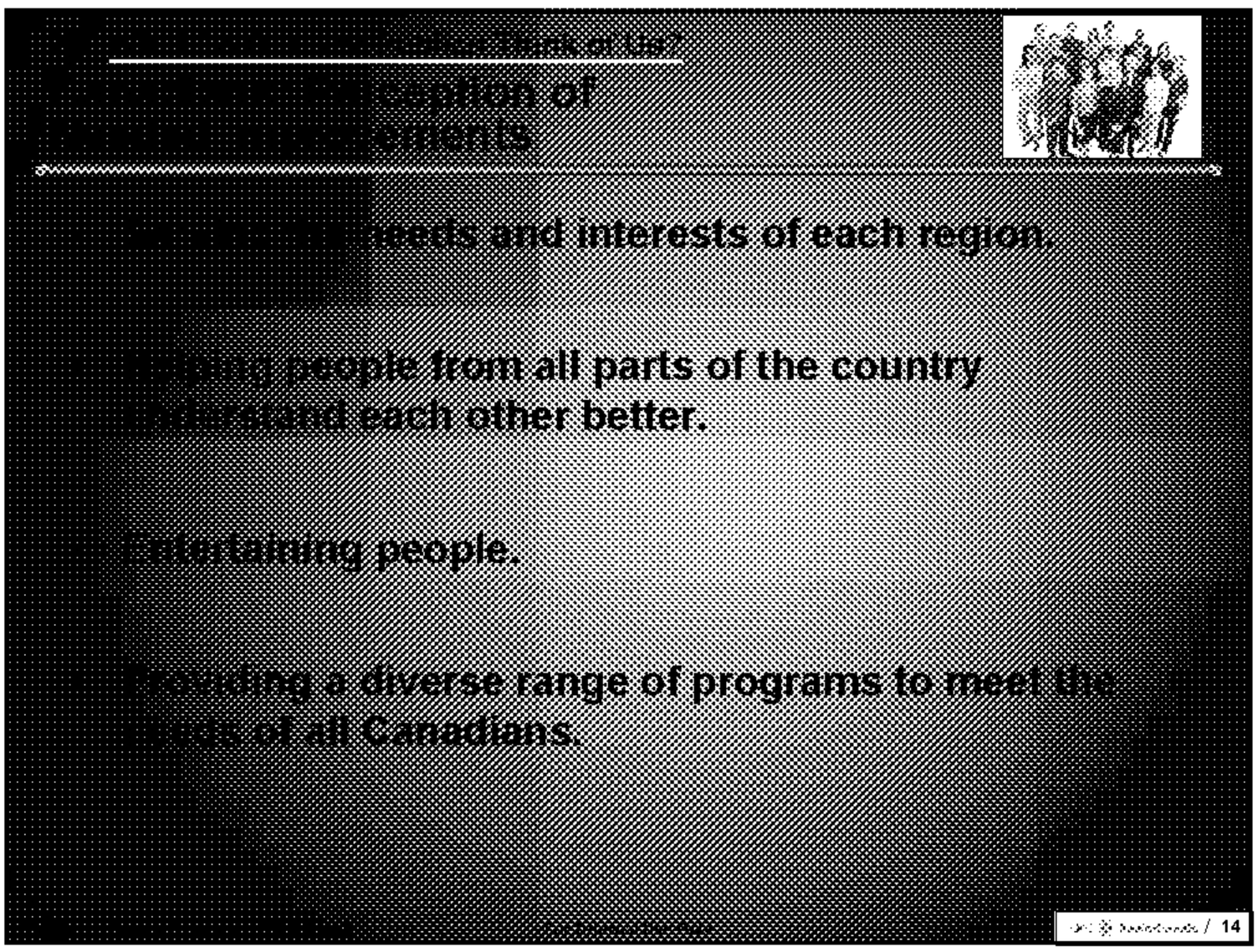

What Do Our Key Publics Think of Us?
• Canadians, Users and Non-users
• Our People
• Key Stakeholders

s.18(b)

s.21(1)(b)

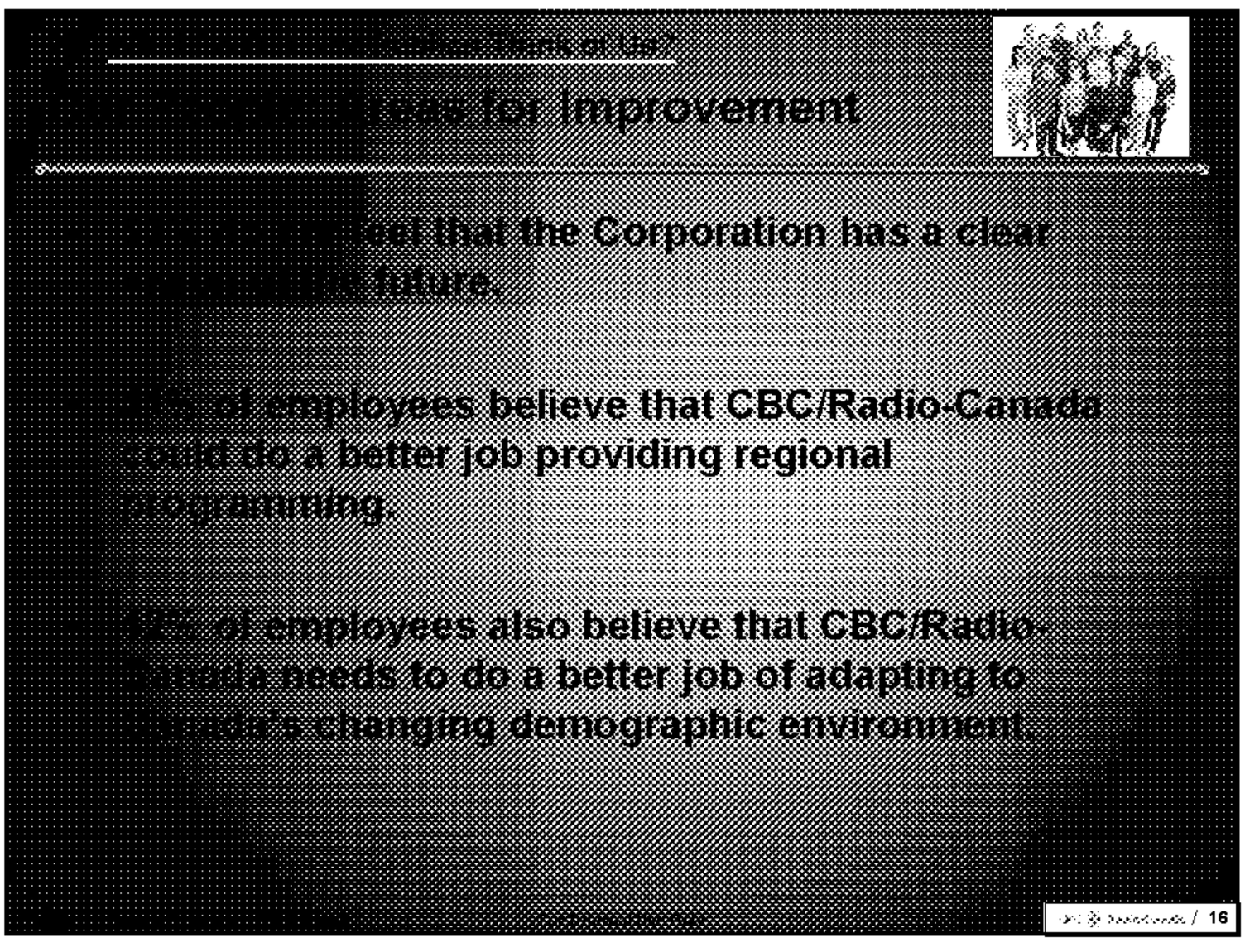
s.18(b)

s.21(1)(b)


anks of Us?
ception of
ntents
acts and interests of each region.
g people from all parts of the country
and each other better.
ertaining people.
oviding a diverse range of programs to meet the
s of all Canadians.
/ 14

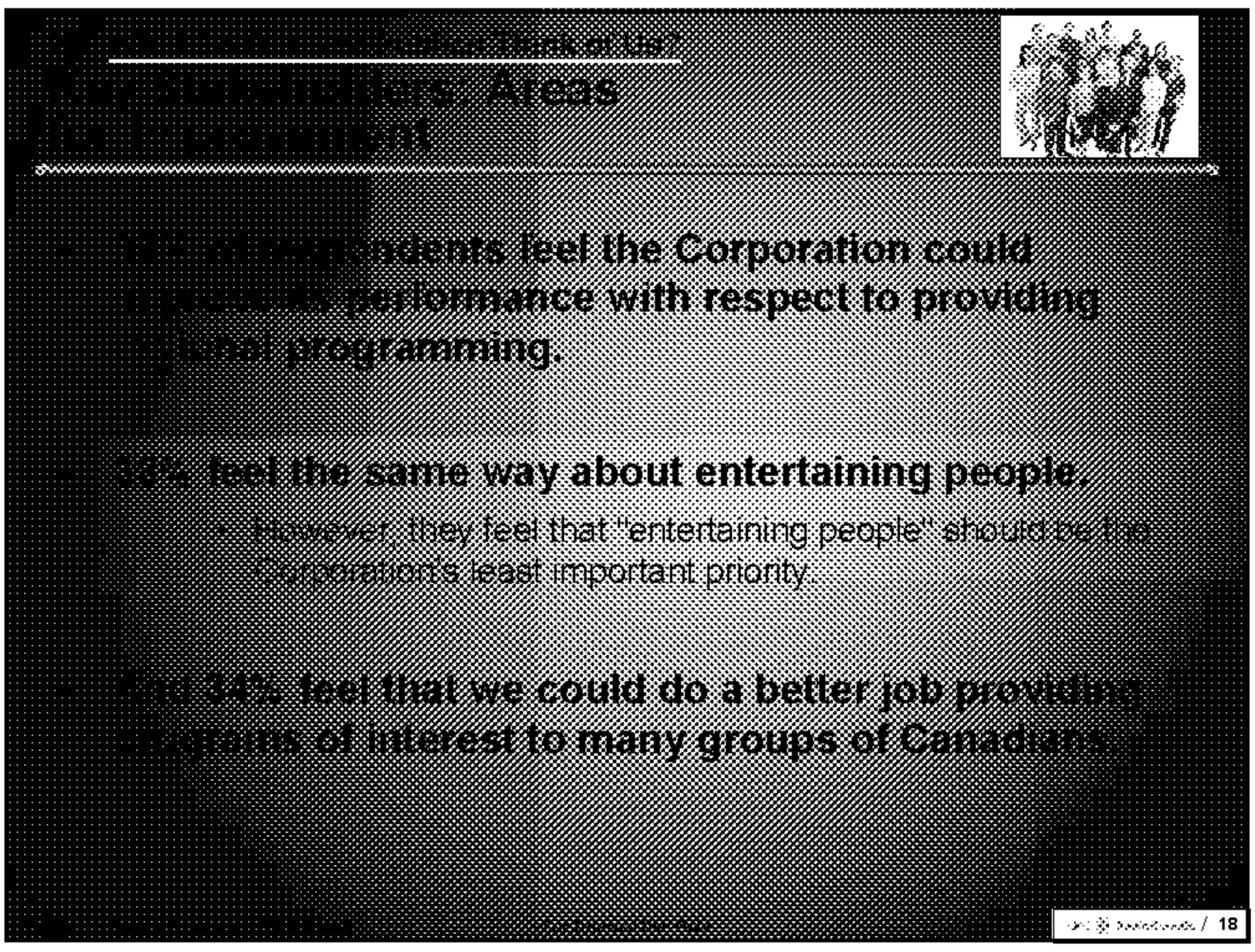
s.18(b)

s.21(1)(b)


Areas for Improvement
that the Corporation has a clear
future.
employees believe that CBC/Radio-Canada
do a better job providing regional
programming.
of employees also believe that CBC/Radio-
needs to do a better job of adapting to
's changing demographic environment.
16

s.18(b)

s.21(1)(b)


Areas
Canadians feel the same way about entertaining people.
However, they feel that "entertaining people" should be the Corporation's least important priority.
34% feel that we could do a better job providing programs of interest to many groups of Canadians.
18

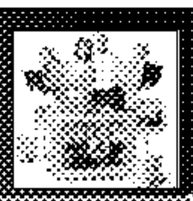
Issues Identified

	Canadians	Our People	Key Stakeholders
Improve Regional Programming	✓	✓	✓
Provide a Wider Range of Programming	✓	✓	✓
Improve Our Entertainment Programming	✓	✓	✓
Need for a Clearer Vision of the Future		✓	

How Do People Use The Media and Our Services?

...ia and Our Services?

...st Significant



Time Spent Weekly per Capita Hours
Adults 18+

TV	26.6
Radio	18.3
Internet	13.7
Newspapers	3.2
Community Newspapers	0.4

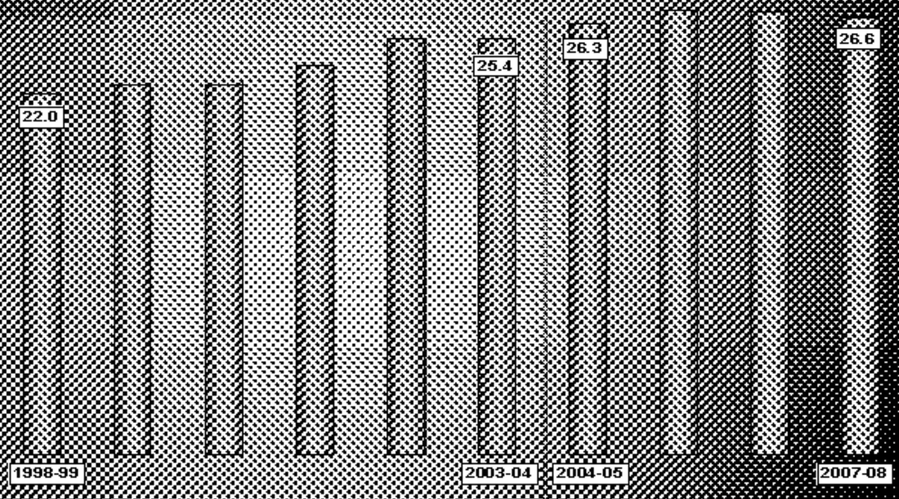
...net has ...pacted the ...pt usage of ...vision.

... / 21

...ia and Our Services?

...Viewing Remains Strong

Weekly Per Capita Hours Of Viewing To Television
All Persons 2+
1998-99 to 2007-08



... / 22

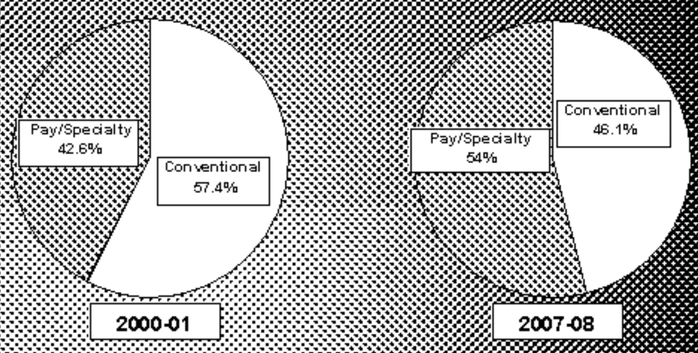
...ia and Our Services?

...e Increasingly Turning

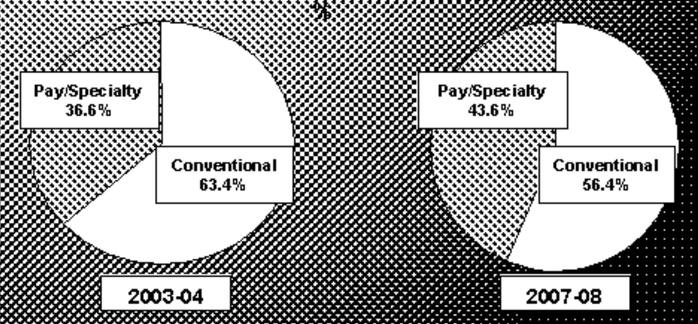
...rvices now
... of all
... to English TV.

...l conventional
...casters continue
...account for the majority
...of viewing by
...Canadians.

Share of Viewing to English TV
All Day, 24 Hours
%



Share of Viewing by Francophones
All Day, 24 Hours
%



And CBC/Radio-Canada is the least equipped broadcaster to deal with this shift in viewing.

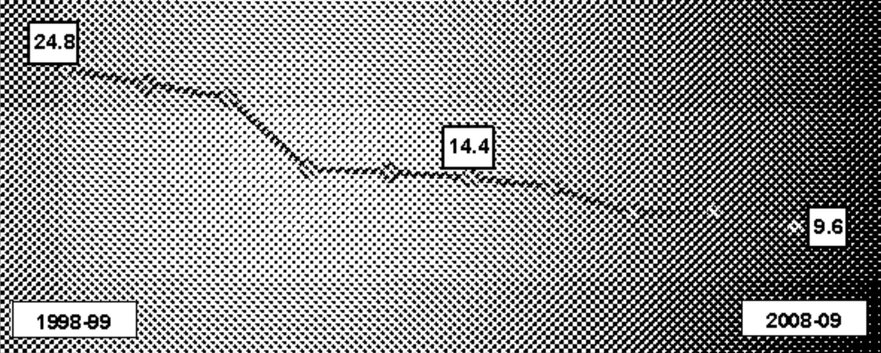
...ia and Our Services?

...anadians Get Their TV
...ellite

...ribed
...gnals over-
...it is only

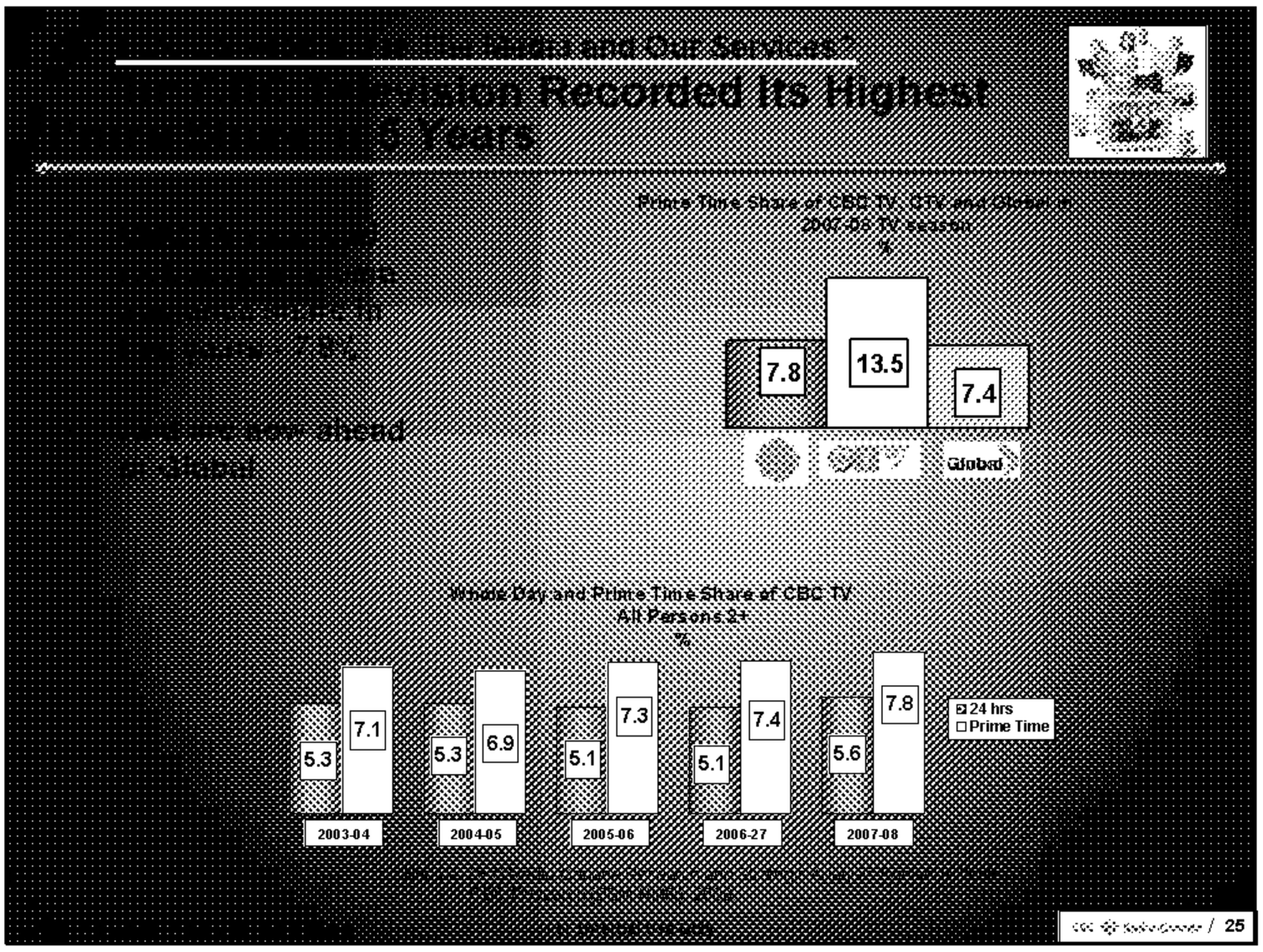
...ever, those who
...ive their TV
...nals over-the-air
...on basic television.

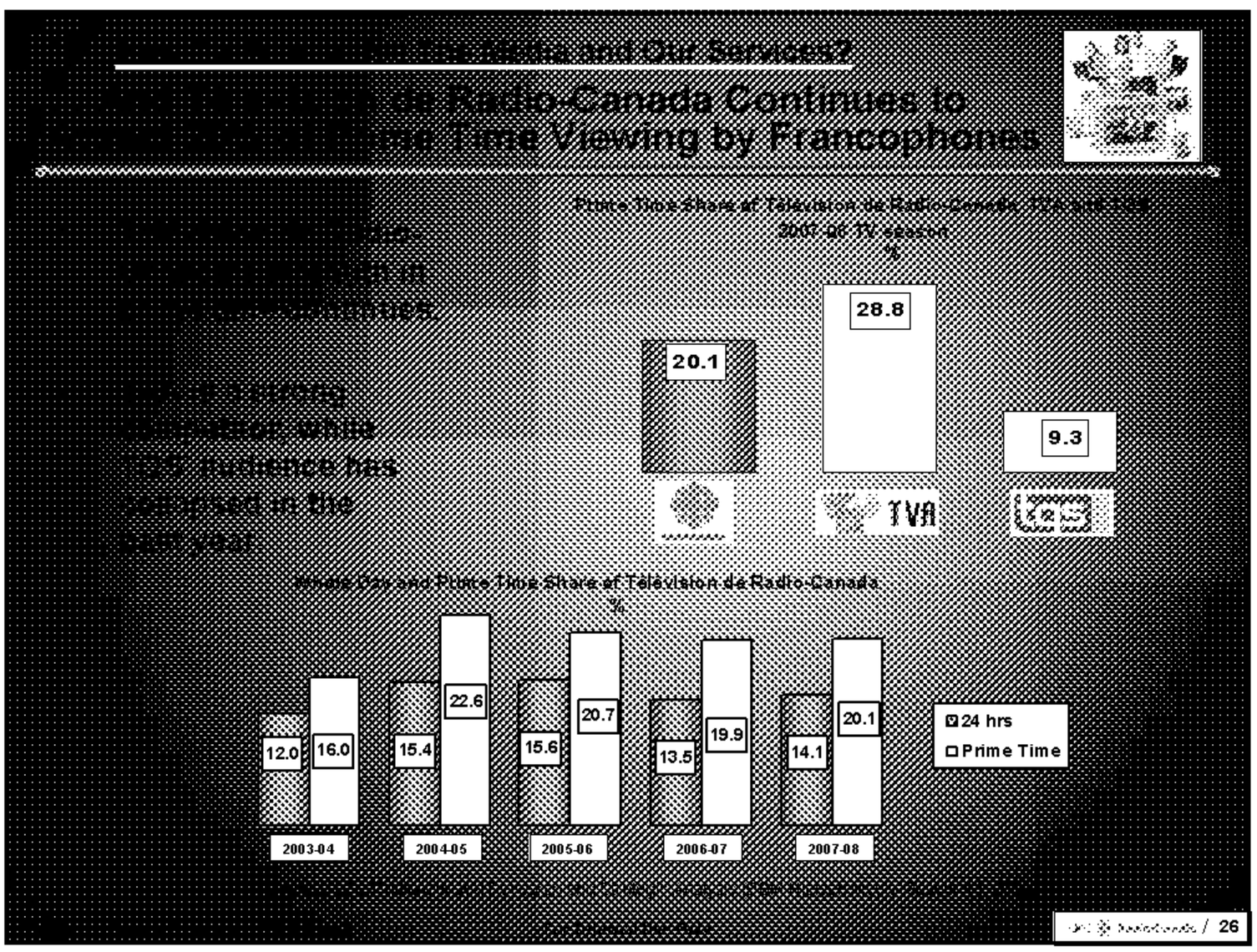
Off-air Penetration
1998 to 2009



Source: Nielsen Media Research, 2009

But we do not control the distribution of our TV signals.


...dia and Our Services?
...tion Recorded Its Highest
...Years
Prime Time Share of CBC TV, CTV and Global in
2007-08 TV season
%
7.8
13.5
7.4
CTV
Global
Whole Day and Prime Time Share of CBC TV
All Persons 2+
%
5.3
7.1
5.3
6.9
5.1
7.3
5.1
7.4
5.6
7.8
24 hrs
Prime Time
2003-04
2004-05
2005-06
2006-27
2007-08
... / 25


...dia And Our Services?
... Radio-Canada Continues to
... Time Viewing by Francophones
Prime Time Share of Television de Radio-Canada, TVA and ...
2007-08 TV season
%
20.1
28.8
9.3
TVA
Whole Day and Prime Time Share of Television de Radio-Canada
%
12.0
16.0
15.4
22.6
15.6
20.7
13.5
19.9
14.1
20.1
24 hrs
Prime Time
2003-04
2004-05
2005-06
2006-07
2007-08
... / 26

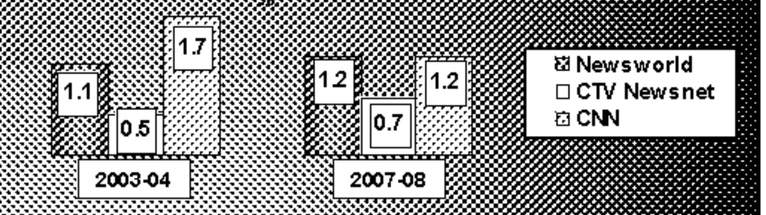
...ia and Our Services?

...Canada's Specialty News ...ing Their Own

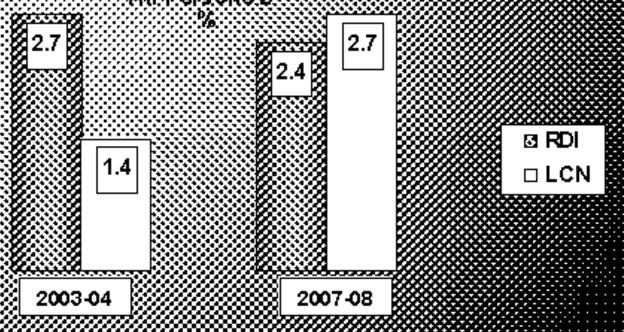
...ians Canada's ...ews and ...service with a ...

...audience share has ...lined slightly in the face ...creased competition ...Quebecor's LCN.

Shares for Newsworld, CTV Newsnet and CNN (24 hrs)
All Persons 2+
%



Shares for RDI and LCN (24 hrs)
All Persons 2+
%



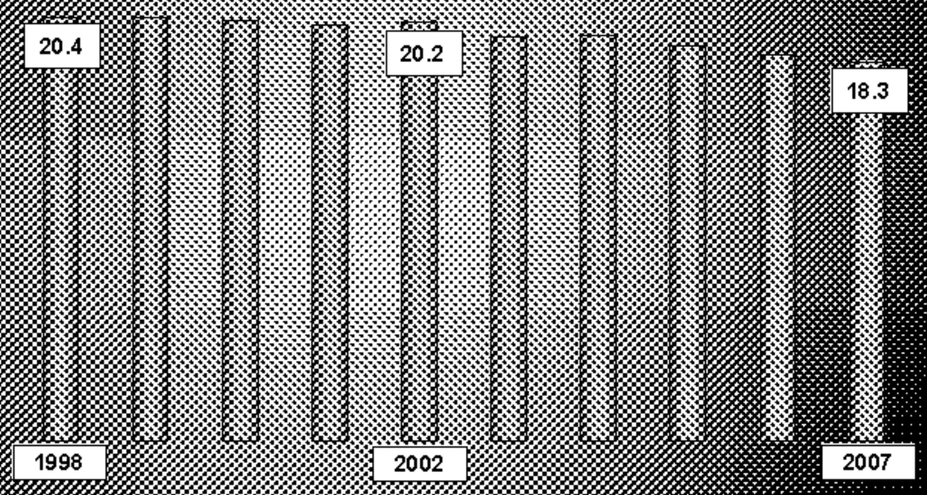
Recent CRTC decision opens the door to increased competition.

... / 27

...ia and Our Services?

...adition Radio

Weekly Per Capita Hours Of Listening To Radio
All Persons 12+



...ary ...on why ...ple listen to ...dio is for ...s and music ...available ...y other

Source: BBM Survey, Fall

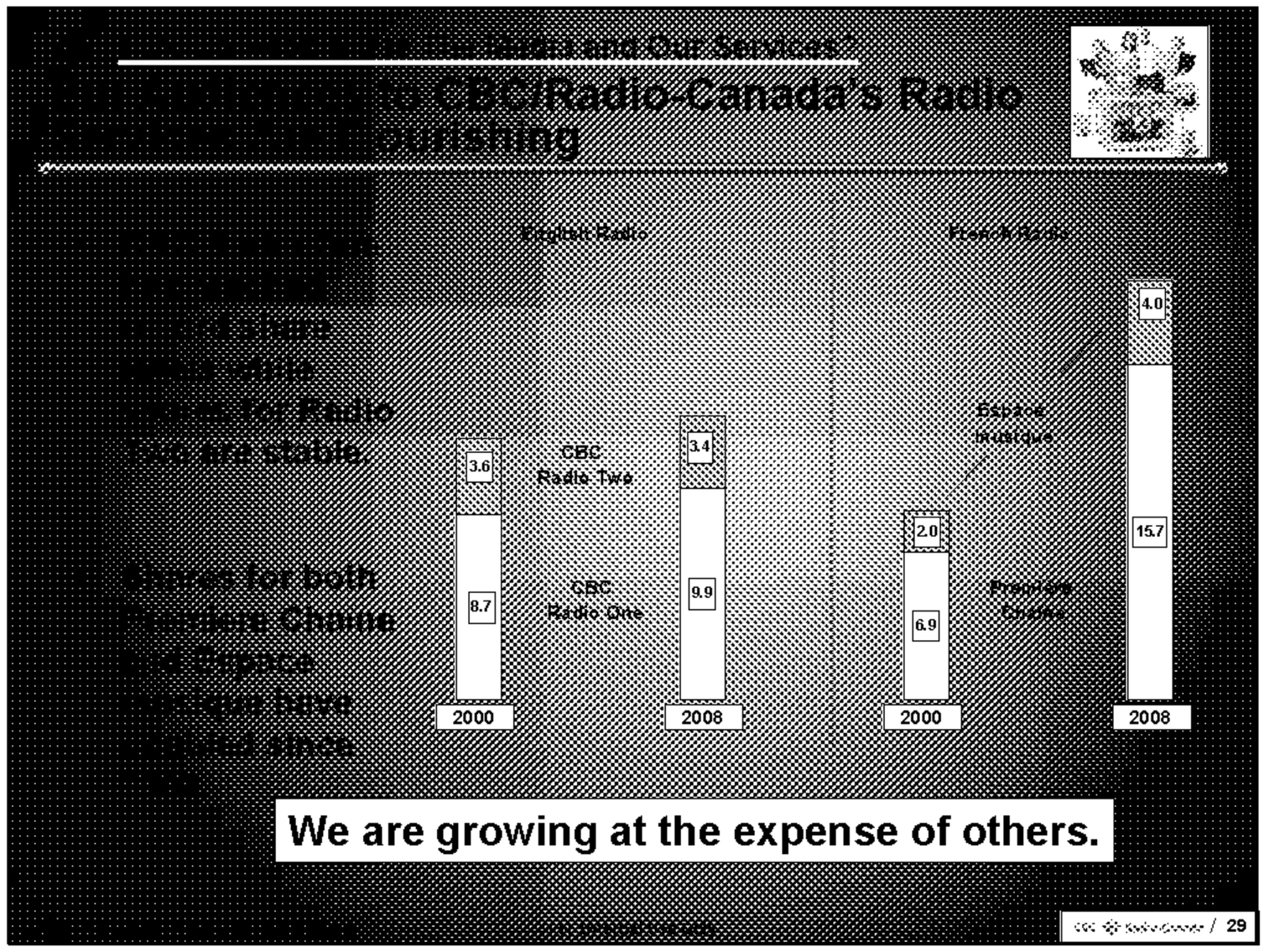
... / 28

...dia and Our Services?

...CBC/Radio-Canada's Radio ...ublishing

...Share ...Audio ...Radio ...Are Stable.

...Shares for both ...Broadcasters Change ...Despite ...Efforts Have ...Not Since



We are growing at the expense of others.

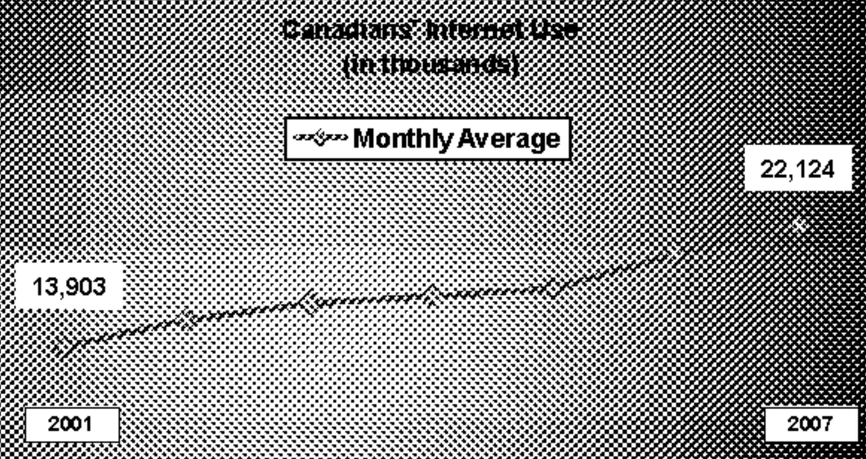
...Source: ... 2008

...dia and Our Services?

...has Grown At a Rapid Rate

...Share ...Used ...Use ...

...In August 2007, ...over 22 million ...Canadians accessed ...the Internet each ...month.



But Canadians access the Internet for a wide range of activities, and only minimally for radio or TV.

...Source: ... 2008

...ia and Our Services?

...of CBC.ca and Radio-Canada.ca ...t of the Internet Overall

...n
...ed
...from home
...ber 2007,

...1.6 million
...ians visited
...Canada.ca
...home in
...ber 2007.

CBC.ca Unique Visitors
Total Canadian 2+ at Home
(in thousands)

285%

November, 2001	November, 2007
897	3,450

Radio-Canada.ca Unique Visitors
Francophones 2+ at Home
(in thousands)

92%

November, 2001	November, 2007
725	1,392

...ia and Our Services?

... Compared to Our Key

...est
...ication
... the web.

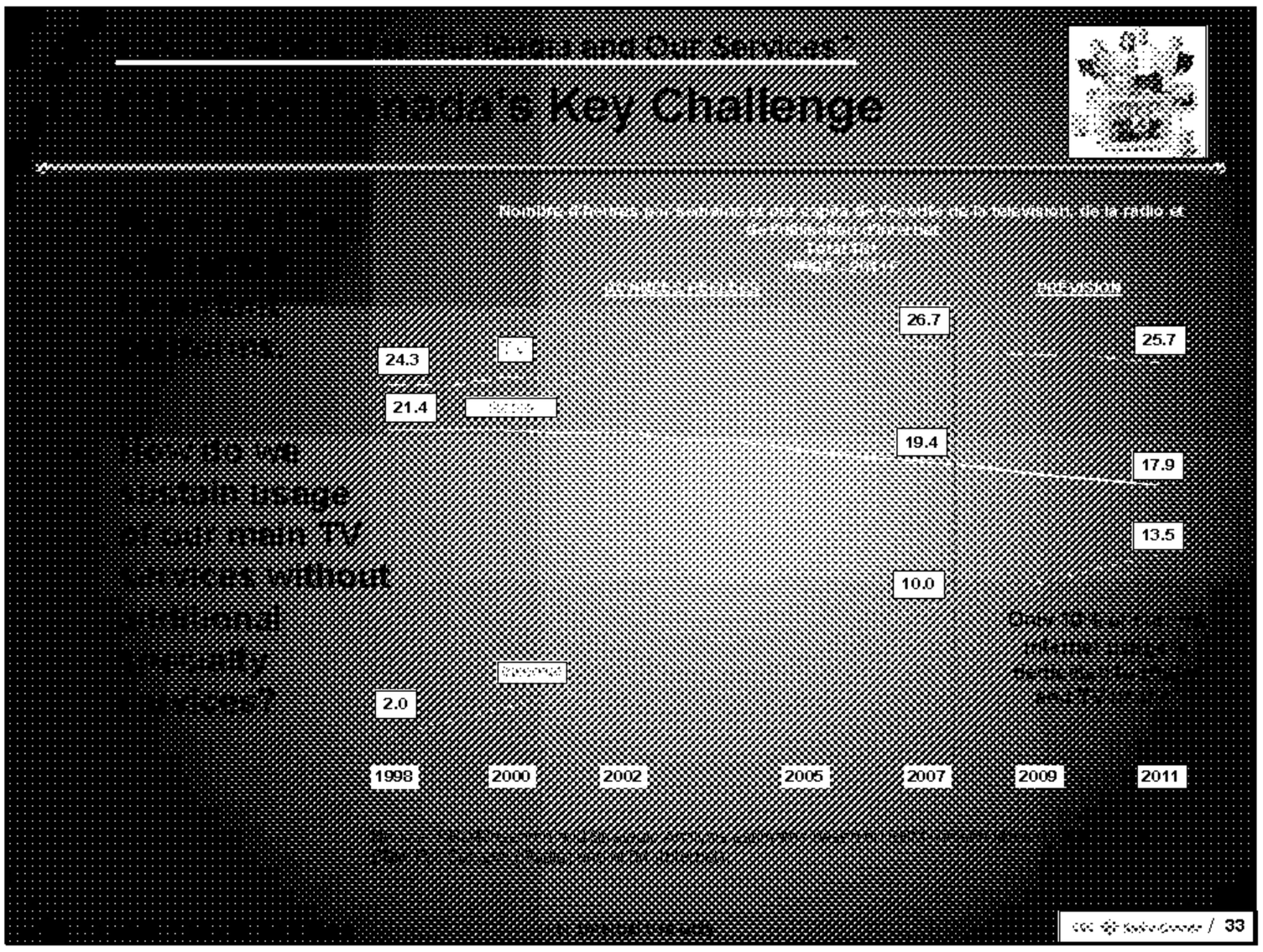
...Canada.ca is in
...ng position, but
... still competition
... Canoe.ca (owned
...Bell/TVA).

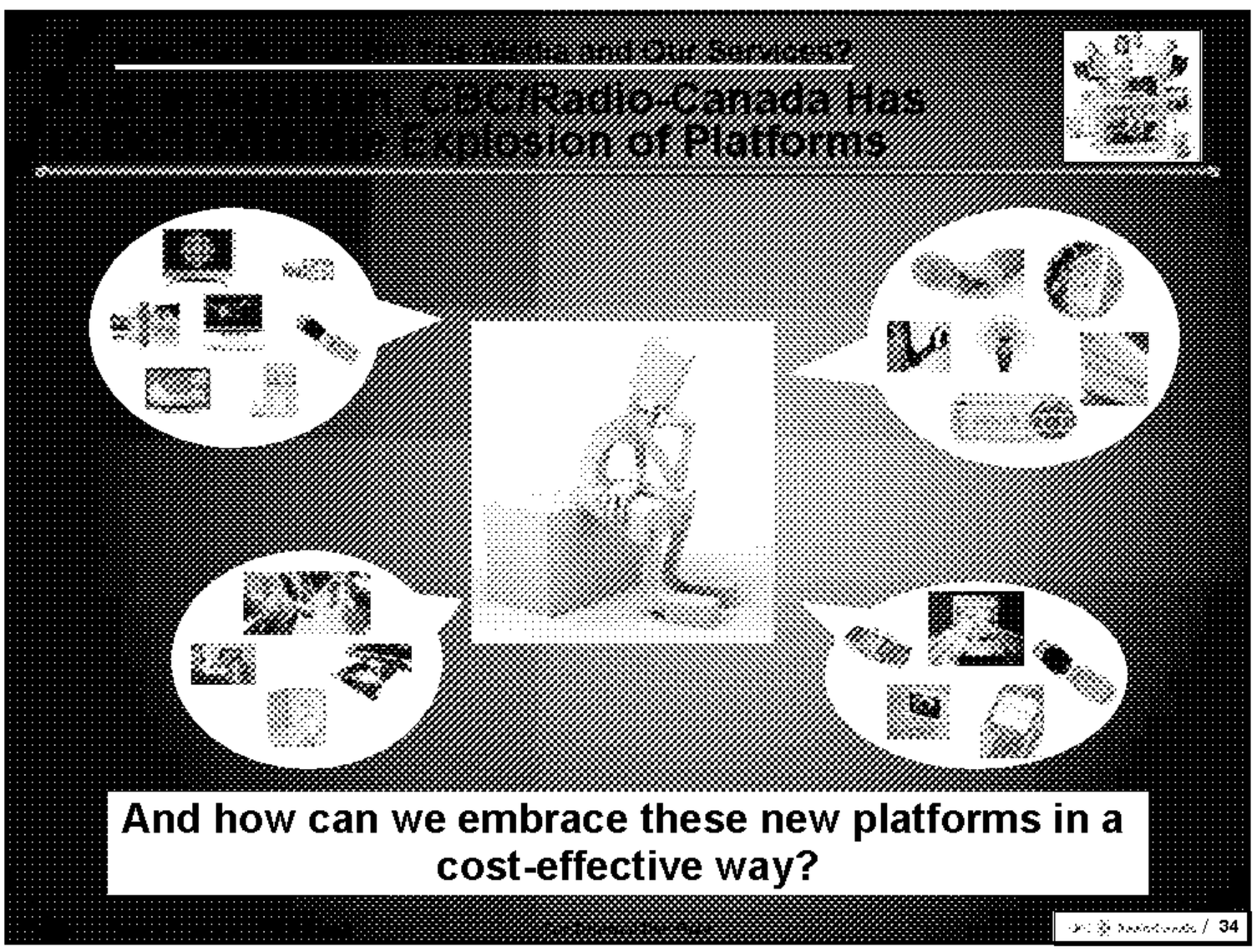
Usage of CBC.ca and its Competitors
Unique Visitors (in thousands)

cbc.ca	canada.com	ctv.ca	bbc.co.uk	cnn.ca	globeandmail.ca	thestar.com
3,450	2,843	2,263	2,004	1,496	909	772

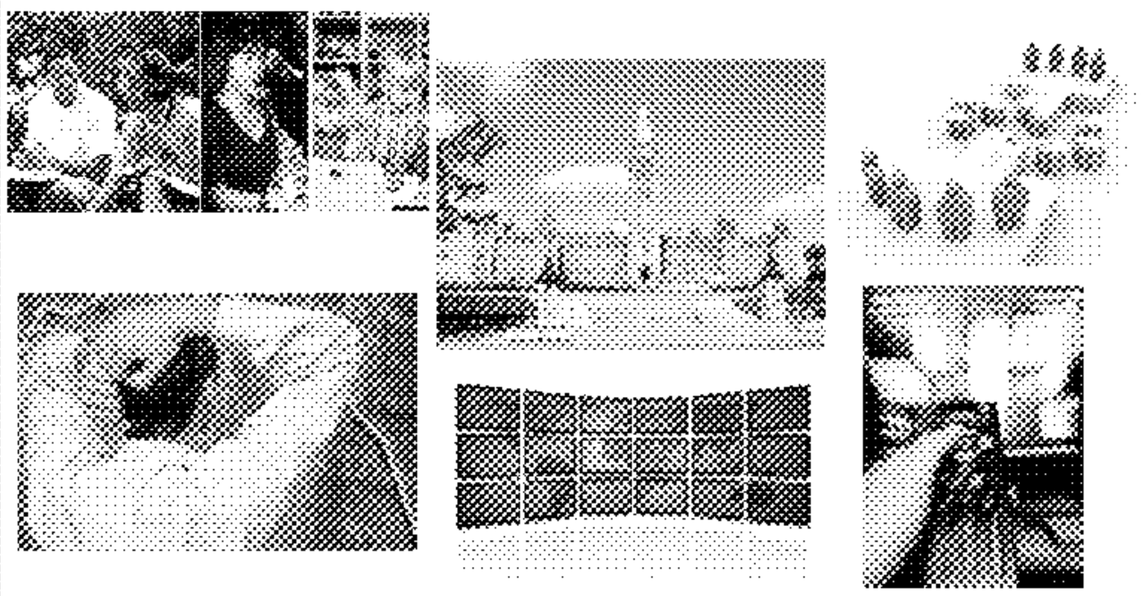
Usage of Radio-Canada.ca and its Competitors
Unique Francophones Visitors (in thousands)

radio-canada.ca	tva.canoe.ca	tqs.ca	cyberpresse.ca	branchez-vous.ca	lcn.canoe.ca
1,392	1,161	974	882	530	369


Our Audiences and Our Services?
Canada's Key Challenge
Mobile devices
Social media
Broadband usage
Specialty TV
Services without
traditional
boundary
Internet
26.7
25.7
24.3
21.4
19.4
17.9
13.5
10.0
2.0
1998
2000
2002
2005
2007
2009
2011
33


Our Audiences and Our Services?
CBC/Radio-Canada Has
Explosion of Platforms
And how can we embrace these new platforms in a cost-effective way?
34

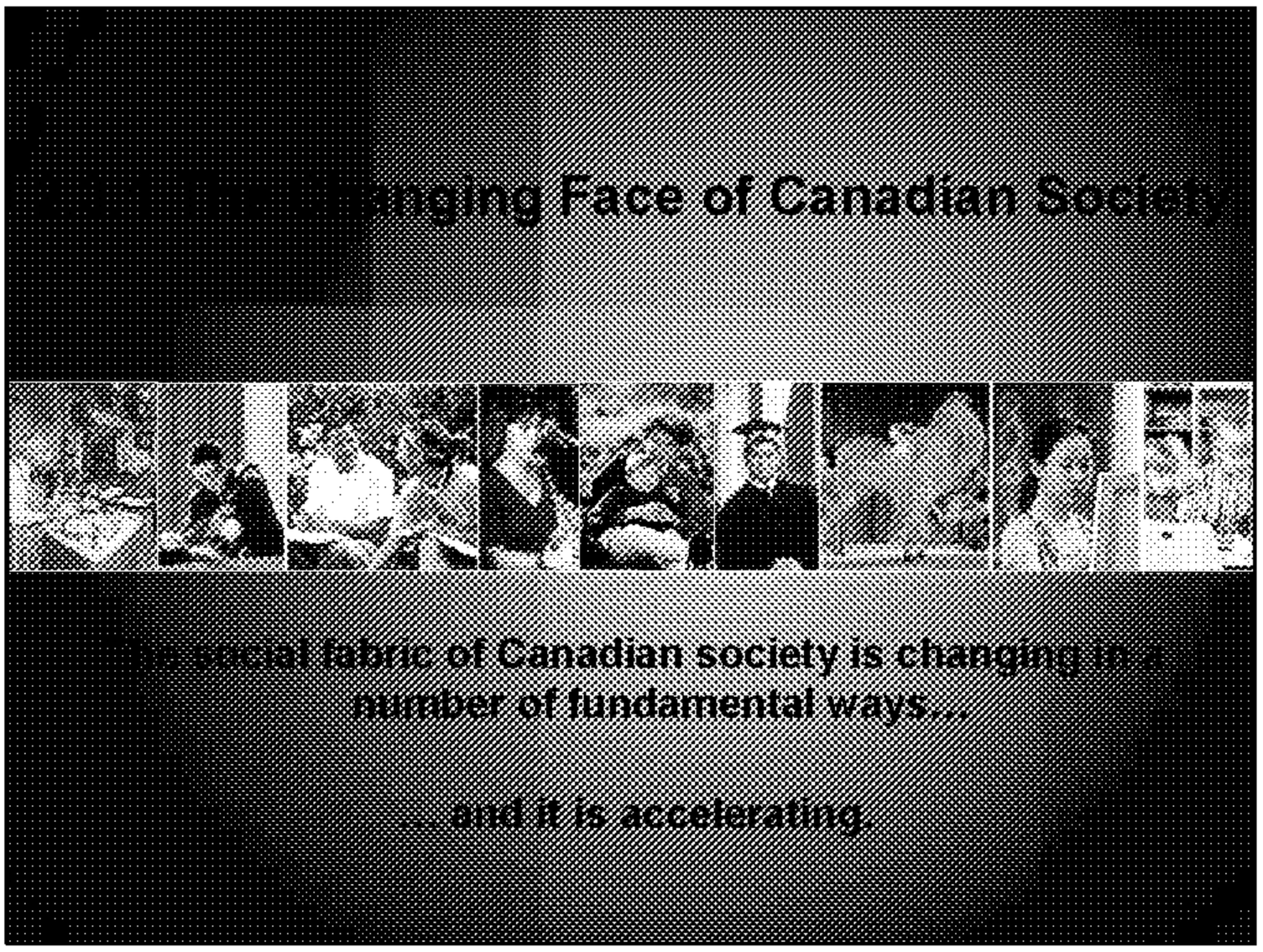
The World in Which We Live and Outlook

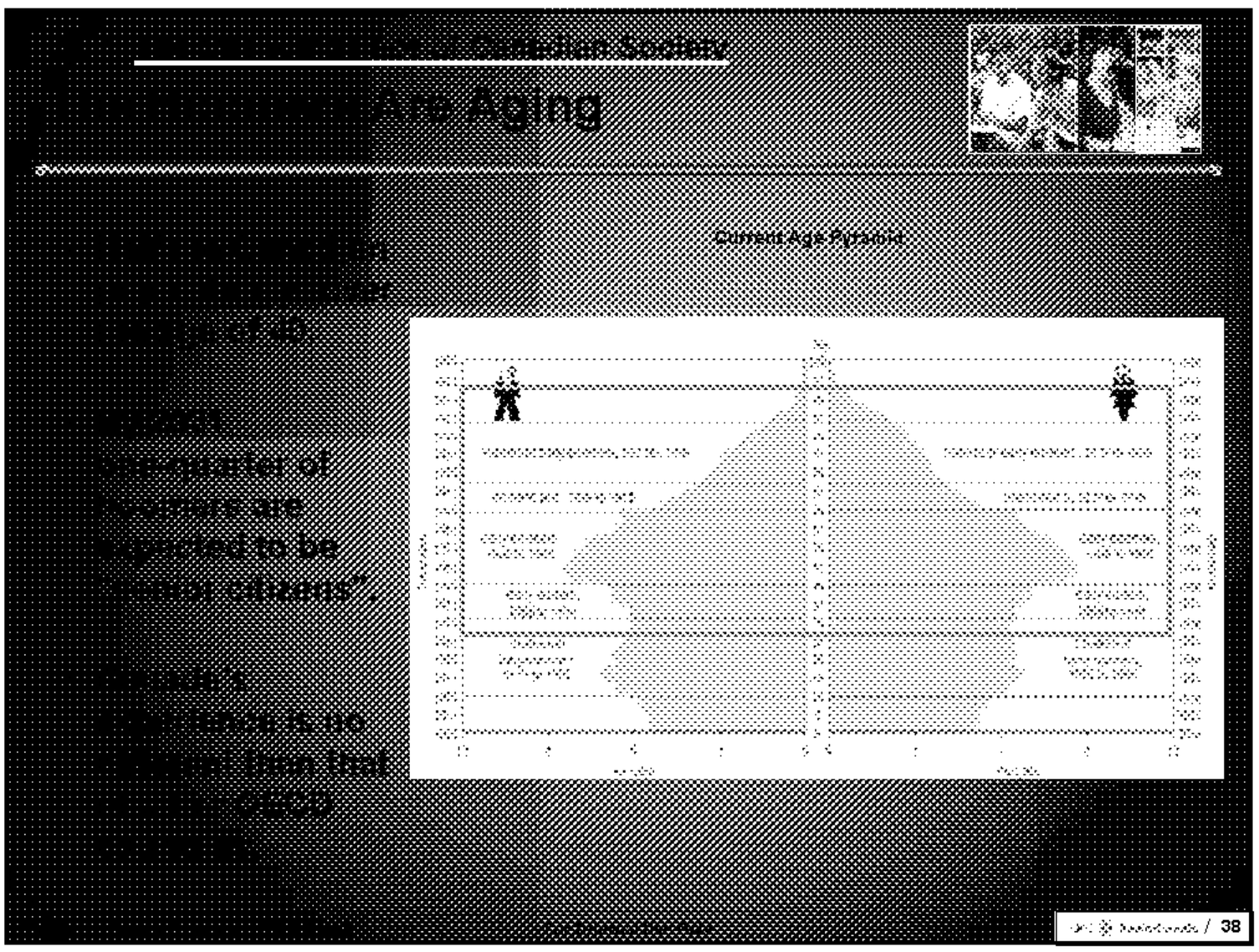


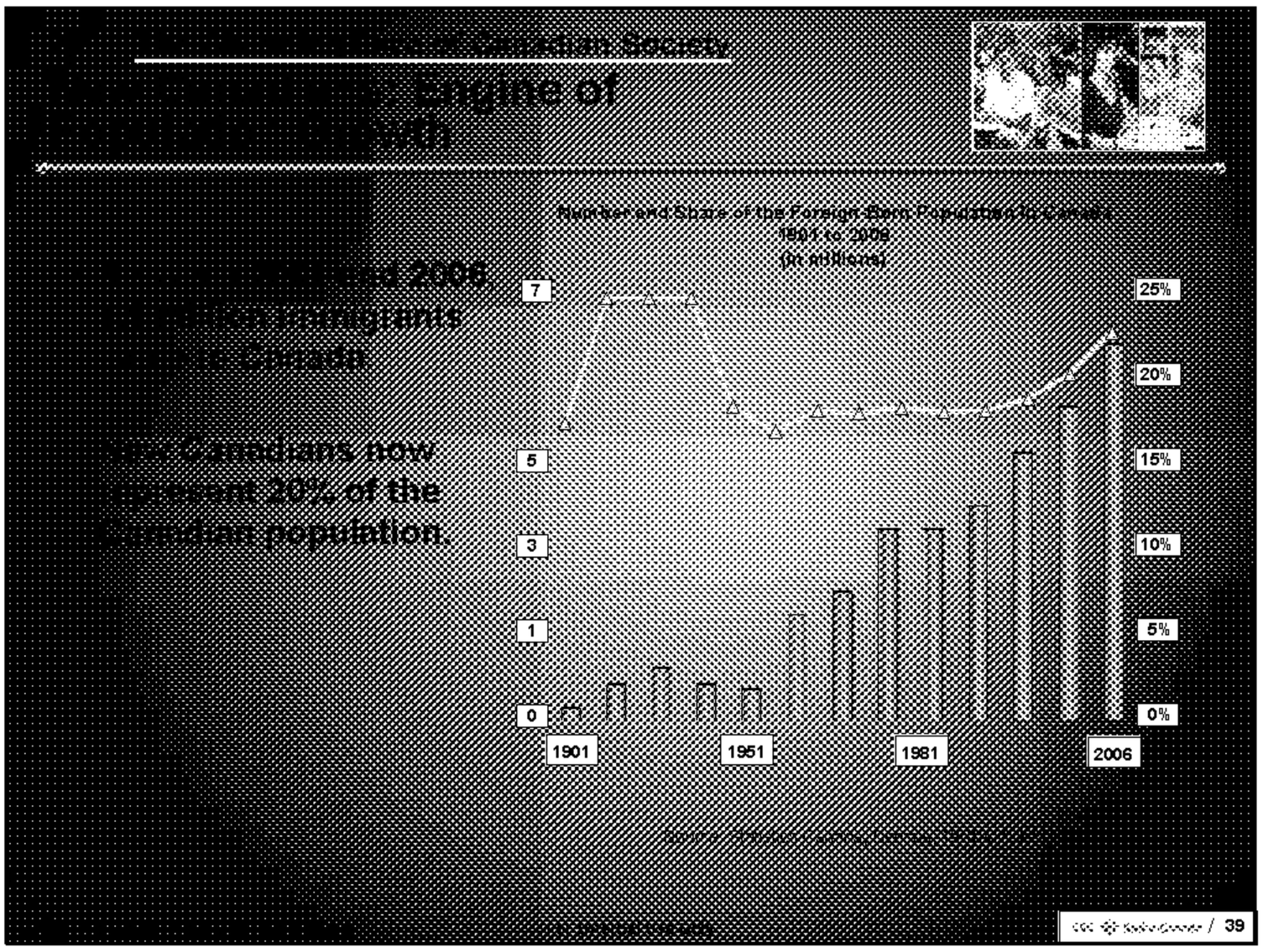
The World in Which We Live and Outlook

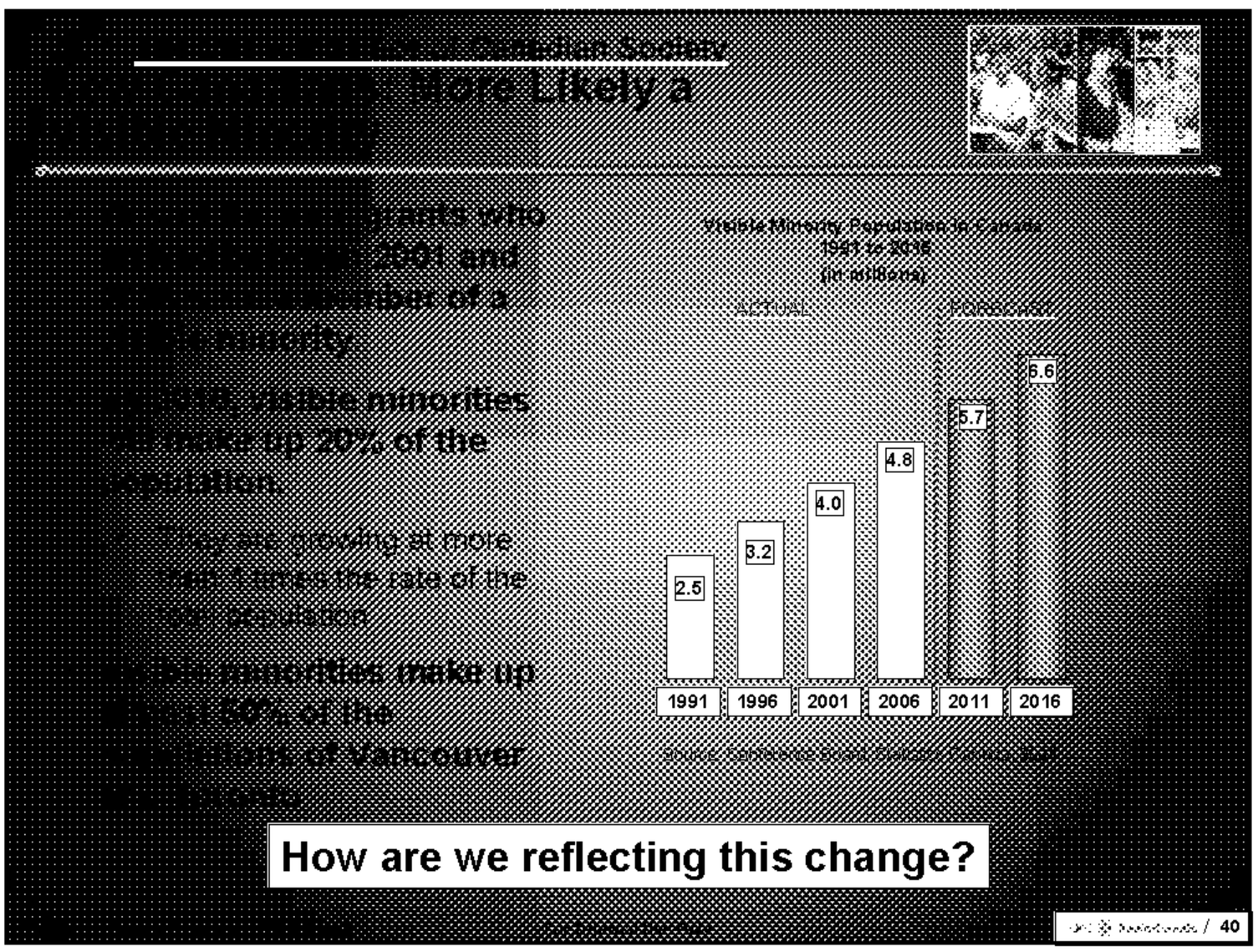
In this section we will discuss:

- 3.1 The Changing Face of Canadian Society
- 3.2 A Financial Crisis Begets an Economic Crisis
- 3.3 The Broadcasting Environment
- 3.4 Relentless Technological Pressures and the Explosion of Platforms
- 3.5 Political/Regulatory Environment
- 3.6 Our People: Key to Our Success


...anging Face of Canadian Soci...
...ocial fabric of Canadian society is changing in a
number of fundamental ways...
... and it is accelerating.


...nadian Society
...e Aging
Current Age Pyramid
...quarter of
...ns are
...ted to be
...or retired",
...ada's
...ion is no
...ger than that
...ung


Canadian Society
engine of
Canadians now
represent 20% of the
population.
Number and Share of the Foreign-Born Population in Canada
1901 to 2006
(in millions)
7
5
3
1
0
25%
20%
15%
10%
5%
0%
1901
1951
1981
2006
39


Canadian Society
More Likely a
Visible Minority Population in Canada
1991 to 2016
(in millions)
Actual
Projected
2.5
3.2
4.0
4.8
5.7
6.6
1991
1996
2001
2006
2011
2016
How are we reflecting this change?
40

...ian Society
...Speaking Languages ...sh or French

...Tongue ...other than ... or French,

...than 1 million ... reported ... as their ... tongue.

... is Canada's ...valent non-... language

The 10 Most Prevalent Mother Tongues Spoken

Mother Tongue	Number	Mother Tongue	Number
Chinese	1,034,090	Italian	476,905
Italian	478,905	Arabic	466,650
German	466,650	Spanish	382,585
Punjabi	382,585	Cantonese	363,120
Spanish	363,120	Chinese, n.o.s.	296,795
Arabic	296,795	Greek	296,440
Tagalog	296,440	Portuguese	229,290
Portuguese	229,290	Tagalog	213,895
Polish	213,895	Polish	156,435
Dutch	156,435	Punjabi	150,...

Source: Statistics Canada, ... 2001

... / 41

...ian Society
...graphic Make-Up Calls ... Service

Interprovincial Flows 2001 to 2005

... outside of ... Vancouver.

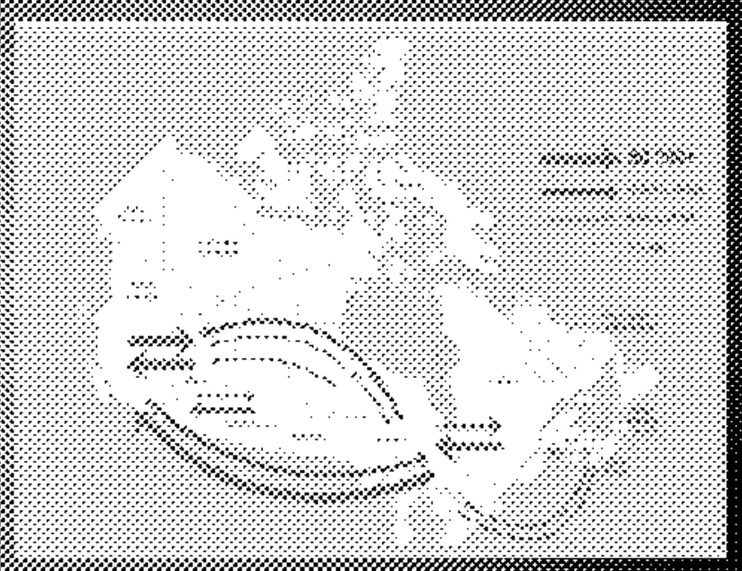
... concentrated in ...

... Lower Mainland ...

... Lower Mainland of B.C.

... Transportation corridor

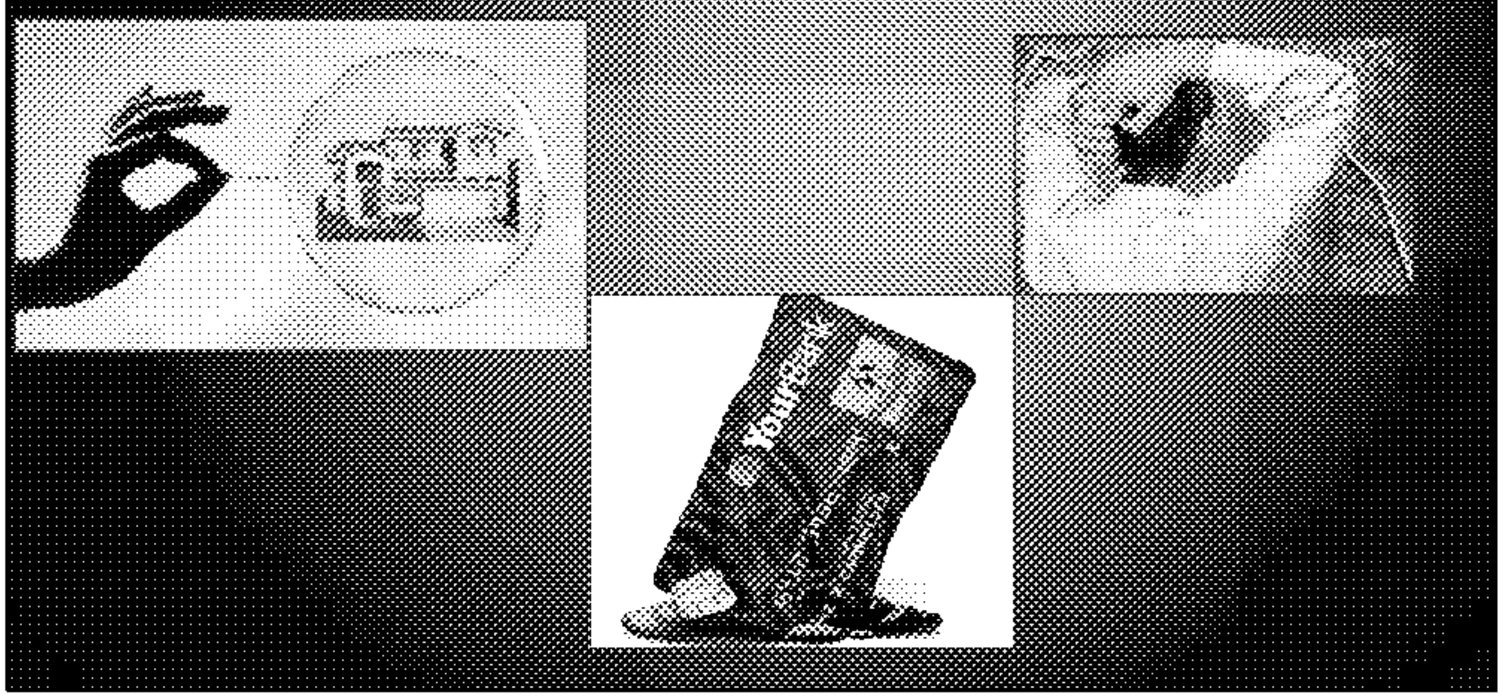
... quarters of all new ... settle in either ... or Vancouver.



Source: Statistics Canada, ... 2001

... / 42

Financial Crisis Begets an Economic Crisis



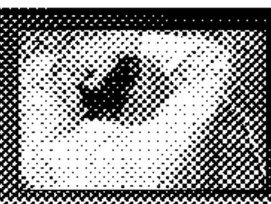
...n Economic Crisis ...e Never Before

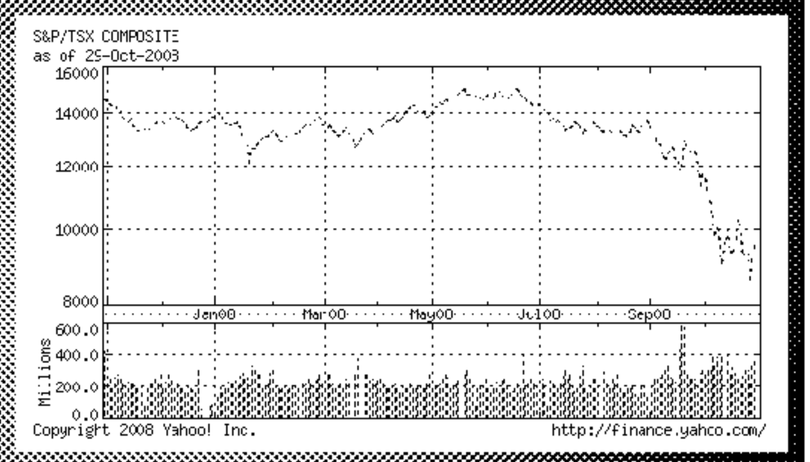
...the US and
...ose bail-out
...ar is having
...effects across the

...around the globe
...stepped in to rescue the

...the TSX has fallen
...00 points in the past

...the dollar has
...rapidly dropping
...the US dollar to as





Will this suffice?

[illegible] an Economic Crisis

[illegible] – Negative Outlook

[illegible] growth in 2008 will slow to a third of 2006

[illegible] forecast to be the lowest in 4 years.

[illegible] spending (a key driver of advertising revenue) is [illegible] to be down for a second year in a row.

Major National Economic Indicators

	Economic Activity (GDP)	Consumer Spending	Business Spending	Unemployment Rate	Inflation (CPI)
2006	3.1%	4.3%	9.9%	6.3%	2.0%
2007	2.7%	4.5%	3.5%	6.0%	2.1%
2008	0.7%	3.3%	2.1%	6.1%	2.6%
2009	0.0%	1.9%	-1.3%	7.0%	1.8%

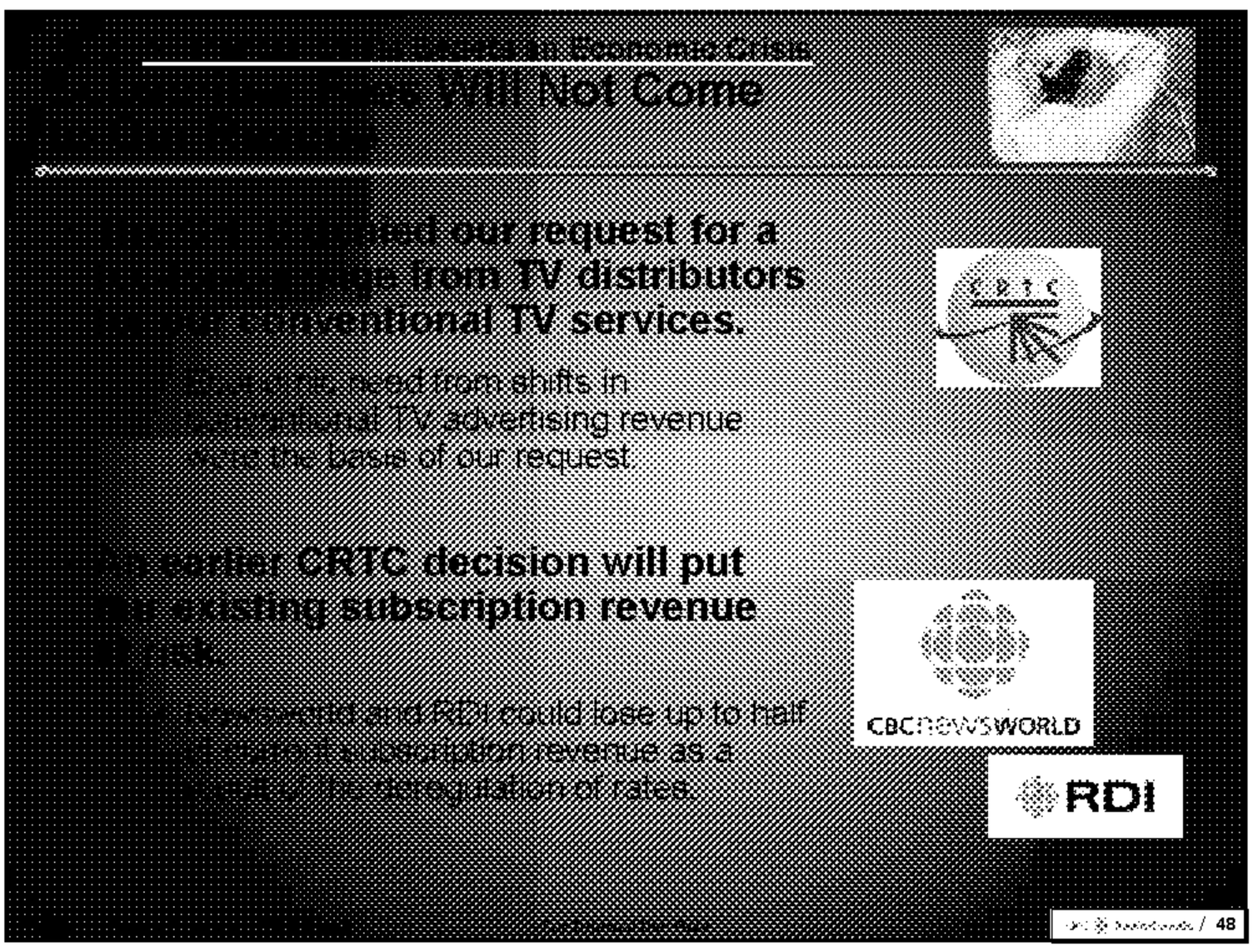
[illegible] / 45

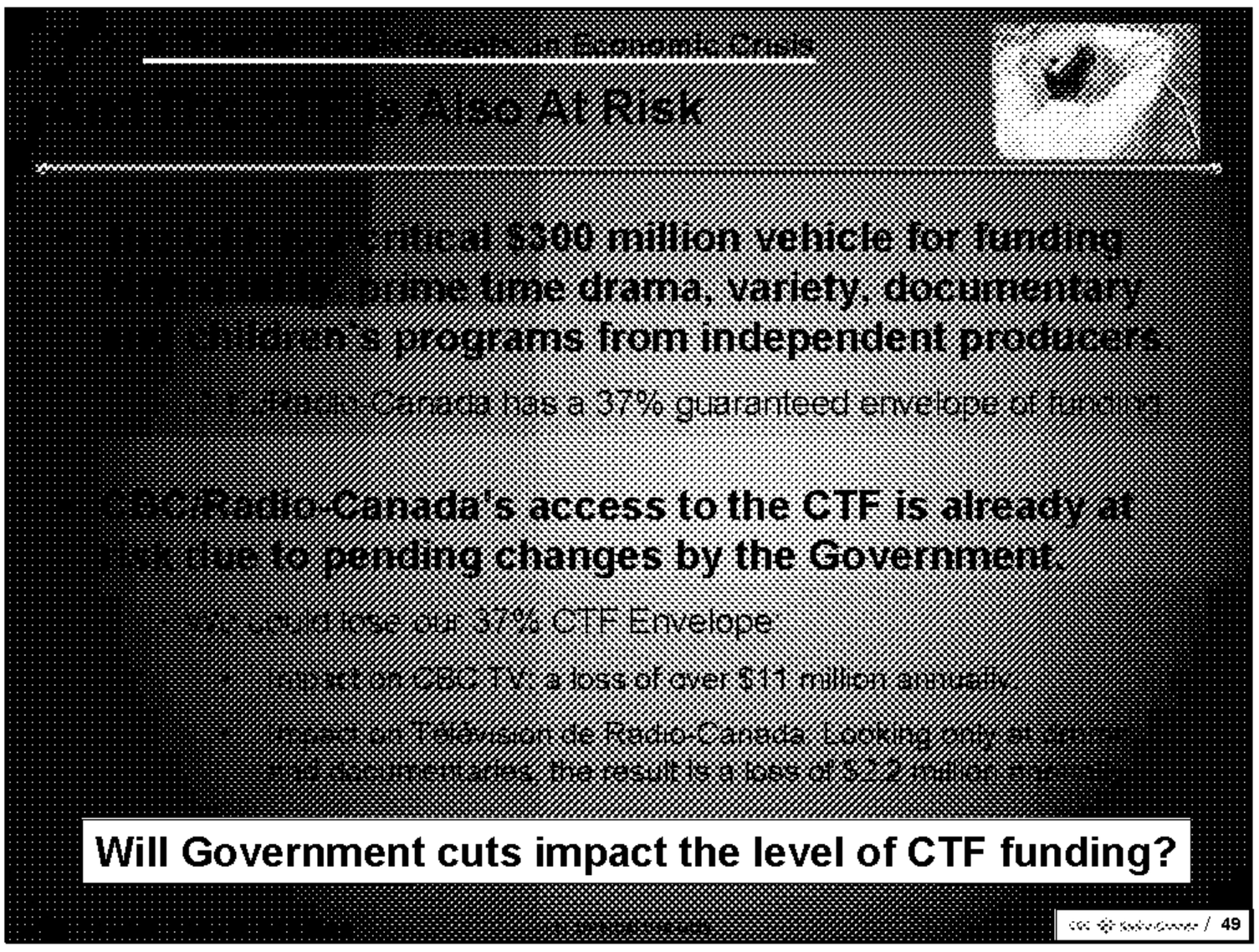
s.18(b)

s.21(1)(b)

s.18(b)

s.21(1)(b)


an Economic Crisis
Will Not Come
our request for a
from TV distributors
ntional TV services.
from shifts in
TV advertising revenue
the basis of our request
CRTC decision will put
existing subscription revenue
CBC NEWSWORLD
RDI
48

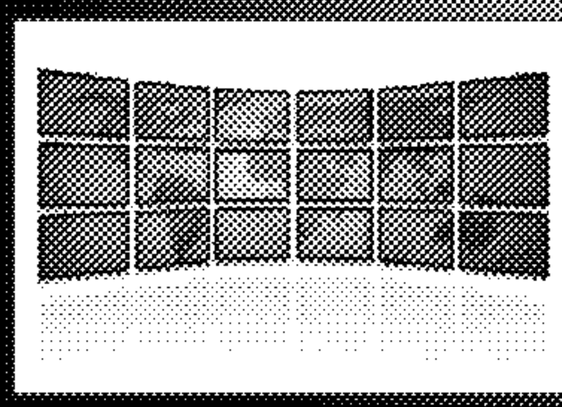


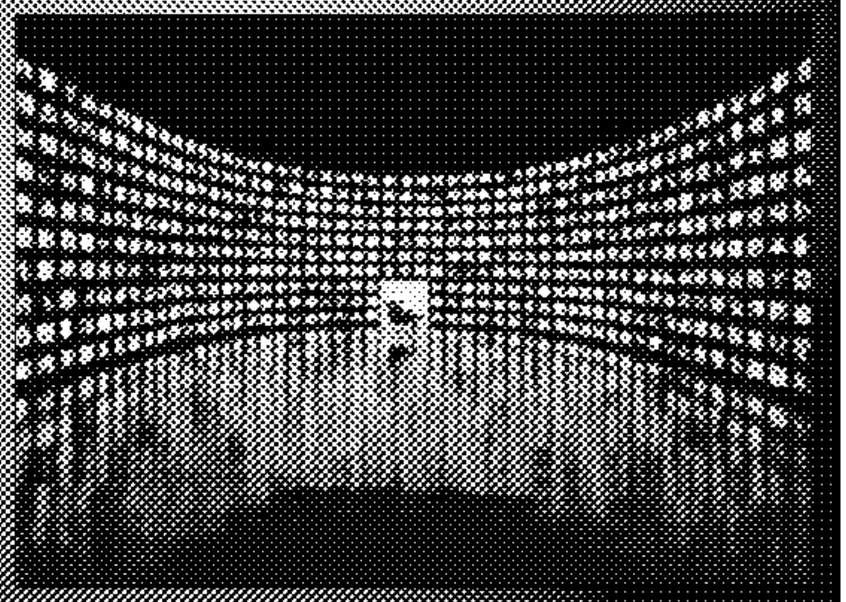
s.18(a)

s.18(b)

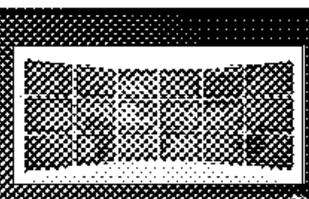
s.21(1)(b)

Broadcasting Environment





$14 Billion Dollar Industry

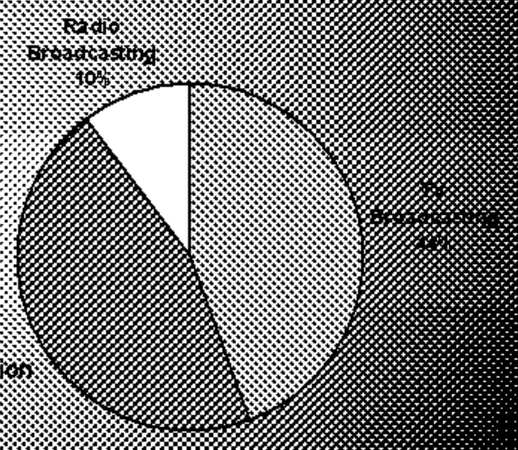


- Public system
- 34,000 Canadians.
- Areas of activity include:
  - Radio Broadcasting;
  - TV Broadcasting;
  - TV Distribution (Cable & Satellite)

CBC/Radio-Canada

Total Revenue	$1.6B
Employees	10,009

The Relative Size of the Different Sectors of the Broadcasting Industry (Revenue Share)



Subscription

...nues are, ...portant ...evenue and they ... grow.

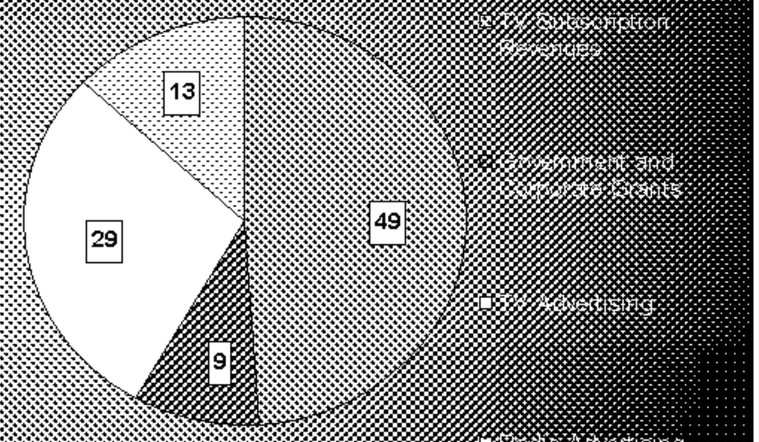
...ising is undergoing ...ctural shift.

...dvertising is shifting ...from conventional to ...ssion TV.

...advertising growth ...is strong.

...ent and corporate ...the smallest ...the stagnant.

Distribution (%) of Broadcasting Revenue Sources



Are revenue growth areas escaping us?

...ng Not a Major Source ...oadcasters At This Time

...ng revenue ...phenomenal

...ion in 2007.

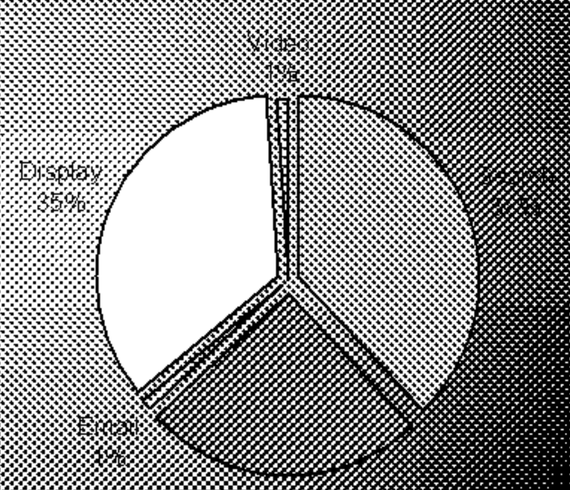
...Canada's newspapers most ...

...Radio-Canada captures ... "display" advertising

...video advertising will ... incremental revenue ... future.

...ver can change analog ... digital venues."(1)

Share of Canadian Internet Advertising Revenue, by Advertising Format (1.24 billion in 2007)



Highly Concentrated

Recent transactions have reshaped the competitive landscape.

Bell and Canwest dominate the English TV marketplace.

- Bell dominate specialty/pay TV (CTVgm has 34 specialty/pay services and Canwest 28).

Bell or already dominates virtually all facets of the Quebec market.

- The largest conventional TV broadcaster (TVA) and TV distributor (Vidéotron).
- The largest Internet provider and Newspaper/Magazine publisher (Québecor).
- Leading into specialty TV and mobile telecommunications.

There are only a handful of players left.

Highly Dependent

Broadcasters receive TV through a TV distributor:

- Distributors enable the carriage of our conventional TV services.
- Broadcasters must negotiate with them for specialty TV carriage and subscription revenues.

Bell, Shaw, Rogers, Vidéotron and Cogeco account for 90% of all subscribers.

- They are also the dominant Internet and mobile operators.

Distribution is Increasingly Deregulated:

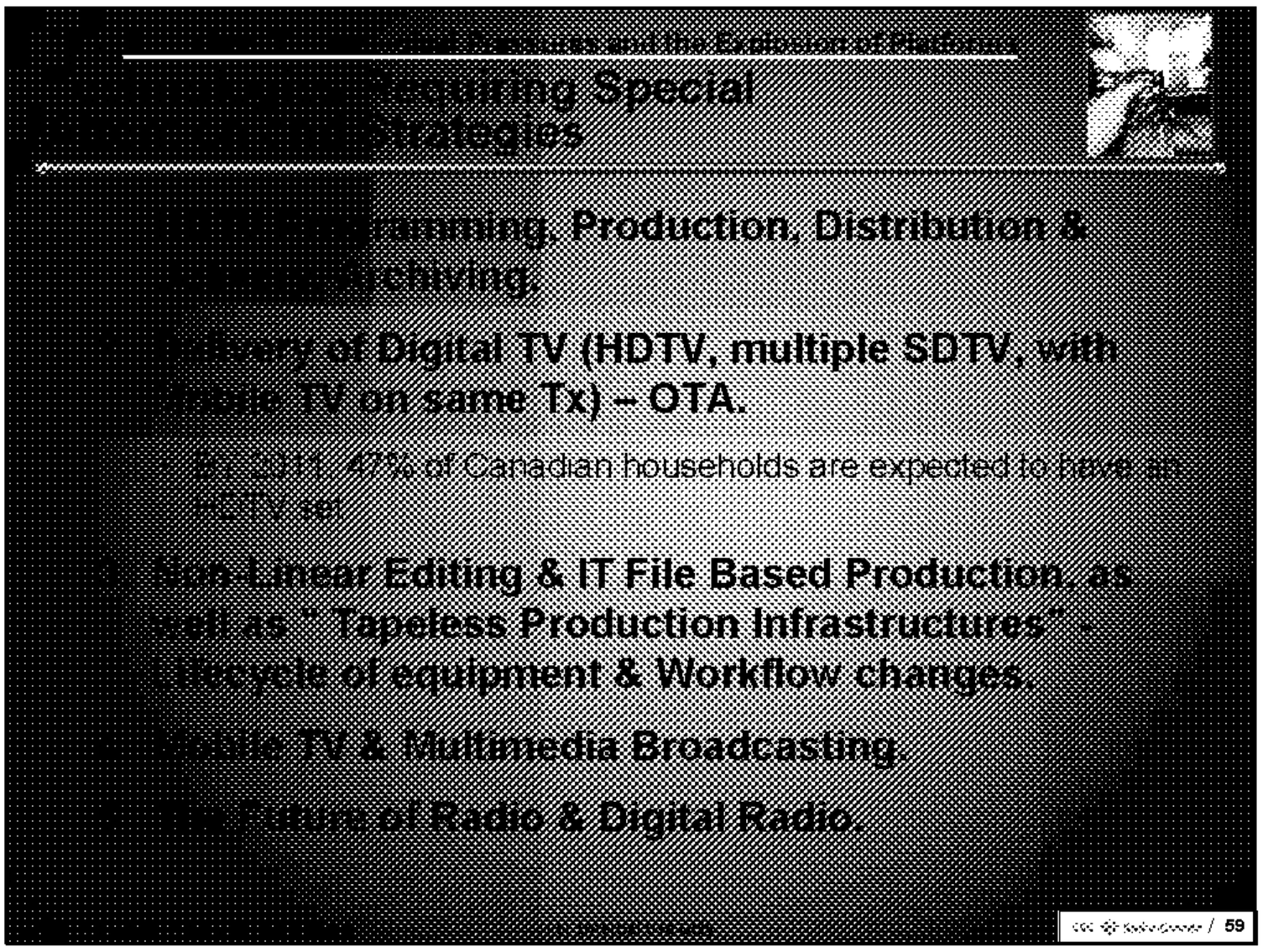
- Pricing is largely deregulated.
- Programming will be largely deregulated by 2011.

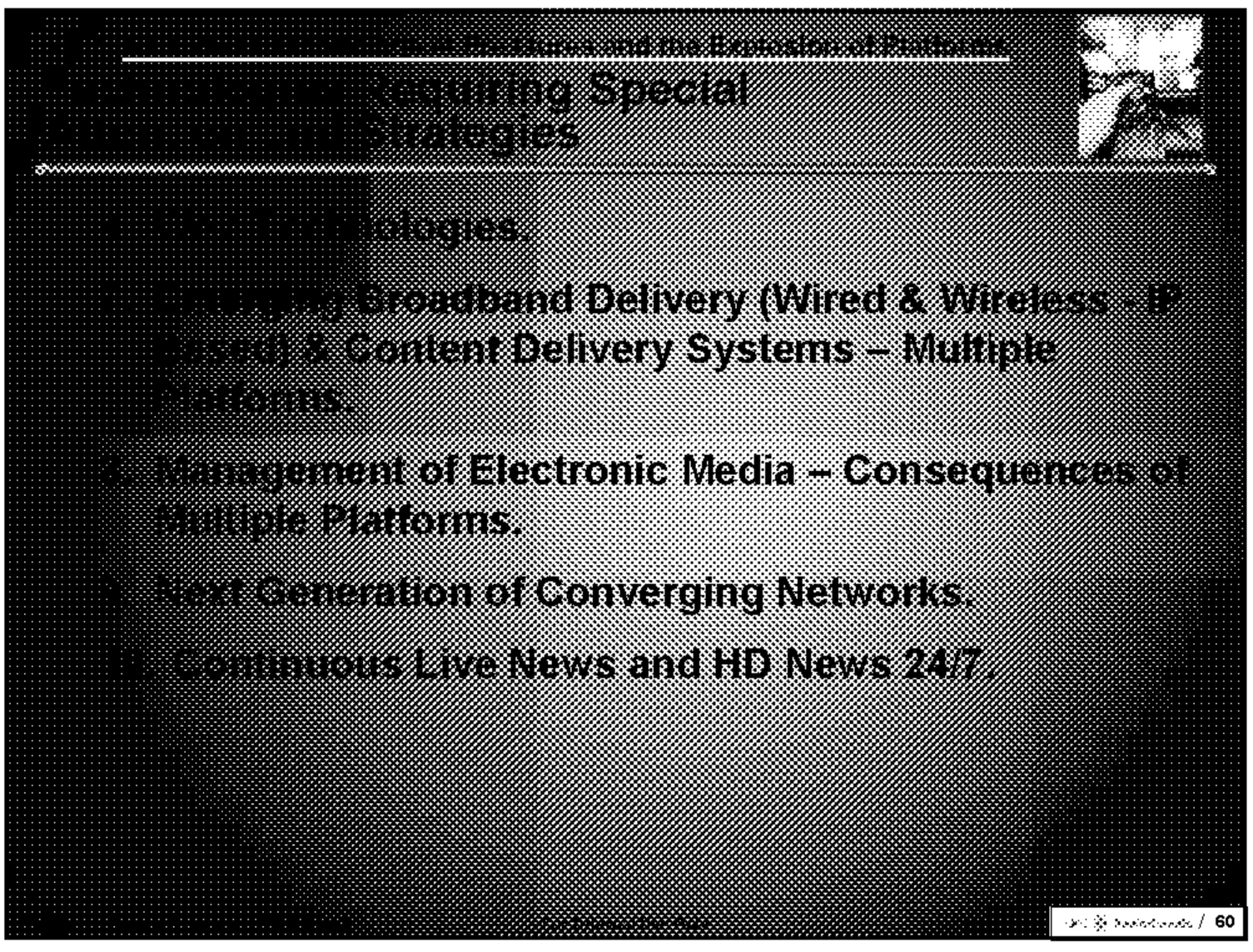
How do we maintain leverage?

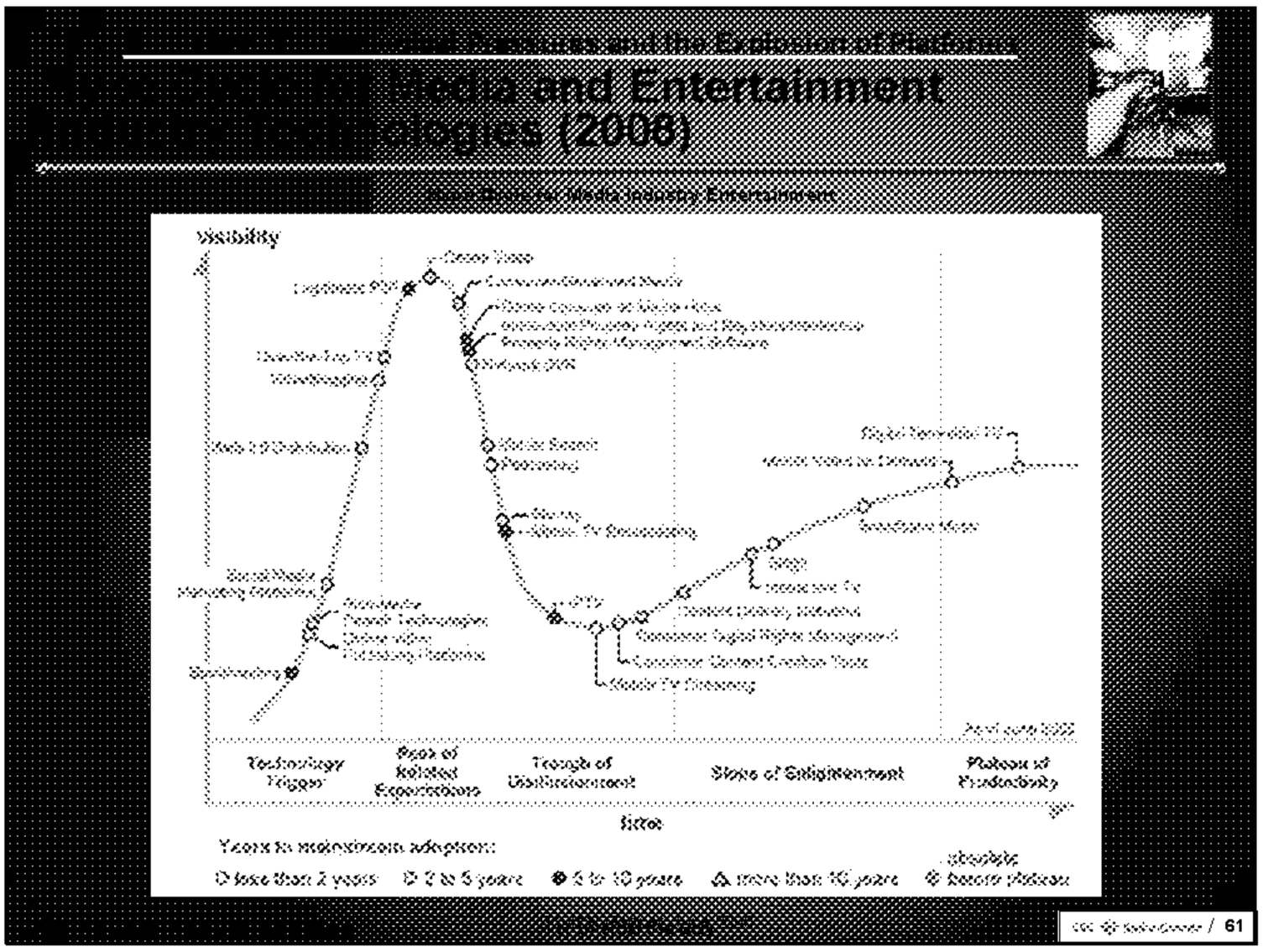
s.18(b)

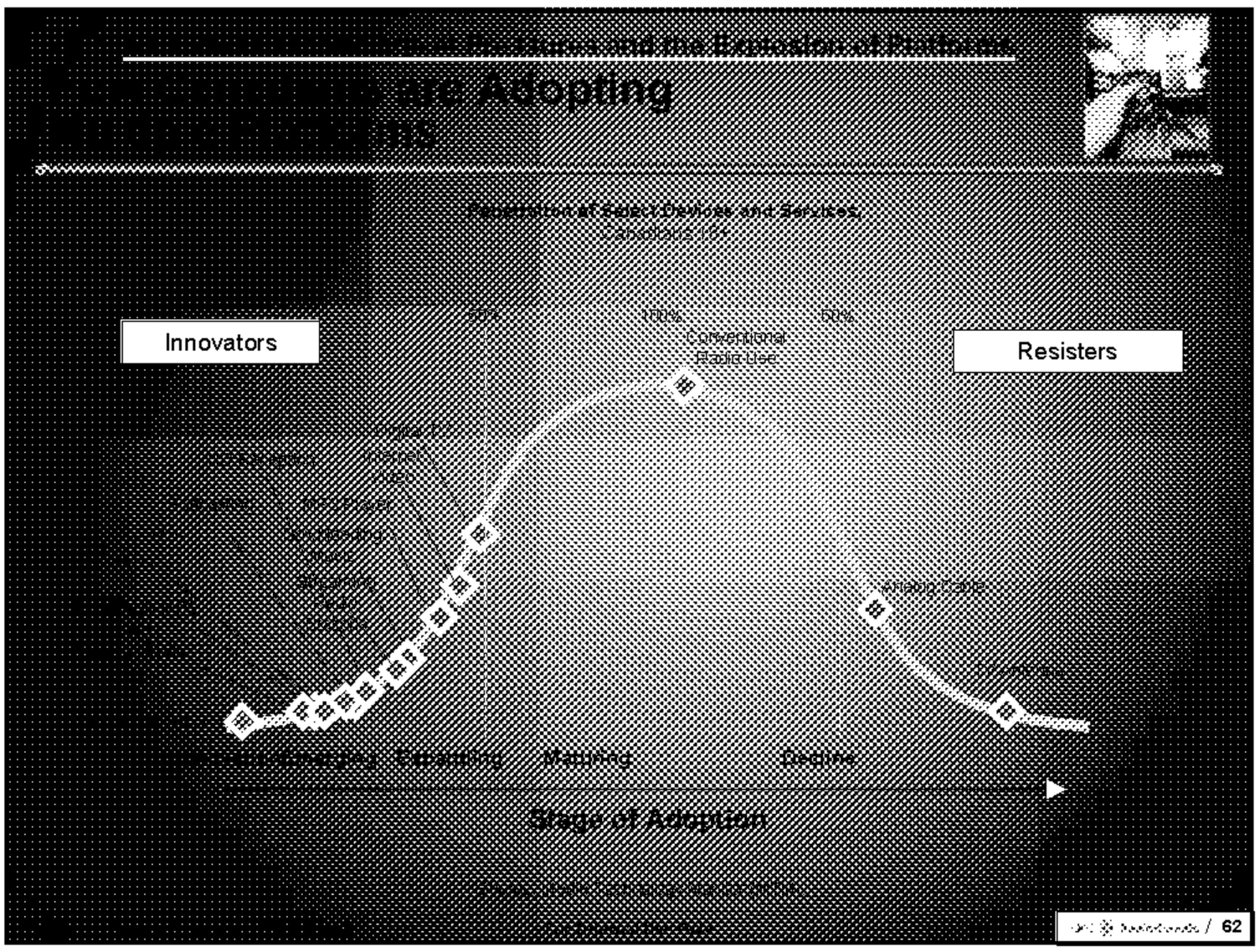
s.21(1)(b)

ntless Technological Pressures
he Explosion of Platforms


Features and the Explosion of Platforms
Emerging Special
Strategies
Programming, Production, Distribution &
Archiving.
Delivery of Digital TV (HDTV, multiple SDTV, with
Mobile TV on same Tx) – OTA.
By 2011, 47% of Canadian households are expected to have an
HDTV set.
Non-Linear Editing & IT File Based Production, as
well as "Tapeless Production Infrastructures" -
Lifecycle of equipment & Workflow changes.
Mobile TV & Multimedia Broadcasting.
The Future of Radio & Digital Radio.
59


Features and the Explosion of Platforms
Emerging Special
Strategies
Strategies.
Emerging Broadband Delivery (Wired & Wireless - IP
based) & Content Delivery Systems – Multiple
Platforms.
Management of Electronic Media – Consequences of
Multiple Platforms.
Next Generation of Converging Networks.
Continuous Live News and HD News 24/7.
60


Media and Entertainment
Stages (2008)
Years to mainstream adoption:
Less than 2 years
2 to 5 years
5 to 10 years
More than 10 years
Obsolete before Plateau
Technology Trigger
Peak of Inflated Expectations
Trough of Disillusionment
Slope of Enlightenment
Plateau of Productivity
time


Innovators
Resisters
Conventional Radio Use
Expanding
Maturity
Decline
Stage of Adoption

Impacting All Levels

Network Functions
Content Creation Acquisition & Production
Promotion
Programming and Scheduling
Distribution
Revenue Generation

- *Content on Anything*
  - Increasing competitive / audience pressure to create content that can be re-formatted, re-purposed and re-packaged to play on a myriad of evolving platforms.
  - New creative paradigms: deeper, broader & more engaging integrated media experiences.
- *Core Business?*
  - Network must increasingly deliver results by driving audiences to content.
  - Diminishing control and influence over distribution puts pressure on network to shifts its value proposition.
- *Windowing*
  - Need to manage content release across a complex portfolio of platforms and economic models (broadcast, streaming, on-demand, download, home video, etc.).
- *New Gatekeepers*
  - Potential disruption from mobile broadband (3G) and on-demand internet video (HULU, AppleTV).
  - Traditional distribution, access and future direction increasingly controlled by BDUs and CRTC.
  - Shift from "closed" distribution to "open" distribution (e.g. Google Android, iPhone).
- *Diversification*
  - Revenue comes from many sources including advertising, syndication, purchase, rent, affiliate, partnerships, etc.
  - Shifting business models as markets continue to evolve & mature.

Usage is Still Solid

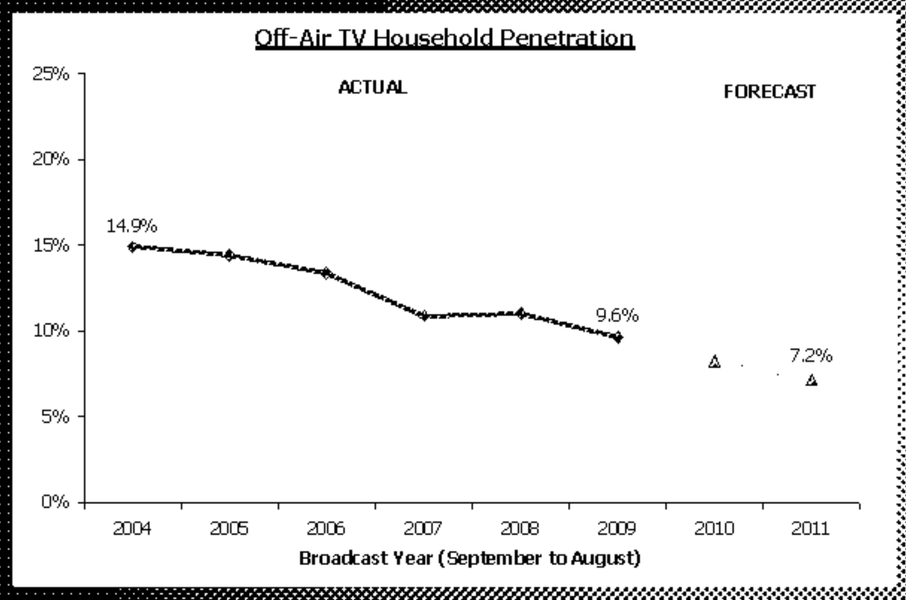
As new Radio platforms is happening

Average Weekly Per Capita Usage (2007)

TV	RADIO
26 hours a week are spent watching traditional linear broadcast TV channels.	**18 hours** a week are spent listening to conventional radio stations, which have all largely morphed into niche formats.
35 minutes a week are spent playing back recorded TV (e.g. PVRs)	Over **46 minutes** a week are spent listening to streaming radio.
15 minutes a week are being spent watching TV from the Internet.	**35 minutes** a week are spent listening to satellite radio.
	14 minutes a week are spent listening to podcasts.

Challenges and the Explosion of Platforms

Declining Platform



- The CRTC has reaffirmed the digital TV conversion deadline of 2011.
- CBC/Radio-Canada has the largest terrestrial TV network in the world.

How do we deal with the transition to DTV in this context?

Challenges and the Explosion of Platforms

Leveraging New Technology

Network Functions	
Content Creation Acquisition & Production	• Need to find new "Production Lite" methods through field / mobile / desktop to produce and edit content as efficiently and flexibly as possible. • Format flexibility (Different lengths, production values, etc). • Requirement to understand full rights business implications early in the development process.
Promotion	• Must learn new methods of promotion (viral, social, blogging, etc.). • Challenges to meta-tag content so it can easily be found through search, intuitive representation of subject matter.
Programming and Scheduling	• Requires ability to see the business in "real time", understand KPIs and course correct quickly. • Need flexibility on rights and ability to distribute revenues among partners and stakeholders.
Distribution	• Significant Unknowns around the impact of mobile broadband, on-demand internet video (when?, how big?). • Unknowns around regulatory environment (OTA, universal access, specialty deregulation). • Who to partner with? How to break through BDU control?
Revenue Generation	• Canada economies of scale vs. global market. • Adaptability to multiple business / rights obligations (e.g. geo-fencing & rev sharing). • Need for research, data-mining and targeting tools to leverage maximum revenue.

s.18(b)

s.21(1)(b)

s.18(b)

s.21(1)(b)

s.18(b)

s.21(1)(b)

Environment

Snapshot

Three commissioners (including the Chairman, and Vice-chair) and one Executive Commissioner. None were present at the Commission's [illegible] renewal in 1999.

Regulatory frameworks for satellite and cable broadcasters (BDUs) and for pay/specialty TV services.

Public proceeding but only minor changes.

Streamlined regulation and placed greater reliance on market forces.

Majority of changes take effect August 31st, 2011.

Proceeding on Internet-based broadcasting.

Exempt from regulatory requirements, restrictions or licences.

Public hearing February 2009 to review the role of New Media broadcasting.

Definition of media?

Environment

Challenges

BDUs, discretionary services decision

Addressed systemic financial issues for conventional TV broadcasters.

Access to subscription revenues for OTA broadcasters.

CAB, CTV, Canada and others had made a strong case.

CRTC creates a new fund for local programming by conventional television broadcasters in non-metropolitan markets.

Limited competition between Canadian services in genres of sports and news will be permitted.

Television renewal proceedings 2009.

Broadcasters declining revenues, difficult choices ahead.

Digital transition to DTV/HDTV by 2011.

...Environment

...s and Opportunities

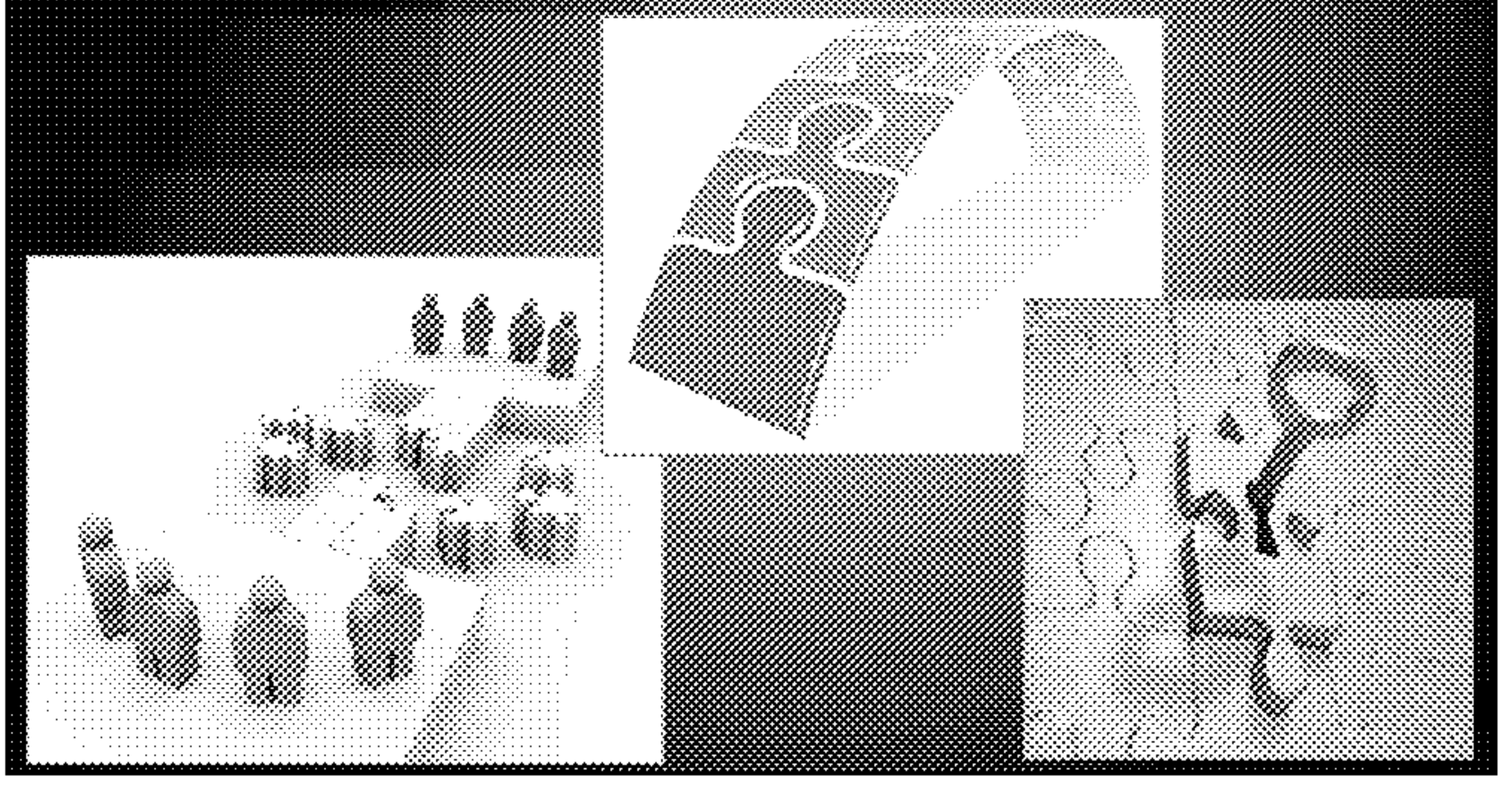
Challenges

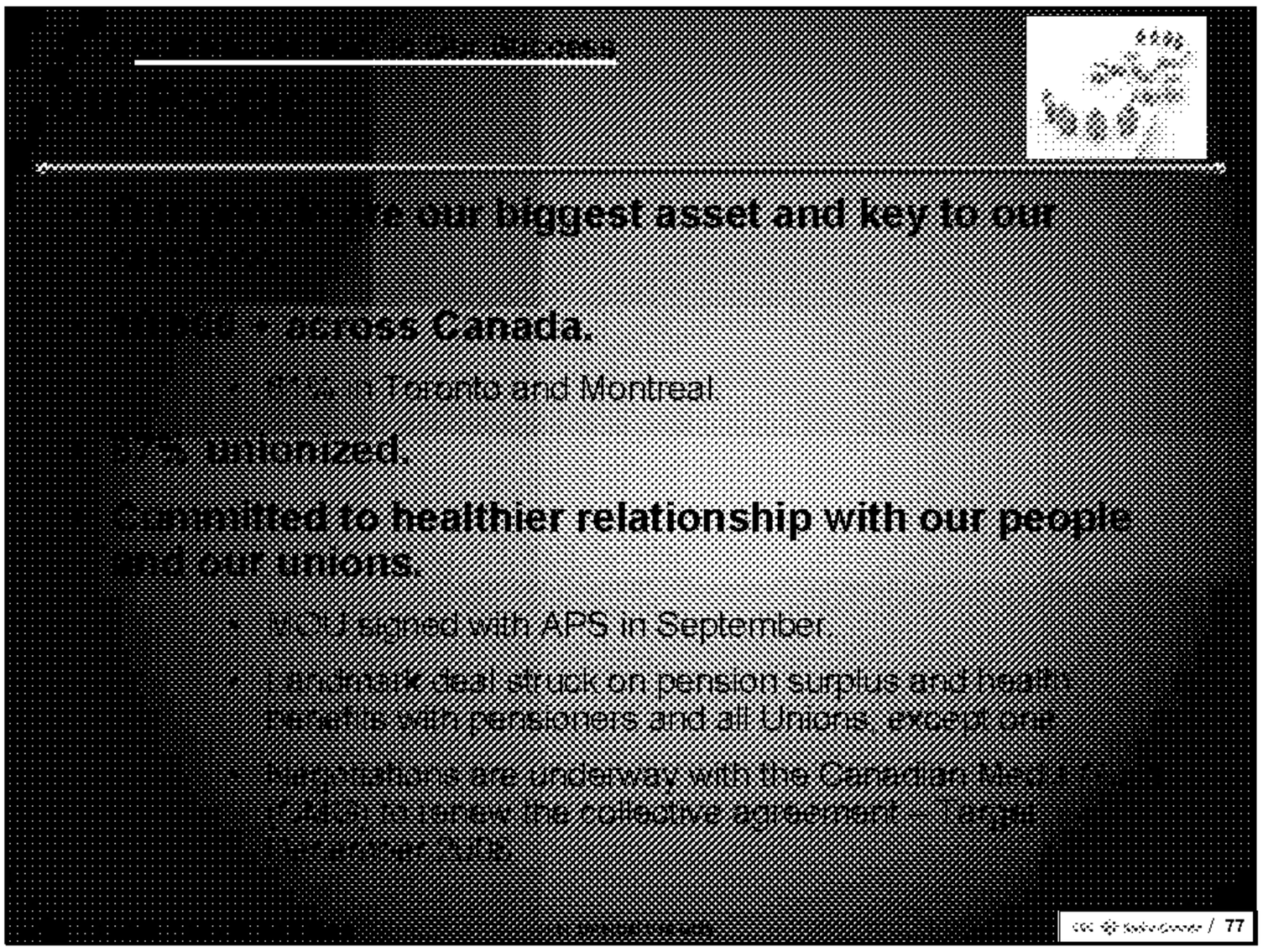
- ... to deep ... means ... difficult choices at ... e.g. invest in ... programming, HDTV ... digital transmitters?
- ... CRTC permitting ... to sell advertising → ... erosion of the system
- ... capital funding to deal ... conversion to HDTV

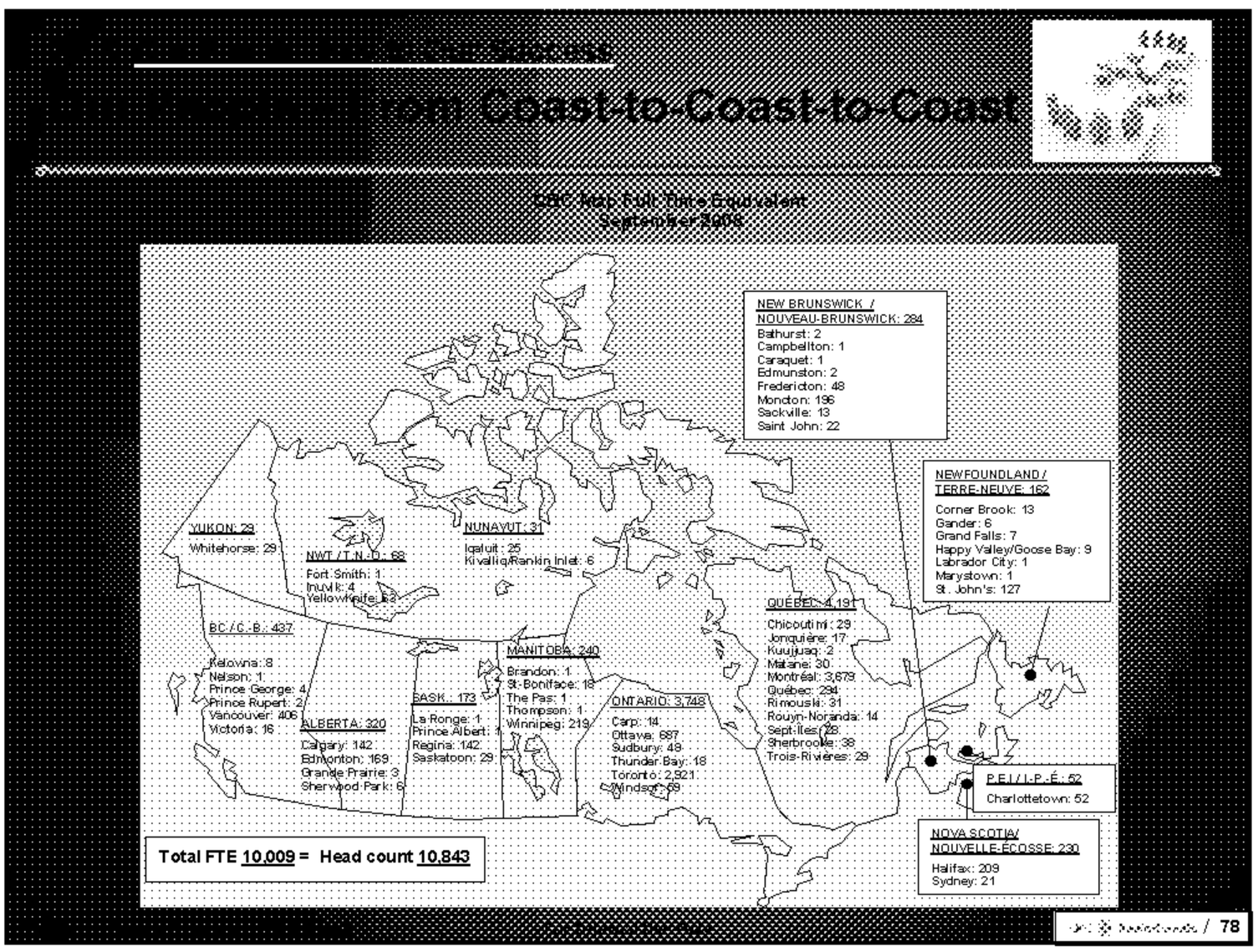
Opportunities

- Local Programming Improvement Fund offers opportunity to invest in news in smaller markets
- Compensation for distant signal carriage.
- Harmonization of rules between satellite and cable will result in greater carriage of provincially relevant CBC/Radio-Canada OTA services by DTH.
- Increased flexibility for our specialty services
- 2011 target date for HDTV ... forcing us and others ... with the issue

... People: Key to Our Success




our biggest asset and key to our
across Canada.
Toronto and Montreal
unionized.
mitted to healthier relationship with our people
our unions.
signed with APS in September
A breakthrough deal struck on pension surplus and health benefits with pensioners and all Unions, except one.
Negotiations are underway with the Canadian Merchant Service Guild to renew the collective agreement that expired December 31, 2008.
/ 77


Coast-to-Coast-to-Coast
CBC Map Full Time Equivalent
September 2009
NEW BRUNSWICK / NOUVEAU-BRUNSWICK: 284
Bathurst: 2
Campbellton: 1
Caraquet: 1
Edmunston: 2
Fredericton: 48
Moncton: 196
Sackville: 13
Saint John: 22
NEWFOUNDLAND / TERRE-NEUVE: 162
Corner Brook: 13
Gander: 6
Grand Falls: 7
Happy Valley/Goose Bay: 9
Labrador City: 1
Marystown: 1
St. John's: 127
YUKON: 29
Whitehorse: 29
NWT / T.N.-O.: 68
Fort Smith: 1
Inuvik: 4
Yellowknife: 63
NUNAVUT: 31
Iqaluit: 25
Kivalliq/Rankin Inlet: 6
QUÉBEC: 4,191
Chicoutimi: 29
Jonquière: 17
Kuujjuaq: 2
Matane: 30
Montréal: 3,679
Québec: 294
Rimouski: 31
Rouyn-Noranda: 14
Sept-Îles: 28
Sherbrooke: 38
Trois-Rivières: 29
BC / C.-B.: 437
Kelowna: 8
Nelson: 1
Prince George: 4
Prince Rupert: 2
Vancouver: 406
Victoria: 16
ALBERTA: 320
Calgary: 142
Edmonton: 169
Grande Prairie: 3
Sherwood Park: 6
SASK.: 173
La Ronge: 1
Prince Albert: 1
Regina: 142
Saskatoon: 29
MANITOBA: 240
Brandon: 1
St. Boniface: 18
The Pas: 1
Thompson: 1
Winnipeg: 219
ONTARIO: 3,748
Carp: 14
Ottawa: 687
Sudbury: 48
Thunder Bay: 18
Toronto: 2,921
Windsor: 59
P.E.I. / Î.-P.-É.: 52
Charlottetown: 52
NOVA SCOTIA/ NOUVELLE-ÉCOSSE: 230
Halifax: 209
Sydney: 21
Total FTE 10,009 = Head count 10,843
/ 78

...llenges

...C/Radio-Canada's workforce will ...irement in the next 5 years.

- ... data also show that just as many employees are leaving the ... ration within five years of their employment

...ill we identify, develop and ensure succession?

...exacerbated by recruitment challenges...

- Low unemployment, fewer skilled workers entering the ...rket, high competition for talent, younger generation ... workers with different workplace expectations

...s of an increasingly diverse workforce

... / 79

...s/Opportunities

...until 2012 it's ... that more than ... of Radio-Canada ...loyees will be eligible ...irement.

...e to retain new ...ees.

...significant number of ...loyees leave within 5 ... hiring.

...Radio-Canada

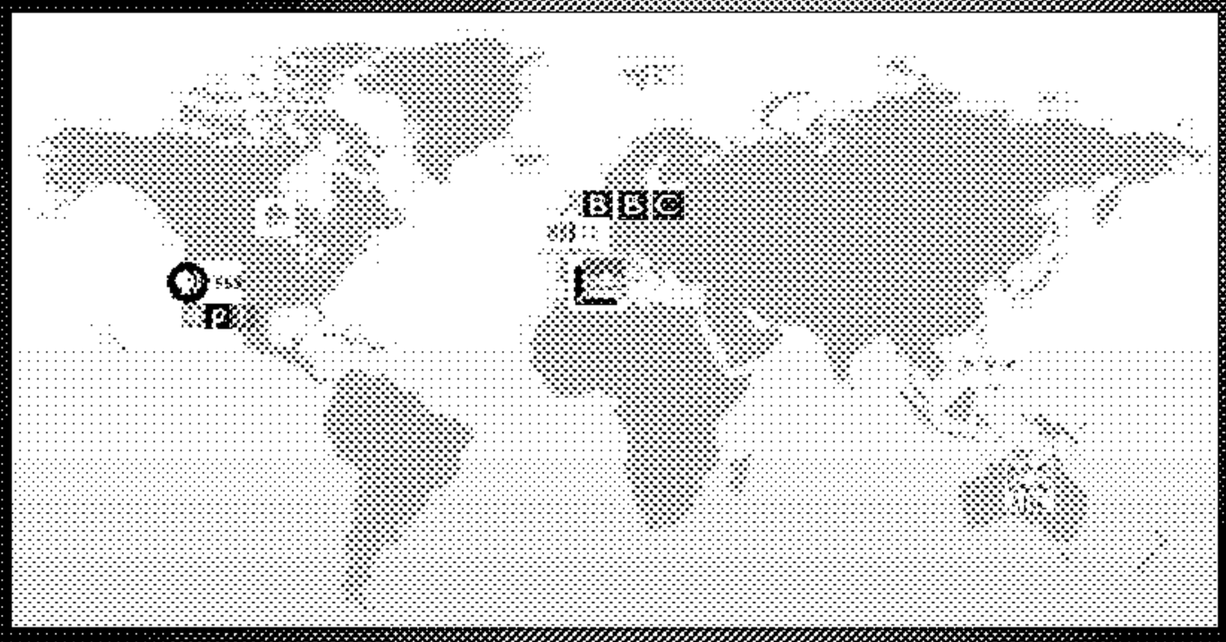
...development.

OPPORTUNITIES

- The strength of our commitment to our people
- Improved climate with our Unions
- New VP, People and Culture position created
- Opportunity to hire a more diverse workforce
- Implementation of Talent Management Program

... / 80

[illegible]al We Have Learned From [illegible]er National Broadcasters

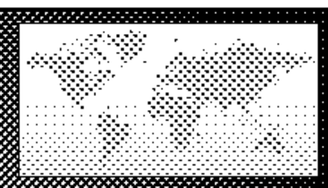


[illegible] Other National Broadcasters [illegible]s Operate in Vastly [illegible]onments

[illegible]mpare other national broadcasters [illegible]orld to the Canadian landscape, the [illegible] countries and public service broadcasters [illegible]re reviewed:

- The United Kingdom: **BBC**
- France: **France Télévision and France Radio**
- Australia: **ABC**
- Japan: **NHK**
- [illegible]: **PBS and NPR**

Other National Broadcasters



ABC

- Australia
- National and local TV and radio & online services
- Public funding* - $915M - $43.58 per capita
- Three-year funding grant
- Audience shares – 11% TV and 21% Radio

BBC

- United Kingdom
- National and local TV and radio & online services
- Public funding* - $7.5B - $123.62 per capita
- Royal Charter and six year funding agreement
- Audience shares – 21% TV and 55% Radio

[illegible]

- [illegible]
- [illegible] national TV and radio & online services
- Public funding* - $7.8B - $82.82 per capita
- [illegible] licensing fee
- Audience shares – 25% TV and 36% Radio

Other National Broadcasters

[illegible]

- [illegible] and Radio - France
- [illegible] and local TV and national radio & online services
- Public funding* - $4.0B - $65.07 per capita
- Three year plan and funding agreement
- Audience Shares – 34% TV (France 2 et 3) and 29% Radio

[illegible]

- [illegible] - United States of America (USA)
- [illegible] national TV and radio & online services
- Public funding* - $1.1B - $3.31 per capita
- Funding from Corporation for public broadcasting
- Audience shares – 2% TV and ~11% reach for radio (no combined shares reported)

CBC/Radio-Canada - Canada

- English and French national and local TV and radio & online services
- Public funding* - $1.1B - $33.78 per capita
- Annual Government appropriation
- Audience shares – 6% English TV and 14% French TV; 7% English radio and 23% French radio
- [illegible] for-profit, [illegible] revenue

...Other National Broadcasters

...west countries in per capita funding ...e public broadcaster.

...funding stability is lacking in Canada.

...relies on all players to support public service ...ntent.

...mmercial free services are the norm.

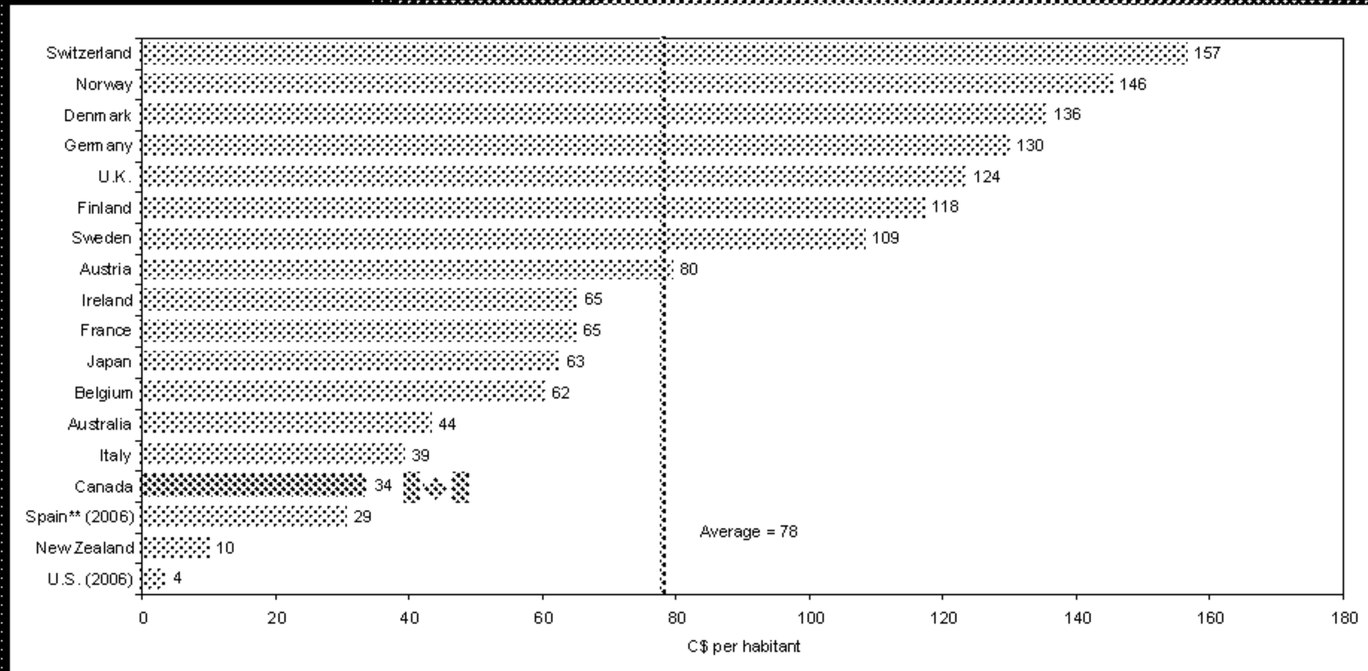
...broadcasters are typically leaders in new ...ia.

...Canada 2008

...Other National Broadcasters

...Nations in Funding ...roadcaster

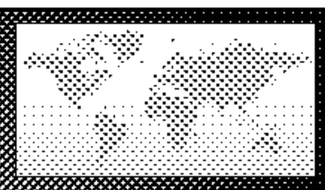
...Per Capita Funding for Public Broadcasters, 2007*



...Canada 2008

...ian National Broadcasters

...ada Lacks Funding



... France Télévision have negotiated ...ling agreements.

... Radio-Canada and PBS allocations are determined ... by Government.

... and the BBC collect a set licence receiving ... amount from the public.

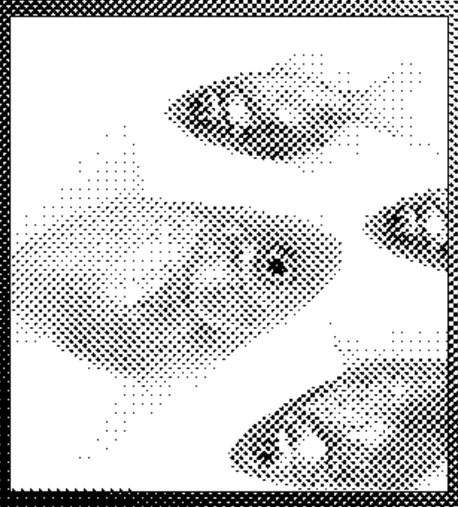
... BBC, ABC, PBS, NHK and NPR are all free ... commercial pressure:

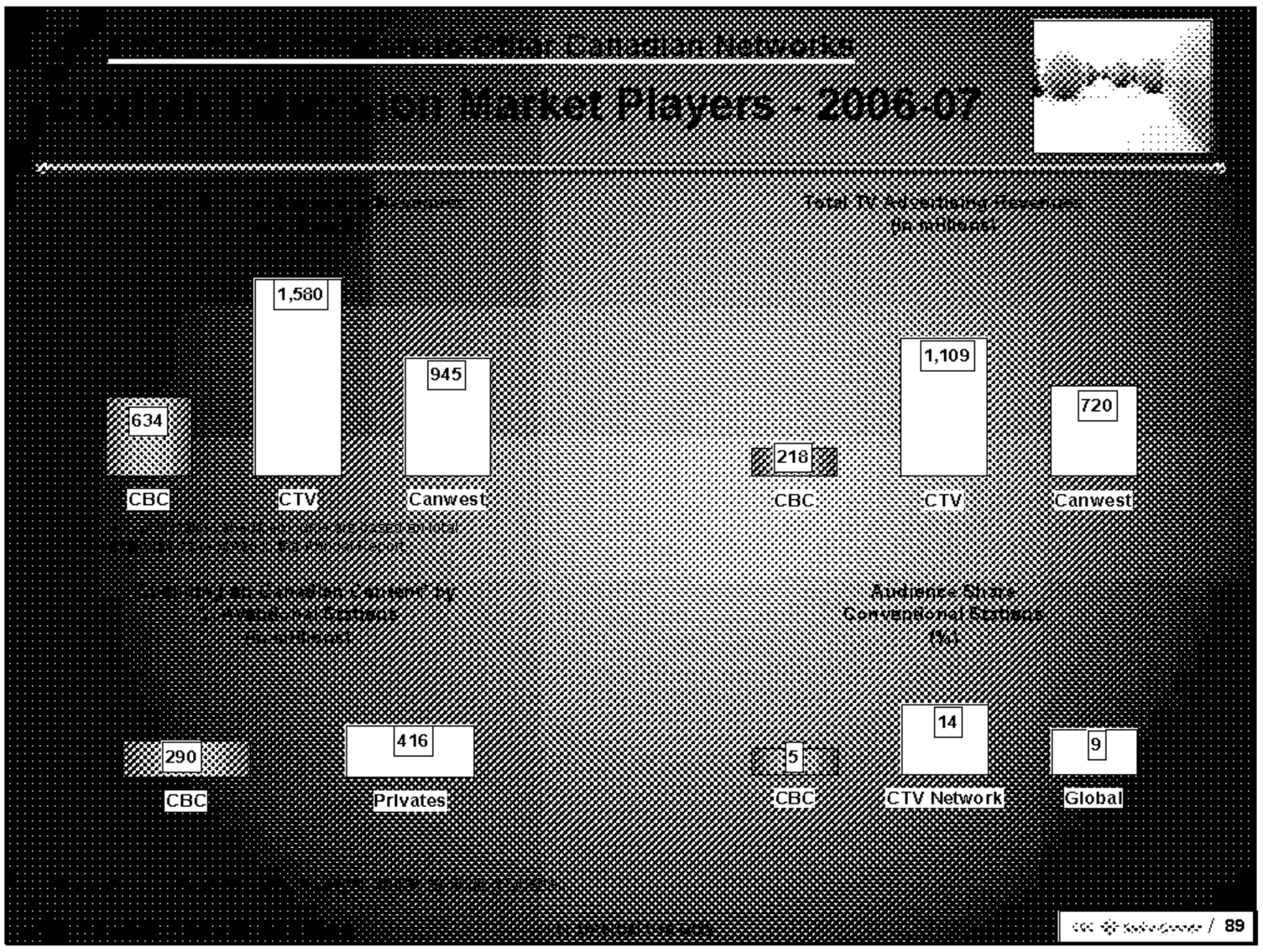
... Japanese Government has recently made a decisive move to ... France Télévision from reliance on commercial revenues.

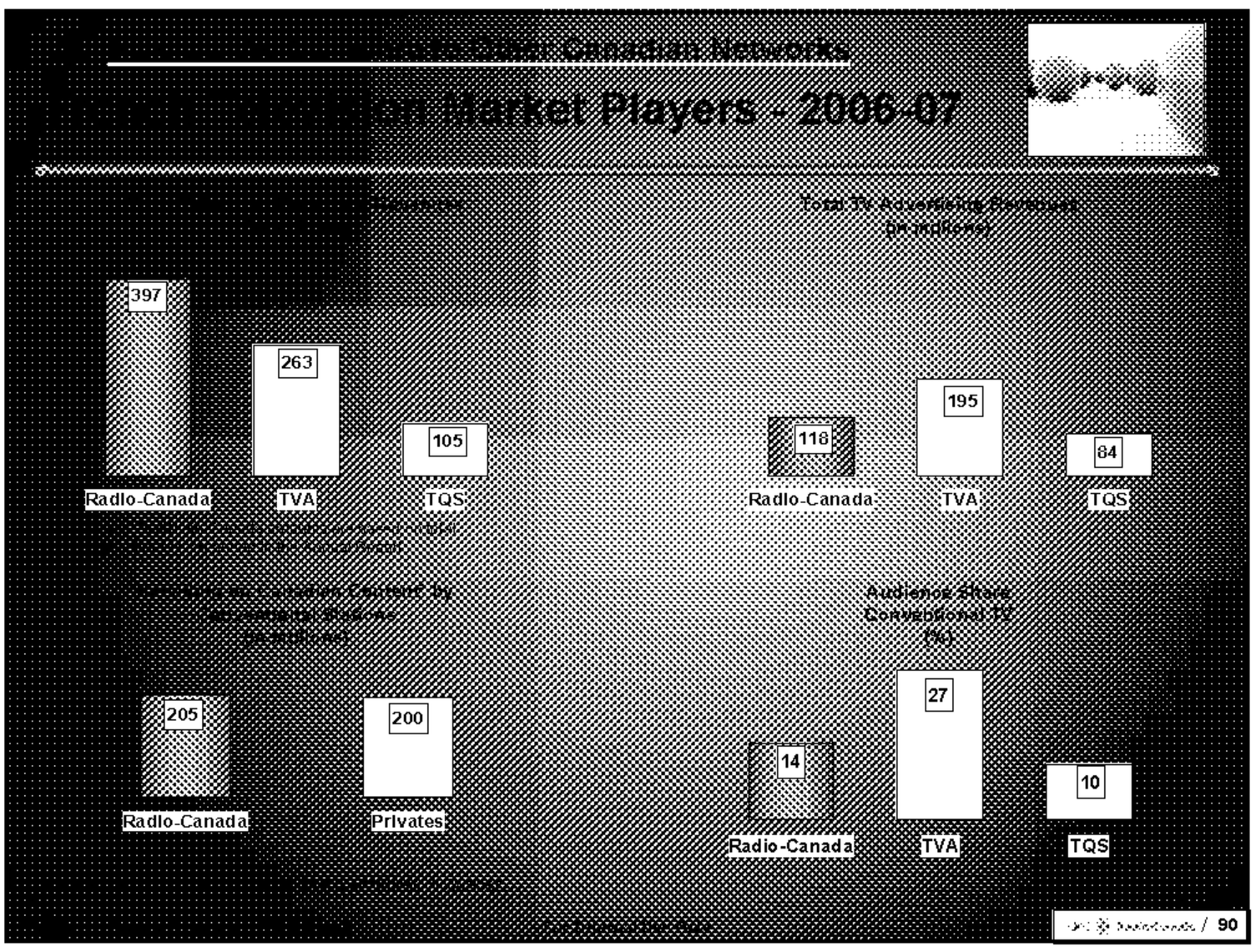
... commercial free in Canada, but the pursuit of TV ... has been promoted by public policy to reduce ... in prayers.

... Slide 1 of 20

...ow Do We Compare to ...adian Networks: A Snapshot




Major Canadian Networks
Market Players - 2006-07
Total TV Advertising Revenues
($ millions)
1,580
945
634
1,109
720
218
CBC
CTV
Canwest
CBC
CTV
Canwest
Audience Share
Conventional Stations
(%)
416
290
14
9
5
CBC
Privates
CBC
CTV Network
Global
89


Major Canadian Networks
Market Players - 2006-07
Total TV Advertising Revenues
($ millions)
397
263
105
118
195
84
Radio-Canada
TVA
TQS
Radio-Canada
TVA
TQS
Audience Share
Conventional TS
(%)
205
200
27
14
10
Radio-Canada
Privates
Radio-Canada
TVA
TQS
90

s.18(b)

s.21(1)(b)

s.18(b)

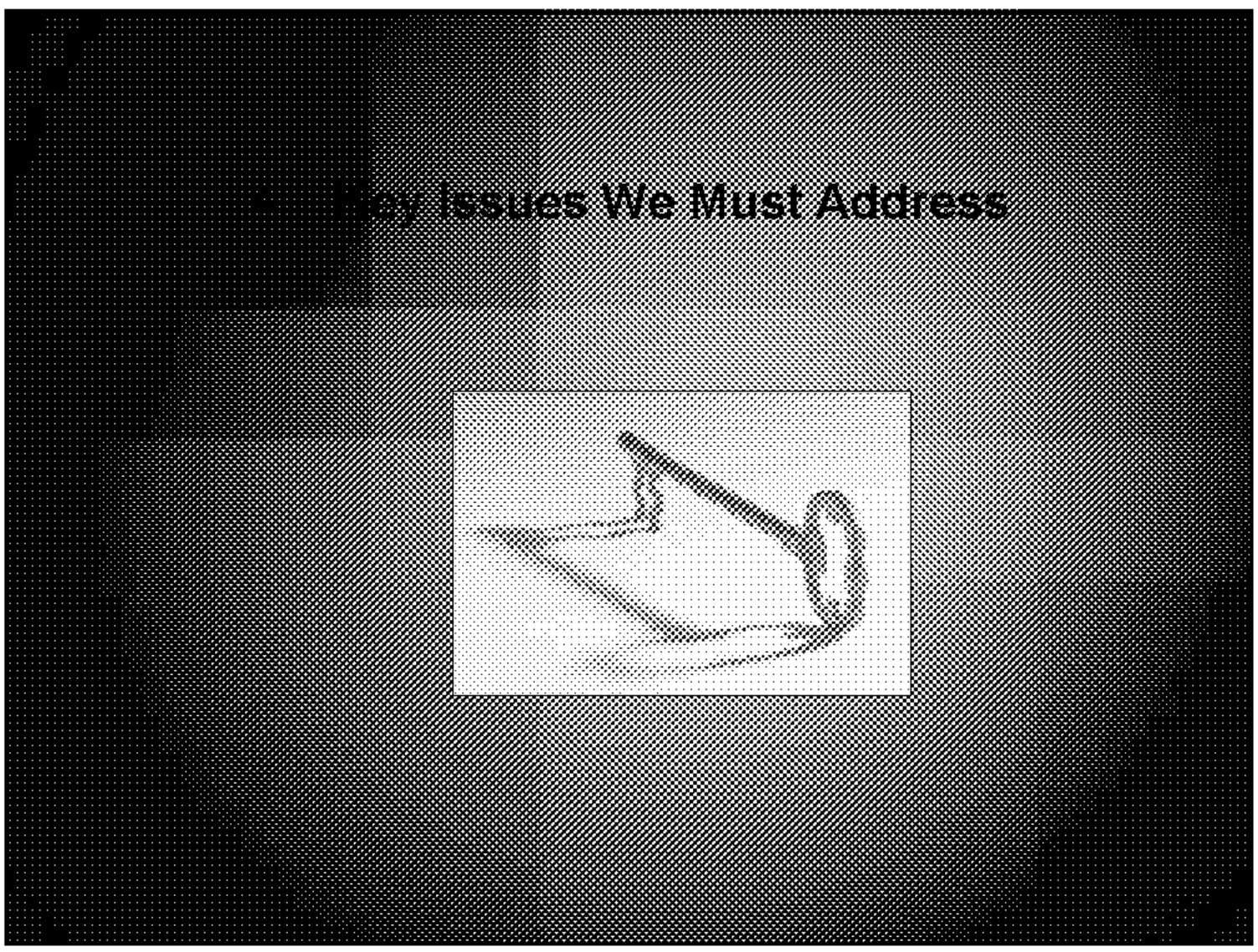
s.21(1)(b)

s.18(b)

s.21(1)(b)

s.18(b)

s.21(1)(b)



s.18(b)

s.21(1)(b)

s.18(b)

s.21(1)(b)

s.18(b)

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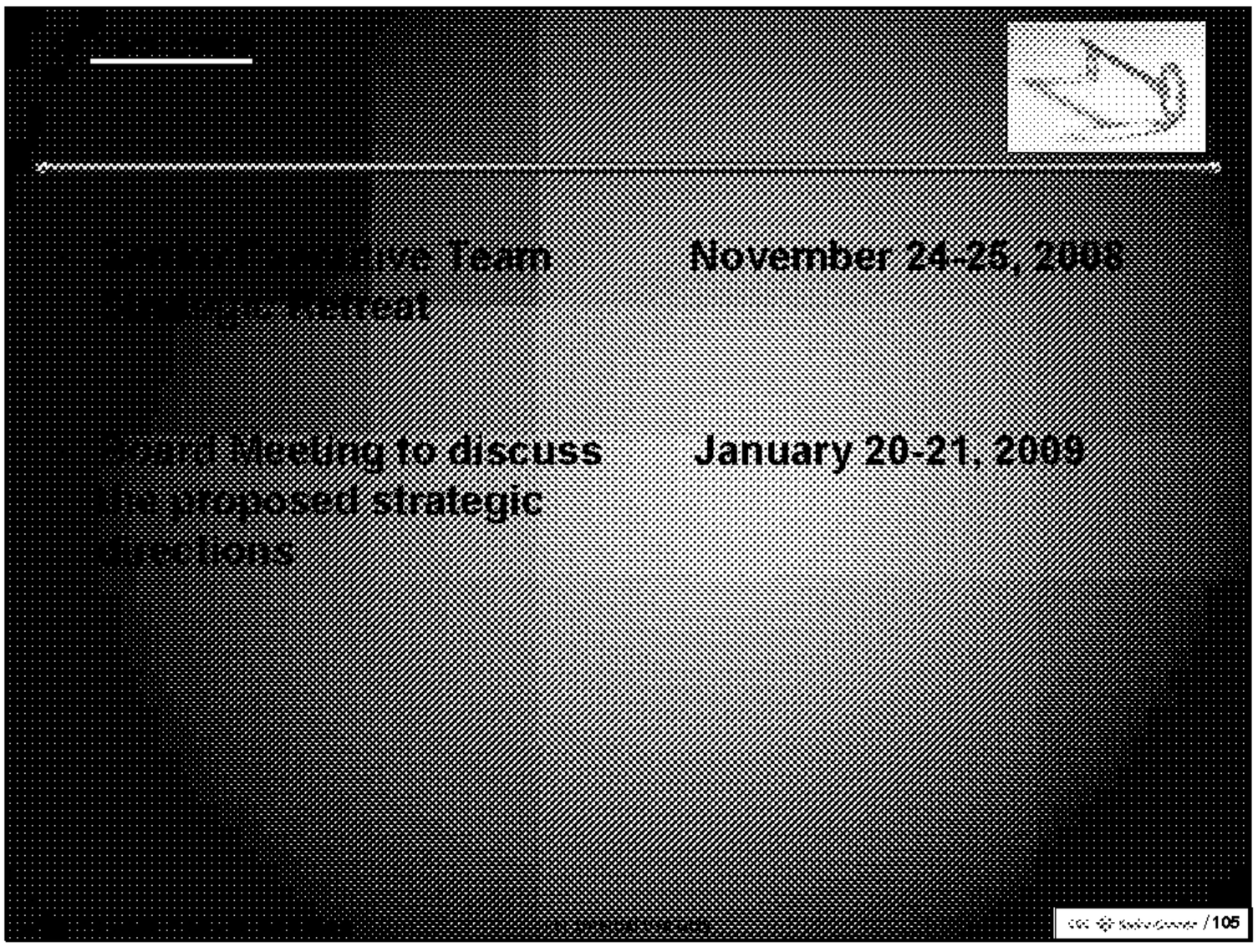
Team
November 24-25, 2008
Meeting to discuss
January 20-21, 2009
proposed strategic
105

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

Schedule A

Human Resources and Compensation Committee

(November 18, 2008)

Subject matter

CMG Mandate

Background

The Collective Agreement between CMG and CBC/Radio-Canada expires on March 31, 2009. However, the Parties have set a goal of negotiating a renewal of the Collective Agreement during December 2008. The Parties have agreed to use the interest based bargaining approach To this end, the CMG and CBC/Radio-Canada have met for 5 weeks of negotiations and have 2 more weeks scheduled before December 15, 2008. The focus on this round of negotiations

Both parties desire a long term Collective Agreement of 5 years.

Information on the matter

That we strive for a 5 year Collective Agreement which would expire on March 31, 2014.

For decision: ☐ **For information:**

Prepared by

Name: George C. B. Smith
Date: November 18, 2008

Management recommendation

IT IS RESOLVED THAT on the recommendation of the Human Resources and Compensation Committee, the Board of Directors hereby approves a mandate for management to negotiate a collective agreement with CMG for a 5 year Collective Agreement which would expire on March 31, 2014.

Last discussed at the Board

Date:	September 2008
Decision made:	Proceed with negotiations

Anticipated project completion date: **December 2008**
(If contract, indicate date of expiry): _____

Schedule A

Human Resources and Compensation Committee
(November 18, 2008)

Subject matter

Revised of HR policies: Staffing (2.2.01), Training and Development (2.2.08) and Performance Management (2.2.09)

Background

Three (3) HR policies were reviewed to ensure alignment of process around talent management and new tool to be launched in January 2009.

Information on the matter

A summary of the major process changes outlined in the revised policies are attached

For decision: ■ **For information:** ☐

Prepared by

Name: George C.B. Smith
Date: September 2008

Management recommendation

IT IS RESOLVED THAT on the recommendation of the Human Resources and Compensation Committee, the Board of Directors hereby approves suggested changes made to revised of HR policies: ***Staffing (2.2.01), Training and Development (2.2.08)*** and ***Performance Management (2.2.09)***

Last discussed at the Board

Date:
Decision made:

Anticipated project completion date: ___ ____
(If contract, indicate date of expiry): _____

The changes to the Training and Development Policy are necessary to:

- ✓ Reflect the new roles and resonsibilities
- ✓ Introduce the requirement to track learning and developmental activities with the national learning system

Extract from Training and Development Policy 2.2.08

Responsibility

- **It is the responsibility of managers/supervisors to ensure the timely achievement of training and development activities, evaluation of results and tracking and reporting of expenses.**
- **It is the responsibility of Human Resources to design and maintain the process that is used to manage the Corporation's training and development investment. It also assists in identifying needs, sourcing and co-coordinating cost effective training solutions and evaluating results.**
- **Training funds are tracked through the Corporate Learning Management system, with the Director, Talent Management and Organizational Development as the central training budget administrator for centrally managed training funds**.
- **Each Department is responsible to manage its own annual training allotment with Corporate Learning Management system** and to ensure that training activities charged to the training fund meet all corporate policies and guidelines.

The changes to the **Staffing Policy** (2.2.01) are necessary to:

- ✓ Introduce the developmental activites
- ✓ Adding the verification for potential successors through the succession process before confirming the selection of a candidate.

Extract from Staffing Policy 2.2.01

Policy Statement

- To meet the short and long term objectives of the Corporation we must attract and retain the best qualified people **and provide developmental opportunities to CBC/Radio-Canada employees to broaden their exposure through lateral moves and advancements opportunities .**

External Recruitment

- External recruitment may take place concurrently with the internal process. **However, the final selection can be made only after reviewing the organization's succession plans and satisfying the requirements of the internal process.** When recruiting externally, the list of candidates shall include

qualified candidates from designated group members whenever possible. Human Resources can provide assistance with Search Firm selection and management.

Selection and Appointment

- The process described above for executive and senior management positions will be implemented **after review of the organization succession plans in other to capitalize on the talent management initiatives within CBC/Radio-Canada.**

- All employees, whether new to CBC/Radio-Canada or new to the position, **are subject to a probationary period of a maximum of one year.** An employee may be confirmed in the position at any point during the probationary period. **CBC/Radio-Canada reserves its right to terminate employment at any time during the probationary period.**

The changes to the **Performance Management and Staff Development Policy** (2.2.09) are necessary to:

- ✓ Clarify the roles and accountabilities of the process (SET, Managers and Employees)
- ✓ Introduce the requirement for the Managers to inform their employees of the priorities through business alignment meetings.
- ✓ Revised performance rating scale to four points (instead of five)

<u>Extract from Performance Management and Staff Development polity (2.2.09)</u>

Statement

- …. **The Performance Management and Staff Development (PMSD) program is not only intended as a strategic management tool; it is also an effective means to engage and recognize personnel, develop skills, and foster accountability.**

Responsibility

Senior Executive Team (SET)

- ✓ Identify and communicate the Corporation's directions and priorities;
- ✓ Establish performance indicators for the Corporation;
- ✓ **Communicate in cascade performance management organizational objectives;**
- ✓ **Promote performance management accountability throughout the organization.**

Human Resources

- ✓ Develop and update the PMSD program and all relevant tools;

- ✓ Continually monitor the effectiveness, quality and fair, consistent application of the PMSD program;
- ✓ Advise and support managers and employees in PMSD matters.

Managers

- ✓ **Implement the PMSD program in their respective department and report on progress.**

Employees

- ✓ **Actively participate in the various phases of the PMSD program so that they understand their contribution to their deparment, discuss expectations and receive feedback.**

PMSD cycle

- Once the Board of Directors has approved the Senior Management Team's business plans and objectives, **the PMSD cycle is set in motion, starting with a business alignment workshop (e.g., annual meeting), during which managers meet with their employees to:**
  - ✓ **convey the Corporation's directions and priorities, as well as departmental objectives;**
  - ✓ **explain the link between departmental objectives, employees' roles and responsibilities, and the Corporation's directions and priorities.**

Peformance rating scale

- **Below expectations, Meet some expectations, Meet expectations, Above expectations**

If applicable, please refer to the attached policies to review in detail.

Policy 2.2.01: Staffing

EFFECTIVE DATE: January 1, 2003
(Revised January 1, 2009)

STATEMENT

To meet the short and long term objectives of the Corporation we must attract and retain the best qualified people and provide developmental opportunities to CBC/Radio-Canada employees to broaden their exposure through lateral moves and advancement opportunities. This goal must reflect the diverse communities which we serve.

APPLICATION

All CBC/Radio-Canada employees. Governing policies and procedures for unionized employees found in the applicable collective agreements apply if they differ from the current policy.

DESCRIPTION

Equally qualified employees applying for vacant positions will receive priority over outside applicants. All efforts must be taken to ensure the development of Employment Equity designated members as qualified candidates.

When internal candidates are not available, the Corporation will source external applicants (this may occur in concurrence with the internal process). The hiring manager must ensure representation from Employment Equity groupings in the external candidate mix.

All vacancies must be reviewed for alternative staffing options prior to moving to the recruitment process.

RESPONSIBILITY

All CBC/Radio-Canada Supervisors and Managers with hiring responsibilities with the assistance of Human Resources.

REFERENCES

- Canada Human Rights Act
- Canada Labour Code
- Relevant Collective Agreement
- Human Resources Policy 2.2.02 - Employment Equity
- Human Resources Policy 2.2.03 - Conflict of Interest and Ethics
- Human Resources Policy 2.2.04 - Compensation
- Human Resources Policy 2.2.14 - Official Languages
- Orientation Manual
- Employment Equity Plan

HISTORY

- Revised March 28, 2006
  Replaced previous Human Resources Policies:
- Staffing – Executive and Senior Management Positions no. 2.0
- Staffing no. 2.1
- Re-employment no. 2.4
- Extra Work within the CBC no. 12.1

PROCEDURES ON STAFFING - POLICY 2.2.01

POSITION JUSTIFICATION

1. All vacant or newly created positions should be reviewed for business priorities. This involves assessing the continued need of the position and determining, in consultation with Human Resources, possible alternate means of staffing the position. (e.g. Re-employment, transfer, re-assignment, recall, career enhancement).

2. Ensure job description and evaluation are current and include official language requirements necessary to comply with our legal obligations. Reclassification of a position requires two levels of authorization.

3. The Department Head must approve filling vacancies.

INTERNAL RECRUITMENT

1. (a) A selection profile, in both official languages, highlighting qualifications, competencies and key criteria must be posted for a minimum of ten calendar days.

   (b) Temporary positions of 13 weeks or more should be posted for five working days.

2. Re-assignment, transfer, re-integration, re-employment, recall, career enhancement and succession plans need to be taken into consideration when filling vacant positions.

3. Internal candidates who do not meet the minimum qualifications should be verbally informed that their application will not be considered for interview.

4. Members of Employment Equity designated groups must be given full consideration providing the minimum qualifications and competencies have been met.

EXTERNAL RECRUITMENT

1. External recruitment may take place concurrently with the internal process. However, the final selection can be made only after reviewing the organization's succession plans and satisfying the requirements of the internal process. When recruiting externally, the list of candidates shall include qualified candidates from designated group members whenever possible. Human Resources can provide assistance with Search Firm selection and management.

2. (a) Advertisements for vacancies in and by significant demand offices will be placed in both official languages in appropriate media. All advertisements

must contain the statement “CBC/Radio-Canada is committed to equity in employment and programming".

(b) Desired qualifications, competencies and key criteria need to be reflected in the advertisement. (Managers are encouraged to consult the Graphics Standards Manual for clarification on external advertising requirements.).

3. All efforts must be made to ensure representation from Employment Equity designated groups whether through advertising placement or by Search Firms. Detailed files must be retained in support of Employment Equity initiatives as outlined in the CBC/Radio-Canada Employment Equity Plan.

INTERVIEW PROCESS

1. Review of resumes and/or applications is performed prior to the formal selection process. This is an opportunity to target those resumes/applications that most represent the desired qualifications for the position.

2. Where selection committees are utilized they should consist of between two and five people including at least one Employment Equity designated group member where practicable. At times it may be appropriate for an external search consultant to also be on the committee. The hiring supervisor should chair the committee. When selection committees are used for staffing positions that have bilingual requirements, the committee as a group must have a bilingual capacity.

3. Interviewers must strictly adhere to the *Canadian Human Rights Act* guidelines. (Files on interviewed candidates will be maintained for 18 months or longer in the case of a Human Rights complaint.)

4. A number of assessment tools may be used to assist with the evaluation of candidates' skills. They specifically relate to the responsibilities of the job or the ability to perform the job (e.g. computer test, audition tapes, specific written exercises). Evaluation methods, which have not been reviewed and/or approved, for their objectivity should not be used. Consult local Human Resources for assistance.

5. At least two reference checks are to be obtained on the final candidate. There may be situations where reference checks may be completed on several final candidates.

6. All unsuccessful interviewed candidates (internal or external) must be informed of the final decision. Human Resources or the hiring manager/supervisor needs to inform the interviewed candidates of the reasons why they were not successful.

SELECTION AND APPOINTMENT

1. (a) The President and CEO will submit a recommendation to the Board of Directors for all Senior Vice-Presidents and Vice-Presidents. In the case of all other senior management positions the next level of senior management

must approve their staffing in consultation with the Vice-President of People and Culture .

(b) The process described above for executive and senior management positions will be implemented after a review of the organization succession plans in order to capitalize on the talent management initiatives within CBC/Radio-Canada.

(c) All Other Positions: The hiring supervisor or manager will offer the position to the successful candidate, confirm the hiring in writing and inform Human Resources immediately.

2. If a medical examination is a bona fide occupational requirement as outlined in the position specifications, the candidate must comply with the examination, at the Corporation's expense, prior to an offer being made.

3. All employees, whether new to CBC/Radio-Canada or new to the position, are subject to a probationary period of a maximum of one year. Such probationary period must be confirmed in writing to the employee. An employee may be confirmed in the position at any point during the probationary period. CBC/Radio-Canada reserves its right to terminate employment at any time during the probationary period.

4. All new employees must complete the Solemn Declaration.

5. All new employees will be provided with a copy of the CBC/Radio-Canada Code of Conduct and must sign the Acknowledgment of CBC/Radio-Canada Policies and Guidelines.

DOCUMENTS

1. (a) All employees must provide to Human Resources all documents required for hiring purposes.

(b) All employees must provide to the Human Resources Shared Services Organization a 'void' cheque to ensure pay is deposited electronically in the employees' bank account on time

(c) Fraudulent representation or failure to produce the required documents may be grounds for termination.

RE-EMPLOYMENT

1. The following applies to all employees who have left the Corporation and who have received voluntary incentive payments, severance payments or pension benefits.

a) Employees who have received severance payment from CBC/Radio-Canada, other than those received under a voluntary incentive program that specifically prohibits re-employment, may be re-hired to perform short-

term assignments but not within the timeframe of less than 12 months following the departure.

b) Should a former employee in receipt of CBC/Radio-Canada pension benefits be re-employed to perform short-term assignments when combined, not exceeding a total of six months within any given calendar year, his pension benefits will not cease during the period of re-employment.

c) Should a former employee, who is in receipt of CBC/Radio-Canada pension benefits be re-employed to a permanent position, Human Resources will provide such employee with options with regards to his pension benefits as per the CBC/Radio-Canada Pension Plan provisions.

d) Any exceptions must receive approval from the Vice-President of the component and the Vice-President of People and Culture.

2. Employees identified for lay-off should not be laid off if alternative work of nature is available (see Position Justification No. 1 of this policy). In the event that an employee is laid off and receives severance pay as a result thereof and is exceptionally re-employed during the twelve-month period following his departure, severance payments will be suspended, postponed or refunded, as the case may be.

3. Termination agreements may include extension of some employment relationship. Such cases need Human Resources and component vice-presidential approval.

4. This policy governs areas in which the Corporation has discretion to act and does not modify employees' rights to recall or re-employment as provided for in collective agreements.

CONTRACT EMPLOYMENT

1. Hiring managers/supervisors must ensure that signed documents (contracts) must adhere to Corporate Guidelines and be signed and received prior to the start date of the services. If using a standard contract there is no need to consult the legal department.

2. Equipment may be loaned to contract resources but detailed information needs to be completed and forwarded to the Senior Finance Officer for insurance purposes.

3. The hiring manager is responsible to provide all necessary documentation for the contract employee for payment purposes.

POLICY 2.2.08: Learning and Development

EFFECTIVE DATE: January 1, 2003
(Revised January 1, 2009)

STATEMENT

CBC/Radio-Canada believes in the development of its workforce, both to enhance employee engagement and commitment to CBC/Radio-Canada as an employer and to ensure the continued excellence of our operation, management practices and programming. Training and Development is an essential business investment that enables the Corporation to maintain and extend peoples' knowledge and skills as our business environment evolves. Training and development plans and budgets are built into the Corporation's overall Business Plan.

APPLICATION

All CBC/Radio-Canada employees. Governing policies and procedures for unionized employees found in the applicable collective agreements apply if they differ from the current policy.

DESCRIPTION

The goal of this policy is to ensure that the budgeting and planning of training activities meets the needs of the Corporation as well as its employees with regard to Learning and Development. It identifies the responsibility of the Corporation, employees, managers and Human Resources within the training planning and delivery process and the requirement to ensure responsible and strategic management of the Corporation's training and development investment consistent with our business needs.

RESPONSIBILITY

Learning is the shared responsibility of CBC/Radio-Canada, employees, managers and Human Resources. It is understood that approximately 70% of employee learning should take place on-the-job, 20% through self-accessed developmental activities (e.g. reading, researching) and 10% through formal learning, including classroom training and formal on-the-job training. It is the shared responsibility of employees and their managers to ensure that specific opportunities are provided to employees within a reasonable timeframe following formal learning activities to ensure employees apply their new skill or knowledge within their work and to evaluate skills transfer. Human Resources is required to offer tools to track and to evaluate the effectiveness of learning activities on a national scale.

It is the responsibility of CBC/Radio-Canada to ensure that learning and development activities are an integral part of the business planning activities of the Corporation.

It is the responsibility of employees to discuss with their manager/supervisor their learning and development needs related to the successful execution of their job requirements and to seek opportunities to learn and to improve their skills; all initiatives are subject to manager/supervisor approval.

It is the responsibility of managers/supervisors to ensure the timely achievement of training and development activities, evaluation of results and tracking and reporting of expenses. Managers/supervisors are responsible to approve the release of employees, subject to operational requirements, for training and development activities and are given opportunities to assimilate and to use newly-learned skill in the workplace. Managers/supervisors must ensure that required training is offered in the employee's preferred official language, where applicable and in accordance with Policy 2.2.14.

It is the responsibility of Human Resources to design and maintain the process that is used to manage the Corporation's training and development investment. It also assists in identifying needs, sourcing and co-coordinating cost effective training solutions and evaluating results.

REFERENCES

- Human Resources Policy 2.2.02.- Employment Equity
- Human Resources Policy 2.2.04 - Compensation
- Human Resources Policy 2.2.09 - Performance Management and Staff Development
- Human Resources Policy 2.2.10 - Discipline
- Human Resources Policy 2.2.14 – Official Languages
- Employment Equity Plan

HISTORY

Replaces previous Human Resources Policies:

- Training and Development no. 5.0
- Utilization of Staff-Technological/Methods Change no. 5.1
- Succession Planning no. 6.1

PROCEDURES ON TRAINING AND DEVELOPMENT - POLICY 2.2.08

IDENTIFICATION OF TRAINING REQUIREMENTS, STRATEGY AND FUNDING

1. Supervisors/managers identify training and development requirements with their employees as part of the performance management cycle and the budget cycle, taking into account the employee's performance and developmental objectives, the department operating objectives and the organisational business strategy and goals. HR and training committees provide consulting and expertise support, as required, in identifying training needs and selecting cost-effective alternatives for meeting the needs.

   Training needs should be identified and discussed primarily between managers and their employees during the Performance Management and Staff Development (see Performance Management and Staff Development Policy) process, although during times of transition or contingency, individual training needs may also be identified at other periods during the year. Training activities offered to employees through the year should be linked to departmental and PMSD objectives where possible and should be tracked by managers to ensure they are being met.

2. Training requirements are consolidated by the training coordinators within each Department, and reviewed with the appropriate Executive. In addition, Human Resources prepares a plan for national learning projects which will be managed centrally by Human Resources.

3. Department requirements as well as the national projects managed by Human Resources are presented and discussed at the CBC/Radio-Canada National Learning Steering Committee. The Committee identifies opportunities for mutual training initiatives, suggests improvements to plans based on past experience and the CBC/Radio-Canada business strategy and decides which activities and funding levels will be recommended for approval in the Training and Development business plan.

4. The National Learning Steering Committee decides on the funding level for training and development for each Network and Corporate Department as well as the funding reserved for the Corporation's national projects and includes these amounts in the CBC/Radio-Canada Business Plan that is presented to the Board of Directors.

5. When the Board of Directors approves the CBC/Radio-Canada Business Plan, the appropriate training funds are released to the Vice-President of People and Culture and subsequently allocated to the Networks and Corporate Departments.

IMPLEMENTATION AND FEEDBACK

1. Training plans are implemented by managers and supervisors, and where appropriate, by the training committees with assistance, as required, from HR. Supervisors/ managers approve the release of their staff for training and, as required, the cost of the training activity.

2. Supervisors/managers and employees assess the impact of individual training and development activities based on job performance after the training/development activity. Training committees and HR help to consolidate feedback on the impact of training.

3. Selected major training initiatives undergo formal evaluation. The National Learning Steering Committee will determine and agree upon which programs will undergo evaluation and the evaluation methodology that will be used.

4. Training funds are tracked through the Corporate Learning Management system, with the Director, Talent Management and Organizational Development as the central training budget administrator for centrally managed training funds. Each Department is responsible to manage its own annual training allotment with the Corporate Learning Management system and to ensure that training activities meet all corporate policies and guidelines. Tracking and reporting on department level training activities is the responsibility of managers and supervisor. Tracking and reporting on national training activities is the responsibility of Human Resources.

5. The CBC/Radio-Canada National Learning Steering Committee meets as needed to review progress in implementing training plans, shares experience and lessons learned, and initiates improvements to training strategies and programs. Evaluation results help to determine the subsequent year's training needs and to make adjustments to the training and development process and strategies.

Policy 2.2.09 : Performance Management and Staff Development

EFFECTIVE DATE: January 1, 2003
(Revised January 1, 2009)

STATEMENT

CBC/Radio-Canada recognizes that employees are a key part of its vision, which is to bring Canadians together through compelling programming content. Quality human resources will allow the Corporation to fulfill its mission and create bold, distinctive programming. The Performance Management and Staff Development (PMSD) program is not only intended as a strategic management tool; it is also an effective means to engage and recognize personnel, develop skills, and foster accountability.

PERFORMANCE MANAGEMENT AND STAFF DEVELOPMENT OBJECTIVES

The PMSD program aims to:

- ✓ align individual and corporate objectives, as well as clarify expectations regarding desired performance, both in terms of objectives to be achieved and skills/behaviours to be acquired;
- ✓ define expectations, convey them to employees and allow for feedback;
- ✓ enhance and maintain the performance of employees and work teams in order to optimize organizational performance and improve the way we do business;
- ✓ develop and maintain an ongoing dialogue between managers and employees, as well as promote teamwork;
- ✓ value and recognize the ways in which employees and work teams help achieve the Corporation's objectives and priorities;
- ✓ promote employees' professional development based on their career goals and the organization's needs;
- ✓ make managers and employees accountable for performance management and staff development, and encourage employees to take greater ownership of their professional development;
- ✓ provide management with valuable tools to support the workforce and succession planning, training needs identification, and compensation processes.

APPLICATION

All CBC/Radio-Canada employees. Governing policies and procedures for unionized employees found in the applicable collective agreements apply if they differ from the current policy.

DESCRIPTION

To help achieve PMSD objectives, CBC/Radio-Canada requires that all employees take part in determining the annual PMSD plan, which comprises individual objectives, key competencies and development activities.

The PMSD process includes the following three phases:

1. Performance planning
2. Follow-up and coaching
3. Performance appraisal

(Some information below refer to the PMSD form accessible trough *HR at my fingertips*)

Employees and managers are equally responsible for the PMSD program, and their commitment is essential to its success. Indeed, the program:

- ✓ demands a trust-based, partnering relationship centred on open, constructive and ongoing communication;
- ✓ requires participants to invest the necessary time and energy to prepare and carry out each phase.

RESPONSIBILITY

Senior Executive Team (SET)

- ✓ Identify and communicate the Corporation's directions and priorities;
- ✓ Establish performance indicators for the Corporation;
- ✓ Communicate in cascade performance management organizational objectives;
- ✓ Promote performance management accountability throughout the organization.

Human Resources

- ✓ Develop and update the PMSD program and all relevant tools;
- ✓ Continually monitor the effectiveness, quality and fair, consistent application of the PMSD program;
- ✓ Advise and support managers and employees in PMSD matters.

Managers

- ✓ Implement the PMSD program in their respective department and report on progress.

Employees

- ✓ Actively participate in the various phases of the PMSD program so that they understand their contribution to their department, discuss expectations and receive feedback.

REFERENCES

- Human Resources Policy 2.2.04 – Compensation
- Human Resources Policy 2.2.08 – Learning and Development
- PMSD (Appraisal) Form

HISTORY

- Replaces the previous Human Resources Policy: Employee Development no. 6.

PERFORMANCE MANAGEMENT AND STAFF DEVELOPMENT PROCEDURES – POLICY 2.2.09

PMSD CYCLE

1. Performance planning

This phase involves jointly creating a PMSD plan that's aligned with corporate priorities, while discussing the employee's career goals.

The planning exercise consists of:

- ✓ clarifying performance expectations;
- ✓ establishing a link between individual performance and organizational or departmental objectives;
- ✓ defining the personal contribution expected of employees;
- ✓ defining performance measurement and appraisal criteria;
- ✓ assessing the performance level required for each competency so that employees meet the expectations of their position;
- ✓ noting strengths and areas needing improvement;
- ✓ describing development activities.

This phase involves three main activities:

1.1. Cascading of objectives
1.2. Creating a PMSD plan
1.3. Plan discussion and confirmation meeting

1.1. Cascading of objectives

Once the Board of Directors has approved the Senior Management Team's business plans and objectives, the PMSD cycle is set in motion, starting with a business alignment workshop (e.g., annual meeting), during which managers meet with their employees to:

- ✓ convey the Corporation's directions and priorities, as well as departmental objectives;
- ✓ explain the link between departmental objectives, employees' roles and responsibilities, and the Corporation's directions and priorities.

In addition, the manager may:

- ✓ encourage the commitment and active participation of employees by inviting them to share their ideas and opinions on how to achieve departmental objectives;
- ✓ answer questions and provide clarifications as needed.

Managers must post departmental objectives and related performance indicators in the appropriate section of the portal.

1.2 Creating a PMSD plan

Once departmental objectives have been cascaded, employees are asked to complete a draft copy of their plan via the employee's portal (HR at my fingertips). This draft must be submitted to their manager prior to the plan discussion and confirmation meeting.

The PMSD plan consists of individual objectives to be achieved, competencies to be acquired, and development activities. Employees' active participation is required to complete this step.

Setting individual objectives

In the first section of the form, titled "Individual Objectives," employees must identify, according to SMART (Specific, Measurable, Achievable, Realistic/Relevant and Time-bound) criteria, a maximum of four objectives aligned with departmental ones. They can be tied to personal improvement, existing operations, special projects or assignments, or ongoing training and development. Employees must provide performance indicators and tracking mechanisms for each of their objectives. The latter must be listed in order of priority, based on organizational priorities.

Evaluation of key competencies

In the second section of the form, titled "Competencies," employees must assess their performance level in the key competencies associated with their position. This assessment must be validated with their manager and used as the basis for identifying one or two competencies they would like to develop or enhance in order to achieve the individual objectives described in the previous section.

Creating an individual development plan

In the third section of the form, titled "Development Plan," employees must write one or two development objectives, along with a series of activities to be undertaken during the year, with an eye to developing knowledge, expertise, people skills or practical know-how. The activities must be chosen according to the "70/20/10" principle, which states that 70% of learning happens on the job, 20% independently, and 10% in a formal learning (classroom) environment.

Overall, this exercise is part of an ongoing learning approach aimed at helping employees enhance their performance by addressing their challenges, developing their potential, consolidating their strengths, and identifying venues for professional advancement.

The individual development plan can meet a variety of needs, such as:

- ✓ maintaining, improving and optimizing performance in the current position;
- ✓ helping an employee acquire the necessary skills for a promotion or lateral job change;
- ✓ enhancing the employee's work experience and developing his/her skills.

1.3 Plan discussion and confirmation meeting

The goal of this meeting is to ensure that the objectives proposed by the employee are aligned with the department's and that they are written according to SMART criteria; that the assessment of competencies is accurate and represents the current standard of performance; and that the development activities match the organization's needs and the employee's professional aspirations, if applicable. At the end of the discussion, the manager and employee should have a common understanding of the expected performance and how it will be measured, as well as their respective responsibilities for the remainder of the process. They should also have reached a mutual agreement on the PMSD plan for the year in question.

2. Follow-up feedback and coaching

The success of the PMSD program depends, among other things, on ongoing, frequent and constructive communication between the employee and manager. It is crucial that both parties find opportunities for informal and formal discussions and feedback throughout the year. In addition to ad hoc meetings, it is advisable to hold a formal mid-year review.

Follow-up and coaching serve to:

- ✓ assess the degree to which expectations and activity objectives in the PMSD plan have been met;
- ✓ share any relevant new information;
- ✓ discuss and provide feedback on successes and difficulties encountered;
- ✓ identify challenges and their causes, and jointly identify necessary corrective measures;
- ✓ review development activities that have been completed and indicate how the knowledge acquired can be incorporated into the employee's daily work;
- ✓ adjust the performance and development plan as needed.

3. Performance appraisal

The PMSD program comes full circle with the annual performance appraisal. This meeting is a unique opportunity for the employee and manager to discuss and review performance over the past year. The goal of the meeting is to:

- ✓ assess the employee's overall job performance, the degree to which performance indicators and development activity objectives have been met, and his/her level of proficiency in the identified competencies;
- ✓ discuss successes and any difficulties encountered;

- ✓ identify strengths and areas needing improvement;
- ✓ talk about possible development targets for the following year;
- ✓ discuss the overall performance rating assigned by the manager.

Following this meeting, the manager must complete the performance appraisal and assign an overall rating.

PERFORMANCE RATING SCALE

1. Below expectations

Performance **falls below on one or more job requirements or expectations** (results delivery, goals achievement, responsibilities, competencies, behaviours or attitudes). Performance must become fully competent and effective according to established requirements or expectations. Performance is **unsatisfactory** and action must be taken within 6 months. Improvement is necessary.

Employee **achieves less than 65% of overall goals.**

2. Meets some expectations

Stronger performance level is required as employee has only met some job requirements or expectations. Employee **meets 65% or greater of overall goals : but for a variety of reasons is partially meeting** expectations. Strategies need to be put in place to support the employee to improve performance level. The employee is still learning or needs development to become fully competent.

This rating is also to be used for new employees or for an employee new to their role.

3. Meets expectations

Performance is **competent and effective according to the job requirements or expectations** (results delivery, goals achievement, responsibilities, competencies, behaviors or attitudes). Performance is **fully satisfactory.**

Employee meets all goals and may even exceed some. The employee is fully knowledgeable about all important aspects of the job. Employee makes a solid, reliable and **meaningful contribution** within a business unit or direction.

4. Above expectations

Exceptional performance level. Performance consistently **exceeds expectations or target level of performance** (especially those of high priority). Projects and goals are completed in a manner that expands the scope and impact of the assignment and increases the impact on the business-unit or more.

The employee has made a notable contribution to the business unit or direction. The employee **demonstrates significant leadership** in his position. The employee demonstrates distinctive performance.

Procedure to follow in cases of disagreement

If an employee disagrees with the results of the annual performance appraisal, he must first discuss this with the manager. The goal of this discussion is to allow both parties to determine the point of disagreement, express their respective viewpoints and try to arrive at a solution. At the end of the meeting, the employee will be able to document his disagreement in the “comments” section of the PMSD form.

365th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CHARLOTTETOWN, ONTARIO
September 23-24, 2008

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Linda Black	
Mr. George Cooper	
Mr. Joseph Handley	
Mr. Peter Herrndorf	
Ms. Patricia McIver	
Ms. Trina McQueen	
Mr. Brian Mitchell	
Mr. Rémi Racine (for September 23)	
Ms. Edna Turpin	

REGRETS:

None

ALSO ATTENDING:

Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. Sylvain Lafrance, Executive Vice-President, French Services
Mr. George Smith, Senior Vice-President, Corporate Priorities and Implementation
Mr. Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships
Mr. Pierre Nollet, Vice-President, Corporate Secretary and Chief Legal Officer
Ms. Johanne Charbonneau, Vice-President and CFO
Mr. Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs
Mr. Ray Carnovale, Vice-President and Chief Technology Officer
Mr. Michel Saint Cyr, President, Real Estate Division
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary

Other participants as identified in the minutes.

364th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CHARLOTTETOWN, ONTARIO
September 23-24, 2008

The Chair called the meeting to order at 1:00 p.m. on September 23, 2008.

IN CAMERA

The Board met in camera with the President and CEO to discuss several topics. There were no matters to report, other than the report of the Human Resources and Compensation Committee, which was presented during the in camera portion of the meeting.

HUMAN RESOURCES AND COMPENSATION COMMITTEE REPORT

Edna Turpin, Chair of the Committee, presented the report.

Organization Update

Management provided an update on the implementation of the organizational changes approved by the Board in June 2008.

By-Law 3, the Committee's Terms of Reference, and the President and CEO's Terms of Reference

The Committee considered the proposed changes to By-Law 3 of the Corporation's By-Laws and to the Committee's Terms of Reference. After discussion, the Committee recommended certain further revisions to the documents. The Board adopted the Committee's recommendation.

On a motion duly moved and seconded

IT IS RESOLVED THAT on the recommendation of the Human Resources and Compensation Committee the Board of Directors hereby approves:

(i) the revised By-Law 3 of the Corporation's By-Laws as presented, a copy of which shall remain filed with the original of these minutes as Exhibit A;
(ii) the Committee's Terms of Reference as presented, a copy of which shall remain filed with the original of these minutes as Exhibit B; and
(iii) the President and CEO's Terms of Reference as presented, a copy of which shall remain filed with the original of these minutes as Exhibit C.

MOTION CARRIED

President and CEO's Objectives

The Committee reviewed the President and CEO's objectives and recommended their approval by the Board. Several Board members, in considering the objectives presented, made the following observations:

s.21(1)(b)

The Board, recognizing that this is an exceptional situation with the appointment of a new President, acknowledged that the President and CEO's objectives should, in the ordinary course, flow from the strategic planning process. After a thorough discussion, it was agreed that the President and CEO would submit revised objectives for the Board's consideration at the November meeting.

ACTRA and Writer's Guild Mandates

George Smith outlined the rationale for the mandates sought and the Committee recommended their approval by the Board. The Board adopted the Committee's recommendation in both instances.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** on the recommendation of the Human Resources and Compensation Committee the Board of Directors hereby approves a mandate for management to negotiate scale agreements with ACTRA for a 5-year term (3 years of retroactivity and 2 years going forward) with a monetary increase not to exceed

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

MOTION CARRIED

On a motion duly moved and seconded

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

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

MOTION CARRIED

IR Update

Mr. Smith provided an update to the Committee with respect to industrial relations issues, including the status of various negotiations.

The Chair of the Board thanked Ms. Turpin for her report.

PRESIDENT'S REPORT

The President and CEO delivered his report to the Board during the in camera session. No matters were reported to the Corporate Secretary for inclusion in the minutes.

The in camera session concluded.

APPROVAL OF MINUTES

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the minutes of the Board of Directors meeting held on June17, 2008 and the conference call meeting of June 27, 2008 be and are hereby approved.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

No matters to report.

UPDATE ON ENGLISH SERVICES FINANCIAL SITUATION

Richard Stursberg presented an update to the Board on the revenue situation for English Services at the end of the first quarter, outlining the consequential revisions to the business plan. Written material was circulated in advance covering the following:

Q1 Revenue Problems
Financial Forecast, Revenue Challenges and Solutions
Short Term Measures
Medium Term Initiatives
Revised Sales Tactics and the Cyclical Downturn

In his opening comments, Mr. Stursberg observed that all conventional broadcasters are facing similar challenges as a result of changing revenue patterns. Mr. Stursberg then reviewed highlights of the material, explaining that the proposed solutions have been developed to ensure alignment with the strategic priorities and also with the principles that emerged from the Challenge Us initiative. He outlined the plans to address the specific challenges in the areas of Hockey and News and described the new approach to communications with employees on revenue and business plan issues. Lastly, Mr. Stursberg provided an overview of the current market conditions facing the media-advertising sector and reviewed the key elements of the sales plan for this market, adding that, at this point, sales are still ahead of the previous year.

The Chair thanked Mr. Stursberg for his update.

ELECTION COVERAGE

Richard Stursberg and Sylvain Lafrance provided an overview of the plans for coverage of the federal election coverage by English and French Services. Written material was distributed at the meeting outlining the major elements of the approach taken by each service and Mr. Lafrance and Mr. Stursberg highlighted key aspects.

Common to both French and English Services are the themes:

Integrated coverage across all platforms
Cooperation and coordination between English and French Services
Credible, diversified and balanced information
Explaining the issues
Seeking audience input

During the presentation management responded to questions and comments from Directors about:

s.21(1)(b)

s.68.1

The Chair thanked Mr. Lafrance and Mr. Stursberg for their review.

REAL ESTATE PROJECTS UPDATE

Vancouver Project

Michel Saint-Cyr reviewed and highlighted sections of the written material circulated at the meeting, covering:

The history of the Vancouver Redevelopment Project
Building status

Financial situation
Measures to control costs
Measures to achieve revenues
Staying on schedule
Request for budget increase of

Management had previously circulated a written request to the Board for authorization to proceed with the demolition and re-furbishing of the 2nd and 3rd floors according to plan.

s.18(a)

s.18(b)

During his presentation, Mr. Saint-Cyr responded to questions from Directors on:

s.21(1)(b)

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the Board of Directors hereby ratifies the decision to proceed with the demolition and construction of the 2nd and 3rd floors and approves additional funding for the Vancouver Redevelopment Project in the amount of bringing the total approved funding for the Vancouver Redevelopment Project to s set out in the Supplementary Resolution, a copy of which shall remain attached to these minutes as Appendix 1.

MOTION CARRIED

Toronto Broadcast Centre Project

Mr. Lacroix provided a brief update on the status of the project, advising that the Corporation's appeal to the Ontario Municipal Board, on September 15, 2008, with respect to the minor variance application, was successful. He noted that the first opportunity to meet with Treasury Board to seek approval to proceed with the project would likely not be until mid-January 2009.

Michel Saint-Cyr reported the latest developments on leasing agreements with key tenants, noting that there had been encouraging progress made. With respect to the project financing, he observed that, based upon the success of a recent mortgage bond issue by CMHC, the market is receptive to this type of debt.

The Chair thanked Mr. Lacroix and Mr. Saint-Cyr for these project updates.

THE BBC MODEL

Richard Stursberg and Michel Tremblay presented an overview of the BBC model for the information of Directors. Presentation materials were circulated in advance of the meeting covering the following topics:

Introduction
The UK Broadcasting System
The BBC
Major BBC Initiatives'
Conclusions

Michel Tremblay opened his remarks with the observation that the BBC is a very large, very rich, and very nimble organization. He then described the five defining features of the UK system, namely: (i) Public Service Broadcasting; (ii) the BBC; (iii) Spectrum Scarcity: (iv) Freeview; and (v) Sky TV Satellite Service.

Richard Stursberg contrasted the BBC revenue model with that of CBC/Radio-Canada and canvassed some of the other significant differences between the two broadcast environments, including:

During the presentation, management responded to questions and comments from Board members about:

s.21(1)(b)

The Chair thanked Mr. Stursberg and Mr. Tremblay for their helpful presentation.

s.68.1

The meeting was adjourned at 5:00 p.m. on September 23, 2008.

The meeting resumed at 8:30 a.m. on September 24, 2008.

MOTION CARRIED

s.68.1

The Chair thanked Mr. Stursberg and Mr. Lafrance for their update.

CHAIR'S REPORT

Recognition of Board Member

The Chair noted that Hélène Fortin resigned as a Board member effective September 5, 2008. On behalf of the Board he thanked her for her efforts during her term and proposed a formal motion to recognize her service to the Corporation.

On a motion duly moved and seconded,

WHEREAS Hélène Fortin has served as a dedicated Board member and Chair of the Audit Committee throughout her term,

AND WHEREAS the Board wishes to recognize Hélène Fortin for her personal and professional contribution to the success and well-being of the public broadcaster, and for her strong leadership, as Chair of the Audit Committee and as Chair of the Pension Board of Trustees,

IT IS RESOLVED THAT the Board of Directors expresses its appreciation and admiration to Hélène Fortin for her dedication and her leadership in guiding and promoting CBC/Radio-Canada, its mission and its mandate.

MOTION CARRIED

Appointments to Board Committees

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the Board of Directors, on the recommendation of the Chair, hereby approves the following appointments effective September 4, 2008:
>
> (i) Patricia McIver as a member of the following committees:
>
> Audit Committee
> Standing Committees on English and French Language Broadcasting
> Special Committee on Real Estate Projects
>
> (ii) Timothy Casgrain as Chair of the Audit Committee;
>
> to serve until the next annual meeting of the Corporation (June 2009) or until a review of Committee membership is conducted, whichever is sooner.

MOTION CARRIED

Appointment to Pension Board of Trustees

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the Board of Directors, on the recommendation of the Chair, hereby approves the appointment of Timothy Casgrain as a member of the Board of Trustees of the CBC/Radio-Canada Pension Fund, to serve until the next annual meeting of the Corporation (June 2009) or until a review of the membership of the Pension Board of Trustees is conducted, whichever is sooner.

MOTION CARRIED

s.68.1

Lastly, Mr. Casgrain provided a report on his activities since the June Board meeting, referencing a number of meetings and other events comprising his schedule. In particular, he highlighted the following:

s.19(1)

s.21(1)(b)

AUDIT COMMITTEE REPORT

Mr. Casgrain, Chair of the Audit Committee, presented the report. He informed the Board that the Audit Committee had also passed a motion to recognize the contribution of Hélène Fortin as Chair of the Committee.

Delegation of Signing Authority, Delegation of Financial Authority, and Procurement Policies

The Committee reviewed and recommended approval by the Board of the three revised policies. After discussion, the Board approved them.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** on the recommendation of the Audit Committee the Board of Directors hereby approves:
>
> (i) the revised policy on Delegation of Signing Authority as presented, a copy of which shall remain filed with the original of these minutes as Exhibit C
> (ii) the revised policy on Delegation of Financial Authority as presented, a copy of which shall remain filed with the original of these minutes as Exhibit D; and
> (iii) the revised policy on Procurement as presented, a copy of which shall remain filed with the original of these minutes as Exhibit E.

MOTION CARRIED

Audit Committee Terms of Reference

The Committee reviewed the proposed amendments to its Terms of Reference and recommended their adoption. The Board approved the revised Terms of Reference as proposed.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** on the recommendation of the Audit Committee the Board of Directors hereby approves the Terms of Reference for the Audit Committee as circulated, a copy of which shall remain filed with the original of these minutes as Exhibit F.

MOTION CARRIED

s.18(a)

s.18(b)

s.20(1)(b)

s.18(a)

s.18(b)

s.20(1)(b)

Risk Management

As part of the on-going oversight of the Corporation's management of key risks, the Committee was briefed on following risks: (i) Emerging Platforms – English Services; and (ii) License Renewals.

Other Reports

The Committee also received the following reports: (i) CFO Report; (ii) Quarterly Financial Management Report 1st Quarter 2008-2009; (iii) Quarterly Internal Audit Report 1st Quarter 2008-2009; (iv) Update on International Financial Reporting Standards; (v) Update on Vision Project; and (vi) Internal Audit Report on Vision.

NEW STRATEGIC PLANNING PROCESS

Michel Tremblay reviewed and highlighted sections of the written material circulated in advance of the meeting, covering:

The three P's – People, Programming, Pushing forward
Current status of the process
Next steps
Strategic planning milestones

Mr. Tremblay described the three phases to the strategic planning process for the year:

s.21(1)(a)

s.21(1)(b)

Mr. Lacroix emphasized that these next steps represent a key stage for CBC/Radio-Canada, involving a number of difficult choices.

In light of the critical importance of this process, it was proposed that consideration be given to moving the date of the November 2008 Board meeting by several weeks to allow for greater progress to be made, thereby facilitating a

more productive discussion of the issues. Management will review the progress next week and report to the Board regarding a revised date.

The Chair thanked Mr. Tremblay for his presentation.

ENGLISH NETWORK CHILDREN'S' PROGRAMMING

Richard Stursberg presented a review of recent developments with respect to Children's Programming for the information of the Board. He highlighted sections of the material distributed in advance covering:

The Kids' CBC Brand – the key elements
Competitive landscape on air –CBC Kids' audience share
Kids CBC Online and Kids CBC Outreach
Financial Challenges and Revenue Opportunities
Sponsorship Proposal/Guidelines

s.20(1)(b) The Board discussed the issue of sponsorship of children's programming, looking at various examples of how sponsorships have been used by other broadcasters, such as . The Board also considered the nature and scope of proposed sponsor guidelines to ensure that the integrity of the CBC brand, especially as it relates to children's programming, is not adversely affected by any sponsorship arrangement.

Mr. Stursberg responded to questions and comments from Board members on: (i) the criteria for selection of potential sponsors; (ii) the visibility of the CBC Kids' brand; (iii) the nature of children's programming and its target markets; (iv) the importance of reflecting the Canadian reality in CBC's children's programming; and (v) the critical importance of a well-planned and well-executed communications strategy to inform stakeholders about such an initiative in advance of any launch.

The Chair thanked Mr. Stursberg for this update.

CURRENT TV – APPROVE PARTNERSHIP, CRTC FILING BUSINESS PLAN AND LAUNCH

Richard Stursberg reviewed and highlighted sections of the written material circulated in advance of the meeting, covering:

Update from the March 2008 presentation
Executive Summary
Deal Points
Financial Summary
Implementation Timeline

After recapping the situation as of March 2008 and canvassing the developments since then, Mr. Stursberg explained the key differences between the original proposal and the one now before the Board. During the presentation, Mr. Stursberg responded to questions and comments from the Board on:

Mr. Nollet outlined the two possible corporate structures and explained the rationale for each one.

After discussion, the Board approved the transaction as presented.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the Board of Directors hereby approves the transaction with Current International pursuant to the terms and conditions set out in either of the Supplementary Resolutions, a copy of each of which shall remain attached to the original of these minutes as Appendix 2 and Appendix 3 respectively.

MOTION CARRIED

The Chair thanked Mr. Stursberg and Mr. Nollet.

SIRIUS AND XM MERGER – UPDATE

Michel Tremblay briefed the Board on the potential impact of the

s.20(1)(b)

s.21(1)(b)

Mr. Tremblay concluded by advising that further discussions on the future direction for CBC/Radio-Canada in relation to Sirius Canada will take place as and when opportunities materialize, with updates to the Board as needed.

RADIO TWO UPDATE

s.68.1

Richard Stursberg provided a brief update on the situation with respect to Radio Two. Mr. Stursberg opened with the comment that he was very pleased to have recruited Denise Donlon to lead CBC Radio, noting that she is a very significant addition to the English Services team.

On the changes to Radio Two, Mr. Stursberg reported that the volume of the negative reaction has decreased considerably but has not disappeared.

CHANGE OF DATE - SEPTEMBER 2009 MEETING

Pierre Nollet reported that the Corporate Secretariat was encountering difficulties with respect to securing meeting space for the September 2009 Board meeting in Victoria, B.C. Mr Nollet advised that the situation would be resolved if the date of the meeting were changed from September 22-23, 2009 to September 21-22, 2009. After discussion, the Board approved the change in date for the September 2009 meeting.

CONCLUDE

Having no further business to discuss, the meeting concluded at 10:05 a.m.

Audit Committee
(November 17, 2008)

Subject matter

Nominees to the CBC Pension Board of Trustees for calendar year 2009.

Background

Role of the Board of Trustees

The Canadian Broadcasting Corporation Pension Plan (the Plan) was established by the Canadian Broadcasting Corporation (CBC) effective September 1, 1961, pursuant to the Broadcasting Act. The Plan is a contributory defined benefit pension plan covering substantially all employees of CBC. The Plan is federally regulated and is governed by the provisions of the Pension Benefits Standards Act (the Act) and the Regulations thereof.

The CBC Pension Board of Trustees by virtue of the Trust Deed between the CBC and the Trustees administers the assets of the Plan.

The primary liability of the Plan is to provide defined benefits for its members in accordance with the Trust Deed and other documents from time to time describing the Plan.

The CBC Pension Board of Trustees, directly and/or through agents retained by it, is responsible for investing the Fund and in doing so, will identify and pursue investment opportunities in accordance with the Act, the regulations and the Fund's Statement of Investment Policy and Goals.

Appointment of Trustees

Article 3 of the Trust Deed (Schedule C of the By-Laws) addresses the composition of the Board of Trustees.

The Board must consist of a minimum of 6 Trustees and a maximum of 7.

- The majority of Trustees (4) must either hold office as Directors of the Corporation or be officers of the Corporation.
- The senior executive officer responsible for Human Resources, and the senior executive officer responsible for Finance are Trustees by virtue of their position. The senior executive officer responsible for Human Resources, George Smith, has taken a new role as Senior Vice-President, Corporate Priorities and Implementation. Because of his valuable contribution to the Pension Board, an amendment to the Trust Deed will be proposed to the CBC Pension Board of Trustee and to the CBC Board of Directors to permit his current position or the senior executive officer responsible for Human Resources (who has not yet been appointed) to be as an ex-officio Trustee. The President of the Corporation will decide which of these senior officers will occupy the Trustee position.
- The Corporation appoints all other Trustees.

Historically, the Corporation has accepted that the 3 Trustees who are not Directors or officers of the Corporation be two employees (one representing each of the French and English services) and a pensioner. These three individuals are chosen as follows:

- The two employees are nominated by the Consultative Committee on Staff Benefits (CCSB) which is a joint management/union committee that discusses CBC employee benefits.
- The pensioner is nominated by the CBC Pensioners National Association

These nominations are then submitted annually to the Audit Committee and the Board of Directors of the CBC for approval each year.

Information on the matter

In accordance with established practice, the CCSB has recommended the nomination of two candidates and the Pensioners' Association has also recommended their candidate to serve on the Board of Trustees for the year 2009.

For decision: ☑ **For information:** ☐

Prepared by

Name: George C.B. Smith
Date: October 27, 2008

Management recommendation

BE IT RESOLVED THAT Jon Soper, Claude Godin and Paul Gaffney be and are held hereby appointed to the Pension Board of Trustees for the period of January 1, 2009 to and including December 31, 2009 or until the nomination of a successor.

Last discussed at the Board

Date: November 21, 2007
Decision made: Approved

Next steps

Letter of acceptance to be sent to each appointee by the President & CEO.

Schedule A

Audit Committee
(November 17, 2008)

Subject matter

Amendments to the CBC Pension Plan, pertaining to the conditions of membership eligibility for employees on call who are members of STARF, SCFP and AR, and to the age limit for maturing registered pension plans.

Background

The collective agreement recently ratified between the Corporation and the "Association des réalisateurs" on October 17, 2007, offers to employees on contract who are on call, the option of joining Part II of the Pension Plan effective October 1, 2007, subject to compliance with the conditions of membership eligibility. An amendment to the Pension Plan is therefore required to define the applicable provisions.

The collective agreement between the Corporation and the "Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada" and the collective agreement with the "Syndicat canadien de la fonction publique", allow temporary employees on call to join Part II of the Pension Plan, subject to compliance with certain conditions. The administration reflects these provisions but they have not been defined in the Pension Plan. Consequently, for clarification purposes, these amendments are made in order to align the provisions of the Pension Plan with administrative practices.

The 2007 federal budget proposed that the age at which payments under a registered pension plan must commence, be increased from age 69 to 71. This measure was adopted and the Income Tax Act was modified accordingly. The CBC Pension Plan is therefore amended to allow benefits to accrue and contributions to be made for employees up to age 71.

Information on the matter

You will find attached the required amendments to the CBC Pension Plan.

For decision ☑ **For information** ☐

Prepared by

Name: George C.B. Smith
Date: October 31, 2008

Management recommendation

BE IT RESOLVED
THAT Schedule « B » of the By-Laws of the Canadian Broadcasting Corporation, entitled CBC Pension Plan, be modified by adding Sections 4(ca), 4(cb), 4(cc) to Part II and by modifying Sections 3(gb), 7(1)(d) of Part I and Sections 3(i), 3(o), 3(v), 4(c), 4(h), 7(1)(e), 8(2) of Part II.

Last discussed at the Board

Date: N/A
Decision made:

Next steps

Ministerial Approval.
Submission to OSFI (Office of the Superintendent of Financial Institutions) and Canada Revenue Agency.
Notification to employees affected.

Canadian Broadcasting Corporation Pension Plan

Amendment effective October 1, 2007

Part I

1. Section 3(gb) is replaced by the following:

« (gb) "full time basis" in relation to an employee means engaged to work all or substantially all of the normally scheduled hours of work established for persons in the class of employees of which such employee is a member. For greater certainty, a person who occupies a position on call is not considered a person working on a full time basis for the purpose of the Plan; »

2. Section 7(1)(d) is replaced by the following:

« (d) A contributor ceasing to be an employee after normal retirement date shall receive an immediate pension, provided that no contributor shall be deemed to be an employee during any period on or after the first day of the month of December in the year in which the contributor attains the age of ~~sixty-nine~~seventy-one years, or any other such age limit as defined in the Income Tax Act, and an immediate pension shall commence no later than such day. »

Part II

1. Section 3(i) is replaced by the following:

« (i) "employee" means a person who is performing services for the Corporation and is employed in one of the following categories:

(1) temporary part time, or

(2) permanent part time, or

(3) effective September 1, 2002, contract part-time member of the "Association des réalisateurs", or

(4) effective January 1, 2003, contract part-time member of the "Syndicat des Communications de Radio-Canada", or

(5) effective January 1, 2006, contract part-time member of the Canadian Media Guild, or

(6) effective March 27, 1997, temporary on call, member of the "Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada", who meets all criteria provided in the applicable collective agreement to maintain his temporary on call status and to be eligible to join the Plan, or

(7) effective September 25, 1997, temporary on call, member of the “Syndicat canadien de la fonction publique”, who meets all criteria provided in the applicable collective agreement to maintain his temporary on call status and to be eligible to join the Plan, or

(8) effective October 1, 2007, contract on call, member of the "Association des réalisateurs", who meets all criteria provided in the applicable collective agreement to maintain his contract on call status and to be eligible to join the Plan, or

(9) such other equivalent category established by the Corporation from time to time.

"Employee" shall be deemed to include a person who is on leave from the Corporation without payment of salary when such person was so classified as an employee immediately prior to being granted such leave.

A person referred to under Section 3(i)(3) or Section 3(i)(4) does not cease to be considered an employee when there is a break in service of less than thirteen weeks that is solely due to a program's production scheduling. These breaks in service shall be treated in the same manner as leaves of absence from the Corporation without payment of salary are treated. »

2. Secton 3(o) is replaced by the following:

« (o) “part time basis” in relation to an employee means engaged to work less than all or substantially all of the normally scheduled hours of work established for persons in the same category of employees covered by Part I. For greater certainty, a person who occupies a position on call is considered a person working on a part time basis for the purpose of the Plan; »

3. Section 3(v) is replaced by the following:

« (v) "salary" of a contributor means the salary on which contributions are made under Part II and is exclusive of overtime and other supplementary remuneration that may be paid to the contributor from time to time.

For a person referred to in Section 3(i)(6), 3(i)(7) or 3(i)(8), salary of a given calendar month is recognized by the Plan only if the person receives the equivalent of one day of salary or more in each week of the calendar month. Otherwise, salary for this calendar month is deemed to be nil for the purpose of the Plan, the calendar month shall not be regarded as pensionable service and shall be considered a period of leave without payment of salary for the purpose of the Plan, and the person shall not make any contribution with respect to this month. For the purpose of this paragraph, if the Monday of a week is part of a given calendar month, the full week is deemed to be part of this month.

For the purpose of computing "adjusted pensionable earnings", the salary of a contributor shall be deemed to be:

(i) during any period of maternity leave, paternity leave, child care leave, adoption leave, absence without pay for childcare purposes, and compassionate care leave granted pursuant to the Corporation's policy regarding the granting of such leaves, if such periods are included in the contributor's pensionable service according to the Corporation's policy:~~, provided that the contributor elects to and does make any required contributions thereto as specified in the Corporation's policy,~~

(A) in the case of a contributor other than a person referred to in Section 3(i)(6), 3(i)(7) or 3(i)(8), salary at the rate paid to the contributor immediately before such leave begins,

(B) in the case of a contributor who is a person referred to in Section 3(i)(6), 3(i)(7) or 3(i)(8), salary at a rate based on the contributor's average salary during the twelve months of participation preceding such leave or, if the contributor has less than twelve months of plan participation at the time the leave begins, the contributor's average salary during his full period of plan participation,

provided that the contributor elects to and does make any required contributions as specified in the Corporation's policy to recognize the period of leave as pensionable service, otherwise such leave shall be regarded as being leave without payment of salary; and

(ii) for any period during which a contributor is in receipt of benefits under the long-term disability income plan made available, where applicable, to employees of the Corporation as part of the Corporation's benefit program:

(A) in the case of a contributor other than a person referred to in Section 3(i)(6), 3(i)(7) or 3(i)(8),

(a) for the calendar year or fraction thereof, for which such benefits are first payable, salary at the rate paid to the contributor immediately prior to such period;

(b) for each subsequent calendar year or fraction thereof in such period, salary at the rate deemed to be paid to the employee at the end of the immediately preceding calendar year, adjusted by the lesser of the economic increase granted or negotiated for the preceding calendar year for the position held by the employee immediately prior to receiving such benefits or the increase in the Wage Index for the said calendar year. The adjustment shall not be made in the first calendar year subsequent to the commencement of long-term disability if the employee's salary had already been adjusted by the economic increase in the calendar year when he commenced to receive long-term disability benefits; ~~and~~

(B) in the case of a contributor who is a person referred to in Section 3(i)(6), 3(i)(7) or 3(i)(8),

(a) for the calendar year or fraction thereof, for which such benefits are first payable, salary at a rate based on the contributor's average salary during the twelve months of participation preceding such leave or, if the contributor has less than twelve months of plan participation at the time the leave begins, the contributor's average salary during his full period of plan participation,

(b) for each subsequent calendar year or fraction thereof in such period, salary at the rate applicable for the immediately preceding calendar year, adjusted by the lesser of the economic increase granted or negotiated for the preceding calendar year for the position held by the employee immediately prior to receiving such benefits or the increase in the Wage Index for the said calendar year; and

(iii) for any period during which salary is deferred under the Corporation's Deferred Salary Leave Plan, salary before allowances for contributions to the Deferred Salary Leave Plan; and

(iv) during any period of leave under the Corporation's Deferred Salary Leave Plan, salary at the rate deemed to be paid to the contributor under paragraph (iii) above immediately before the leave, provided that the contributor elects to and does make contributions thereto at the rate determined under the Corporation's policy and in accordance with the Corporation's Deferred Salary Leave Plan, otherwise such leave shall be regarded as being leave without payment of salary.

Notwithstanding the provisions of this Section 3(v), if a contributor does not resume active employment immediately following a period of absence without pay for childcare purposes described in paragraphs (i) above, or a period described in paragraphs (ii) and (iv) above, or immediately following the expiration of any immediately subsequent permitted period of leave of absence, such period shall be regarded as being leave without payment of salary.

In this Section 3(v), only complete calendar months shall be deemed to count as months for which salary has been paid, and a complete calendar month shall be regarded as one-twelfth of a year.

The salary of a contributor shall be deemed in any case not to exceed a rate which would result in a pension exceeding the maximum pension permitted by Revenue Canada, Taxation, or by the Income Tax Act of Canada, as the case may be, as a condition for registration of pension plans under the said Act. »

4. Section 4(c) is replaced by the following:

« (c) All persons other than persons referred to in Section 3(i)(3), 3(i)(4), 3(i)(5), 3(i)(6), 3(i)(7), or 3(i)(8), who first became employees after January 1, 1994, shall be eligible to contribute under Part II beginning on the first day of the month following the month in which the initial eligibility requirement is completed. »

5. Section 4(ca) is added as follows:

« (ca) All persons defined under Section 3(i)(6) who meet all required conditions to be eligible to join the plan, including the initial eligibility requirement, may contribute under Part II if they so elect. An election of the option to contribute shall be subject to the following conditions:

(i) If an election to contribute is submitted to the Pension Board after April 1, 1999, contributions, and consequently pensionable service, shall begin on a date which is the later of:

- the first day of the month following submission of the election, or

- the first day of the month following completion of the conditions required to be eligible to join the Plan.

(ii) If an election to contribute is submitted to the Pension Board on or before April 1, 1999, contributions, and consequently pensionable service, shall begin on the first day of the month specified in the election, but such day cannot be earlier than the day which is the later of:

- the first day of the month following completion of the conditions required to be eligible to join the Plan, or

- April 1, 1999. »

6. Section 4(cb) is added as follows:

« (cb) All persons defined under Section 3(i)(7) who meet all required conditions to be eligible to join the plan, including the initial eligibility requirement, may contribute under Part II if they so elect. An election of the option to contribute shall be subject to the following conditions:

(i) If an election to contribute is submitted to the Pension Board after October 1, 1999, contributions, and consequently pensionable service, shall begin on a date which is the later of:

- the first day of the month following submission of the election, or

- the first day of the month following completion of the conditions required to be eligible to join the Plan.

(ii) If an election to contribute is submitted to the Pension Board on or before October 1, 1999, contributions, and consequently pensionable service, shall begin on the first day of the month specified in the election, but such day cannot be earlier than the day which is the later of:

- the first day of the month following completion of the conditions required to be eligible to join the Plan, or

- October 1, 1999. »

7. Section 4(cc) is added as follows:

« (cc) All persons defined under Section 3(i)(8) who meet all required conditions to be eligible to join the plan, including the initial eligibility requirement, may contribute under Part II if they so elect. An election of the option to contribute shall be subject to the following conditions:

(i) If an election to contribute is submitted to the Pension Board after October 1, 2009, contributions, and consequently pensionable service, shall begin on a date which is the later of:

- the first day of the month following submission of the election, or

- the first day of the month following completion of the conditions required to be eligible to join the Plan.

(ii) If an election to contribute is submitted to the Pension Board on or before October 1, 2009, contributions, and consequently pensionable service, shall begin on the first day of the month specified in the election, but such day cannot be earlier than the day which is the later of:

- the first day of the month following completion of the conditions required to be eligible to join the Plan, or

- October 1, 2009.

Notwithstanding the foregoing, an employee as defined in Part I or Part II who becomes a person defined under Section 3(i)(8) on or after October 1, 2007 following a change in employment category and who was contributing to the Plan at the time of such change shall continue to contribute to the Plan until he is no longer eligible to contribute. »

8. Section 4(h) is replaced by the following:

« (h) Subject to the provisions of this Section 4, once an employee has elected to contribute under Section 4(b), 4(ba), 4(bb), 4(bc), ~~or~~ 4(c), 4(ca), 4(cb), or 4(cc) of this Part II, he shall not be permitted to cease contributions to Part II of this Plan, due to his salary reducing to below thirty-five percent of the Year's Maximum Pensionable Earnings in the year, or for any other reason. »

9. Section 7(1)(e) is replaced by the following:

« If he ceases to be an employee after normal retirement date shall receive an immediate pension, provided that no person shall be deemed to be an employee during any period on or after the first day of the month of December in the year in which the contributor attains the age of ~~sixty-nine~~seventy-one years, or any other such age limit as defined in the Income Tax Act, and an immediate pension shall commence no later than such day. »

10. Section 8(2) is replaced by the following:

« (2) When a contributor is granted leave without payment of salary,

(a) if a contributor, by reason of being granted such leave, receives salary in respect of any calendar month which is less than one half of the salary which he would otherwise have received, such calendar month shall not be regarded as pensionable service of the contributor and the contributor shall make no contribution in respect of such month;

(b) if a contributor, by reason of being granted such leave, receives salary in respect of any calendar month which is one-half or more but less than the full amount of salary he would otherwise have received, such calendar month shall be regarded as pensionable service of the contributor and the contributor shall make a contribution in respect of such month.

Each complete calendar month shall count as one-twelfth of a year.

The provisions of this Section 8(2) do not apply to a contributor referred to in Section 3(i)(6), 3(i)(7) or 3(i)(8).

— End of document —

Canadian Broadcasting Corporation Pension Plan

Amendment effective October 1, 2007

Part I

1. Section 3(gb) is replaced by the following:

« (gb) "full time basis" in relation to an employee means engaged to work all or substantially all of the normally scheduled hours of work established for persons in the class of employees of which such employee is a member. For greater certainty, a person who occupies a position on call is not considered a person working on a full time basis for the purpose of the Plan; »

2. Section 7(1)(d) is replaced by the following:

« (d) A contributor ceasing to be an employee after normal retirement date shall receive an immediate pension, provided that no contributor shall be deemed to be an employee during any period on or after the first day of the month of December in the year in which the contributor attains the age of seventy-one years, or any other such age limit as defined in the Income Tax Act, and an immediate pension shall commence no later than such day. »

Part II

1. Section 3(i) is replaced by the following:

« (i) "employee" means a person who is performing services for the Corporation and is employed in one of the following categories:

(1) temporary part time, or

(2) permanent part time, or

(3) effective September 1, 2002, contract part-time member of the "Association des réalisateurs", or

(4) effective January 1, 2003, contract part-time member of the "Syndicat des Communications de Radio-Canada", or

(5) effective January 1, 2006, contract part-time member of the Canadian Media Guild, or

(6) effective March 27, 1997, temporary on call, member of the "Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada", who meets all criteria provided in the applicable collective agreement to maintain his temporary on call status and to be eligible to join the Plan, or

(7) effective September 25, 1997, temporary on call, member of the “Syndicat canadien de la fonction publique”, who meets all criteria provided in the applicable collective agreement to maintain his temporary on call status and to be eligible to join the Plan, or

(8) effective October 1, 2007, contract on call, member of the "Association des réalisateurs", who meets all criteria provided in the applicable collective agreement to maintain his contract on call status and to be eligible to join the Plan, or

(9) such other equivalent category established by the Corporation from time to time.

"Employee" shall be deemed to include a person who is on leave from the Corporation without payment of salary when such person was so classified as an employee immediately prior to being granted such leave.

A person referred to under Section 3(i)(3) or Section 3(i)(4) does not cease to be considered an employee when there is a break in service of less than thirteen weeks that is solely due to a program's production scheduling. These breaks in service shall be treated in the same manner as leaves of absence from the Corporation without payment of salary are treated. »

2. Secton 3(o) is replaced by the following:

« (o) “part time basis” in relation to an employee means engaged to work less than all or substantially all of the normally scheduled hours of work established for persons in the same category of employees covered by Part I. For greater certainty, a person who occupies a position on call is considered a person working on a part time basis for the purpose of the Plan; »

3. Section 3(v) is replaced by the following:

« (v) "salary" of a contributor means the salary on which contributions are made under Part II and is exclusive of overtime and other supplementary remuneration that may be paid to the contributor from time to time.

For a person referred to in Section 3(i)(6), 3(i)(7) or 3(i)(8), salary of a given calendar month is recognized by the Plan only if the person receives the equivalent of one day of salary or more in each week of the calendar month. Otherwise, salary for this calendar month is deemed to be nil for the purpose of the Plan, the calendar month shall not be

regarded as pensionable service and shall be considered a period of leave without payment of salary for the purpose of the Plan, and the person shall not make any contribution with respect to this month. For the purpose of this paragraph, if the Monday of a week is part of a given calendar month, the full week is deemed to be part of this month.

For the purpose of computing "adjusted pensionable earnings", the salary of a contributor shall be deemed to be:

(i) during any period of maternity leave, paternity leave, child care leave, adoption leave, absence without pay for childcare purposes, and compassionate care leave granted pursuant to the Corporation's policy regarding the granting of such leaves, if such periods are included in the contributor's pensionable service according to the Corporation's policy:

(A) in the case of a contributor other than a person referred to in Section 3(i)(6), 3(i)(7) or 3(i)(8), salary at the rate paid to the contributor immediately before such leave begins,

(B) in the case of a contributor who is a person referred to in Section 3(i)(6), 3(i)(7) or 3(i)(8), salary at a rate based on the contributor's average salary during the twelve months of participation preceding such leave or, if the contributor has less than twelve months of plan participation at the time the leave begins, the contributor's average salary during his full period of plan participation,

provided that the contributor elects to and does make any required contributions as specified in the Corporation's policy to recognize the period of leave as pensionable service, otherwise such leave shall be regarded as being leave without payment of salary; and

(ii) for any period during which a contributor is in receipt of benefits under the long-term disability income plan made available, where applicable, to employees of the Corporation as part of the Corporation's benefit program:

(A) in the case of a contributor other than a person referred to in Section 3(i)(6), 3(i)(7) or 3(i)(8),

(a) for the calendar year or fraction thereof, for which such benefits are first payable, salary at the rate paid to the contributor immediately prior to such period;

(b) for each subsequent calendar year or fraction thereof in such period, salary at the rate deemed to be paid to the employee at the end of the

immediately preceding calendar year, adjusted by the lesser of the economic increase granted or negotiated for the preceding calendar year for the position held by the employee immediately prior to receiving such benefits or the increase in the Wage Index for the said calendar year. The adjustment shall not be made in the first calendar year subsequent to the commencement of long-term disability if the employee's salary had already been adjusted by the economic increase in the calendar year when he commenced to receive long-term disability benefits;

(B) in the case of a contributor who is a person referred to in Section 3(i)(6), 3(i)(7) or 3(i)(8),

(a) for the calendar year or fraction thereof, for which such benefits are first payable, salary at a rate based on the contributor's average salary during the twelve months of participation preceding such leave or, if the contributor has less than twelve months of plan participation at the time the leave begins, the contributor's average salary during his full period of plan participation,

(b) for each subsequent calendar year or fraction thereof in such period, salary at the rate applicable for the immediately preceding calendar year, adjusted by the lesser of the economic increase granted or negotiated for the preceding calendar year for the position held by the employee immediately prior to receiving such benefits or the increase in the Wage Index for the said calendar year; and

(iii) for any period during which salary is deferred under the Corporation's Deferred Salary Leave Plan, salary before allowances for contributions to the Deferred Salary Leave Plan; and

(iv) during any period of leave under the Corporation's Deferred Salary Leave Plan, salary at the rate deemed to be paid to the contributor under paragraph (iii) above immediately before the leave, provided that the contributor elects to and does make contributions thereto at the rate determined under the Corporation's policy and in accordance with the Corporation's Deferred Salary Leave Plan, otherwise such leave shall be regarded as being leave without payment of salary.

Notwithstanding the provisions of this Section 3(v), if a contributor does not resume active employment immediately following a period of absence without pay for childcare purposes described in paragraphs (i) above, or a period described in paragraphs (ii) and (iv) above, or immediately following the expiration of any

immediately subsequent permitted period of leave of absence, such period shall be regarded as being leave without payment of salary.

In this Section 3(v), only complete calendar months shall be deemed to count as months for which salary has been paid, and a complete calendar month shall be regarded as one-twelfth of a year.

The salary of a contributor shall be deemed in any case not to exceed a rate which would result in a pension exceeding the maximum pension permitted by Revenue Canada, Taxation, or by the Income Tax Act of Canada, as the case may be, as a condition for registration of pension plans under the said Act. »

4. Section 4(c) is replaced by the following:

« (c) All persons other than persons referred to in Section 3(i)(3), 3(i)(4), 3(i)(5), 3(i)(6), 3(i)(7), or 3(i)(8), who first became employees after January 1, 1994, shall be eligible to contribute under Part II beginning on the first day of the month following the month in which the initial eligibility requirement is completed. »

5. Section 4(ca) is added as follows:

« (ca) All persons defined under Section 3(i)(6) who meet all required conditions to be eligible to join the plan, including the initial eligibility requirement, may contribute under Part II if they so elect. An election of the option to contribute shall be subject to the following conditions:

(i) If an election to contribute is submitted to the Pension Board after April 1, 1999, contributions, and consequently pensionable service, shall begin on a date which is the later of:

- the first day of the month following submission of the election, or

- the first day of the month following completion of the conditions required to be eligible to join the Plan.

(ii) If an election to contribute is submitted to the Pension Board on or before April 1, 1999, contributions, and consequently pensionable service, shall begin on the first day of the month specified in the election, but such day cannot be earlier than the day which is the later of:

- the first day of the month following completion of the conditions required to be eligible to join the Plan, or

- April 1, 1999. »

6. Section 4(cb) is added as follows:

« (cb) All persons defined under Section 3(i)(7) who meet all required conditions to be eligible to join the plan, including the initial eligibility requirement, may contribute under Part II if they so elect. An election of the option to contribute shall be subject to the following conditions:

(i) If an election to contribute is submitted to the Pension Board after October 1, 1999, contributions, and consequently pensionable service, shall begin on a date which is the later of:

- the first day of the month following submission of the election, or

- the first day of the month following completion of the conditions required to be eligible to join the Plan.

(ii) If an election to contribute is submitted to the Pension Board on or before October 1, 1999, contributions, and consequently pensionable service, shall begin on the first day of the month specified in the election, but such day cannot be earlier than the day which is the later of:

- the first day of the month following completion of the conditions required to be eligible to join the Plan, or

- October 1, 1999. »

7. Section 4(cc) is added as follows:

« (cc) All persons defined under Section 3(i)(8) who meet all required conditions to be eligible to join the plan, including the initial eligibility requirement, may contribute under Part II if they so elect. An election of the option to contribute shall be subject to the following conditions:

(i) If an election to contribute is submitted to the Pension Board after October 1, 2009, contributions, and consequently pensionable service, shall begin on a date which is the later of:

- the first day of the month following submission of the election, or

- the first day of the month following completion of the conditions required to be eligible to join the Plan.

(ii) If an election to contribute is submitted to the Pension Board on or before October 1, 2009, contributions, and consequently pensionable service, shall begin on the first day of the month specified in the election, but such day cannot be earlier than the day which is the later of:

- the first day of the month following completion of the conditions required to be eligible to join the Plan, or

- October 1, 2009.

Notwithstanding the foregoing, an employee as defined in Part I or Part II who becomes a person defined under Section 3(i)(8) on or after October 1, 2007 following a change in employment category and who was contributing to the Plan at the time of such change shall continue to contribute to the Plan until he is no longer eligible to contribute. »

8. Section 4(h) is replaced by the following:

« (h) Subject to the provisions of this Section 4, once an employee has elected to contribute under Section 4(b), 4(ba), 4(bb), 4(bc), 4(c), 4(ca), 4(cb), or 4(cc) of this Part II, he shall not be permitted to cease contributions to Part II of this Plan, due to his salary reducing to below thirty-five percent of the Year's Maximum Pensionable Earnings in the year, or for any other reason. »

9. Section 7(1)(e) is replaced by the following:

« If he ceases to be an employee after normal retirement date shall receive an immediate pension, provided that no person shall be deemed to be an employee during any period on or after the first day of the month of December in the year in which the contributor attains the age of seventy-one years, or any other such age limit as defined in the Income Tax Act, and an immediate pension shall commence no later than such day. »

10. Section 8(2) is replaced by the following:

« (2) When a contributor is granted leave without payment of salary,

(a) if a contributor, by reason of being granted such leave, receives salary in respect of any calendar month which is less than one half of the salary which he would otherwise have received, such calendar month shall not be regarded as pensionable service of the contributor and the contributor shall make no contribution in respect of such month;

(b) if a contributor, by reason of being granted such leave, receives salary in respect of any calendar month which is one-half or more but less than the full amount of salary he would otherwise have received, such calendar month shall be regarded as pensionable

service of the contributor and the contributor shall make a contribution in respect of such month.

Each complete calendar month shall count as one-twelfth of a year.

The provisions of this Section 8(2) do not apply to a contributor referred to in Section 3(i)(6), 3(i)(7) or 3(i)(8).

— End of document —

Schedule A

Audit Committee

(November 17, 2008)

Subject matter

Approval under Section 12(1)(c) of the CBC Pension Plan pertaining to elective service, for employees who were on a union leave of absence on December 31, 2007 to render service to the Canadian Media Guild, and who on that date, were not contributing to the Pension Plan.

Background

The Board of Directors adopted at a meeting held on May 5, 2005 an amendment to Section 12 of the CBC Pension Plan pertaining to elective service. At that time, a provision was added to Section 12, which reads as follows:

"12(1)(c) at the sole discretion of the Corporation, any period of service in the employment of the Corporation that is not included as part of the employee's current period of pensionable service."

and

"12(6)(b) With respect to any other period of elective service, the employee shall make contributions equal to the actuarial value of the pension benefits with respect to the period of elective service, determined on the basis of the employee's salary rate in effect at the time of the employee's election.

Employees who were on a union leave of absence to render service to the Canadian Media Guild on December 31, 2007 and who were not contributing to the Pension Plan on that date, would like to be allowed a one-time opportunity to buy back prior periods of union leave of absence while rendering service to the Canadian Media Guild and, if applicable, the Canadian Wire Services Guild.

The Corporation wishes to allow these employees to buy back such periods of absence in accordance with the above-mentioned provisions.

Information on the matter

N/A

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

Prepared by

Name: George C. B. Smith
Date: October 31, 2008

Management recommendation

WHEREAS the Corporation wishes to allow employees who were on a union leave of absence to render service to the Canadian Media Guild on December 31, 2007, and who were not contributing to the Pension plan on that date, a one-time opportunity to buy back prior periods of union leave of absence while rendering service to the Canadian Media Guild and, if applicable, the Canadian Wire Services Guild, in accordance with the applicable provisions of the CBC Pension Plan.

THEREFORE BE IT RESOLVED

THAT effective November 19, 2008, employees who were on a union leave of absence to render service to the Canadian Media Guild on December 31, 2007, and who were not contributing to the Pension plan on that date, become eligible for a one-time opportunity to buy back prior periods of union leave of absence while rendering service to the Canadian Media Guild and, if applicable, the Canadian Wire Services Guild, in accordance with Sections 12(1)(c) and 12(6)(b) of the CBC Pension Plan.

Last discussed at the Board

Date: N/A
Decision made:

Next steps

Notification to employees affected

Audit Committee of the Board of Directors

November 17th, 2008

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

Subject Matter

DeskTop TV – Montreal Project and Contract Approval Recommendation

Background

Objective and Rationale

This project is key to the objective to implement an integrated DeskTop TV solution in Montreal and is consistent with other DeskTop TV solutions across the Corporation.

Type of Contract

Vendor will provide DeskTop TV equipment and software.

Overview of Parties

Financial Terms

Start Date and Term

Start date: November 18th, 2008

Project completion: June 2011

s.18(a)

s.18(b)

s.20(1)(b)

s.20(1)(d)

Special Clauses

Authorized Signatories

Raymond J. Carnovale, Vice-President and Chief Technology Officer and Johanne Charbonneau, Vice-President and Chief Financial Officer or Hubert T. Lacroix, President and CEO.

Remark/Risk evaluation/Critical issues

CBC Policies applicable to this transaction

DFA/DSA and Procurement Policy.

For decision prior to negotiation [ ] **For decision after negotiation** [X]

Prepared by

Name: Peter St.Onge

Date: November 4th , 2008

Management recommendation

Next steps

Implement project.

Pages 1241 to / à 1257

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OFFICE OF

THE OMBUDSMAN

French Services

ANNUAL REPORT
2007-2008

CBC Radio-Canada

001258

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The French version of this annual report may be found on the Web at:
www.radio-canada.ca/ombudsman

NEW OMBUDSMAN

NEW APPROACH

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The media landscape is rapidly changing and the news business is no exception to this trend. In Quebec, for instance, the CRTC recently authorized Télévision Quatre Saisons (TQS) to eliminate its news service, a decision that will surely have major implications for local TV news in the province, but also potentially in other regions across the country.

On a much larger scale, however, information technologies—the Internet in particular—are revolutionizing the field of journalism. In a virtual world where everyone has their own blog and opinions, ethical standards get watered down or even ignored altogether. This is especially true when just about anybody can become a self-proclaimed "journalist" by posting their own copy, photos and video online. The more discreet among these authors will simply publish on their personal websites; those who want to reach a worldwide audience, however, will post their material on sites like YouTube. Professional journalists no longer have a monopoly on news; they're subject to the pressure and influence of these new communications vehicles.

The media have reacted swiftly. They've created their own blogs, for instance, and haven't hesitated to let views take precedence over news. We've witnessed a growing number of columnists, analysts and other outspoken pundits in Gesca and Quebecor newspapers, as well as on talk radio. This phenomenon is accompanied by attempts to market journalists as celebrities in their own right. And it must be said there's a strong temptation for journalists to play the game, to increase their appearances in other media, and to spend more time cultivating their image than working discreetly in the field.

The media are also jumping on the interactive bandwagon. They all now encourage their audiences to send in news they have witnessed directly, especially if they have pictures or videos that could be used on air or online. In this context, it seems clear to me that the public broadcaster's TV, radio and Web services must capitalize on the most promising aspects of this revolution (e.g., interactivity, creating a true dialogue between the public and journalists), while

further building on what sets them apart and lends them greater credibility: thoroughness, in-depth factual research, and solid analysis. Radio-Canada's news department must therefore be more faithful than ever to its three basic principles: accuracy, integrity and fairness.

MY VISION

The Office of the Ombudsman plays a role in the ongoing effort to improve Radio-Canada's news services. It furthers this objective in several ways.

Since taking up my position on April 1, 2007, I have chosen to focus on transparency, dialogue and discussion in the hope of overcoming the public's cynicism and distrust. Journalists no longer have the privilege of being untouchable. It's in their interest to explain what they know, what they don't know, and how they make their choices. The same goes for mistakes. In the heat of the action, they're sometimes inevitable. The proper response is to acknowledge and correct them.

In my reviews, I emphasized the principle of transparency by describing journalistic practices as often as I could. Explaining the context, decisions and constraints involved in producing a report can only help improve the public's understanding. Moreover, describing these practices can lead us to take a much-needed critical look at the way we operate. Finally, a better understanding of the journalistic process dispels preconceived notions about newsroom conspiracies—of supposed "orders from above" aimed at discrediting a particular point of view.

That said, transparency isn't an absolute principle. It's not a question of challenging the principle of press freedom or news executives' right to call the shots.

Institutions such as Radio-Canada have everything to gain by encouraging debate on issues of journalistic ethics, as well as the conditions under which a genuine diversity of opinions and freedom of the press can exist. This is because Radio-Canada's editorial decisions are largely driven by the concept of public interest—a value that's easier to defend than the profit motive.

MY VISION

I am the first Ombudsman at Radio-Canada to have been culled directly from the field, and my journalistic experience certainly coloured my first year on the job. I used my profile as a former TV reporter to promote this office. The Ombudsman's role would benefit from being better known: it can only enhance Radio-Canada's credibility. Furthermore, given that the office is taxpayer-funded, the public should know it exists. The small and substantial changes I've made to date therefore aim to raise the visibility of the position and establish constructive dialogue with Radio-Canada journalists.

The Ombudsman faces a twofold challenge. He must be perceived by the public as being an impartial and truly independent appeal body. He must also be credible in the eyes of Radio-Canada journalists to be able to further the debate on journalistic ethics within the organization. This is the balance I've been trying to achieve.

Following are a few of the changes I've instituted since the start of my term:

- Completely overhauled the Ombudsman's website (radio-canada.ca/ombudsman); traffic has grown from 443 to 1,633 visits per month
- Introduced new methods of publicizing reviews within Radio-Canada (iNews and iO!)
- Systematically participated in journalist training sessions
- Gave interviews to the media
- Toured regional newsrooms and gave speeches in the community
- Advertised the Office of the Ombudsman on TV and radio

To accomplish all of this, I enlisted the help of various Radio-Canada departments. I would like to thank them. I would also like to highlight the assistance I received from the public and journalists in my investigative work. Everybody took the time to explain their point of view, despite their discomfort about being in the hot seat. Finally, I would like to express my gratitude to my predecessor Renaud Gilbert, who found time to show me the ropes of this singular profession.

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THE YEAR IN NUMBERS

In 2007–08, the Office of the Ombudsman received 567 complaints and comments from the public regarding news coverage, and an additional 37 on a single topic: the erroneous use of the term *catholiques intégristes* ("Catholic fundamentalists") on radio. The volume was therefore fairly comparable to that of the previous year, which, it should be noted, was an election year in Quebec. My predecessor had received 548 complaints and comments from the public in 2006–07, along with a record 1,234 complaints on a single topic: the exclusion of the Green Party and Québec solidaire from the leaders' debate during the Quebec election campaign.

COMMUNICATIONS RECEIVED BY THE OFFICE OF THE OMBUDSMAN, FRENCH SERVICES

	News/Information Programming	Other	Total
2007–08	**567** (+37: Use of term "catholiques intégristes"[1])	**473**	**1020**
2006–07	548 (+1,234: Leaders' debate)	422	970
2005–06	814 (+111: F. Parenteau; +69: Israeli settlers; +25: Leaders' debate)	414	1 228
2004–05	543 (+360: Leaders' debate)	705	1 248
2003–04	553	550	1 103
2002–03	426 (+757: SCRC/CBC labour dispute)	395	821
2001–02	315 (+584: N. Lester's suspension)	477	792
2000–01	250	290	540

[1] In brackets, serial complaints on the same topic, requiring a single response.

Note that I forwarded 335 complaints to the relevant departments for response, a 12% increase over 2006–07.

Moreover, I received 26 requests for review, about 20% more than last year. I concluded that 13 of them were unfounded and the other 11, founded in whole or in part.[2] It took me an average of 25 days to publish my conclusions. This was partially the result of my methodology, which includes talking to reporters, producers, employees and executives—basically everyone involved. I also consult outside experts and do my own fact-checking.

For its part, management responded to complaints within an average of 27 days, with only 14 complaints out of 335 going unanswered. Over and above the statistics, I'd like to emphasize the quality and seriousness of the responses provided by News and Web managers. Thanks to their work, 91% of complaints were resolved in the first instance, without the need for an Ombudsman's review.

The Web platform is really taking off. Approximately two million Internet users visit Radio-Canada.ca each month. But success comes at a price: I received 117 complaints on website content, nearly double last year's number. Television still received the most complaints, with 325 in all, including Réseau de l'information (RDI).[3]

The airing of personalized messages from the Ombudsman on TV and radio in December 2007 and January 2008 led to a marked increase in the number of complaints received during this period. However, the effect died down within a few weeks. It would be worth repeating similar information campaigns on an ad hoc basis to promote the Office to the general public, even if it means running the risk of receiving more complaints that are frivolous or totally irrelevant to my mandate.[4]

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[2] Two of the 26 reviews were aborted in progress at the complainant's request.
[3] See appendices I, II, III and IV for more details.
[4] The televised message can be viewed on the Ombudsman's website: http://www.radio-canada.ca/Ombudsman/index.shtml.

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THE PUBLIC'S CONCERNS

The public's concerns are manifold and hard to define. The complaints made to the Office of the Ombudsman represent a very small portion of all comments sent directly to journalists, programs or Audience Relations.

A lot of viewers and listeners don't even know that the Ombudsman exists. I've therefore asked News executives to mention in their replies to all serious complaints that complainants may appeal to the Ombudsman if they aren't satisfied with the explanation provided. This request was accepted.

It was a busy news year: Canadian soldiers from Valcartier joined the Afghan mission and Télévision de Radio-Canada's intensive coverage of the conflict came under heavy fire. The way we reported confrontations between Hamas and the Israeli defence forces provoked visceral reactions from the public. On the other hand, the great societal debate about reasonable accommodation generated fewer complaints than expected.

Audience members complained primarily about a lack of fairness and balance in the viewpoints presented. Perception or reality? It depends on the case, but often people would like all points of view to be covered in each report; however, fairness can also be gauged over a period of several days or several weeks of coverage. More specifically, 135 complaints were about the fairness principle, while 89 others focused on factual accuracy in reports or stand-ups.

The most striking example I found of lack of fairness was in Fric show, a satirical newsmagazine that ran for two seasons on Télévision de Radio-Canada during prime time, at 7:30 p.m. The show in question aimed to convey a one-sided anti-globalization message. Upon review, I concluded that certain key segments could clearly be described as news. CBC/Radio-Canada's Journalistic Standards and Practices should therefore have applied. Yet because this series came under General Television rather than Information, it raised the whole issue of mixed genres.

THE PUBLIC'S CONCERNS

I also noted a tendency that was hard to overlook: journalists voicing opinions on air, and even taking sides in controversial stories. A few cases that struck me this year:

- A TV host who took a stand against budget cuts to the Office de la protection du consommateur
- A reporter making an unsubstantiated claim that it was risky for citizens to cooperate with the police
- A radio host condemning Quebecor's strategy during the *Journal de Québec* lockout

CBC/Radio-Canada's *Journalistic Standards and Practices* allow for analysis, but not opinion.[5] This rule will be increasingly difficult to follow in an environment where most media outlets encourage opinion.

Finally, the level and quality of on-air French stills concerns a number of audience members; I received 39 complaints about it.

▪ Canada's Mission in Afghanistan

I received 45 complaints about coverage of Canada's mission in Afghanistan, a mission that profoundly divides our audience. Five times more Canadians accuse Radio-Canada of having a pro-military bias. This topic was the focus of three reviews. I found errors, omissions and the odd value judgment, but no entrenched bias.

> Since the start of Canada's involvement in this war, we hear increasingly about *our role, our soldiers, the terrorists who attacked us*. – *Campos M.*

[5] *Journalistic Standards and Practices*, IV, Production Standards, B, 1.2 (http://cbc.radio-canada.ca/accountability/journalistic/index.shtml)

> Your reporter, whose name escapes me, made what I consider to be the stupidest comment I've ever heard on TV when he had the gall to ask Trenton residents whether it made a difference that the soldiers killed were Quebecers. – *Suzanne M.*
>
> If the coverage of this war is supposed to be complete and impartial [. . .] how come the number of Afghan victims and their names are never, and I mean never, reported on air? – *Michel M.*

▪ The Arab-Israeli Conflict

There were fifty-odd complaints on this topic. The events wracking Israel, the occupied territories and Lebanon polarize our audience year after year. Most complainants feel that Radio-Canada has a pro-Palestinian bias. One pro-Israeli pressure group, the "Regroupement québécois pour un journalisme informé, honnête et responsable," sent me nine complaints and numerous comments in 2007–08.

> I'm ashamed to note the unilateralism of the national news channel, which presents only the victims of one side (Lebanon). – *Alain B.*
>
> Never a word about the civilians in the village of Sderot targeted since 2000 by over 4,000 missiles originating from the Gaza Strip [. . .]. Never a word about the reasons for the security barrier—a stretch of a few dozen, not 700, kilometres of concrete. – *Terry S.*

In one of the four reviews on this topic, I sided partially with the complainants. The TV show *Une heure sur Terre* made five notable errors in its episode examining the conflict's devastating effects on Palestinians.

▪ Reasonable Accommodation

RDI carried *live* all citizens' forums held during the Consultation Commission on Accommodation Practices Related to Cultural Differences (the Bouchard-Taylor Commission). A number of experts were also interviewed to provide background for these forums. This major coverage of a highly sensitive issue generated 16 complaints and two reviews: surprisingly few. The Centre d'études sur les médias analyzed public perceptions in this regard. Most of the respondents acknowledged that Radio-Canada had done a serious job, superior to that of other TV stations, while at the same time emphasizing that public television is not combative and proactive enough on this issue.[6]

> We are a secular country [. . .] Put matters of religion where they belong: on religious shows, not in a daily newscast. – *Germain B.*
>
> I'd like to see the racial expressions *race blanche* ("white") and *race noire* ("black") banned forever from Radio-Canada's media lines. – *Raymond A.*
>
> The reports [. . .] on reasonable accommodation aimed to demonize the Muslim community. – *Mousse M.*
>
> I'm convinced you're Islamophobic, because you're constantly talking about the headscarf. – *Ahmed B.*

[6] Centre d'études sur les médias: *Perception du rôle des médias dans l'épisode des « accommodements raisonnables »* (Perception of the media's role in the reasonable accommodation issue), by Michel Lemieux, August 2007

▪ The "Montrealization" of the News?

I received twenty-odd complaints criticizing the predominance of Montreal and/or Quebec stories in national newscasts and on *Radio-Canada.ca.* These complaints are nothing new, but I paid special attention to two cases that came up for review. It's hard to strike a balance between Radio-Canada's national mandate and the need to satisfy a largely Quebec-based audience. I'm aware that editorial decisions are the preserve of journalists and come under freedom of the press. However, in flagrant cases, which make headlines or concern the public, the following passage from the *Journalistic Standards and Practices* gives serious food for thought:

> An appropriate balance must be maintained in information programming between the national, regional and local needs and undue weight should not be given to points of view of one region of the country. (*JSP*, III, 4, 4.1)

Here are a few sample criticisms:

> I understand that your market is in Montreal. But you have a moral duty to inform all Canadians fairly and equitably. – *Mathieu S. G.*

> I'm a Torontonian who regularly watches *RDI en direct* in the morning [. . .] This program gives a three-day weather forecast for Quebec, but only a one-day forecast for the Maritimes, Ontario and the West [. . .] I'm offended by this, for the simple reason that this practice seems to suggest that French speakers outside Quebec don't count. – *Paul-François S.*

In a 278-word article covering a major storm across the country, a mere 39 words described the situation outside Quebec. As a French speaker living outside Quebec (yes, there are actually one million of us!), I find it absurd to see just how Quebec-centric the news is becoming, year after year. – *Denis L.*

For the story of the Canadian drowning victims in Greece, CBC mentioned two groups of students from Quebec and Alberta [. . .]. Meanwhile, *Le téléjournal* only mentioned the group of students from Quebec. – *Michelle N.*

RADIO-CANADA.CA

It's a sign of the times: Internet users are quick to point out factual errors, spelling mistakes and typos on the Web, since unlike TV and radio, the written word remains. Corrections are made very quickly by the people in charge.

One Web user alerted me to a case of plagiarism from Wikipedia. I also received some complaints about the failure to list sources at the end of articles. Internet & Digital Services managers were aware of the problem. The situation has been rectified and sources are now identified, which increases the transparency of the process.

Further to complaints, a few articles and one radio report were removed from the website, since they clearly contained hard-to-correct errors. The Internet poses serious challenges for a public broadcaster, because archives stay online forever. Sometimes complainants are more concerned about a report being available on the Web than about its original broadcast on TV and radio.

Given how rapidly this platform is changing, I think our Journalistic Standards and Practices should be updated to deal specifically with the news we post on our websites. Following are a few key points:

- For the sake of transparency, some media organizations, such as London's *Guardian* newspaper, systematically and clearly indicate the nature and date of corrections made to each Web article. Should we follow suit?
- The existence of permanent archives that are just a mouse-click away raises the issue of consent. When people consent to a TV or radio interview, are they truly aware that their comments and/or video image will be accessible for all time on the Web?

- Is the integrity of online archives paramount or should we, for compassionate reasons, occasionally agree to delete reports? For instance, when a report prevents someone from finding a job; when the story has changed, but we've haven't followed it; or when personal confidences or footage on the state of a person's health can be viewed endlessly, while the individual in question simply wants to get on with their life.

All media outlets with a Web presence are pondering these issues. Clark Hoyt, the readers' representative at the *New York Times*, provides a few concrete suggestions, such as creating a program that automatically deletes non-essential online archives after a certain period of time.[7]

Note: I conducted only one review and received just one other complaint about the content of the blogs written by a dozen or so of our most seasoned journalists. It's worth mentioning that these blogs are vetted before going online to ensure that they comply with CBC/Radio-Canada's *Journalistic Standards and Practices.* Readers can also respond to them. In most cases, this feedback option appears to obviate the need to file a complaint with my office.

Following is an excerpt from a complaint about a blog:

> The fine line, on one hand, between a journalist needing to coldly report the facts and analyze the forces at play and, on the other, an editorialist who gives his opinion and wants to get his argument across, clearly appears to have been crossed. *– Alexander G.*

[7] Clark Hoyt, "When Bad News Follows You," *New York Times,* August 26, 2007

OPINION

Those who write to me expect Radio-Canada journalists not to take sides and to deliver the news as objectively as possible.

In four reviews, I ruled in favour of the complainants, who felt that journalists had expressed subjective opinions, whether it was an anchor invited to appear on the program *Tout le monde en parle* or a radio host condemning anglophone "provocations."

We should bear in mind that when they're not working within the strict confines of a report, journalists tend to let slip their opinions. They feel freer to speak their minds during less-formal live interviews or promotional appearances outside the News department. Reporters are also asked to give off-the-cuff analyses on air. Sometimes the line between analysis and opinion gets crossed. What complicates things on TV and radio is that the same journalists reporting the facts are also later asked to analyze or comment on them. As an observer, I cannot help but note a glaring discrepancy between the reality on air and the Corporation's *Journalistic Standards and Practices.*

> I have to wonder about the ethics of a current affairs host who took sides on an issue during the Télé-Québec program *Il va y avoir du sport* [. . .] Journalists, especially those from Radio-Canada, are supposed to shelve their opinions so that they can practise their profession with the utmost objectivity. – *Jean Pierre B.*

The host [. . .] promoted the next day's radio program in the following terms: "We'll comment on Jean Charest's smokeshow." For heaven's sake, let's show a little respect toward our duly elected premier. [. . .] I was shocked by these editorial remarks! – *Pierre L.*

> I wish Mr. [. . .] would be so kind as to explain what he meant when he told his guest, while referring to the April 11, 2007, terrorist attacks in Algiers, "In Algeria, that's one thing . . ." – *Kacim K.*

Those who analyze the news tend not to cite their sources, either for the sake of brevity or to make their statements more direct. Shouldn't journalists cite their sources whenever possible so that the public understands how they arrived at a given conclusion?

In situations where hosts have to stay on air for hours on programs that combine news and entertainment, it's especially hard to strike the right balance between making a clever, catchy comment and showing some restraint when discussing controversial news stories.

> The host threw out a bunch of half-truths that later served as the basis for his opinions and other value judgments against religion [. . .] – *Jean-Sébastien I.*

COMPLAINTS REVIEWED BY THE OMBUDSMAN

LIVAIN CHENARD

Le journal RDI

Mr. Chenard wrote that the newscast's report was biased because it aired long clips from Mario Dumont's and Jean Charest's media scrums but André Boisclair was not given airtime.

The News department responded that assessment of fairness should have been based not on one program, but on the full week's coverage and, in the final analysis, on the entire election campaign. Radio-Canada never takes sides and every decision is made based on multiple criteria.

Review (April 13, 2007)

On March 4, RDI broadcast André Boisclair's scrum in the morning and those of Mario Dumont and Jean Charest in the afternoon. There was balanced, impartial coverage of the main political parties involved, in the course of a single day.

Complaint rejected

FRANÇOIS CYR

Tout le monde en parle

Mr. Cyr, a candidate for the Québec solidaire party, felt that his Parti québécois opponent Bernard Drainville had gained an undue advantage because he received praise from Radio-Canada anchor Bernard Derome when the latter was a guest on a prime-time program. Cyr added that Derome had made a partisan comment when he said that Drainville would "go far in politics" ("va aller très loin en politique").

Management responded that Derome's predictions were not tantamount to a political stance. Rather, they were an analysis, based on many years spent observing the political scene. Moreover, Derome had the advantage of knowing Drainville much better than do members of the general public, as he had been a colleague of his at Radio-Canada.

Review (May 4, 2007)

Derome's comment was based on intuition and opinion; it was an unverifiable prediction, and as such ran counter to CBC/Radio-Canada's Journalistic Standards and Practices. The prediction was made shortly before election day, a time when the commentator's duty of restraint should have been more evident. Nevertheless, the comment was not a partisan one. **Complaint justified, in part**

Recommendation

I would invite management to show caution when arranging for staff to participate in mixed-genre programs, especially when current events or the potential for controversy renders this exercise particularly risky.

MARIE DUMAIME

Television election night coverage

Sixty-eight viewers, including Ms. Dumaine, complained about the coverage of the March 26 Quebec election. Among other things, they criticized Radio-Canada for celebrating while announcing that Premier Jean Charest would be defeated in his riding, and Bernard Derome for making a mistake by announcing Charest's defeat.

Management's response was that the applause heard was from people in the studio audience, not Radio-Canada staff members. Derome was not to blame, but the department acknowledged that the off-camera decision to project the final result in the riding of Sherbrooke was premature, and that a rectification should have been issued sooner after the projection was found to be erroneous.

Review (May 25, 2007)

I noted shortcomings in the production of the program: the team relied too much on the computer system and no one thought to double-check by telephone.

The other television networks, which were using the same partial results, were far more cautious. Among the causes of the erroneous projection: the sluggishness of the Radio-Canada newsgathering apparatus, with its four networks; a chain of errors; and a lack of responsiveness. It took far too long—79 minutes—to issue an on-air rectification. Derome was not to blame; Radio-Canada was. **Complaint justified, in part**

Resolutions

I included in my review the following resolutions made by management: develop a procedural guide for all staff, and hold inter-network discussions on the appropriateness of warning viewers as soon as doubt is cast on a projected election result.

JEAN GODBOUT

Dominique Poirier en direct, RDI

Mr. Godbout wrote that the host of the program had displayed a lack of objectivity and should have been much more critical with regard to the supposed discovery of the "Lost Tomb of Jesus" outside Jerusalem. In Godbout's opinion the story was a publicity stunt by filmmaker James Cameron.

Management responded that the treatment of the "discovery" had been fair and balanced, and that Dominique Poirier's polite smiles and friendly demeanour were not to be interpreted as evidence of bias.

Review (July 4, 2007)

The program's guests included three experts on religious issues: a believer, a historian and a theologian. They were very critical of the thesis advanced in the documentary *The Lost Tomb of Jesus.* The host demonstrated neutrality, asking questions to stimulate the discussion. I noted two factual errors in the intro copy, however, which lent too much credence to the "discovery." **Complaint rejected**

Recommendation

Godbout first complained to the program, then to Executive Vice-President of French Services Sylvain Lafrance, and eventually to the office of the then Minister of Canadian Heritage, Bev Oda. Only at that point—two months after the fact—did he learn of the existence of the Office of the Ombudsman. I wish to find a solution with management to avoid such undue delays.

JEAN F. GOYETTE

Radio newscast, *Première Chaîne*

Mr. Goyette felt that the Radio de Radio-Canada Jerusalem correspondent Manon Globensky should not have used the term "barrier" ("*barrière*") to describe the structure erected by Israel around the West Bank. In the complainant's opinion, it is a wall, and to call it anything else is to give in to Israeli propaganda.

Review (July 13, 2007)

(The complainant asked me to undertake a review because he had received no response from management 30 business days after sending his complaint.)

I concluded that the reporter was quite justified in using the term "barrier," because the structure, over the majority of its 670 km length, was made up of razor-wire fencing and wide ditches. Over six to 10 per cent of its route, it is indeed a concrete wall. Although the journalist did use the Israeli expression "separation barrier" ("barrière de sécurité"), in my opinion her statements contained no pro-Israeli bias, given that the remainder of the report focused on the adverse effects of said barrier on Palestinians. **Complaint rejected**

VICTOR PARIENTE

Grands reportages, RDI

Mr. Pariente deemed the expression "Jerusalem, capital of Historic Palestine" ("*Jérusalem, capitale historique des Palestiniens*") false, distorted and hateful. The expression was used in the French version of the documentary *Six Days in June* (*Six jours en juin*), about the 1967 Six Day War between Israel and its Arab neighbours.

Management's response was that the expression needed to be taken in context to understand that the narrator was referring to the importance to Jordanians of the Jerusalem issue. Use of the expression was not meant to resolve the contentious issue in question. The documentary left no impression of being slanted.

Review (September 6, 2007)

I compared the expression in the English-language version of the documentary, "Jerusalem is the capital of Historic Palestine," to that of the French translation, "*Jérusalem est la capitale historique de la Palestine*," and noted that only the French version contains an ambiguity, because of the different word order: "Palestine" has a geographical as well as a more political meaning—that of the Palestinian state claimed by Palestinians. I concluded, however, that this short expression could not be taken out of its context. The documentary clearly depicts the importance of Jerusalem in the eyes of both peoples. **Complaint rejected**

RICHARD BERGER

C'est bien meilleur le matin and *Maisonneuve en direct*

(Radio, June 6, 2007)

Mr. Berger, the author of a report on college-level French exams, wrote to complain that he had been unfairly treated by host René Homier-Roy and that his report had been incorrectly interpreted. The complainant also opined that Pierre Maisonneuve later perpetuated that erroneous interpretation.

After receipt of the complaint, Maisonneuve took the initiative of inviting Berger to appear on his program, which satisfied the complainant. As regards the statements by Homier-Roy, management allowed that the host's tone was inappropriate on-air behaviour and that listeners could have been misinformed with regard to the report's recommendations.

Request for review (September 19, 2007)

I agreed to review the case at the request of the complainant, who had been dissatisfied with the apology offered thus far. I suspended my review at the request of management, who wished to continue negotiating with the complainant. The parties reached agreement on a text of apology, which was read twice on the air during the program.

Request for review withdrawn (October 12, 2007)

RÉJEAN BEAULIEU

Le téléjournal/Colombie-Britannique

Regional radio newscast

Mr. Beaulieu, director of the online publication *Le canard réincarné*, felt that the journalists covering the hearings of the Standing Committee on Canadian Heritage displayed a lack of integrity by not reporting, or improperly reporting, his

testimony. He alleged that Radio-Canada was guilty of a conflict of interest and of censorship.

Management responded that the TV reporter had preferred to focus on three other testimonies, because the other organizations presenting them were more representative. The radio reporter had not misrepresented Beaulieu's statements; at worst, her report was imprecise.

Review (October 17, 2007)

The radio reporter, Julie Landry, made imprecise statements but no incorrect ones. The TV reporter, Jeanne Ouellet, presented an honest summary of the hearings. Beaulieu would have been better off giving his testimony in plain language and simplifying it. There was no censorship. As for the alleged conflict of interest, a Radio-Canada technical producer was indeed a member of the board of directors of one of the organizations testifying at the hearings. There is no indication, however, that this "apparent conflict of interest" ("*apparence de conflit d'intérêt*") had any sort of impact on the editorial choices. **Complaint rejected**

NORMAND BEAUDET
Échec à la guerre, Canadian Peace Alliance
RDI and Télévision de Radio-Canada

Five pacifist groups complained that TV coverage during July and August 2007 of the Canadian mission in Afghanistan was profoundly biased in favour of the military's point of view. They felt that the majority opinion, opposed to the mission, was under-represented. The pacifist groups held a press conference to publicize the filing of their complaint to the Office of the Ombudsman.

Management responded in an open letter published in newspapers that CBC/Radio-Canada had aired diversified coverage of events in Afghanistan since 2001. In its opinion, it was normal to dispatch journalists to cover the armed forces in Kandahar. This was not propaganda. Voices critical of the mission have been heard on multiple occasions.

Review (October 26, 2007)

In June, RDI and Télévision de Radio-Canada covered activities organized by the pacifist groups, but the latter were absent from public forums for the remainder of the summer. On Télévision de Radio-Canada, 35 out of 207 copy stories, reports and interviews aired opinions critical of the military mission. I do not have the resources, however, to conduct a qualitative analysis of the vocabulary employed. Radio-Canada did miss some opportunities to report on opposition to the mission. Coverage of the mission in Afghanistan, though imperfect and incomplete, has not been "profoundly biased." **Complaint rejected**

Recommendations

More effort should be made to find ordinary Canadians who can express themselves clearly and are prepared to talk about their opposition to the war. It would be a good idea, when controversial events occur, to air open-line programs allowing members of the public to make their voices heard. The repeated on-air presence of one or two analysts (often the same ones) during crises bears consideration.

LUC SAVARD

Fric show

Mr. Savard, an economics professor, felt that the *Fric show* episode on globalization was biased, tendentious and riddled with inaccuracies. The program accused the International Monetary Fund and the World Bank of bankrupting the

world's poorest countries, and alleged that Malaysian women are sterilized in the free trade zones of Singapore.

General Television management responded that *Fric show* is a humorous program with no claim to objectivity, even though the content appeared to be a current affairs topic. Consequently, in management's opinion, CBC/Radio-Canada's *Journalistic Standards and Practices* did not apply.

Review (November 9, 2007)

After consultation, I decided that it was within the purview of my mandate to review this case, because the primary objective of the program in question is to inform. Fric show's production company, Virage, had pledged publicly that all information would be fact-checked before going to air. I noted inaccuracies and exaggerations in the information conveyed about the harmful effects of globalization. I noticed that there was a blurring of genres and that the program shifted between humour and information without this being clear to viewers.

No opposing point of view was presented. In their defence, the program's creators had not been warned that they would have to hew to principles of journalism. The series was no longer on air when the review was published.

Complaint justified

Recommendation

When a program concept is approved, even if the News department is not responsible for the program, the rules of the game should be made clear. Do the CBC/Radio-Canada *Journalistic Standards and Practices* apply? If so, is everyone involved with the program aware of them?

BATISTE FOISY

Radio newscasts

The listener, a francophone living in Yellowknife, complained about the complete lack of coverage of the October 1 legislative election in the Northwest Territories. In his opinion, this omission was harmful to all French-speaking communities in Canada.

Management responded that it had not been possible to send a journalist from the Edmonton bureau to cover the election, but acknowledged that it should have found a way to report on the vote. It said it was aware of the need to improve service in the Northwest Territories.

Review (November 16, 2007)

There is no regional Radio de Radio-Canada station in the Northwest Territories; listeners pick up the Montreal radio signal. I concluded that Radio-Canada nevertheless had a duty to mention the election on its various content delivery platforms, but did not do so. Although there had been a number of wire reports about it, as well as articles in the *Globe and Mail*, neither the Edmonton nor the Montreal newsroom covered the election. **Complaint justified**

Recommendation

The Corporation should determine who is responsible for covering the Northwest Territories within the Radio de Radio-Canada network. If resources are lacking, Radio-Canada could hire a local freelancer.

J. M.

Le téléjournal

I accepted the complainant's request that I not publish my review.

I sent my conclusions to the parties involved. J.M. felt that he had been misquoted during the evening *Téléjournal* newscast and that the report in question had been one-sided.

Review (December 5, 2007)

I concluded that the news report had indeed contained a misquotation, which adulterated the complainant's opinion. There was no intent to misquote on the air, however, as the misquotation was originally part of a printed report. The reporter should have clarified the opinion of the complainant, but otherwise described report impartially. **Complaint justified, in part**

N. B.

Le téléjournal

The complainant, the manager of a daycare, stated that *Le téléjournal* had erred in reporting that her business had been the subject of a complaint for overbilling. She added that the news report had caused her harm, because her daycare was the only one shown on the air, while the copy referred to suspension notifications that had nothing to do with her business. She complained that she had not been contacted to provide her point of view.

Management's response was that no error had been made. The complainant asked me to review the case.

Review suspended (December 5, 2007)

Toward the end of my investigation, I contacted the complainant, asking to meet with her and visit her daycare. I explained to her again that my review would be

published on the website of the Office of the Ombudsman, regardless of whether I found in her favour. The daycare manager then asked me to suspend my review, which I did.

GILLES MERCIER

Le téléjournal, Montreal

Mr. Mercier wrote that Radio-Canada was guilty of semantic racism when it employed a shortened expression, "Haitians born here" ("*Haïtiens nés ici*"), rather than the standard "Quebecer or Canadian of Haitian origin" ("*Québécois ou Canadien d'origine haïtienne*"). That choice of words, in the complainant's opinion, was likely to fuel real racism, violence and exclusion.

Management responded that it addresses these issues in its training sessions for journalists. The children of immigrants, it continued, should be considered full-fledged citizens. Management added that nothing in the report could have promoted racial discrimination, however.

Review (December 14, 2007)

The journalist could have avoided using the expression "Haitians born here," because it is inaccurate and could be perceived as a way of dispossessing these Quebecers of their citizenship, even though it is part of the public lexicon. In context, however, the use of the expression did not promote racism. **Complaint justified, in part**

Recommendation

Journalists should, whenever possible, try to avoid using the word "Haitian" to describe young members of that community who were born here. There is greater justification for using the term, however, when referring to people who describe themselves as "Haitian" or who are first-generation immigrants.

BERTRAND BLANCHETTE

Le téléjournal midi

Mr. Blanchette wrote that in using the word "tolerance" solely in reference to homosexuals, interviewer Anne-Marie Dussault left the impression that being homosexual is not normal and that the gay and lesbian community is not entitled to full acceptance in society.

Management's response was that Dussault was not expressing her personal opinion; rather, she was suggesting that the Catholic Church was still questioning to what degree homosexuals should be "tolerated."

Review (December 21, 2007)

In the context of the interview, there was nothing out of place or inappropriate about the use of the expression "tolerance of homosexuals" ("*tolérance envers les homosexuels*"). The interviewer had simply referred to the lack of tolerance displayed by the Catholic Church, which is well documented in Vatican literature.

Complaint rejected

JEAN MORSE-CHEVRIER

8 a.m. radio newscast

Ms. Morse-Chevrier and 53 other complainants criticized reporter Richard Massicotte for having described Catholics opposed to the new ethics and religious culture program in Quebec schools as "fundamentalists" ("*intégristes*"). The complainants felt that the position of the Catholic Parents Association of Quebec was not fairly presented.

Management acknowledged that the term *intégriste*—which means someone who favours intransigence and is conservative in the extreme—was ill chosen

and inappropriate under the circumstances. It also expressed regret that Morse-Chevrier, the president of the Catholic Parents Association, felt the adjective *intégriste* had been meant to describe her.

Review (January 29, 2008)
An error was made, and this was acknowledged. A more appropriate term would have been "traditionalist Catholics" or "conservative Catholics." Apart from that error, there is no indication that the lobby group received unfair coverage.
Complaint justified

Following discussions, Radio-Canada decided to issue an on-air clarification, which was warranted given the pejorative connotations of the term *intégriste.*

Recommendation
I concluded that, to prevent this sort of error from occurring, it would be essential that radio reporters systematically have their copy vetted, unless they are reporting live or working to an excessively tight deadline.

MARC BOUCHARD
Regional radio newscast, Abitibi-Témiscamingue

Mr. Bouchard felt that reporter Sandra Ataman should have sought the opinions of ordinary citizens for her story about preferential electricity rates granted to certain religious communities in Amos. He wrote that citizens' freedom of expression had been infringed upon.

Management responded by saying that individual freedom of speech, enshrined in the Constitution, is not tantamount to granting individuals the right to go on the air to express their opinions.

Review (February 1, 2008)

The news report was fair, because the reporter got an elected official from the City of Amos to address the fact that some communities had been granted reduced electricity rates. Freedom of press dictates that it is up to the journalist to decide whether to seek an opinion from an ordinary citizen; it is the prerogative of the news desk to decide whether follow-up is warranted. **Complaint rejected**

FRANÇOIS MIVILLE-DESCHÊNES

Regional radio, Ottawa-Gatineau

Mr. Miville-Deschênes wrote that the host of the program *Divines tentations,* Claude Naubert, made biased, anglophobic statements when he said that the English-speaking communities in Shawville and Brockville "taunt us [...] on a daily basis" ("*nous provoquent [. . .] quotidiennement*").

Management responded that the host had done his job properly in allowing the guest analyst to recount the episode of the 1911 Orangist demonstration in Hull.

Review (February 6, 2008)

When he stated that he was "taunted on a daily basis" by the English-speaking communities of Brockville and Shawville, Naubert expressed a personal position, that of a militant for the French-speaking community. Because his statement was uttered during an information segment, however, the host should have shown greater restraint. He agreed that his choice of words might have been improper. **Complaint justified, in part**

JEAN LAMBERT

La facture, General Television

On behalf of the company AirMédic, Mr. Lambert complained that during a story aired during *La facture,* the reporter had been unjust and unfair toward AirMédic, a non-profit corporation.

Management's response was that the extremely high cost of aeromedical transport is a topic of public interest, because it is not covered by public health insurance. AirMédic's spokesperson was given sufficient airtime to express the company's point of view.

Review (February 6, 2008)

I concluded that there was nothing unjust about the comparisons chosen by the reporter, Esther Normand, to show that the rates charged by AirMédic were higher than those of other helicopter transport companies. The fairness principle did not demand that *La facture* compare AirMédic to air ambulance services in other provinces, because the situation is different in Quebec: the patient must pay the bill. Although I questioned whether an interview was relevant, the reporter was not responsible for the veracity of the statements made by the expert in question. **Complaint rejected**

VICTOR PARIENTE

RDI

Mr. Pariente felt that RDI had conveyed biased, anti-Israel information by not challenging two guests who claimed the following: Israel was the aggressor in Lebanon in the summer of 2006; Israel lost the war and was humiliated by Hezbollah; and Israel, not Hezbollah, was responsible for the outbreak of hostilities.

Management responded that guest Sami Aoun is a well-read specialist, not a militant for any Arab cause. The program was not a debate, so there was no need to present both Arab and Israeli points of view. The same defence was invoked in the case of Lebanese journalist Katia Jarjoura. She had been invited to the program as an eyewitness to the destruction in Lebanon, one year after the war.

Review (February 14, 2008)

The interviews with Sami Aoun were not biased.

Having an Israeli guest in the studio with Katia Jarjoura was not mandatory, as the interview with her was mainly about the destruction in Lebanon. The host, had she been better prepared, could have challenged some of the statements by the Lebanese journalist, however. **Complaint rejected**

Recommendation

If the news desk decides not to invite representatives of the two opposing forces, as it did on the occasion of the first anniversary of the Lebanese conflict, responsibility for the fairness principle rests squarely on the shoulders of the hosts. They should therefore be more prepared to respond to guests' assertions.

DANNY THOMPSON

CBVT, Quebec City

Mr. Thompson considered that the fairness principle was not upheld in the choice of guests for a one-hour debate on the extension of Canada's mission in Afghanistan. In his opinion, only one of the six main participants supported the mission.

Management responded that the 16 in-studio guests represented a diversity of opinion; some were in favour of extending the mission, some were against it, and others voiced more nuanced opinions. Two Conservative ministers, and the Armed Forces, had refused to participate in the special.

Review (February 18, 2008)

It is not permissible to limit the number of opposition parties invited on the pretence of ensuring a balanced forum; this would run counter to the spirit of parliamentary debate. As for the other 10 guests, four seemed to be fairly in favour of the military mission and another four, against it. Program staff had taken great pains to find ordinary citizens who were critical of the mission, as the Quebec City station had received several complaints from viewers who felt that its coverage was excessively "pro-war." One therefore cannot rely on a single program to judge whether there is a balance of opinion. The outcome of a live debate is often unpredictable. **Complaint rejected**

PIERRE LACERTE

RDI

Mr. Lacerte complained about the participation of Me. Julius Grey in a program that analyzed the hearings of the Bouchard-Taylor Commission, November 28. Lacerte had spoken before the Commission that day. RDI had invited Grey to comment on the hearings, without specifying that the lawyer had earlier served notice to Lacerte on behalf of his client, a member of the Hasidic Jewish community.

Management admitted that it might have been advisable to mention the legal dispute on the air, but specified that Grey made no personal comments about Lacerte, nor about the case in question.

Review (February 22, 2008)

It was essential that the public be apprised that Grey was the lawyer representing an "eminent" member of the Hasidic community and that, in that capacity, he had served notice to Lacerte. Because it kept these facts silent, Radio-Canada could have been perceived as being partial. At any rate, Grey was perhaps not the most suitable choice as a guest, because of the perceived conflict of interest.

Complaint justified

JEAN-MARIE GÉLINAS

Une heure sur Terre

A dozen complainants claimed that the one-hour show on the Israeli-Palestinian conflict was biased and anti-Israel. They argued that, in addition to a number of factual errors, *Une heure sur Terre* never gave the floor to someone defending the Israeli point of view, and invited a marginal anti-Zionist pressure group onto the set.

In its reply, management admitted that the program did contain one error—that Israel barred Palestinian pilgrims in the Gaza Strip from going to Mecca. It defended the rest of the show, however, including the right to do a report on living conditions and the explosive atmosphere that reigns in the Gaza Strip, without getting into the entire history of relations between Hamas and Israel.

Review (February 28, 2008)

The complainants were partially right. I counted four factual errors: two on the length of the concrete wall surrounding the West Bank; one on the name of the Israeli-controlled passage in south Gaza; and one on the nature of the joint Jewish–Palestinian pressure group. Given the anti-Israeli slogans employed by this group, it should not have been presented as looking for solutions.

That said, in choosing Jewish writer Marek Alter and ex–UN diplomat Alvaro De Soto, *Une heure sur Terre*'s intention was to be fair to both sides in the conflict. **The program was therefore not biased, in my opinion.**

JOSÉE GIRALDEAU, HÉLÈNE GAGNON

Radio-Canada.ca

Forty soldiers, their spouses and family members signed one of four complaints received about journalist Frédéric Arnould's travel blog entitled "*La poésie des bécosses*" ("Latrine poetry"). Ms. Giraldeau and Ms. Gagnon were indignant and upset about the correspondent's blog, which in their opinion made value judgments and denigrated the work of Canadian soldiers in Kandahar.

Management responded that Arnould had adhered to the *Journalistic Standards and Practices* and that his blog entries were not opinion, but rather a way to expose what's going on behind the scenes.

Review (March 18, 2008)

The principle of freedom of the press afforded the journalist full latitude to deal with the topics of his choice while in Kandahar, including the graffiti in the toilets. In the blog entry in question, he made a value judgment by making repeated use of scathing terms evoking "human stupidity" ("*bêtise humaine*," "*stupidités*," "*idioties*" and "*niaiseries*"). The correspondent's choice of words in this case was not compliant with the *Journalistic Standards and Practices*, but his other blog entries did not denigrate the soldiers. **Complaint justified, in part**

Recommendation

It would be advisable to reflect on the role of opinion in the new type of journalism practised by Radio-Canada, whether online or as part of analysis on radio and television.

JJES FRAENKEL

Cyberjournal, RCI

Mr. Fraenkel felt that the use of the words "a Jew" ("*un Juif*") in an RCI *Cyberjournal* headline discriminated against Jewish Canadians and was likely to foster the growth of anti-Semitism.

Management acknowledged that it was not essential for the word "Jew" to appear in the title, but in its opinion, the writer committed no journalistic error.

Review (April 2, 2008)

No error of meaning was made. The person who brought his case before the Supreme Court is of the Jewish faith. It was not necessary for the headline to state "a Jew," but the copy would have had to mention that the appellant was of the Jewish culture or faith for readers to understand his position. Only Jewish people born in Jerusalem can go before the Supreme Court to demand that Israel be listed as their country of origin on their passport. In my opinion, the news item was not discriminatory. **Complaint rejected**

FRANÇOIS LEDUC

Le téléjournal

Mr. Leduc felt that Martine Biron's report on the phenomenon of "mothers-in-law" sought to discredit the Parti québécois because, among other things, it revisited a legal dispute opposing PQ militant Yves Michaud and former premier Lucien Bouchard.

Management responded that revisiting the episode was relevant, because the report broadened the analysis to include the more general history of public internal bickering within the Parti québécois.

Review (April 4, 2008)

Michaud is not a "mother-in-law," as the report implied. The French term "*belle-mère*" is used to describe deposed former leaders who have a tendency to lecture their successors. The report dealt more generally with provocative comments made by well-known Péquistes toward their leader, however. In that sense, reference to the Michaud affair was not off-topic. I did not feel that the reporter had sought to discredit the PQ. **Complaint rejected**

CONCLUSION

001305

As part of my mandate, I must report on "the actions, if any, taken by management as a result of the Ombudsman's findings."[8]

In three cases, I was informed of actions taken further to my investigations:

- Even before I published my review of the erroneous use of the expression *catholiques intégristes* ("Catholic fundamentalists"), Radio de Radio-Canada management amended its procedures to ensure that all reports are vetted by a third party prior to broadcast. A correction was also made on air.

- *Une heure sur Terre* management took the initiative of posting my review, and listing the five factual errors, on the webpage for the January 16, 2008, program on the Israeli-Palestinian conflict.

- Internet & Digital Services management corrected a travel blog in light of my review. I had concluded that the reporter in question had made a value judgment about troops' behaviour.

I would like to conclude by mentioning a few avenues I wish to explore in the coming months:

- The Ombudsman can occasionally become a mediator: in my opinion, it's often more constructive to settle a dispute through an agreement between the parties, rather than a written review. In one instance this year, a combination of hard work, patience and compromise paid off in the end. I plan to promote these mediation attempts and help them along as much as possible.

- I want to change the image of this office, because the Ombudsman is neither a judge nor righter of wrongs. Incidentally, I started by modifying the language I use, eschewing the word *decisions* in favour

[8] Appendix 5: Ombudsman's Mandate, II, 1, g

of *opinions* and *conclusions*—terms that are better suited to the nature of my job, since I can only recommend and not decide. Making the process less intimidating is among my objectives. One of my European colleagues, Daniel Cornu, a former mediator with *La Tribune de Genève*, quite aptly wrote: "A mediator is not immune to misinterpretation."[9]

- I'm seeking new, less formal ways of communicating with the public and journalists, outside my official reviews.

Thank you for your attention.

Julie Miville-Dechêne
Ombudsman, French Services
Société Radio-Canada

[9] *Médias, mode d'emploi. Le journaliste face à son public*, by Daniel Cornu, Labor et Fides, page 12.

APPENDIX I

COMMUNICATIONS FROM THE PUBLIC REGARDING NEWS AND INFORMATION

	Total Number	Forwarded for Departmental Response [1]	Complaints Appealed and Reviewed by Ombudsman
2007-08	**567** **(+37: Catholic fundamentalists)**	**335**	**26**
2006-07	548 (+1,234: Leaders' debate)	294	21
2005–06	814 (+111: F. Parenteau; +69: Israeli settlers; +25: Leaders' debate)	222	21
2004–05	543 (+360: Leaders' debate)	263	21
2003–04	553	231	13

[1] This is the number of subjects to which the ombudsman asked the management to respond. This criteria was applied to the previous years.

APPENDIX II

COMPLAINTS FORWARDED TO DEPARTMENTS FOR A RESPONSE

BY MEDIA LINE

	Main TV Network	RDI	Radio	Web	Radio-Web-TV [1]	Total Complaints
2007-08	**135**	**55**	**51**	**72**	**22**	**335**
2006-07	159	31	34	41	29	294
2005–06	116	36	29	18	23	222
2004–05	99	37	37	13	77	263
2003–04	116	28	43	17	27	231

[1] These complaints cover multiple platforms.

APPENDIX III

RESPONSE TIME

RESPONSE FROM DEPARTMENTS

	Complaints Processed	Average Response Time (In Days)
2007-08	**335**	**27**
2006-07	294	18
2005–06	222	12
2004–05	263	18
2003–04	231	21

MANAGEMENT RESPONSE TIMES IN 2007–08

	Total Cases Processed	Average Number of Days
TV / Radio / Current Affairs (News)	263	27
Radio-Canada.ca (News)	67	24

APPENDIX IV

REVIEWS BY THE OMBUDSMAN

	Complaints Processed	Average Response Time (in Days)
2007-08	**26** [1]	**25**
2006-07	21	16
2005–06	21	18
2004–05	21	12
2003–04	13	24

REVIEW OUTCOMES

	Unfounded Complaints	Partially Founded Complaints	Founded Complaints
2007-08	**13**	**7**	**4**
2006-07	19	1	3
2005–06	18	0	3
2004–05	16	3	2
2003–04	10	1	1

RESPONSE TIME

Breakdown for 2007–08

Response Time	1-7 days	8-14 days	15 days-1 month	1-2 months	2-4 months	4-6 months	Over 6 months	Pending	Total
335 departmental responses	157	47	30	27	27	19	14	14	335
26 reviews by Ombudsman		7	6	9	2				24 [2]

[1] 24 reviews completed, 2 reviews aborted at the complainants' request.
[2] 2 reviews aborted at the complainants' request.

APPENDIX V

THE OFFICE OF THE OMBUDSMAN

(Terms of reference adopted by the Board of Directors on September 7, 2000)

I Principles

The CBC is fully committed to maintaining accuracy, integrity and fairness in its journalism.

As a Canadian institution and a press undertaking, the CBC is committed to compliance with a number of principles. Foremost among those is our commitment to scrupulously abide by the journalistic code of ethics formulated in our own handbook of journalistic standards and practices which stresses lack of bias in reporting. We are committed to providing information that is factual, accurate and comprehensive. Balanced viewpoints must be presented through on-the-air discussions. As it is for other public and private journalistic undertakings, credibility in the eyes of the general population is our most valuable asset and must be protected.

The Ombudsman is completely independent of CBC program staff and management, reporting directly to the President of CBC and, through the President, to the Corporation's Board of Directors.

II Mandate

1. Audience complaints and comments

a. The Ombudsman acts as an appeal authority for complainants who are dissatisfied with responses from CBC program staff or management.

b. The Ombudsman generally intervenes only when a correspondent deems a response from a representative of the Corporation unsatisfactory and so informs the Office of the Ombudsman. However, the Ombudsman may also intervene when the Corporation fails to respond to a complaint within a reasonable time.

c. The Ombudsman determines whether the journalistic process or the broadcast involved in the complaint did, in fact, violate the Corporation's journalistic policies and standards. The gathering of facts is a non judicial process and the Ombudsman does not examine the civil liability of the Corporation or its journalists. The Ombudsman informs the complainant, and the staff and management concerned, of his/her finding.

d. As necessary, the Ombudsman identifies major public concerns as gleaned from complaints received by his/her Office and advises CBC management and journalists accordingly. The Ombudsman may undertake periodic studies on overall coverage of specific issues when he/she feels that the number of public complaints indicates that there may be a problem.

e. On occasion, the Ombudsman may convey to a wider audience, either within the CBC or among the general public, particular cases of concern or consequence to others than the complainant alone.

f. The Ombudsman establishes a central registry of complaints and comments regarding information programs, and alerts journalists and managers, on a regular basis, to issues that are causing public concern.

g. The Ombudsman prepares and presents an annual report to the President and the Board of Directors of the Corporation summarizing how unsatisfied complaints were dealt with and reviewing the main issues handled by the Office of the Ombudsman in the previous year. The report includes mention of the actions, if any, taken by management as a result of the Ombudsman's findings, provided such disclosure does not contravene applicable laws, regulations or collective agreements. The annual report, or a summary thereof, is made public.

h. The Office of the Ombudsman reports annually on how each media component has met the CBC standard of service for the expeditious handling of complaints.

2. Compliance with journalistic policy

a. The Office of the Ombudsman is responsible for evaluating compliance with journalistic policies in all programs under its jurisdiction. It is assisted in this role by independent advice panels. Panel members are chosen by the Ombudsman; their mandate is to assess individual or groups of programs over a period of time, or the overall coverage of a particular issue by many programs, and report their findings to the Ombudsman.

b. The evaluation measures the programs' performance in respecting the three fundamental principles of CBC journalism, Accuracy, Integrity and Fairness.

c. The Ombudsman aims to have all information programming reviewed over a five-year period. The Office reports annually.

III Jurisdiction

The jurisdiction of the Office of the Ombudsman covers all information programs on Radio, Television and the Web. These programs include News and all aspects of Public Affairs (political, economic and social) as well as journalistic activities in agriculture, arts, music, religion, science, sports and variety. Complaints involving entertainment programming are generally beyond the Ombudsman's mandate and should be addressed directly to the programs concerned.

IV Appointment

a. When filling the Ombudsman's position, the CBC openly seeks candidates from outside as well as inside the Corporation.

b. After appropriate consultation, the President and CEO establishes a selection committee of four. Two members, including the committee chair, must be from the public. The other committee members are chosen, one among CBC management, the other among its working journalists. Members representing the Corporation and journalists jointly select the committee chair among the two representatives of the public.

c. The selection committee examines applications and selects a candidate to be recommended for appointment by the President and CEO.

d. The Ombudsman's appointment is for a term of five years. This term may be extended for no more than five additional years. The Ombudsman's contract cannot be terminated except for dereliction of duty or gross misconduct.

e. The outgoing Ombudsman may not occupy any other position at the CBC for a period of two years following the end of his/her term but can, at the discretion of the incoming Ombudsman, be contracted to work for the Office of the Ombudsman.

Note: This document can be found on the CBC/Radio-Canada website at:
http://www.cbc.radio-canada.ca/accountability/ombudsman.shtml.

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CBC Radio-Canada

001321

CBC Radio-Canada

Management's Response to the 2007-2008 Annual Reports of the Offices of the Ombudsmen for the English and French Services of CBC/Radio-Canada

November 2008

Reply from English Services

We are pleased to see the number of complaints received by the Office of the Ombudsman regarding CBC News and/or information programming continued to decline this year, for the fifth year in a row. The introduction of the Comments section of *cbcnews.ca* contributed significantly to the number of enquiries or complaints and new guidelines have helped clarify whatever issues emerge before they reach the Ombudsman's office.

With respect to the specific concerns about the policy implications of evolving program formats, CBC News is stepping up its efforts to ensure that programs that fall out of the jurisdiction of news and current affairs adhere to the relevant sections of the *Journalistic Standards and Practices*. Last year we committed to an information and education campaign with the head of Factual Entertainment and the producers of *The Hour*. With the proliferation of new programs this year, it has become clear that the issue has to be addressed formally in a new version of the *Journalistic Standards and Practices*. We are undertaking to make sure that happens.

The Ombudsman also questions the use of provocative language and marketing techniques possibly being incorporated into news journalism. We have been monitoring the situation ourselves over the course of our news renewal process and can commit to finding ways to make our journalism appealing without resorting to language and techniques that go against our news values. In addition, this year we have more tightly integrated our local operations under one leadership structure and introduced new training courses. Both of these should help mitigate this issue.

Finally, every time the Ombudsman officially responds to a complaint or request we continue to ensure all those involved are aware of the decision and have procedures in place to prevent similar complaints down the road.

Reply from French Services

This is the first report issued by the new French Services Ombudsman, Julie Miville-Dechêne. We find her initial report highly relevant. Like Ms. Miville-Dechêne, we are pleased to see that 91% of complaints were settled without requiring an Ombudsman's review.

A few thoughts:

- <u>Opinion</u>

The Ombudsman rightly points out that in the world of journalism, given the breakdown of traditional media, opinion is becoming more and more prevalent. Radio-Canada has attempted to act on this development, particularly on the Web, by creating not blogs to provide opinion, but rather columns to deliver analysis. CBC/Radio-Canada's *Journalistic Standards and Practices* permit analysis, but not opinion.

The Ombudsman notes on page 18 of her report that she undertook only one review about column content, and received but one complaint about this issue. In any case, we're keeping a watchful eye on this emerging practice that many of our on-air personalities have taken up, and we're actually looking to define limitations for it. In the interest of corporate coherence, CBC and Radio-Canada must examine this issue together.

- Confusion between news and general-interest programming

The Ombudsman reviewed certain complaints related to content or programming that could blur the lines between news and entertainment. On page 31, the Ombudsman ponders the program *Fric show*:

"When a program concept is approved, even if the News department is not responsible for the program, the rules of the game should be made clear. Do the CBC/Radio-Canada *Journalistic Standards and Practices* apply? If so, is everyone involved with the program aware of them?"

The English Services Ombudsman raised the same type of question on the role hosts play in current affairs programming: "If the Corporation decides to follow that path on the air, or online, we must make serious effort to ensure that our hosts represent a range of views in keeping with our policies.

We welcome the two Ombudsmen looking into this issue. There is cause to further specify certain procedures with the programming units concerned. Radio-Canada must demonstrate coherence in its policies and practices on the air, while ensuring that the public broadcaster is what it should be—a vital space for Canadians to express themselves. We must openly encourage diversity of opinion, topics, treatment, and culture.

Both the English- and French-language news services will need to include a clarification on the scope of our news policies. Moreover, given the breakdown of traditional media, CBC/Radio-Canada's *Journalistic Standards and Practices* are in dire need of a review. New types of content, formats and programs dot the horizon. We must carve out a place for ourselves, but first we need to define how to go about it. We're currently working on this.

- The Ombudsman's role

In her report, the Ombudsman writes that she wishes to better define her role at Radio-Canada by, among other things, having people perceive her as a mediator. This is surely a compelling way to establish a relationship of trust between the newsroom and the public.

At the same time, we must acknowledge the fact that on a few occasions, other media organizations have attempted to use the Ombudsman's public interventions as a competitive advantage against Radio-Canada. Even though it is difficult to curb this phenomenon, we believe it deserves special attention.

Conclusion

We thank the Head of News in English and French Services for the respect and consideration afforded to the Ombudsman's decisions and report, as well as the measures taken following the Ombudsman's reviews. We also note that both news services abide by the response deadline set a few years and we wish to thank them.

Given that several observations made by the Ombudsmen underline the need to update the Corporation's *Journalistic Standards and Practices*, both news services will be undertaking this review which is expected to take approximately eighteen months and will be led by the Journalistic Standards Committee. Once approved by the Senior Executive Team, the revised standards will be submitted to the Board of Directors.

The review aims to achieve the following objectives:

- CBC/Radio-Canada's *Journalistic Standards and Practices* (JSPs) define our journalism brand and identity. They should encourage our journalists to strive for excellence.
- The JSPs must be drafted in a clear, direct, contemporary and easy-to-read style in both English and French.
- Journalistic principles should be enshrined in the JSPs, which will be complemented by a living, practical interpretation guide, to ensure journalists' ongoing training.
- The JSPs must be expanded to incorporate the new realities of online journalism, the use of emerging platforms as well as citizen-generated content.

Consultations will be held throughout the process with the Law Department and the two Ombudsmen. Other outside experts may also be called on as needed. Although the JSPs primarily concern the Corporation's journalistic staff, they also apply to hosts and contributors on other programs with a current-affairs component. Programming units will therefore be consulted on aspects that directly impact their teams and productions.

Senior Management once again reiterates its full support to the institution of the Ombudsman. As a public broadcaster, we believe CBC/Radio-Canada is, and should be, held to higher standards with respect to accountability to the public and to the cause of public interest. The Ombudsman plays an essential role in ensuring that our listeners, viewers and Web users can and will be heard if they do not agree with our programs. We thank Julie and Vince for their work, integrity and dedication. We also thank our journalists and managers for their co-operation in this very important process.

Schedule A

Board of Directors

November 18-19th, 2008

Subject matter

Annual Report 2007-2008 to CRTC

Background

CBC/Radio-Canada is required to report to the Commission in an Annual Report addressing our main operations flows. This report covers the following CBC/Radio-Canada services:

- English Television Network and stations
- French Television Network and stations
- English and French Radio Networks
- CBC Newsworld and Le Réseau de l'information (RDI)

In granting full 7-year licence terms to these services, the Commission imposed a number of conditions of licence, requirements and expectations. These licence terms have been administratively renewed until 31 August 2009, subject to the terms and conditions in effect under the current licences. It is anticipated that CBC/Radio-Canada's licence renewal will be deferred beyond 31 August 2009 to permit the Commission to complete the licence renewal of CBC/Radio-Canada's services.

Information on the matter

This report provides a summary outlining where the CBC/Radio-Canada services stand with respect to the requirements that were set out in the Commission's renewal decisions.

For decision ☐ **For information** ■

Prepared by

Name: Steven Guiton, Chief Regulatory Officer
Date: November 5th, 2008

Management recommendation

Last discussed at the Board

Date:
Decision made:

Next steps

We will be filing Annual Reports with the Commission by November 30, 2008.

Anticipated project completion date: _____

November 18th -19th 2008

Chief Regulatory Officer

Overview of CBC/Radio-Canada's Annual Report to the CRTC: 2007-2008 Broadcast Year

BOARD OF DIRECTORS

1. Background

The requirement for CBC/Radio-Canada to report to the Commission in an Annual Report addressing our main operations flows from the CRTC's January 6, 2000 licence renewal decisions (CRTC Decisions 2000-1, 2000-2 and 2000-3). This reporting requirement covers the following CBC/Radio-Canada services:

- English Television Network and stations;
- French Television Network and stations;
- English and French Radio Networks; and
- CBC Newsworld and Le Réseau de l'information (RDI)

In granting full 7-year licence terms to these services, the Commission imposed a number of conditions of licence, requirements and expectations. These licence terms have been administratively renewed until 31 August 2009, subject to the terms and conditions in effect under the current licences. It is anticipated that CBC/Radio-Canada's licence renewal will be deferred beyond 31 August 2009 to permit the Commission to complete the licence renewal of CBC/Radio-Canada's services. A public hearing is currently planned for September 2009 and licence renewal decisions are expected before the end of 2009.

In the following pages we provide a summary outlining where the CBC/Radio-Canada services stand with respect to the requirements that were set out in the Commission's renewal decisions. Obligations imposed by condition of licence are the most important regulatory requirements and would require CRTC approval to change them.

CBC/Radio-Canada will be filing its eighth Annual Report with the Commission on November 30, 2008. For the eighth year in a row, we are very pleased to be able to report that based on our performance in 2007-2008, we again have an excellent report card to present to the Commission.

2. Highlights

- **English Radio** has **met or exceeded all of its conditions of licence** and has fully addressed the requirements and expectations set in the renewal decisions.

- **French Radio** has **met or exceeded all its conditions of licence** and has fully addressed the requirements and expectations set in the renewal decisions.

- The specialty television service **Le Réseau de l'information (RDI)** has been operating **in full compliance with nearly all of its conditions of licence** and has fully addressed the requirements and expectations set in the renewal decisions. However, last year's program schedule reflects changes that eliminated a number of regional programs, with the result that we are not in full compliance of the condition of licence requiring 1/3 regional program content. We are exploring options to address this shortcoming with the CRTC.

- The specialty television service **CBC Newsworld** has been **operating in full compliance with all its conditions of licence**, requirements and expectations.

- **English Television** is **fully in compliance with its conditions of licence** and has significantly exceeded many of the requirements and expectations set in the renewal decisions.

- **French Television's** performance has been **exemplary in virtually all areas.** The service has again this year demonstrated that it has met and in many instances considerably exceeded the Commission's requirements and expectations in a variety of important areas. Our application to the CRTC to amend the condition of licence in regard to Music, Dance and Variety programming will be considered by the Commission at our next licence renewal hearing.

3. A Summary of Our 2007-08 Performance

a. The Radio Services

English Radio

English Radio has met or exceeded all of its conditions of licence.

Once again, English Radio has **fully met or exceeded the Canadian content requirements** for both category 2 and category 3 music for both Radio One and Radio Two services.

The Commission's renewal decision also required the Corporation to report progress in terms of extending its Radio Two service to 50% of the English language populations of each province within two years, and to 75% of the English-language Canadian population generally, within that same two year period. This expectation was met in the second year of the licence renewal period.

Today, only one province – Saskatchewan – has coverage of less than the 75% target for the Radio Two service. Radio Two coverage currently reaches 71% of the English-language population in Saskatchewan. There are currently no plans to implement additional transmitters in this province by the end of the licence term.

French Radio

French Radio has met or exceeded all of its conditions of licence.

French Radio has also **met or exceeded all its conditions of licence** with respect to Canadian content and French language vocal music:

In fact, during every month over the entire broadcast year, la Première Chaîne exceeded the 50% condition of licence for category 2 music and provided an average of 57% Canadian content each month. Canadian content for category 3 music on la Première Chaîne averaged 24% over the broadcast year, exceeding the 20% requirement every month.

On Espace musique, category 2 music averaged almost 55 % over the entire broadcast year (exceeding the 50% condition of licence every month), and category 3 music averaged nearly 33% for all 12 months, exceeding the 20% condition of licence every month.

French language vocal content was more than 96% for all 12 months on Espace musique and 93% for all 12 months on la Première Chaîne, where the condition of licence is 85%.

The Commission's renewal decision also required the Corporation to report progress in terms of extending its Espace musique service to 50% of the French-language populations of each province, and to 75% of the French-language population in New Brunswick and Ontario.

In terms of coverage, since the renewal decision French Radio has undertaken a significant accelerated program to ensure that Canadians in all provinces are able to receive and enjoy Espace musique. All ten provincial capitals now have the Espace musique service and it now reaches nearly 91% of the Canadian population whose mother tongue is French.

Today, only two provinces – Saskatchewan and Newfoundland – have coverage of less than the 50% target for the Espace musique service. The coverage currently reaches almost 43% and 29% of the French-language population in Saskatchewan and Newfoundland, respectively. There are currently no plans to implement additional transmitters in these provinces by the end of the licence term.

During the 2007-2008 broadcast year, a new transmitter providing the service of Espace musique has been implemented in Windsor, Ontario. In addition, an application for a new transmitter was approved for Timmins, Ontario with plans to implement it in 2009. This will bring Espace musique's coverage to 69% of the French-language population in Ontario. There are currently no plans to implement additional transmitters in these provinces by the end of the licence term to meet the Commission's expectation of 75%.

b. The Specialty News Services

CBC Newsworld and RDI

CBC Newsworld and RDI have been operating in full compliance with all conditions of licence.

Both CBC Newsworld and RDI were granted rate increases as their licences were renewed. These rate increases were predicated on a range of improvements to the two programming services, for which they are being held accountable as part of the annual reporting process.

Noteworthy achievements for **CBC Newsworld** in 2007-2008 include:

- **Canadian programs** made up **90% of CBC Newsworld's broadcast schedule** in 2007-2008.

- CBC Newsworld, has expanded its journalistic reach into many underserved regions in Canada. In partnership with CBC Television, it has **video-journalist bureaus** in the following underserved locations across Canada: St John's, Corner Brook and Gander, Nfld; Happy Valley – Goose Bay, Labrador: Bathurst, Fredricton, Saint John, and Moncton, NB; Charlottetown and Summerside, PEI; Halifax and Sydney, NS; Brandon and Thompson, MB; Regina, Saskatoon, and Yorkton, SK; Edmonton and Calgary, AB; Kelowna, Surrey and Victoria, BC; and Yellowknife, Whitehorse and Iqaluit, NWT.

- CBC Newsworld has **closed captioned** 100% of its programming since November 1, 2002, at a cost of $711,000 in the 2007-2008 broadcast year.

Noteworthy achievements in the past year for **RDI** include:

- **Canadian programs** exceeded 90% of the RDI broadcast schedule in 2007-2008.

- RDI fully met/exceeded condition of licence requirements for **closed captioning**, in terms of both spending and percentage of programming captioned, allocating a budget of $878,000 that resulted in a schedule that is more than 56% closed captioned overall.

- RDI has continued with its live, out-of-studio broadcast of *En Direct*, from regional locations in North-East Quebec, Southern Ontario and the West on a weekly basis.

- RDI also continued its **cross-cultural joint projects** with CBC Newsworld, i.e.*109 (sang neuf)* on RDI.

- As noted above, RDI has failed to meet its condition of licence in the area of regional programming.

c. CBC/Radio-Canada Television Services

Our two television services have met or exceeded virtually all the requirements set for them by CRTC in the renewal decisions. Some of the many significant achievements of both English and French Television for the last broadcast year are highlighted below.

English Television

Among the notable achievements during the 2007-2008 broadcast year are the following:

- **Canadian content** was 80% over the full broadcast day and increased to **85%** (from 80% last year) **during the peak period** (7-11 p.m.)

- **Drama programming** averaged 7.2 hours per week in the peak broadcast period, an increase over last years reported 6.9 hours per week and exceeding our commitment of 5.5 hours per week.

- **Canadian performing arts programming** showcased on ETV included 42 Canadian performances over the full day and 15 Canadian performances in the peak viewing **period** in 2007-2008, significantly exceeding the CRTC's expectations of 24 (full day) and 12 (peak period).

- English Television has again met its condition of licence requirement that stipulated for the period from 2002-2003 to the end of the licence term it broadcast at least 6 hours a week of **priority regional programming in the peak period** (7 - 11 p.m.) for which the principal photography occurs more than 150 kms outside Toronto.

- ETV provided a weekly average of **22 hours per week of children's programming**, all of it non-commercial, including 18.5 hours of Canadian programming, significantly exceeding the CRTC's expectation of 15 Canadian hours per week.

- This year, ETV doubled its **local/regional news** programming offering. The news programming was reconfigured effective February 2007 with the introduction of the CBC News at Six package consisting of 60 minutes of local news in the 6 to 7 p.m. period.

- **Canadian Independent production** now represents 67% of non-news, public affairs and sports programming, significantly exceeding the CRTC's target of 50%. Moreover, 82% of regional programming throughout the day comes from the independent production sector.

- ETV broadcast 191 hours of original programming in **described video**, a significant increase of 146 hours from 2006-2007. In total, ETV broadcast 821 hours of programming in descriptive video; the majority of these were Canadian programs.

- 100% of the English Television schedule is **closed captioned**, effective November 1, 2002. This includes all news-breaks, station breaks and CBC produced promotional material.

French Television

Among the notable achievements during the 2007-2008 broadcast year are the following:

- Full day **Canadian content** was 80% (an increase over 79% from last year), while **prime time Canadian content was 90%** (an increase over 89% from last year), significantly more than the 80% level for the 7-11 p.m. peak broadcast period called for by the Commission.

- Again this year, **regional production** of programs other than news has exceeded the Commission's expectation for the end of the licence term, with a total of 613 hours broadcast by each station to its regional audience. FTV broadcast on the network 38.5 hours of regional productions in peak hours, an average of 7.8 hours each week, which greatly exceeds the Commission's expectations.

- French Television also broadcast 34 (an increase from 21 last year) original **long form documentaries** acquired from the independent production sector in the peak viewing period, significantly exceeding the Corporation's commitment of 18.

- Original Canadian production of programs for **children** aged 2 to 11 exceeded the condition of licence which requires 4 hours per week. Last year, FTV broadcast 4,2 hours per week. **Programming for children and youth** exceeded CRTC's overall expectation with nearly 25 hours of programs per week for these groups vs. 20 hours.

- 100% of news, 97% of the schedule in peak hours and 90% of the French Television schedule (sign-on to sign-off) are **closed captioned.**

Steven Guiton
Nov 5th, 2008

365th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Charlottetown, PEI – September 22-23-24, 2008

Tuesday, September 23, 2008

	ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1.	In Camera with President and CEO	13:00	ALL		
2.	Human Resources and Compensation Committee Report • Organization Update • Committee Terms of Reference & By -Laws • President and CEO's objectives • ACTRA and Writer's Guild mandates • IR update		Edna Turpin	 YES YES YES	 YES YES
3.	President's Report		Hubert T. Lacroix		
4.	Approval of minutes of the June 17, 2008 meeting and of the conference call meeting of June 27, 2008		Tim Casgrain	YES	YES
5.	Matters arising from previous meeting		All		
6.	Chair's Report • Approve Changes to Committee Membership		Timothy Casgrain	 YES	
7.	Update on ETV Financial Situation		Richard Stursberg		YES
8.	Olympic Update		Richard Stursberg Sylvain Lafrance		
9.	Election Coverage		Richard Stursberg Sylvain Lafrance		
10.	The BBC Model		Michel Tremblay Richard Stursberg		YES
	Adjourn	17:30			

Wednesday, September 24, 2008

11.	New Strategic Planning Process	08:30	Michel Tremblay	YES	YES
12.	English Network Children's Programming		Richard Stursberg		YES
13.	Current TV – approve partnership, CRTC filing business plan and launch		Richard Stursberg	YES	YES
14.	Real Estate Projects Update • Vancouver Project		Michel Saint-Cyr	YES	YES

15. Audit Committee Report • Delegation of Signing Authority and Delegation of Financial Authority Policies • Procurement Policy • Committee Terms of Reference			YES YES YES	YES YES YES
16. Sirius and XM Merger – update 17. In-Camera		Michel Tremblay		YES
Next meeting – November 18 – 19, 2008 – Ottawa				
Conclude	12:30			

UPDATES/INFORMATION

a) Summary of Government Funding (10 year operating & capital) – Johanne Charbonneau
b) Labour Relations Update - George Smith
c) Workforce Distribution – George Smith
d) President's Signing Resolution – Pierre Nollet
e) Quarterly Financial Management Report – 1st quarter ended June 30, 2008 – Johanne Charbonneau

Board of Directors

September 23, 2008

Subject matter

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

Background

The attached provides a 10-year historical overview of the Corporation's parliamentary appropriations as at September 3, 2008. The approved reference levels for 2009-2010 and beyond are also provided.

Information on the matter

See attached.

For information [X]

Prepared by

Name:	Johanne Charbonneau
Date:	September 3, 2008

Management recommendation

Not required.

Last discussed at the Board

Date:	June 17, 2008
Decision made:	N/A

Next steps

Not required.

Anticipated project completion date: _____

(If contract, indicate date of expiry): _____

Page 1336

is withheld pursuant to section

est retenue en vertu de l'article

18(a)

of the Access to Information Act

de la Loi de l’accès à l’information

Schedule A

Board of Directors
(September 23-24, 2008)

Subject matter

Labour Relations Update

Background

This is a standing item on the Board of Directors' agenda which provides the status of CBC's collective agreements.

Information on the matter

Not applicable.

For decision: **For information:** ■

Prepared by

Name: George C.B. Smith
Senior Vice-President, Human Resources and Organization

Date: September 2008

Management recommendation

Not applicable.

Last discussed at the Board

Date: June 2008
Decision made:

Anticipated project completion date: **____N/A____**
(If contract, indicate date of expiry): **_____**

Labour Relations Update for the Board of Directors' meeting of September 23-24 , 2008

AGREEMENTS PRESENTLY BEING NEGOTIATED

UNION	Effective Date	# of Members	Central Issues
NATIONAL FILE			
APS	**July 1, 2005– June 30, 2008**	**646**	• On August 29, 2008, the Corporation and APS signed a memorandum of understanding for the renewal of the collective agreement. The agreement is for a five (5)-year term In the coming days, the union will be asking its members across Canada to vote on ratifying the MOU, with results expected in late September 2008.
ENGLISH FILE			
CMG (Canadian Media Guild)	**April 1, 2004 – March 31, 2009**	**5141**	• The CBC-CMG agreement expires March 31, 2009 • Negotiations this past May and June in accordance with provisions in Article 46 of the collective agreement • However, the initiative begun in June (to push for a meeting between the CMG and the Corporation to agree on a process specifically aimed at improving relations, The non-traditional approach, led to an agreement in principle or This approach inspires a great deal of hope regarding the other two major issues The CMG confirmed that it intends to continue moving in this direction with its formal bargaining committee aimed at renewing the collective agreement. Five more one-week sessions are scheduled to take place before the end of 2008.
ACTRA (Alliance of Canadian Cinema, Television and Radio Artists) (Performers)	**July 1, 2003– June 30, 2005**	**N/A**	• Negotiations with ACTRA commenced in May 2005 and are ongoing. • • ACTRA has concluded negotiations with Independent Producers (Canadian Film and Television Production Association (CFTPA)) and the National Film Board. •

			• The parties continue to exchange proposals in an attempt to conclude these negotiations. • •
WGC (Writers Guild of Canada) **Television and Radio Agreement**	**Sept. 1, 1998– August 31, 2000**	**N/A**	• Agreements were to expire August 31, 2000. Parties agreed to extend until further notice. • • •
ENGLISH FILE			
IATSE (International Alliance of Theatrical, Stage Employees and Moving Picture Machine Operators of the United Sates and Canada) (Stagehands)	**No agreement since 1994**	**3**	• IATSE has requested that the CBC meet with them to renegotiate the collective agreement which has not been updated for at least 15 years.

s.21(1)(b)

s.21(1)(d)

NEGOTIATED AGREEMENTS

UNION		Effective Dates of Collective Agreement	# of Members
NATIONAL FILE			
APS	Association of Professionals and Supervisors	July 1, 2005– June 30, 2008	646
AFM	The American Federation of Musicians of the United States and Canada (AFM)	April 1, 2006 – March 31, 2010	N/A
ENGLISH FILE			
CMG	Canadian Media Guild	April 1, 2004– March 31, 2009	5,141
FRENCH FILE			
SCRC (Unit 1)	Syndicat des communications de Radio-Canada	March 27, 2006– March 29, 2009	1,390
STARF (Unit 2)	Syndicat des technicien(ne)s et artisan(e)s du réseau français de Radio-Canada	April 13, 2006– March 31, 2009	1,336
UDA	Union des artistes	November 14, 2005– November 13, 2009	N/A
SARTEC	(Société des auteurs de la radio, de la télévision et du cinéma)	July 10, 2006 – July 9, 2010	N/A
SPACQ	Société professionnelle des auteurs et des compositeurs du Québec	8 janvier 2007 – 7 janvier 2011	N\A
AR	Association des réalisateurs	Oct. 1, 2007 – Dec. 11, 2011	380
SCFP	Syndicat Canadien de la Fonction Publique	Oct. 1, 2007 – Sept. 26, 2010	662

Schedule A

Board of Directors

(Sept 23-24, 2008)

Subject matter

Workforce Information

Background

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

- media component with a comparison to beginning fiscal year;

- geographic location (map of Canada)

Information on the matter

Attached

For decision ☐ **For information** ☒

Prepared by

Name: G.C.B. Smith
Date: August 29, 2008

Management recommendation

N/A

Last discussed at the Board

Date:
Decision made:

Next steps

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

Annexe A

Conseil d'administration

(23 et 24 septembre 2008)

Sujet

Information sur la main-d'oeuvre

Contexte

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

- composante média (avec une comparaison par rapport au début de l'exercice);

- lieu géographique (carte du Canada).

Renseignements connexes

Voir document joint

Décision à prendre ☐ **À titre d'information** ☒

Préparé par

Nom : G.C.B. Smith
Date : le 29 août 2008

Recommandation de la direction

N/A

Dernière discussion au Conseil

Date :
Décision prise à cette occasion :

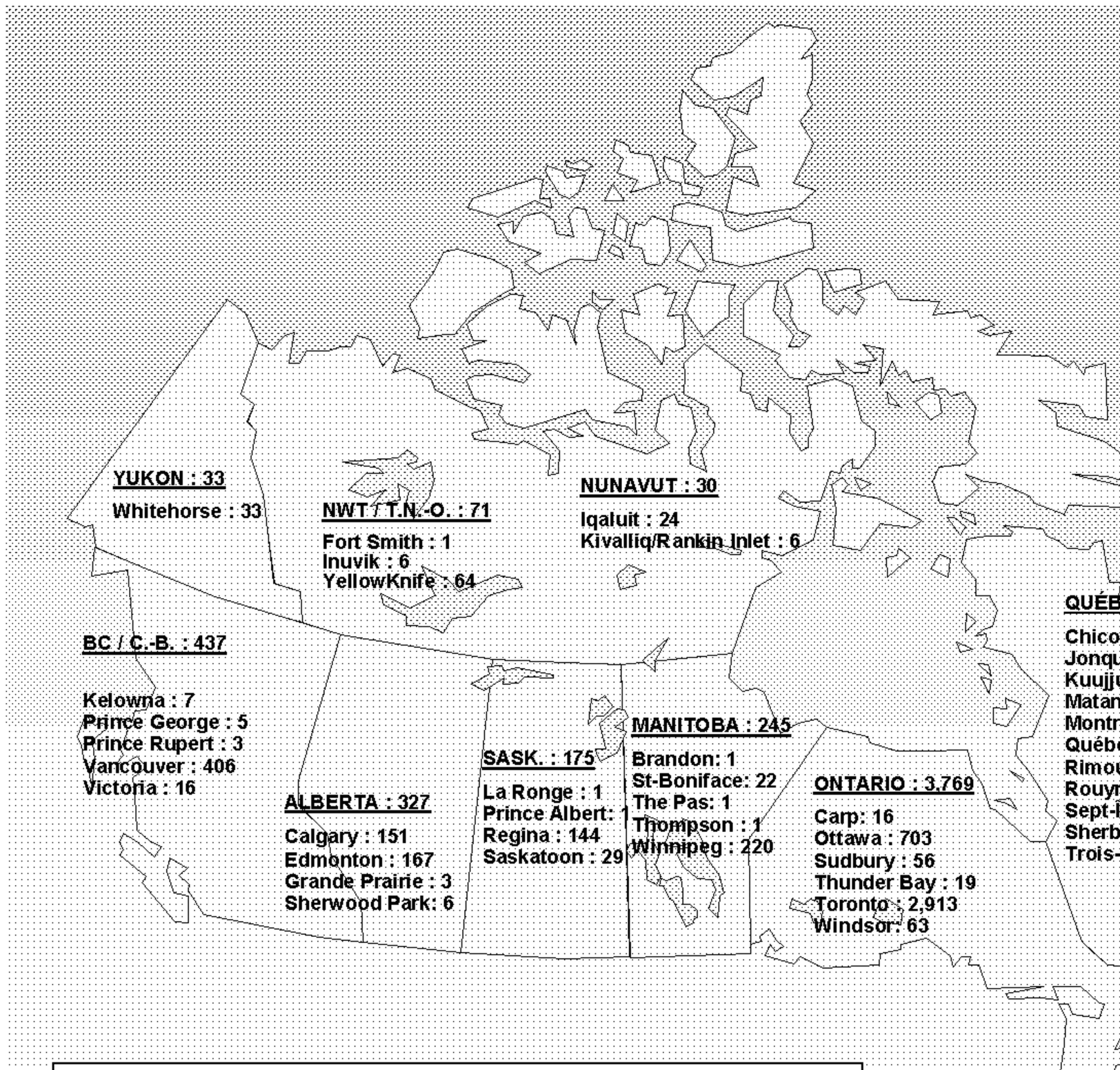
Suivi

Date prévue de l'achèvement du projet : _____
(Indiquer la date de fin du contrat) : _____

CBC Map / Carte de la SRC

Full Time Equivalent / Équivalent temps plein

July 2008 / juillet 2008



OUTSIDE CANADA / À L'ÉTRANGER : 44

Bangkok : 1
Beijing : 2
Beirut: 1
Cape Town: 1
Dakar: 1
Islamabad: 0
Jerusalem : 4
London : 8
Los Angeles: 1
Mexico : 1
Moscow : 1
New York: 0
Paris : 6
Rio de Janeiro : 1
Shanghai: 1
Washington : 15

NEWFOUNDLAND / TERRE-NEUVE : 173

Corner Brook : 14
Gander : 8
Grand Falls : 7
Happy Valley/Goose Bay : 10
Labrador City : 1
Marystown: 1
St. John's : 133

YUKON : 33

Whitehorse : 33

NWT / T.N.-O. : 71

Fort Smith : 1
Inuvik : 6
YellowKnife : 64

NUNAVUT : 30

Iqaluit : 24
Kivalliq/Rankin Inlet : 6

QUÉBEC : 4,126

Chicoutimi : 31
Jonquière : 17
Kuujjuaq : 3
Matane : 36
Montréal : 3,587
Québec : 315
Rimouski : 30
Rouyn-Noranda : 15
Sept-Îles : 25
Sherbrooke : 37
Trois-Rivières : 30

BC / C.-B. : 437

Kelowna : 7
Prince George : 5
Prince Rupert : 3
Vancouver : 406
Victoria : 16

ALBERTA : 327

Calgary : 151
Edmonton : 167
Grande Prairie : 3
Sherwood Park: 6

SASK. : 175

La Ronge : 1
Prince Albert: 1
Regina : 144
Saskatoon : 29

MANITOBA : 245

Brandon: 1
St-Boniface: 22
The Pas: 1
Thompson : 1
Winnipeg : 220

ONTARIO : 3,769

Carp: 16
Ottawa : 703
Sudbury : 56
Thunder Bay : 19
Toronto : 2,913
Windsor: 63

P.E.I / I.-P.-É. : 57

Charlottetown : 57

NOVA SCOTIA/ NOUVELLE-ÉCOSSE : 240

Halifax : 214
Sydney : 26

NEW BRUNSWICK / NOUVEAU-BRUNSWICK : 317

Bathurst : 2
Campbellton : 1
Caraquet : 2
Edmunston : 2
Fredericton : 58
Moncton : 216
Sackville : 15
Saint John : 22

AFFILIATION *

Non-unionized/non-syndiqué:		Unionized/syndiqué:	
Unaffiliated:	22	APS:	687
Executives:	60	CMG:	4465
MS:	1062	SCRC:	1383
Confidential:	191	STARF:	1205
SUBTOTAL:	1,334 (13%)	SCFP:	612
		AR:	358
		SUBTOTAL	8,710 (87%)
GRAND TOTAL:	10,045		

Total FTE/ETP 10,045 = Head count / effectifs réels 10,800

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

Shared Services / Services partagés

001343

Schedule A

Board of Directors

September 23-24, 2008

Subject matter

President and CEO's Signing Authority

Background

In June 2008 the Board approved the attached signing authority.

Information on the matter

At the request of Board members, we are attaching, as a standing item, the actual signing resolution for reference purposes.

For decision ☐ **For information** X

Prepared by

Name: Pierre Nollet
Date: September 5, 2008

Management recommendation

Last discussed at the Board

Next steps

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

On a motion duly moved and seconded

WHEREAS the President and CEO requires sufficient authority to carry out his/her functions; and

WHEREAS the Board reviews and approves the Capital and Operating budgets each and every year; and

WHEREAS the authority granted to the President and CEO shall be carried out within the limits of the approved budgets and in accordance with the provision of the Corporation's By-laws and the Broadcasting Act;

IT IS THEREFORE RESOLVED THAT the President and CEO directly or through his/her delegate be and is hereby authorized to decide, enter into or commit on behalf of the Corporation in respect of:

1. *(acquisition or disposition of real property)* any matters which have a financial value* or consideration to the Corporation of up to $4 million, when covered by Section 48(2) of the Broadcasting Act;

2. *(leasing of real property)* any matters which have a financial value* or consideration to the Corporation of up to $15 million, when covered by Section 48(2) (b) of the Broadcasting Act and Order in Council number P.C. 2002-1582 dated September 24, 2002;

3. *(programming)* any matter relating to the acquisition, production, co-production, distribution or financing of programs, or any media placement or advertising agreements that has a financial value* or consideration to the Corporation of up to $10 million and that commits the Corporation for a period of 4 years or less;

4. *(revenue generating)* any matter where the main objective is to generate revenues and which requires the Corporation to invest up to $15 million and commits the Corporation for a period of 4 years or less;

5. *(general)* any other matters which have a financial value or consideration to the Corporation of up to $5 million save and except when Governor in Council approval or Minister of Finance approval is required, pursuant to Section 46 and 46.1 of the Broadcasting Act.

Previous Revision: November 17, 2004
Current Revision: June 17, 2008
K:\CORPORATE SECRETARIAT-NEW\POLICIES AND PROCEDURES (101.245)\BOARD_MANUAL\Redesign\Section 3 Tab 2 Signing Resolution.pub

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

For greater certainty, the above authority does not include the authority to:

a) agree to or enter into new business ventures on behalf of the Corporation;

b) discontinue or cease the operations of a division or business unit; or

c) dispose of a significant portion of the assets of a division or business unit.

IT IS FURTHER RESOLVED THAT the President directly or through his/her delegate be and is empowered and directed, in the name and on behalf of the Corporation to make, execute and deliver and to do all such acts and things as are necessary or appropriate to effect the foregoing resolution and to execute all agreements, undertakings, documents, instruments or certificates in the name and on behalf of the Corporation in connection with the authority contemplated in the foregoing resolution and any acts or things heretofore done or made or documents heretofore executed and delivered which effect the foregoing resolution are in all respects approved, ratified and confirmed.

* Financial value includes the value of any option as if exercised.

Board of Directors
(September 17, 2008)

Subject matter

2008/2009 Quarterly Financial Management Report – First quarter results.

Background

N/A

Information on the matter

See attached.

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

Prepared by

Name: J. Charbonneau
Date: August 28, 2007

Management recommendation

N/A

Last discussed at the Board

Date: June 27, 2008
Decision made: Reviewed 2007/2008 Quarterly Financial Management Report Fourth quarter results (Unaudited).

Next steps

2nd quarter results will be presented in November.

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2008/2009
QUARTERLY FINANCIAL MANAGEMENT REPORT
1ST QUARTER, ended June 30, 2008

To be presented to
The Audit Committee

September 17, 2008

Confidential

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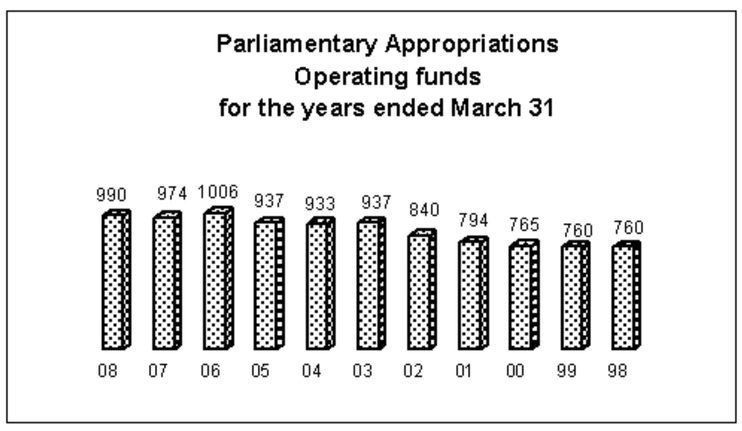
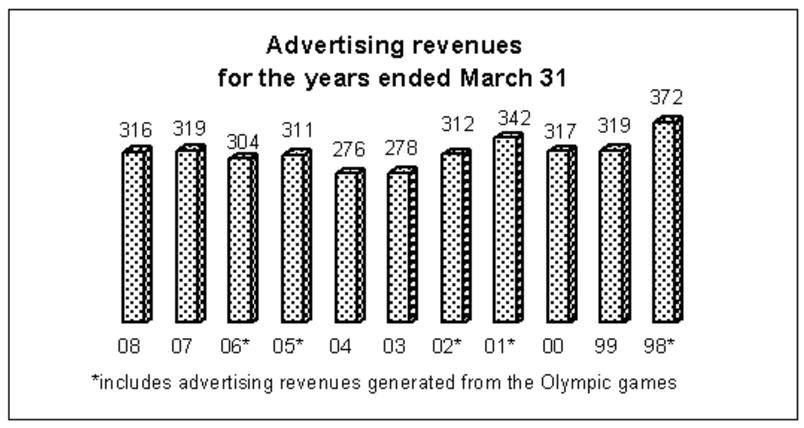
Financial Highlights
for the first quarter ended June 30
(millions of dollars)

	ACTUALS		BUDGET	
	2008	2007	2008	
				s.18(a)
Operating (see Operations section for details)				s.18(b)
Parliamentary appropriation for operating expenditures (page 10)				
Advertising revenues (page 10)				
Specialty Services - sources of funds (page 10)				
Miscellaneous revenues (page 10)				
Expenditures - regular operations (page 13)				
Specialty Services - expenditures (page 13)				
Net position, end of the first quarter (page 9)				
Capital (see Capital section for details)				
Parliamentary appropriation for capital expenditures (page 35)				
Capital expenditures, end of the first quarter (page 35)				
Expected net position, end of the fiscal year (page 35)				
Working Capital (see Financial Statements section for details)				
Cash, cash equivalent and short term investments (page 46)				
Accounts receivable (page 47)				
Inventory (page 48)				
Accounts payable and accrued liabilities				





INTRODUCTION

CBC/Radio-Canada is transforming its interim financial reporting process to incorporate elements from private sector quarterly financial reports. The most significant change is the introduction of a Management Discussion and Analysis section that explains the year-to-date financial results at both an overview level and on a segmented (operating unit) basis.

The transformation is a work in progress and future interim reports will include more changes to more closely align CBC/Radio-Canada's financial reports to those published by private sector corporations.

MANAGEMENT'S DISCUSSION AND ANALYSIS

For the three months ended June 30, 2008 and 2007
Dated: September 2, 2008

Financial Reporting Basis

CBC/Radio-Canada prepares its financial results using two different accounting approaches.

The Broadcasting Act requires CBC/Radio-Canada to submit Annual Reports to the Minister of Canadian Heritage containing audited consolidated financial statements prepared in accordance with Canadian generally accepted accounting principles ("GAAP").

In addition, CBC/Radio-Canada is a Parliamentary appropriation dependent Crown corporation that is accountable to Government for financial results on a government funding basis, which differs from GAAP. Non-cash items such as accrued pension plan expenses and other employee future benefits, amortisation, and depreciation are not recognised on a government funding basis. Government does not fund Crown corporations for such expenses until they actually become payable.

A reconciliation between the financial results prepared in accordance with GAAP to operating and capital financial results prepared on a government funding basis is provided in the notes to CBC/Radio-Canada's annual audited financial statements.

s.18(a)

s.18(b)

Financial Review and Analysis Content

The review and analysis of CBC/Radio-Canada's financial results for the three months ended June 30, 2008 and 2007 is presented on both a government funding basis and in accordance with GAAP.

This report presents and analyses the results of operations for the Corporation for the three months ended June 30, 2008, compared to the year-to-date budget, and the year-to-date results for the same period in 2007/2008 on government funding basis.

Financial statements prepared on a GAAP basis are also presented for the quarter ended June 30, 2008 and compared with the results for same quarter in 2007/2008. A reconciliation of GAAP results to the results on a government funding basis is provided and significant changes in Balance Sheet amounts between the periods are explained.

Quarterly financial statements do not include revised estimates of employee future benefits, as actuarial valuations are prepared annually. The quarterly financial statements are unaudited and do not include full note disclosure. They should be read in conjunction with the 2007/2008 audited consolidated financial statements, which provide full note disclosure in accordance with GAAP.

Overview of first quarter ended June 30, 2008 – Government funding basis

Following is a summary of major variances. More detailed explanations by operating unit are provided in the ***Operations*** section.

Parliamentary Appropriations

Government funding is reported in each quarter based on expected need for that quarter, derived from planned expenditures less expected revenues for that same period.

s.18(a)

s.18(b)

s.18(a)

s.18(b)

s.68.1

Revenues

Expenses

Reconciliation of Net Results of Operations to Government Funding Basis

The Corporation receives a significant portion of its funding through Parliamentary appropriations, based primarily on cash flow requirements. Expenses recognised in the *Consolidated Statement of Operations* in one period may be funded through Parliamentary appropriations in other periods. Accordingly, the Corporation's net results of operations for the period on a government funding basis differ from those on a Canadian generally accepted accounting principles basis. The differences are outlined below:

For the quarter ended June 30th		**2008**	**2007**
			(thousands of dollars)
Net results for the period (see *Financial Statements* section)			
Items not generating operating funds			
Amortisation of deferred capital funding			
Gain on disposal of property and equipment			
Parliamentary appropriation for working capital			
Other			
Items not requiring operating funds			
Amortisation of property and equipment			
Program inventory costs	**s.68.1**		
Vacation pay			
Other			
Net results of operations on a government funding basis			

s.18(a)

s.18(b)

s.18(a)
s.18(b)
s.68.1

Cash Flows and Financial Resources

Overview

Operations

Financing Activities

Investing Activities

.

Operations

Financial Management Report
Corporate Summary
For the quarter ended June 30
($000's)

	2008/2009 Year-to-date			2007/2008 Year-to-date	
	Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS					
Total government funding and carryovers					
Commercial revenues - regular operations					
Miscellaneous revenues - regular operations					
Total commercial and miscellaneous revenues					
TOTAL SOURCE OF FUNDS - MAIN SERVICE					
TOTAL SOURCE OF FUNDS - SPECIALTY SERVICES					
TOTAL SOURCE OF FUNDS FOR CBC					
APPLICATION OF FUNDS					
Expenditures - regular operations					
TOTAL APPLICATION OF FUNDS - MAIN SERVICE					
TOTAL APPLICATION OF FUNDS - SPECIALTY SERVICES					
TOTAL APPLICATION OF FUNDS FOR CBC					
NET POSITION ON CBC S OPERATIONS					

A summary of the results at June 30, 2008, by component, is provided in Appendix A.
Note - negative variances are indicated by brackets

s.18(a)

s.18(b)

Financial Management Report
Source of funds
For the quarter ended June 30
($000's)

	2008/2009 Year-to-date			2007/2008 Year-to-date	
s.18(a) s.18(b)	Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS					
Parliamentary appropriation					
Total government funding and carryovers					
Commercial revenues					
Commercial revenues - regular operations:					
English Television					
French Television					
Total commercial revenues					
Miscellaneous revenues					
Miscellaneous revenues - regular operations:					
English Television					
French Television					
English Radio					
French Radio					
Sirius					
Mobile Division					
Merchandising Division					
Corporate Activities					
CBC Technologies					
Real Estate Division					
Galaxie					
Radio Canada International					
TBC land interest					
Total for regular operations					
Total commercial and miscellaneous revenues					
TOTAL SOURCE OF FUNDS - MAIN SERVICE					
Specialty service revenues:					
Newsworld					
Réseau de l'information					
Prior year carryover					
TOTAL SOURCE OF FUNDS - SPECIALTY SERVICES					
TOTAL SOURCE OF FUNDS FOR CBC					

A summary of the net results at June 30, 2008, by component, is provided on Appendix A.

Note - negative variances are indicated by brackets

Revenues – Main Service and Specialty Services – 1st quarter results
Actual to Budget -

Note 1

s.18(a)

s.18(b) Note 2

s.68.1

Note 3

Note 4

Note 5

s.18(a)

s.18(b)

s.68.1

Revenues – Year over year comparison –

Note 6

Note 7

Note 8

Note 9

Note 10

Note 11

Note 12

Note 13

Note 14

Financial Management Report
Application (use) of funds
For the quarter ended June 30
($000's)

	2008/2009 Year-to-date			2007/2008 Year-to-date	
	Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
APPLICATION OF FUNDS					
Expenditures - regular operations:					
English Television					
French Television					
English Radio					
French Radio					
Mobile Division					
Ottawa Production Centre	**s.18(a)**				
Merchandising Division					
Corporate Activities					
CBC Technologies	**s.18(b)**				
Real Estate Division					
Galaxie					
Radio Canada International					
Corporate Reserve					
Total expenditures - regular operations	-	-			
TOTAL APPLICATION OF FUNDS - MAIN SERVICE					
Expenditures - specialty services:					
Newsworld					
Réseau de l'information					
TOTAL APPLICATION OF FUNDS - SPECIALTY SERVICES					
TOTAL APPLICATION OF FUNDS ON CBC'S OPERATIONS					

A summary of the results at June 30, 2008 by component, is provided on Appendix A

Note - negative variances are indicated by brackets

Expenditures – Main Service and Specialty Services – 1st quarter results
Actuals to Budget -

For the majority of the components, the variances are mostly due to differences between the allocation of the budget to the first three months of the year and the timing of related expenditures.

Note 1

s.18(a)

s.18(b)

s.68.1

Note 2

Note 3

Note 4

Note 5

Expenditures – Year over year comparison –

Note 6

s.18(a)

s.18(b)

s.68.1

Note 7

Note 8

Note 9

Note 10

Note 11

s.18(a)

s.18(b)

s.68.1

Note 12

Note 13

Note 14

Note 15

s.18(a)

s.18(b)

s.68.1

CORPORATE SUMMARY - VARIANCE OVERVIEW
($000's)

	2008/2009 Actuals as at June 30		
	Revenue Variances	Expenditure Variances	Net variance
Main Service:			
English Television			
French Television			
English Radio			
French Radio			
Mobile Division			
Ottawa Production Center	**s.18(a)**		
Merchandising Division	**s.18(b)**		
Corporate Activities			
CBC Technologies			
Real Estate Division			
Galaxie			
RCI			
Total - Components			
Corporate Reserve			
TOTAL - MAIN SERVICE			
Specialty Services:			
Newsworld			
RDI			
TOTAL - SPECIALTY SERVICES			
NET POSITION			

Note - negative variances are indicated by brackets

Financial Management Report
English Television
For the first quarter ended June 30
($000's)

			2008/2009 Year-to-date			2007/2008 Year-to-date	
			Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS	**s.18(a)**	**s.18(b)**					
Net Parliamentary Subsidy							
Commercial Revenue - Television							
Commercial Revenue - Internet							
Business Development Revenue							
bold							
Miscellaneous Revenue							
TOTAL SOURCE OF FUNDS							
APPLICATION OF FUNDS							
Costs related to Revenue-generating Services *							
Media Marketing and Sales							
Business Development							
CBC.ca							
bold							
Subtotal - Revenue-generating Services							
Programming and Production							
Sports							
Network Programming							
News and Current Affairs	**s.68.1**						
Communications							
Production and Resources							
Regional Operations							
Network Reserve							
Subtotal - Programming and Production							
Technical							
Production Services							
Affiliates							
Plant - Broadcast Services - Master Control							
Subtotal - Technical							
General Administration							
Management							
Training							
Support Services (Network and Regional)							
Business Rights and Content Management							
Subtotal - General Administration							
TOTAL APPLICATION OF FUNDS							
NET POSITION							

*Please note that other areas may also generate revenues. These are only the services whose main function is revenue-generation.

Financial Management Report
French Television
For the first quarter ended June 30
($000's)

			2008/2009 Year-to-date			2007/2008 Year-to-date	
			Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS	**s.18(a)**	**s.18(b)**					
Net Parliamentary Subsidy							
Commercial Revenue - Television							
Commercial Revenue - Internet							
Miscellaneous Revenue							
TOTAL SOURCE OF FUNDS							
APPLICATION OF FUNDS							
Costs related to Revenue-generating Services							
Commercial Services (incl. Internet)							
Commercial Production							
Program Sales to Other Broadcasters							
Production Services and Others							
Costs - Contra Agreements							
Subtotal - Revenue-generating Services							
Programming and Production							
Sports							
Arts & Entertainment							
News and Current Affairs							
Media Operations		**s.68.1**					
Internet and Digital Services							
Communications							
Regional Operations							
Network Reserve							
Subtotal - Programming and Production							
Technical							
Affiliates							
Plant - Production Services							
Plant - Broadcast Services - Master Control							
Subtotal - Technical							
General Administration							
Management							
Training							
Support Services (Network and Regional)							
Subtotal - General Administration							
TOTAL APPLICATION OF FUNDS							
NET POSITION							

Financial Management Report
English Radio
For the first quarter ended June 30
($000's)

	2008/2009 Year-to-date			2007/2008 Year-to-date	
	Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS					
Net Parliamentary Subsidy					
Miscellaneous Revenue					
TOTAL SOURCE OF FUNDS	-	-	-		
APPLICATION OF FUNDS					
Costs related to Revenue-generating Services					
Entrepreneurial Activities					
Subtotal - Revenue-generating Services	-	-	-		
Programming and Production					
Arts & Entertainment					
Music Department					
Radio 3					
Sirius					
News & Current Affairs					
Production and Resources					
Network Reserves					
Regional operations					
CBC North					
British Columbia					
Alberta-Calgary					
Alberta-Edmonton					
Saskatchewan					
Manitoba					
CBL-Toronto					
Ottawa					
Ontario					
Quebec					
Maritimes					
Newfoundland					
Subtotal - Regional operations					
Subtotal - Programming and Production					
Technical					
Distribution					
Radio Production Centre					
Subtotal - Technical	-	-	-		
General Administration					
Management					
Subtotal - General and Administration	-	-	-		
TOTAL APPLICATION OF FUNDS					
NET POSITION					

s.18(a)
s.18(b)
s.68.1

Financial Management Report
French Radio
For the first quarter ended June 30
($000's)

		2008/2009 Year-to-date			2007/2008 Year-to-date	
		Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS	**s.18(a)**					
Net Parliamentary Subsidy	**s.18(b)**					
Miscellaneous Revenue				-		
TOTAL SOURCE OF FUNDS				-		
APPLICATION OF FUNDS						
Costs related to Revenue-generating Services						
Production Services and others						
Contras				-		
Subtotal - Revenue-generating Services				-		
Programming and Production						
Première Chaîne Programs						
Espace Musique						
Sirius						
Information Programming	**s.68.1**					
Promotion and Advertising						
Regional operations:						
Programming Administration						
Atlantic						
Quebec						
Ontario/ Outaouais						
Ouest						
Subtotal - Regional operations						
Subtotal - Programming and Production						
Technical						
Production Services						
Broadcast Services				-		
Subtotal - Technical				-		
General Administration						
Management				-		
Subtotal - General Administration				-		
TOTAL APPLICATION OF FUNDS						
NET POSITION						

s.18(a)

s.18(b)

Appendix F

Financial Management Report
Corporate Components
For the first quarter ended June 30
($000's)

	2008 / 2009 Year-to-date			2007 / 2008 Year-to-date	
	Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
SOURCES OF FUNDS					
Net Parliamentary Subsidy					
Miscellaneous Revenues					
Strategy & Business Development					
General Counsel					
Interest and Capital Recoveries					
Shared Services					
Corporate New Media					
Total Miscellaneous Revenues					
TOTAL SOURCE OF FUNDS					
APPLICATION OF FUNDS					
Office of the President					
Chairperson and Board of directors					
Corporate Communications					
Internal Audit					
Training					
Corporate Human Resources					
Severance Pay and Other Personnel Costs					
Dental Plan, EAP and Home Disposal					
Content Management					
Strategy and Business Development					
General Counsel and Corporate Secretariat					
Corporate Finance and Administration					
Insurance, Corporate Forms and Taxes					
Shared Services					
International Relations					
Ombudsman - Toronto					
Ombudsman - Montreal					
Corporate New Media					
TOTAL APPLICATION OF FUNDS					
NET POSITION					

s.18(a)

s.18(b)

Merchandising Division
Schedule of Incremental Revenues and Costs
For the first quarter ended June 30
($000's)

	2008/2009 Year-to-date			2007/2008 Year-to-date	
	Budget	**Actuals**	**Variance to Budget**	**Actuals**	**Variance in Actuals**
SOURCE OF FUNDS					
Sales of products:					
Retail operations					
Distribution					
Educational					
Licensing					
TOTAL SOURCE OF FUNDS					
APPLICATION OF FUNDS					
Administration					
Sales of products:					
Retail operations					
Retail operations					
Distribution					
Educational					
Licensing					
TOTAL APPLICATION OF FUND					
NET POSITION					

s.68.1

s.68.1

s.18(a)

s.18(b)

Appendix H

Financial Management Report
Mobile Division
For the first quarter ended June 30
($000's)

	2008/2009 Year-to-date			2007 / 2008 Year-to-date	
	Budget	Actuals	Variance to Budget	Actual	Variance in Actuals
SOURCE OF FUNDS					
Net Parliamentary Subsidy					
Mobile Rental Revenue					
TOTAL SOURCE OF FUNDS					
APPLICATION OF FUNDS					
General Management					
General Operation					
Cost related to Revenue Generating Activities					
Recoveries from Internal Activities					
TOTAL APPLICATION OF FUNDS					
NET POSITION					

Galaxie
Schedule of Incremental Revenues and Costs
For the first quarter ended June 30
($000's)

		2008/2009 Year-to-date			2007/2008 Year-to-date	
		Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
Incremental Revenues						
Satellite						
Cable						
Music for Business	s.18(a)					
Internet	s.18(b)					
Other						
Total Incremental Revenues						
Incremental Costs						
Rights						
Internet						
Administration						
Programming	s.68.1					
Distribution						
Marketing						
Rising Star Program						
Total Incremental Costs						
Excess Revenues/(Costs)						
Impact of agreement with Stingray Digital Group Inc						
Stingray option grant price						
Overhead / Additionnal revenues						
Net-Profit to Stingray						
Write-offs, legal fees, etc						
Excess Revenues/(Costs) - Stingray agreement						
Excess Revenues/(Costs) - including Stingray Digital Group Inc agreement						

Newsworld
Schedule of Incremental Revenues and Costs
For the first quarter ended June 30
($000's)

		2008/2009 Year-to-date			2007/2008 Year-to-date	
		Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
Incremental Revenues	**s.18(a)**					
Commercial Revenue	**s.18(b)**					
Cable Subscriptions						
Program Sales						
Total Incremental Revenues						
Incremental Costs	**s.68.1**					
Programming						
Technical						
Management and Services						
Sale & Marketing						
Total Incremental Costs						
Excess of Revenues over Costs						
Repayments to the Main Service						
Capital expenditures						
Total repayments to the Main Service						
Excess Revenues/(Costs)						

Le Réseau de l'information
Schedule of Incremental Revenues and Costs
For the first quarter ended June 30
($000's)

	s.18(a)	2008/2009 Year-to-date			2007/2008 Year-to-date	
	s.18(b)	Budget	Actuals	Variance to Budget	Actuals	Variance in Actuals
Incremental Revenues						
Commercial Revenue						
Cable Subscriptions	s.68.1					
Program Sales						
Others						
Total Incremental Revenues						
Incremental Costs						
Programming						
Technical Services						
Sales & Marketing/Promotion						
Management and Services						
Total Incremental Costs						
Excess of Revenues over Costs						
Repayments to the Main Service						
Capital expenditures						
Total repayments to the Main Service						
Excess Revenues/(Costs)						

Changed from previous version		Permanent	One-time	Total Annual ($000'S)	Total One-time ($000'S)	2001/2002 to 2006/2007 ($000'S)	2007/ 2008 ($000'S)	2008/ 2009 ($000'S)	2009/ 2010 ($000'S)	Future years ($000'S)
						(incremental basis)				
	ENGLISH TELEVISION									
	ENGLISH RADIO									
	FRENCH RADIO									

s.18(a)

s.18(b)

s.68.1

s.18(a)

s.18(b)

GAINS THROUGH EFFICIENCIES

UPDATED - JUNE 2008

s.68.1

Changed from previous version		Permanent	One-time	Total Annual ($000'S)	Total One-time ($000'S)	2001/2002 to 2006/2007 ($000'S)	2007/ 2008 ($000'S)	2008/ 2009 ($000'S)	2009/ 2010 ($000'S)	Future years ($000'S)
						(incremental basis)				
	FRENCH TELEVISION									
	ARTV:									
	TOTAL - FRENCH TELEVISION									
	SHARED SERVICES ORGANISATION									
	STRATEGIC SOURCING									
	ENTERPRISE-WIDE PROJECTS									
	CORPORATE INITIATIVES									

Changed from previous version		Permanent	One-time	Total Annual	Total One-time	2001/2002 to 2006/2007	2007/ 2008	2008/ 2009	2009/ 2010	Future years
						(incremental basis)				
				($000'S)	($000'S)	($000'S)	($000'S)	($000'S)	($000'S)	($000'S)
	CHIEF TECHNOLOGY OFFICER									

s.18(a)

s.18(b)

Changed from previous version		Permanent	One-time	Total Annual ($000'S)	Total One-time ($000'S)	2001/2002 to 2006/2007 ($000'S)	2007/ 2008 ($000'S)	2008/ 2009 ($000'S)	2009/ 2010 ($000'S)	Future years ($000'S)
						(incremental basis)				
	CHIEF TECHNOLOGY OFFICER (cont'd)									
	REAL ESTATE DIVISION									

Changed from previous version		Permanent	One-time	Total Annual	Total One-time	2001/2002 to 2006/2007	2007/ 2008	2008/ 2009	2009/ 2010	Future years
						(incremental basis)				
	REAL ESTATE DIVISION (cont'd)			($000'S)	($000'S)	($000'S)	($000'S)	($000'S)	($000'S)	($000'S)

s.18(a)

s.18(b)

Capital

CAPITAL OVERVIEW

s.18(a)

s.18(b)

2008/09 Capital Budget Overview as at June 30, 2008

Component		Capital Plan	Forecasted Expenditures	Surplus/ (Deficit)	Actual Expenditures to Date	As % of Forecast
English Television (ETN)						
French Television (FTN)						
English Radio (ERN)	s.18(a)					
French Radio (FRN)						
Information Technology (IT)	s.18(b)					
Real Estate (RE)						
Broadcast & Telecom Networks (BTN)						
Transmission Division (T&D)						
Human Resources (HR)						
Corporate Components						
Fleet Management						
Mobile Division						
Minor Capital						
Enterprise Wide (EW) - details on the next page						
Corporate Contingency						
Impact of approved plan being higher than available capital (1)			24%			
Total Surplus/(Deficit) Forecast						
% of Available Capital						
TOTAL AVAILABLE CAPITAL						
Capital Appropriation						
Planned operating to capital vote transfers (Net ARLU						
Planned operating to capital vote transfers						
2007/08 Carryover						
3rd Party Payments						
Repayments to NATV						
Proceeds of Sale/Trade-ins						
Total Available Capital in 2008/09						
TOTAL SURPLUS/(DEFICIT) FORECAST (2)						

* includes repayment of bonds payable for TBC lease

2008/09 Capital Budget Overview - Enterprise Wide Projects
as at June 30, 2008

	Capital Plan	Forecasted Expenditures	Surplus/ (Deficit)	Actual Expenditures to Date	As % of Forecast
Enterprise Wide (EW)					
Vision/Sintec					
Vancouver Redevelopment	s.18(a)				
Ottawa Content Management					
Quebec Consolidation	s.18(b)				
Edmonton Consolidation					
Shared Services Organization					
Newsroom System Project - iNews					
Desktop Radio					
Desktop Radio - Permanent Solution					
Digital Transmitters					
DROP					
Digital Radio Broadcasting					
Olympic Production					
TV Affiliate Replacement Projects					
DTV / HDTV Test Equipment					
HD Olympic Production					
ScheduLINK					
St John's, Newfoundland Consolidation					
Drag and Drop Network Infrastructure					
Total Surplus/(Deficit) Forecast					

s.18(a)

s.18(b)

s.68.1

2008/2009 Capital Budget Overview as at June 30, 2008 - Notes

Note 1

Note 2

Note 3

Note 4

Note 5

Note 6

Note 7

Note 8

2008/2009 Capital Budget Overview as at June 30, 2008 - Notes

Note 9

Note 10

Note 11

Note 12

s.18(a)

s.18(b)

Page 1389

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18(a), 18(b)

of the Access to Information Act

de la Loi de l'accès à l'information

s.18(a)

s.18(b)

2008/2009 to 2010/2011 CAPITAL INVESTMENT PLAN
Projects over $5 million, as at June 30, 2008 - Notes

Note 1

Note 2

Note 3

Note 4

Note 5

Note 6

Note 7

Note 8

Note 9

Note 10

s.18(a)

s.18(b)

FINANCIAL STATEMENTS

Unaudited

CONSOLIDATED BALANCE SHEET

As at June 30

s.18(a)

s.18(b)

s.68.1

Unaudited

CONSOLIDATED STATEMENT OF OPERATIONS

s.18(a)

s.18(b)

s.68.1

Page 1395

is withheld pursuant to sections

est retenue en vertu des articles

18(a), 18(b)

of the Access to Information Act

de la Loi de l'accès à l'information

Unaudited

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME (LOSS)

s.18(a)

s.18(b)

s.68.1

Pages 1397 to / à 1398

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sont retenues en vertu des articles

18(a), 18(b)

of the Access to Information Act

de la Loi de l'accès à l'information

CBC/RADIO-CANADA
INVENTORY REPORT
as at June 30

COMPONENT	2008	2007
ENGLISH TELEVISION *		
FRENCH TELEVISION *		
INDIRECT COSTS ALLOCATION **		
CBC SHOP		
DOCUMENTARY CHANNEL		
TOTAL		

* See next page for detail by program category

** Overhead expenses applicable to program in inventory

s.68.1

s.18(a)

s.18(b)

CBC/RADIO-CANADA
INVENTORY REPORT - NETWORKS PROGRAMMING INVENTORY BY CATEGORY
as at June 30

NETWORK	2008	2007	Variance	Comments
ENGLISH TELEVISION				
ARTS & ENTERTAINMENT				
A&E in-house				
Independent dramatic				
Independent music and variety				
Independent movies and mini-series				
Independent children, youth and daytime				
Independent development				
NETWORK PROGRAMMING				
DOCUMENTARY PRODUCTION UNIT				
FACTUAL ENTERTAINMENT				
NEWS & CURRENT AFFAIRS				
TV SPORTS - OLYMPICS				
REGIONAL INVENTORY				
TOTAL - ENGLISH TELEVISION PROGRAM INVENTORY				
FRENCH TELEVISION				
ARTS AND ENTERTAINMENT, DRAMA, SPORTS				
Arts and Entertainment				
Drama				
Sports				
CURRENT AFFAIRS AND DOCUMENTARIES				
PROCURED PROGRAMS AND FILMS RIGHTS				
TOTAL - FRENCH TELEVISION PROGRAM INVENTORY				

s.68.1

001400

Human Resources and Compensation Committee

September 23-24, 2008

Subject matter

Human Resources and Compensation Committee - Terms of reference

Background

Definition of the issues

s.23

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

Elements for discussion

Expected outcome

Approve changes to the by-laws and terms of reference.

Prepared by

Name: Hubert T. Lacroix and Pierre Nollet
Date: August 30, 2008

Last discussed at the Board

Date:	March/May 2006
Decision made:	Terms of reference approved.

Next steps

Review Corporate termination policies for employees of all levels and determine whether changes are required.

BY-LAWS OF THE CANADIAN BROADCASTING CORPORATION

3. CORPORATE GOVERNANCE

(1) The Board

(a) Subject to the Act and the By-Laws of the Corporation, the Board is responsible for the management of the business, activities and other affairs of the Corporation and oversees and monitors the same. The Board may from time to time establish by resolution, terms of reference for the Board, the Chair, the President and all the committees of the Board.

(b) The Board may, by resolution, from time to time, approve a list of Significant Policies.

(c) Pursuant to Section 42(3) of the Act, but subject to Section 41(3) of the Act, the Board authorizes any Officer to act as President during any period when (a) the President is absent - the specific designation to be made by the President; or (b) the office of the President is vacant or the President is incapacitated - the specific designation to be made by the Board; provided that, pending any such designation the Officer in charge of Legal Services, is authorized to act as President in respect of any matter, which in his/her opinion, requires urgent attention. Any acting President shall have all powers of the President unless otherwise restricted by the Act, these by-laws or by the instrument appointing him/her.

(d) The Board, upon recommendation of the President, may cause the business and operations of the Corporation or any part thereof to be divided or to be segregated into one or more divisions upon such basis, including without limitation, character or type of operation, geographical territory, product line or service rendered, as the Board may consider appropriate in each case. The Board may also upon recommendation of the President, cause the business and operations of any such division to be further divided into sub-units and the business and operations of any such divisions or sub-units may be consolidated upon such basis as the Board may consider appropriate in each case. The Board may also upon recommendation of the President cause the termination of any such operation, division or unit.

(e) Upon recommendation of the President, any division or its sub-units may be designated by such name as the Board may from time to time determine and may transact business, enter into contracts, sign cheques and other documents of any kind and do all acts and things under such name. Any such contract, cheque or document shall be binding upon the Corporation as if it had been entered into or signed in the name of the Corporation.

(2) The Chair

The Chair is primarily responsible for the effective operation of the Board in fulfilling its duties and responsibilities. The Chair

(a) manages the affairs of the Board;

(b) in conjunction with the President, ensures that the relationship among the Board, management and Parliament furthers the best interests of the Corporation;

(c) together with the President ensures effective relations with other stakeholders and the public;

(d) leads the Board in monitoring and evaluating the performance of the President and in ensuring his/her accountability;

(e) ensures the strategies and the corporate plans of management are appropriately presented to the Board; and

(f) ensures that management succession and development plans are in place.

(3) The President

(a) The President is the Chief Executive Officer of the Corporation.

(b) The President has supervision over the direction of the work and staff of the Corporation. Subject to the Act and these By-Laws and to the Board's direction and authority as may be exercised from time to time whether through the terms of reference set pursuant to subparagraph 3 (1) (a) above or otherwise, the President shall have responsibility and general authority for the management of the business, activities and other affairs of the Corporation and such other powers and duties as the Board may specify.

Except as otherwise indicated herein, the President is delegated the authority to hire and terminate the Corporation's employees. Within the framework established by the policies or other terms of reference of the Board or its committees approved by the Board, the President is also delegated the authority to determine the remuneration, retirement leave, termination, severance and severance pay or other separation indemnity, suspension for cause or dismissal of employees of the Corporation.

Pages 1406 to / à 1411

are withheld pursuant to section

sont retenues en vertu de l'article

23

of the Access to Information Act

de la Loi de l'accès à l'information

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

Board of Directors
Human Resources and Compensation Committee
(September 23-24, 2008)

Subject matter

ACTRA Mandate

Background

The current Radio and Television Agreements expired on June 30, 2005. Negotiations have been slow during which time ACTRA concluded a deal with the Independent Producers and the National Film Board.

Information on the Matter

For decision: ■ **For information:** ☐

Prepared by

Name: George C.B. Smith, Senior Vice-President, Human Resources and Organization
Date: September 3, 2008

Management recommendation:

It is resolved that on the recommendation of the Human Resources and Compensation Committee that the Board of Directors hereby approves

Last discussed at the Board

Date:
Decision made:

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

Board of Directors
(September 23-24, 2008)

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

Subject Matter

Writers Guild of Canada WGC
September 1, 1998 to August 31, 2000

Background / Information on Matter

WGC Radio and Television Agreement: September 1, 1998 – August 31, 2000.

In August 2000 the WGC proposed and the CBC agreed to extend the Radio and Television Agreements until further notice.

In addition, as a result of a successful arbitration in 2002, CBC in-house employees can write programme material that previously fell within the scope of the WGC's jurisdiction providing significant flexibility.

The WGC's agreement with our independent producers (CFTPA – Television only) does not include

The WGC has now tabled a proposal

Management Recommendation:

It is proposed that Management meet with the WGC to negotiate

For decision: ■ **For information:** ☐

Prepared by

Name: George C.B. Smith, Senior Vice-President, Human Resources and Organization
Date: September 4, 2008

Last discussed at the Board

Date:
Decision made:

Anticipated project completion date: _____
(If contract, indicate date of expiry): _____

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
June 27, 2008

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Linda Black	
Mr. George Cooper	
Ms. Hélène Fortin	
Hon. Joseph Handley	
Mr. Peter Herrndorf	
Ms. Trina McQueen	
Mr. Rémi Racine	
Ms. Edna Turpin	

REGRETS:

None

ALSO ATTENDING:

Mr. Pierre Nollet, Vice-President, General Counsel and Corporate Secretary
Ms. Johanne Charbonneau, Vice-President and CFO
Mr. Michel Saint Cyr, President, Real Estate Division
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary

Other participants as identified in the minutes.

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
June 27, 2008

The Chair called the meeting to order at 1:00 p.m. EDT.

AUDIT COMMITTEE REPORT

Ms. Hélène Fortin, Chair of the Committee, presented the report. She reported on the following matters considered by the Committee.

2007-2008 Financial Statements

Johanne Charbonneau presented a detailed report to the Committee on the audited financial statements for the 2007-2008 year. Copies of the statements and accompanying notes were distributed to the Committee in advance and were also sent to all Directors. Ms. Charbonneau reviewed each section of the statements – Management's Responsibility for the Consolidated Financial Statements, the Consolidated Balance Sheet, the Consolidated Statement of Operations, the Consolidated Statement of Changes in Equity, the Consolidated Statement of Cash Flow, the Consolidated Statement of Comprehensive Income (Loss) and the Notes to the Consolidated Financial Statements.

Ms. Charbonneau also commented for the Committee's benefit on the Management Discussion and Analysis section of the Annual Report. At the Board meeting, Ms. Charbonneau highlighted for the Board the significant changes from prior years and provided brief comments on the statements for the Directors.

External Audit Report

A copy of the complete report of the Office of the Auditor General (the "OAG") on the 2007-2008 audit results was provided to all Directors before the meeting. The Auditor General, Sheila Fraser, confirmed to the Audit Committee that the OAG will provide an unqualified opinion on the 2007-2008 consolidated financial statements. Ms. Fraser also offered her perspective on the challenges presented by the 2007-2008 audit and reaffirmed the commitment of the OAG to work with CBC/Radio-Canada to ensure a constructive relationship for the future.

Following some comments by Ms. Fraser on the 2007-2008 audit results, Pascale Legault reviewed, for the Audit Committee, the specifics of the external audit report, covering the audit objectives, significant audit areas and the related audit results, other risk areas, auditor independence and other related matters. At the conclusion of Ms. Legault's remarks, the Committee met in camera with the OAG and Internal Audit.

Approval of the Financial Statements and Management Discussion and Analysis
The Audit Committee recommends approval of the 2007-2008 consolidated financial statements and Management Discussion and Analysis as presented.

On motion duly made and seconded

> **IT IS RESOLVED THAT,** on the recommendation of the Audit Committee, the Board of Directors hereby approves the Consolidated Financial Statements of the Corporation, comprising the Consolidated Balance Sheet, Consolidated Statement of Operations, Consolidated Statement of Changes in Equity, Consolidated Statement of Cash Flow, Consolidated Statement of Comprehensive Income (Loss) and Notes to the Consolidated Financial Statements as presented by management for the year ended March 31st 2008.

MOTION CARRIED

On motion duly made and seconded

> **IT IS RESOLVED THAT,** on the recommendation of the Audit Committee, the Board of Directors hereby approves the Management Discussion and Analysis section of the Annual Report as presented for the year ended March 31st 2008.

MOTION CARRIED

Report on Litigation and Contingencies
Pierre Nollet presented the annual report on litigation and the contingencies provided for in the financial statements for the 2007-2008 year. His report comprised five sections detailing the following: (i) a count of matters being litigated at year-end sorted by business sector and by matter type; (ii) the same information indicating matter sub-type and amount claimed, where available; (iii) (iv) a list of matters for which a contingency has been established with a range indicated for the amount of the contingency; and (v) a list of matters closed during the year, indicating the disposition and costs.

s.23

Calendar of Meetings for 2009
The Committee approved its calendar of meetings for 2009.

Approval of Lease for New Premises in Trois Rivières
The Committee approved the terms of the lease agreement for the new premises located in Trois Rivières.

Other Reports

The Committee also received the following reports: (i) CFO Report; (ii) Quarterly Financial Management Report 4th Quarter 2007-2008; (iii) Quarterly Internal Audit Report 4th Quarter 2007-2008; (iv) Review of 2007-2008 non-Audit Services provided by Deloitte & Touche, Internal Auditors; (v) Update on Vision Project; (vi) Internal Audit Report on Vision; and (vii) Overview of Partnership Agreements.

In Camera
The Committee met briefly in camera with Internal Audit and the OAG. There were no matters to report.

The Chair thanked Ms. Fortin for her report.

UPDATE ON VANCOUVER PROJECT

Comprehensive material outlining the progress of the Vancouver Redevelopment Project was provided for information to Directors in advance of the meeting. Michel Saint-Cyr and Johanne Charbonneau briefed the Board on recent developments with respect to this undertaking and responded to questions concerning management's decision to enter into a fixed price agreement for the project.

The Chair thanked Ms. Charbonneau and Mr. Saint-Cyr for their update.

SPECIAL COMMITTEE ON REAL ESTATE PROJECTS

The President and CEO outlined the rationale for creating a Special Committee to monitor the significant real estate projects now underway or proposed for the Corporation, adding that, initially, all Board members will be appointed as members of the Committee and further, that Rémi Racine has agreed to serve as Chair of the Committee. Mr. Lacroix referred to the Terms of Reference circulated, which were submitted for approval by the Board.

On motion duly made and seconded

> **IT IS RESOLVED THAT** the Board of Directors hereby approves (i) the Terms of Reference of the Special Committee on Real Estate Projects as presented, a copy of which shall be filed with the original of these minutes as Exhibit 1; (ii) the appointment of Rémi Racine as Chair of the Committee; and (iii) the appointment of all Directors as members of the Committee.

MOTION CARRIED

After discussion, it was agreed that the first meeting of the Special Committee would be held on July 21, 2008 in Toronto.

DATE OF JUNE 2009 BOARD MEETING

To address issues related to the availability of year-end financial statements and audit results, the Board approved a change in the dates of the June 2009 Board meeting to June 22-23, 2009.

On motion duly made and seconded

> **IT IS RESOLVED THAT** the Board of Directors hereby approves the change in the dates of the June 2009 Board meeting to June 22-23, 2009.

MOTION CARRIED

CONCLUDE

Having no further business to discuss, the meeting concluded at 1:30 p.m.

364th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
OTTAWA, ONTARIO
June 17, 2008

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Linda Black	
Ms. Hélène Fortin (via telephone)	
Mr. Joseph Handley	
Mr. Peter Herrndorf	
Ms. Trina McQueen	
Mr. Brian Mitchell	
Mr. Rémi Racine	
Ms. Edna Turpin	

REGRETS:

Mr. George Cooper

ALSO ATTENDING:

Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. Sylvain Lafrance, Executive Vice-President, French Services
Mr. George Smith, Senior Vice-President, Human Resources and Organization
Mr. Pierre Nollet, Vice-President, General Counsel and Corporate Secretary
Ms. Johanne Charbonneau, Vice-President and CFO
Mr. Michel Tremblay, Vice-President, Strategy and Business Development
Mr. Bill Chambers, Vice-President Communications
Mr. Ray Carnovale, Vice-President and Chief Technology Officer
Mr. Michel Saint Cyr, President, Real Estate Division
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary

Other participants as identified in the minutes.

364th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
OTTAWA, ONTARIO
June 17, 2008

The Chair called the meeting to order at 8:00 a.m.

IN CAMERA

The Board met in camera with the President and CEO to discuss several topics. There were no matters to report, other than the report of the Human Resources and Compensation Committee, which was presented during the in camera portion of the meeting.

HUMAN RESOURCES AND COMPENSATION COMMITTEE REPORT (IN CAMERA)

Edna Turpin, Chair of the Committee, presented the report.

Management Structure

It was reported to the Corporate Secretary as follows: The Committee considered the President and CEO's proposed management structure (draft 6) in camera and there was further discussion in camera at the Board meeting. The President and CEO presented changes to our Board which would begin re-aligning the org structure with his 3 P's (People, Programs and Pushing Forward). The proposed changes were discussed and approved by the Board, with a roll-out and announcement planned for September; it was also agreed that until the

s.19(1)

announcement, these changes would be kept confidential. A management consultant will continue assisting with the "change management" agenda. The proposed org changes take into consideration Johanne Charbonneau's announcement of etirement, thereby triggering a second executive search. The reported approved motion is appended to these minutes as **Appendix A** .

President and CEO's Objectives

The Committee discussed the draft objectives submitted by the President and CEO and proposed certain changes to them. After further deliberation in camera, the Committee deferred its recommendation for approval until September 2008 to permit further clarification and refinement of the document and to allow the Committee additional time for review and discussion.

Pension Plan Surplus and Benefits Agreement

The Committee was briefed on the key elements of the agreement in principle reached relating to the future sharing of any pension plan surplus, and the

capping of employee health care benefit costs and informed about the next steps in the process. After discussion, the Committee recommended approval by the Board of the proposed terms and conditions of the agreement in principle.

Further discussion ensued at the Board meeting, following which, the Board approved the provisions of the agreement in principle and authorized the Corporation to execute a Memorandum of Agreement consistent with and evidencing those provisions.

On a motion duly moved and seconded

WHEREAS management has engaged in negotiations with a special committee of benefits and pension plan participants regarding the following:

s.21(1)(b)

AND WHEREAS these negotiations have reached a satisfactory conclusion, resulting in agreement in principle on the subject matter outlined, subject to (i) approval of the terms and conditions of the proposed agreement by the Board of Directors of CBC/Radio-Canada; (ii) ratification by the membership of all the unions/associations involved; and (iii) approval of any changes to the CBC/Radio-Canada Pension Plan terms by the Minister of Canadian Heritage to the extent required;

AND WHEREAS the salient points of the proposed agreement are set out in the written material distributed to the Board, the key terms of which are summarized in **Appendix B** to these minutes, and shall, in substance, be reflected in a Memorandum of Agreement among the parties for implementation in 2010:

BE IT RESOLVED:

THAT the Corporation be and it is hereby authorized to negotiate, to enter into, to execute and to deliver, whether under the corporate seal of the Corporation or otherwise, a Memorandum of Agreement (the “Agreement”) in accordance and consistent with the provisions set out in **Appendix B**, and upon such other terms and conditions to be determined by either the Senior Vice-President, Human Resources and Organization or the Vice-President, General Counsel and Corporate Secretary together with the Vice-President and Chief Financial Officer (hereafter the ”officers”), the execution and delivery of any such Agreement in accordance with the provisions of this paragraph being conclusive evidence of such determination and acceptance.

THAT the Corporation be and it is hereby authorized to modify the Schedule ”B” to its by-laws to the extent required to give effect to the Agreement;

AND THAT any one officer, or delegate, be and is hereby authorized and directed, for and on behalf of the Corporation to execute, whether under the corporate seal of the Corporation or otherwise and to deliver all such other documents, instruments and agreements and to do all such acts and things as such officer or delegate may in his or her absolute discretion determine to be necessary or desirable to carry out the foregoing resolution and this resolution, including, without limitation all documents and actions necessary in connection with or in implementation of the transactions contemplated in the Agreement.

MOTION CARRIED

Imagine Plan Update

The Committee received an update on the progress with respect to discussions and negotiations with CMG and APS regarding contract renewals. A further update will be provided after the next meetings take place with the unions involved.

The Chair of the Board thanked Ms. Turpin for her report.

REPORT OF THE NOMINATING AND GOVERNANCE COMMITTEE

Peter Herrndorf, Chair of the Committee, presented the report.

Director Training

The Committee considered the outline of a training program, which was circulated to all Directors following the May Board meeting and discussed several options for its delivery. The Committee expressed its preference for the prompt delivery of training covering the fundamentals, rather than a more staggered approach over a longer period of time. Accordingly, the Committee recommends that two concentrated one day sessions be offered, one in September and one in November, to be scheduled on the day preceding the Board meeting, to cover most, if not all, the topics listed. The Committee further recommends that priority be given to the presentations covering each of English and French Services, as well as Finance and Human Resources, corresponding to parts 3 (Financial Information), 4 (Human resources), 6(English Network Services) and 7 (French Network Services) of the program outline.

Board members were invited to comment on the areas of specific focus for the September and November orientation sessions.

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

The Committee also reviewed several other Director education programs offered by the Institute of Corporate Directors and the Directors College. These are both comprehensive programs that require a significant investment of time and effort on the part of the individual to complete the work and involve costs in the order of The Committee proposed that further thought be given to the Corporation providing some level of financial support to Board members who wish to pursue these courses.

President's Signing Authority

The Committee reviewed the proposed changes to the President's Signing Authority and recommends that the Board approve them. These changes (i)

s.21(1)(b)

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** on the recommendation of the Nominating and Governance Committee the Board of Directors hereby approves the changes to the President Signing Resolution as further evidenced by the changes highlighted in the document which shall be filed with the original of these minutes as Exhibit A.

MOTION CARRIED

Appointment of Chairs and Members of Board Committees

The Committee reviewed the proposed appointments of Chairs and members of Board Committees and recommends that the Board approve them as presented.

The Committee further recommends that the delegation of authority by the Board to the Special Committee on Public Support be rescinded, thereby terminating the Committee's mandate and restoring to the Board the full responsibility and authority for matters relating to public and stakeholder support.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** on the recommendation of the Nominating and Governance Committee, the Board of Directors hereby approves the appointments of the Chairs and Members of Board Committees as presented, to serve until the next annual meeting of the Corporation (June 2009) or until a review of Committee membership is conducted, whichever is sooner as follows:.

To the Audit Committee:
Hélène Fortin, Chair
Brian Mitchell
Edna Turpin
Trina McQueen
Timothy Casgrain (interim)

To the Standing Committees on English and French language Broadcasting:
all Board members,
Timothy Casgrain, Chair

To the Human Resources and Compensation Committee:
Edna Turpin, Chair
Timothy Casgrain
Hubert T. Lacroix
Rémi Racine

To the Nominating and Governance Committee
Peter Herrndorf, Chair
Linda Black,
Joseph Handley
George Cooper

AND IT IS RESOLVED THAT on the recommendation of the Nominating and Governance Committee, the Board of Directors hereby rescinds the delegation of authority by the Board to the Special Committee on Public Support and terminates the Committee's mandate, restoring to the Board the full responsibility and authority for matters relating to public and stakeholder support.

MOTION CARRIED

The Chair thanked Mr. Herrndorf for his report.

CHALLENGE US

The President and CEO reported on the Challenge Us forum held in Ottawa May 25-28, 2008. Board members received a copy of the evaluation results in summary form as well as detailed comments from the participants.

Mr. Lacroix provided highlights of the four days and invited Board members to view the presentations from the individual groups, which are available on the iO! corporate portal. Mr. Lacroix also shared his observations on the exercise – its immediate outcomes as well as the expectations created for the future. Several other members of the senior executive team also commented on attitudes and

perceptions, both their own and those of the group of participants, and how these changed over the four days. Overall, the conclusion was that Challenge Us was a very positive and constructive initiative, representing an important new beginning for the Corporation.

APPROVAL OF MINUTES

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the minutes of the Board of Directors meeting held on May 13-14, 2008 be and are hereby approved.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

There were no matters to report.

CHAIR'S REPORT

Mr. Casgrain provided a report on his activities since the last Board meeting, referencing a number of meetings and other events comprising his schedule. In particular, he highlighted the following: (i) CBC/Radio-Canada's participation at
s.21(1)(b) the Banff Television Festival;

meetings he has held or that are upcoming with Canadian leaders and influencers; and (iv) progress with respect to Board appointments.

Mr. Herrndorf withdrew from the meeting.

PRESIDENT'S REPORT

CRTC Report on the Canadian Television Fund

Mr. Lacroix called upon Michel Tremblay to comment on the recent report issued by the CRTC on the future structure of the Canadian Television Fund. Mr. Tremblay referred to a memorandum distributed to Directors at the meeting, summarizing the recommendations contained in the CRTC Report and outlining CBC/Radio-Canada's concerns with respect to the separation of the funds in two envelopes as well as the eventuality that the public portion of the Fund may not have access to increased funding as the privates would. After highlighting several key issues and describing the on-going efforts being made by CBC/Radio-Canada's to protect CBC/Radio-Canada important source of funding,. Mr Tremblay indicated that he expected Government's response in mid-September 2008.

APPROVAL OF COMMUNICATIONS POLICY

Bill Chambers outlined the rationale for the proposed revision of the Communications policies, noting that this review was also in response to management's commitment to ensure that corporate policies are reviewed and updated on a regular basis. Mr. Chambers responded to a question from a Board member about the steps taken to inform and remind employees about their responsibility and accountability with respect to information provided to the public. After discussion, the Board approved the changes to the policies as proposed.

On a motion duly moved and seconded

IT IS RESOLVED THAT the Board of Directors hereby approves the cancellation of the following policies: 2.1.1 Communications (October 1986), 2.1.4 Integrity of the Corporate Identification System (March 1984) and 2.1.5 Outside Requests for Information and Non-broadcast Material (June 2004);

AND THAT the new Communications Policy 2.1.1 (June 2008) be approved as presented. A copy of the supporting documentation shall be filed with the original of these minutes as Exhibit B.

MOTION CARRIED

UPDATE ON VANCOUVER PROJECT

Michel Saint-Cyr distributed a document outlining the increases in design and construction costs estimated to date in respect of the Vancouver project and briefed the Board on the highlights. Mr. Saint-Cyr noted that the prevailing rate of inflation in the West for projects of this nature was a significant factor, as were the unexpected site conditions encountered; changes made to the project plans after the initial cost estimate was prepared; and additional security and building code requirements imposed on the project.

Mr. Saint-Cyr added that management was currently considering the option of converting the contract for the project from a construction management format to a fixed price format. Johanne Charbonneau canvassed the issues relevant to the decision, especially from a risk management perspective.

s.21(1)(b)

Management responded to questions and comments from Directors on:

The President and CEO stated that this update was to inform the Board and confirmed that the matter would be brought back to the Board for further discussion and approval, as appropriate, at a future Board meeting.

UPDATE ON TORONTO PROJECT

Michel Saint-Cyr and Johanne Charbonneau provided an update on the status of the Toronto project, reporting on developments since the May Board meeting.

s.21(1)(b)

Ms. Charbonneau advised that Scotia Capital had been selected to provide the second opinion on the financing options, with the report expected in mid-July.

Management confirmed that:

Management responded to questions and comments from Directors about: (i) provision in the business model for further renovation in 20 years;

Mr. Lacroix informed Directors that a special meeting would be held at the end of July, to seek the Board's approval to proceed. Comprehensive briefing material will be made available to any Board member who wishes it, as well as the opportunity to tour the site, in advance of the decision date.

UPDATE ON MONTREAL PROJECT

Sylvain Lafrance opened the presentation with some introductory remarks on CBC/Radio-Canada's Montreal facilities. Written material was circulated in advance covering the following topics:

History and background to this project
Objectives of the study launched in 2006
Approach and methodology employed
Key elements of the master plan filed in December 2007
Challenges facing the project
Next steps

Michel Saint-Cyr then reviewed the critical success factors for the project and reported on progress to date. He identified the two areas of value creation with respect to this project, namely,

Mr. Saint-Cyr advised that further updates will be provided at future Board meetings.

The Chair thanked Mr. Saint-Cyr and his colleagues for their briefings on these three major real estate initiatives.

STANDING COMMITTEES ON ENGLISH AND FRENCH LANGUAGE BROADCASTING REPORT

No matters to report.

IN-CAMERA

The Board met briefly in camera with the President and CEO at the end of the meeting. There were no matters to report.

CONCLUDE

Having no further business to discuss, the meeting concluded at 12:30 p.m.

Appendix A
to the June 17, 2008 minutes
CORPORATE STRUCTURE CHANGES

WHEREAS the responsibilities of the following Corporate Executives are reorganized as per the following :

CURRENT RESPONSIBILITIES and TITLE	CHANGE IN RESPONSIBILTIES	WILL REPORT TO
Senior Vice President Human Resources	Becomes responsible for Corporate Priorities and Implementation and continues initially with direct reporting line for Industrial relations.	No change / President and CEO
Vice-President General Counsel and Corporate Secretary	Continues as General Counsel and Corporate Secretary and adds Regulatory Affairs to his portfolio	No change / President and CEO
Vice President Business Development & Strategy	Becomes Senior Vice President. Continues with strategic planning and adds new responsibilities : a dotted line to strategic planning for Real Estate and CTO and becomes Co-Chair of capital planning	No change / President and CEO
Vice President Communications	Continues Corporate Communications, ambassador for the Corporate Brand and adds Governmental relations	No change / President and CEO
New	Vice President People & Culture (Initially Human Resources)	Reports to President and CEO
President Real Estate	Shares responsibilities with respect to strategic planning for Real Estate	No change/ President and CEO / Has a dotted line to Senior Vice President Corporate Strategy for strategic planning
Vice President Chief Technology Officer	Shares responsibilities with respect to strategic planning for CTO and Co-Chairs the capital planning.	No change / President and CEO / Has a dotted line to Senior Vice President Corporate Strategy for strategic planning

WHEREAS the following individuals are confirmed in their Responsibilities and Titles and will form the Corporation's Corporate Executive group:

NAME	TITLE
Richard Stursberg	Executive Vice President English Services
Sylvain Lafrance	Executive Vice President French Services
George C B Smith	Senior Vice President Corporate Priorities and Implementation

Michel Tremblay	Senior Vice President Corporate Strategy
Johanne Charbonneau	Vice President Chief Financial Officer
Pierre Nollet	Vice President General Counsel & Corporate Secretary
William B Chambers	Vice President Brand, Communications and Corporate Affairs (exact title to be confirmed)
TBD	Vice President People & Culture
Michel Saint-Cyr	President Real Estate
Ray Carnovale	Vice President Chief Technology Officer

WHEREAS the foregoing is defined for the purpose of this resolution as the “Corporate Reorganization”.

IT IS THEREFORE RESOLVED THAT the Board, on the recommendation of the Human Resources and Compensation Committee and the President and CEO, approve the Corporate Reorganization.

MOTION CARRIED

Pages 1431 to / à 1432

are withheld pursuant to sections

sont retenues en vertu des articles

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

of the Access to Information Act

de la Loi de l'accès à l'information

Board of Directors

(September 23-24 2008)

Subject matter

Q1 Financial Update

Background

Financial report on Q1 results and financial outlook for remainder of fiscal

Information on the matter

For decision		**For information**	X

Prepared by

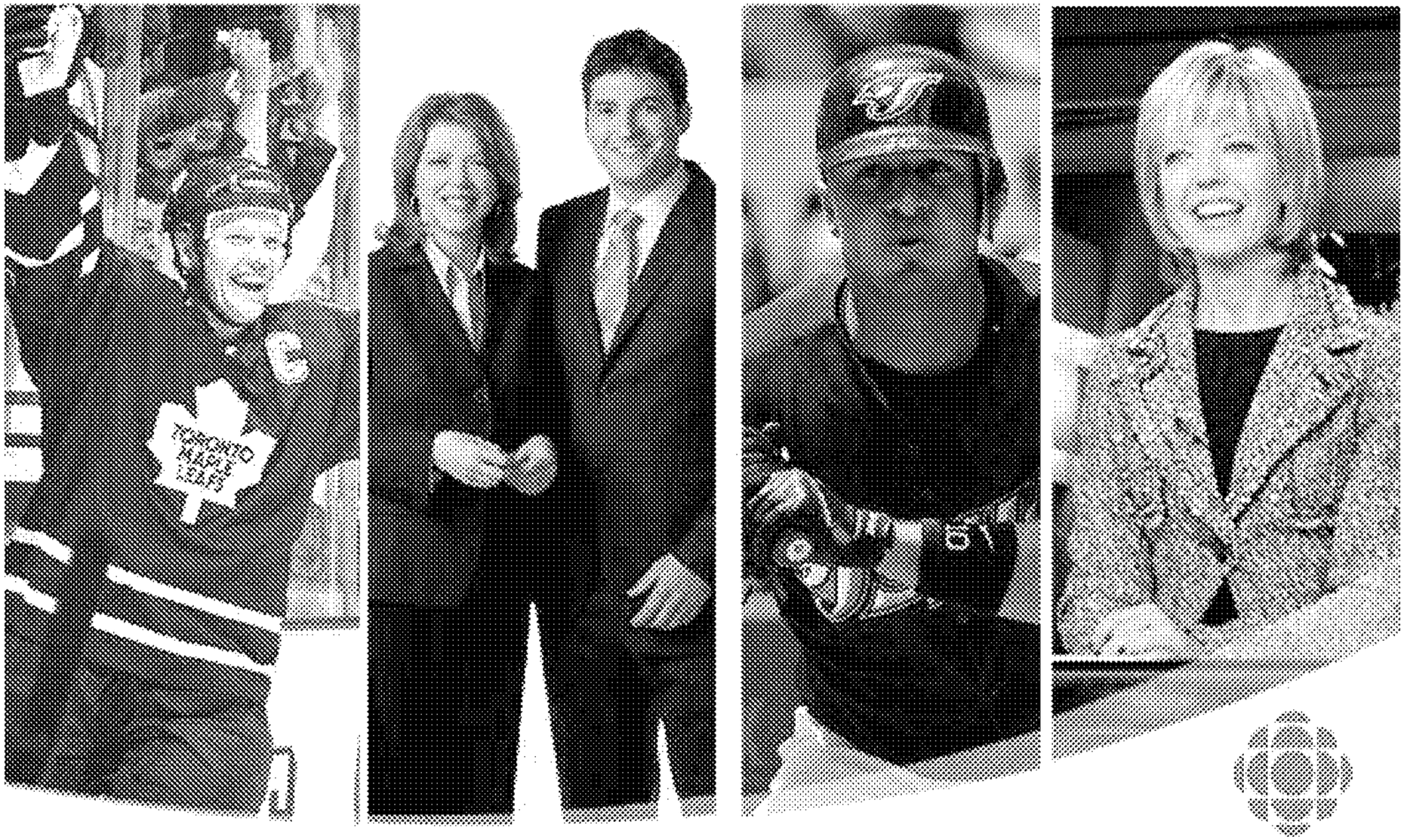
Name: Richard Stursberg
Date: September 9th, 2008

Recommendation

Last discussed at the Board

Next steps

English Services
Q1/2008-09 Business Plan Update



CBC

Pages 1435 to / à 1445

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18(a), 18(b), 21(1)(b), 68.1

of the Access to Information Act

de la Loi de l'accès à l'information

CBC

Canada lives here

Appendix: Revised Sales Tactics & the Cyclical Downturn

Sales: Business Plan Assumptions

- Revenue generation is key for managing the financial challenges
- Economy to slow in 2008
- Stretched revenue target in this risky market

Since then, expectations have become reality . . .

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

August car sales year's worst

BY GREG KEENAN
AUTO INDUSTRY REPORTER

Canadian Tire profit falls as consumers tighten belts

Reuters
Published: Thursday, August 07, 2008

TORONTO – Canadian Tire Corp Ltd. said on Thursday its profit fell in the second quarter a post auto parts and household

Big banks face widening economic woes

August 25, 2008

By TARA PERKINS

FINANCIAL SERVICES REPORTER

Home Depot profit drops 24 per cent

August 19, 2008 at 7:50 AM EDT

By Anne D'Innocenzio

The Associated Press

NEW YORK — The Home Depot Inc., the largest home improvement retailer in the US

Fed report cites slowing economy

September 3, 2008 @ 2:35 PM EDT

By JEANNINE AVERSA

The Associated Press

WASHINGTON — The United States struggled with slow economic g prices that are weighing on consumers and businesses alike as the ca slowly kicks into high gear

BMO burned by subprime mortgage exposure

TARA PERKINS
00:00 EST Wednesday, Aug 27, 2008

AUTO MAKING

Toyota trims sales forecast

Goal of being the first car maker to sell 10 million vehicles in one year is on hold

As Profits Decline, Companies Are Cutting Advertising Spending

- Ford cut worldwide ad spending from $300M to $100M.
- Home Depot decreased TV ad spending 31% in the first half of 2008 vs. 2007
- RBC cut its TV ad spend 70% in the first half of 2008 vs. 2007
- Labatt dropped its TV ad spend 20% in the first half of 2008 vs. 2007

Our Competitors Are Also Affected

In Canada…

- TV advertising sales slowed dramatically in 2007.
  - Conventional broadcasters' sales declined
  - Specialty TV experienced weakest year-over-year increase in 10 years.
- Global and CTV have recently testified to the CRTC that conventional TV is getting its lowest returns in 4 decades.

And across the border…

- US media giants CBS, Viacom and Walt Disney have all reported soft ad sales.
- TV ad revenues fell 4% in the last quarter.

Pages 1451 to / à 1452

are withheld pursuant to sections

sont retenues en vertu des articles

18(b), 21(1)(b)

of the Access to Information Act

de la Loi de l'accès à l'information

Board of Directors

September 23-24, 2008

Subject matter

THE BBC MODEL

Background

The Board has identified the need to be briefed on "The BBC Model", as it has undergone considerable change in the past few years.

Information on the matter

This presentation explores the UK broadcasting environment, BBC's role within it and draws comparisons with Canadian broadcasting and CBC/Radio-Canada.

For decision ☐ **For information** ■

Prepared by

Name: Mark Allen, Manager, Industry Analysis
Date: September 11, 2008

Management recommendation

Last discussed at the Board

Date:
Decision made:

Next steps

Anticipated project completion date: _____

THE BIBIC MODEL

Presentation to the Board

Michel Tremblay
Vice President,
Strategy and Business
Development

Richard Stursberg
Executive Vice President,
English Services

23 September 2008
Charlottetown, PEI

CBC Radio-Canada

Introduction

- The Board has identified the need to be briefed on the "BBC Model", as it has undergone considerable change in the past few years.

- The "BBC model" draws significant attention and interest in Canada, but how much of what happens at the BBC is applicable to CBC/Radio-Canada?

- This presentation explores the UK broadcasting environment, BBC's role within it and draws comparisons with Canadian broadcasting and CBC/Radio-Canada.

AGENDA

1. Introduction

2. **The UK Broadcasting System**

3. The BBC

4. Major BBC Initiatives

5. Conclusions

Defining Features of the UK Broadcasting System

- In order to understand the UK broadcasting system, you need to understand these five defining features:
  - Public Service Broadcasting (PSB)
  - BBC
  - Spectrum Scarcity
  - Freeview
  - Sky TV Satellite Service

Public Service Broadcasters (PSB) are at the heart of the UK broadcasting system.

- **At the core of the UK broadcasting system is a recognition that there is a market failure in the creation of original, domestic content.**

- **Public policy in the UK engages a handful of Public Service Broadcasters (PSBs) to correct this market failure.**

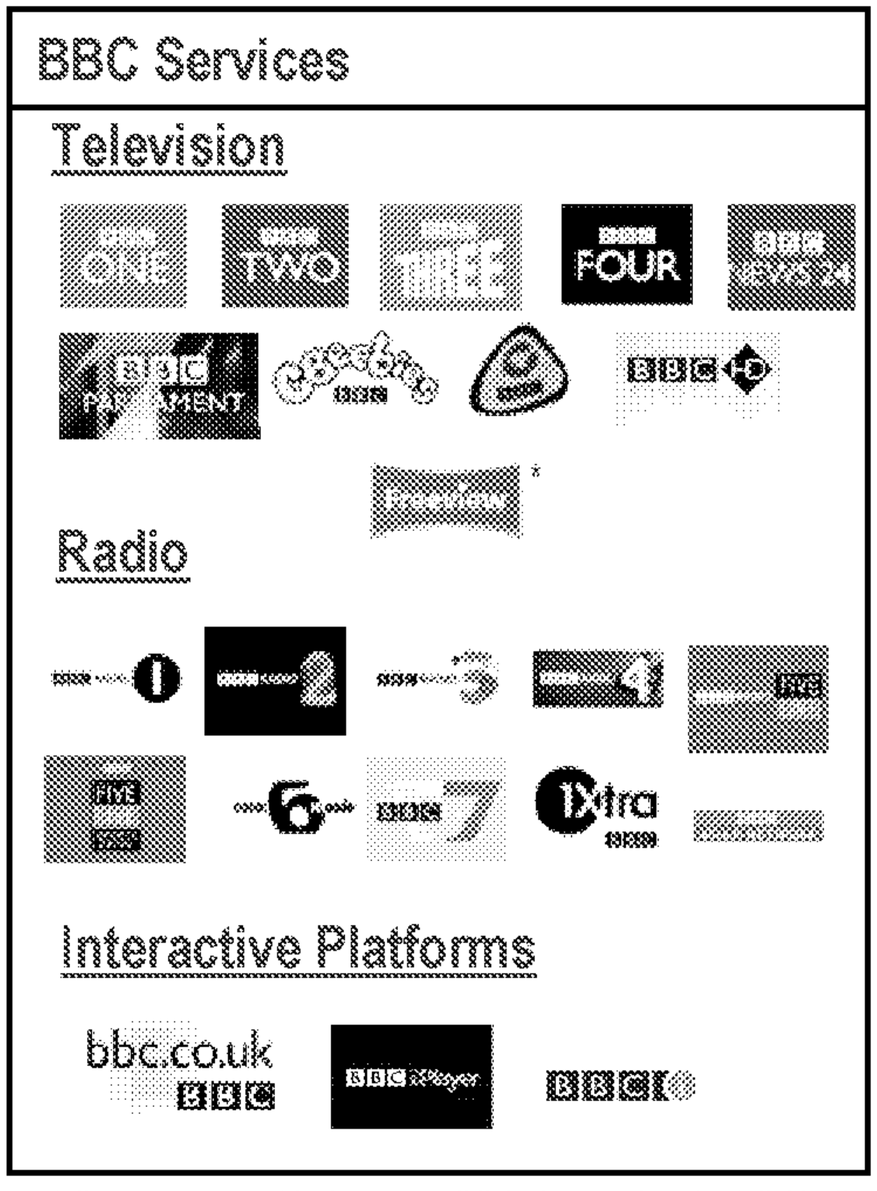
- **Funds for PSBs to create original programming come from two primary means:**
  1. License fees charged directly to Britons for owning TV sets; and
  2. Granting select PSBs access to scarce spectrum.

- **The PSBs in the UK are the BBC, ITV, Four and Five.**

Britons Pay the BBC Directly for a Plurality of Services.

- **The BBC collects a license fee directly from Britons that is equivalent to what Canadians pay for basic cable ($25/month).**

- **With the license fee, the BBC provides a plurality of content on all TV, radio and new media platforms.**



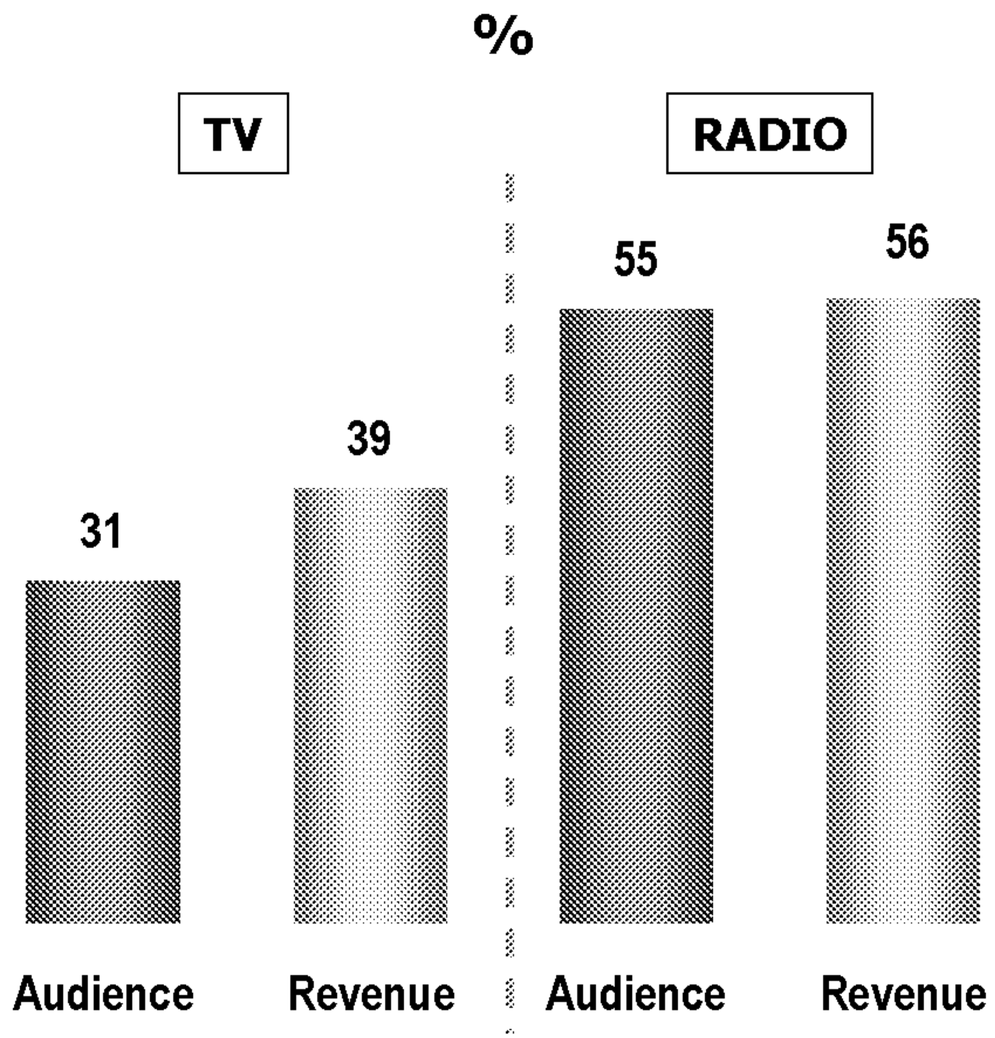
* Equal partnership between BBC, Crown Castle & BSkyB

BBC is a Dominant Force.

- **BBC represents 39% of all TV and 55% of all Radio Broadcasting Revenues.**

- **BBC captures a 31% share of all TV viewing and a 55% share of all Radio listening.**

BBC's Share of Broadcasting Audience and Revenue (2007)



Source: Ofcom, "Communications Monitoring Report (2008)," Figures 3.14, 3.78 and 4.1.1

Spectrum Scarcity is Acute in the UK.

- **The UK competes for spectrum within the highly congested European market.**
  - The UK has 5 spectrum allocations nationwide for analog over-the-air TV broadcasting(1)
- **Limited spectrum has made analog TV channels very valuable for less than a handful commercial Public Service Broadcasters (PSBs).**
  - BBC has been granted channels 1 and 2.
  - Commercial PSBs have been granted the remaining three channels:
    - ITV (Channel 3); Four (Channel 4); and Five (Channel 5)
- **Commercial PSBs are regulated by Ofcom.**

  e.g. Commercial PSBs exhibition content quotas range from 53% to 65%.

(1) Spectrum for Five is not available in all regions.

Freeview has greatly expanded the number of TV channels Britons can access.

- **For the digital TV transition, the UK was able to secure enough spectrum for 30 digital terrestrial television channels.**
  - Each PSBs was granted access to spectrum to simulcast their existing service and launch new digital channels
  - Digital channels are not subject to PSB obligations.

- **Freeview has quickly become the dominant platform.**
  - In just over 5-years since launch, Freeview has been adopted by 38% of UK TV households

Sky is the dominant pay TV provider in the UK

- **One third (34%) of UK TV households subscribe to Sky's satellite TV service.**
  - Only 13% of TV households subscribe to satellite

- **Sky owned channels (e.g. Sky Sports) and US channels (e.g. Nickelodeon, Discovery, Disney) are the draw.**

- **Unlike in Canada, off-air TV channels (i.e. Freeview) are available for free on Sky.**

Select Sky Channels

Select US Channels on Sky

Canada | UK Comparison: Public Policy Approach

Topic	UK	Canada
Market Failure for Domestic Content	Explicitly recognized. Debate is centered on the most effective way to address it.	Implicit to the system, but no longer explicitly accepted by all.
Primary Market Interventions	1. License Fee for the BBC. 2. Ofcom (regulator) market intervention.	1. CRTC Market Intervention. 2. Parliamentary Appropriations.
Role of Competition	BBC is expected to set the bar for high quality, original content in all genre's.	The perception is that CBC/Radio-Canada is expected to do what private broadcasters can't.
Access to off-air TV channels	Free on all TV distribution platforms.	Included in the basic cable/satellite TV subscription price.
Subscription TV	The TV distribution platforms and channels do not have PSB content obligations.	Both Specialty/Pay TV Channels and BDUs are regulated and must contribute to the system.

AGENDA

1. Introduction

2. The UK Broadcasting System

3. **The BBC**

4. Major BBC Initiatives

5. Conclusions

BBC is the Largest Player in the UK.

BROADCAST GROUP	PSBs FREE ANALOG	Non-PSBs(1) FREE DIGITAL	PAY TV	REVENUE
BBC	one, two	three, FOUR, cbbc, cbeebies, NEWS, PARLIAMENT		£5B ($11B)
sky		SKY NEWS, sky three, SKY SPORTS NEWS	sky one, sky movies, SKY SPORTS	£4.5B ($10B)
itv	itv 1	itv 2, itv 3, itv 4		£2B ($4.5B)
4	4	4, 4, 4+1, 4+, FILM		£1B ($2B)
RTL GROUP	five	US, FIVER	Top Up (2)	£0.4B ($0.7B)

(1) The BBC is an exception. All of BBC's services, both analog and digital, are considered PSBs.
(2) Five has a 20% equity stake and a service agreement to provide Digital Terrestrial Television (DTT) bandwidth for the service.

BBC Faces Enormous Expectations.

- **The BBC is established under a *Royal Charter* by the British Parliament.**
  - The current Charter came into force in 2007 and runs until the end of 2016

- **The *Charter* explicitly recognises the BBC's editorial independence and sets out its Six Public Purposes:**
  1. Sustaining citizenship and civil society
  2. Promoting education and learning
  3. Stimulating creativity and cultural excellence
  4. Representing the UK, its nations, regions and communities
  5. Bringing the UK to the world and the world to the UK
  6. In promoting its other purposes, helping to deliver to the public the benefit of emerging communications technologies and services and, in addition, taking a leading role in the switchover to digital television.

The BBC Trust Regulates BBC Activities.

- **Governance of the BBC is split between the BBC Trust and BBC Executive**
  - The BBC Trust represents license fee payers
  - The BBC Executive manages the company

- **The BBC Trust is charged with ensuring that the BBC's Six Public Purposes are met:**
  - Sets directional framework for each service and performance measurements.
  - Conducts a 'Public Values Test' for revision to existing or launch of new services.

- **The BBC Trust regulates the BBC, not Ofcom**
  - Ofcom regulates commercial PSBs, not the BBC.
  - Ofcom is required to conduct Market Impact Assessments on changes to BBC services, but authority rests with the BBC Trust.

BBC Enjoys Long-Term, Stable Funding.

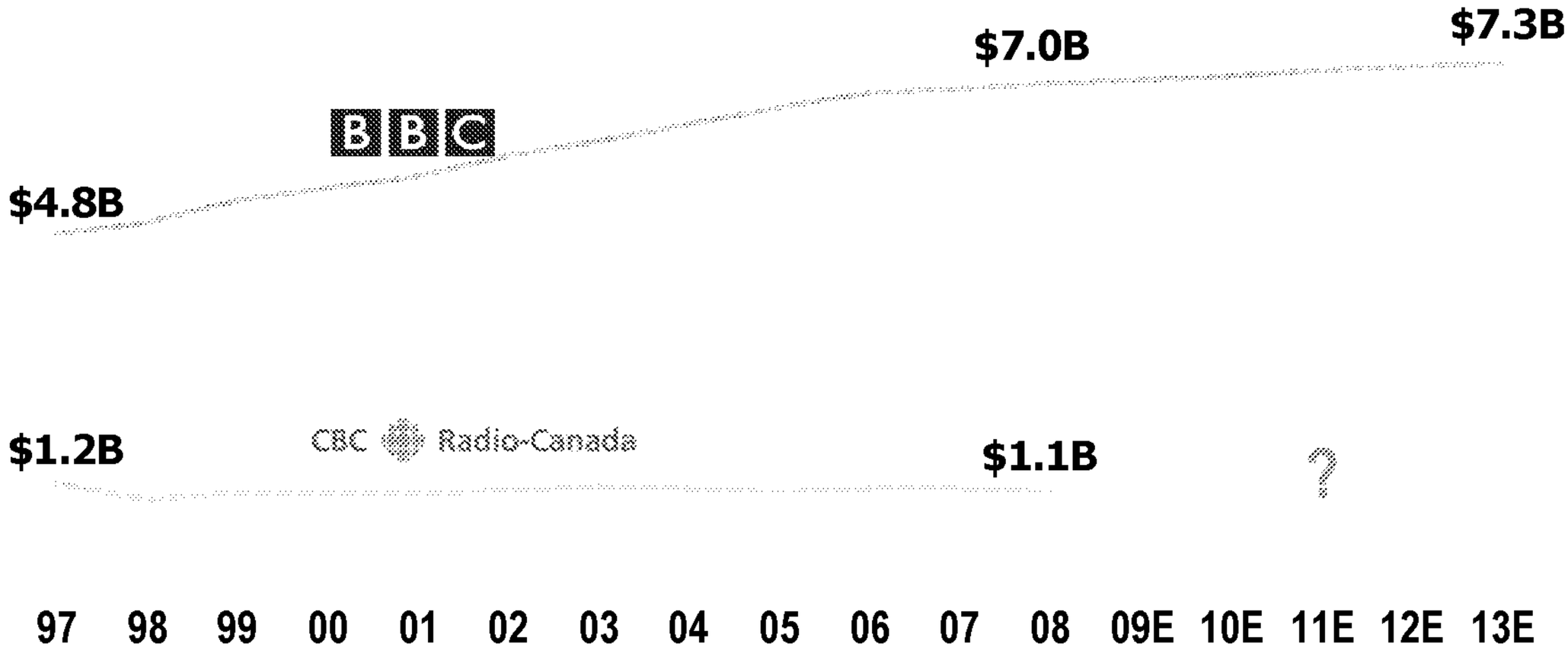
- **BBC has a Funding Settlement with Parliament running from 2007/08 to 2012/13.**

- **The agreement is for an annual TV household license fee of £132 ($290), plus annual licence fee increases comparable to increases in the consumer price index (CPI).**

- **In aggregate, the BBC can expect to receive almost £20 billion pounds ($40+ billion Canadian) of guaranteed, stable funding over the six-year agreement period.**

BBC's Funding is Nearly Seven Times CBC/Radio-Canada's

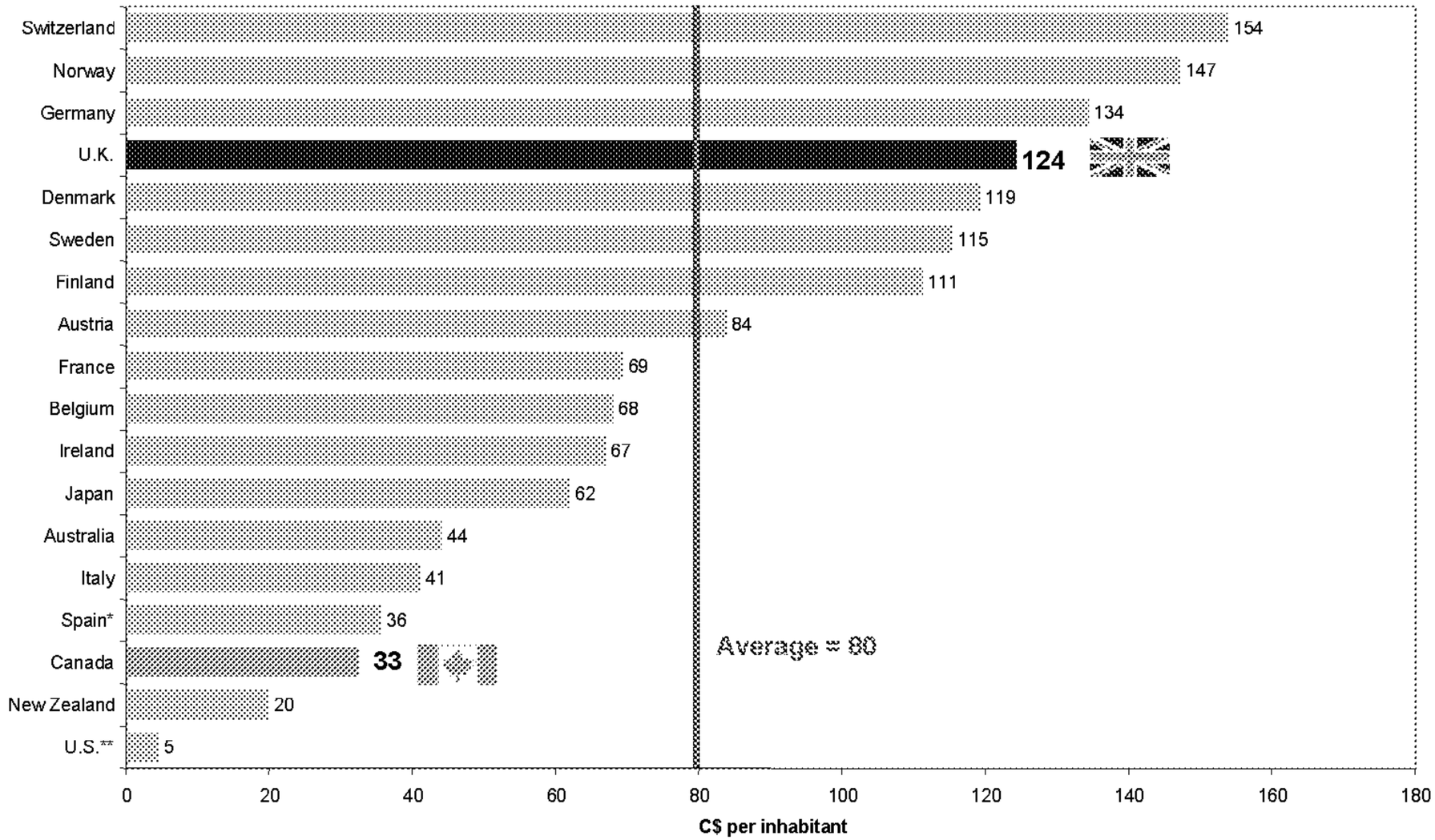
Government Funding Comparison: BBC vs CBC/Radio-Canada[1][2]



Source: BBC, UK Statistics, CBC/Radio-Canada, Stats Canada, Bank of Canada
(1) In constant 2005 dollars using respective countries actual and forecast CPI index. Note that BBC's revenues continue to grow in constant dollars after 2007-08 because of household growth. (2) Uses a constant 2005 exchange rate to eliminate currency fluctuation ($1 Cdn = 2.207 British pounds)

BBC's Funding Level is Among the Highest in the World.

Per Capita Public Funding for Public Broadcasters



Source: Nordicity Group Ltd. (June 2006) "Analysis of Government Support for Public Broadcasting and Other Culture in Canada."

BBC | CBC/Radio-Canada Comparison

Topic	UK	Canada
Expectations	Established by Parliament and Set Out in a 10-Year Charter.	Established by the CRTC in a 7-year license term based on our objectives in the *Broadcasting Act*.
Service Approvals or Modifications	BBC Trust is responsible, but must consult Ofcom for a market impact assessment.	CRTC is responsible for approving all broadcasting services and expectations.
Primary Revenue Sources	- License Fee - BBC Worldwide	- Parliamentary Appropriations - Advertising - Self-generated revenues
Funding Model	- Stability - Mult-year/Long-term - Growing in real terms - Per capita among highest in the world	- Year-to-Year - Annual - Declining in real terms - Per capita among lowest in the world
Funding Level	License fee revenue: $7B (£3.2B)	Parliamentary appropriations: $1.1B
Audience Shares	BBC TV: 31% Radio: 55%	CBC TV: 5% Radio: 12% Radio-Canada TV: 13% Radio: 17%

AGENDA

1. Introduction

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3. The BBC

4. **Major BBC Initiatives**

5. Conclusions

BBC is Redirecting £100M Each Year to Higher Priorities

- **In 2005-06, BBC initiated a three-year program resulting in cumulative savings of £347M.**

- **Moving forward, the BBC will operate a Continuous Improvement Program.**
  - Targeted annual 3% cash-releasing savings, or approximately £100M annually.
  - The program will run until the end of the current Funding Settlement (2012-13)

- **Efficiencies will come from productive or allocative changes.**
  - Productive: Doing things at lower cost while maintaining quality, or
  - Allocative: Switching resources to activities which provide better value to licence fee payers.

BBC is Moving Significant Parts of its Operations and Productions Out-of-London

- **During the Charter renewal process, the BBC committed to sourcing at least 17% of its network television production Out-of-London.**

- **One of the BBC's major initiatives to meet this target is the creation of a new Mediacity in Greater Manchester (Salford).**

- **Several London based BBC's services (including two TV channels and two Radio channels) will move in 2011.**

BBC Mediacity in Salford (Manchester)

BBC SPORT

BBC Future Media and Technology (Research and Development)

BBC Worldwide Has Been Established as a Separate Company to run all of its Commercial Operations

- **BBC Worldwide's mission is to "entertain the world and bring value to the BBC."**

- **BBC Worldwide is arm's length from the BBC and:**
  - Sells programs and footage,
  - Runs commercial TV channels and joint ventures worldwide, and
  - Produces magazines, books, tapes, DVDs, CDs and other merchandise.

BBC Worldwide Profit (PBIT) by Division in £M (2007-08)

Division	£M
Channels	12.6
Content and Production	14.2
Digital Media	(10.9)
Global Brands	(2.1)
Sales and Distribution	46.7
Magazines	16.7
Home Entertainment	40.5
Total PBIT	**117.7**

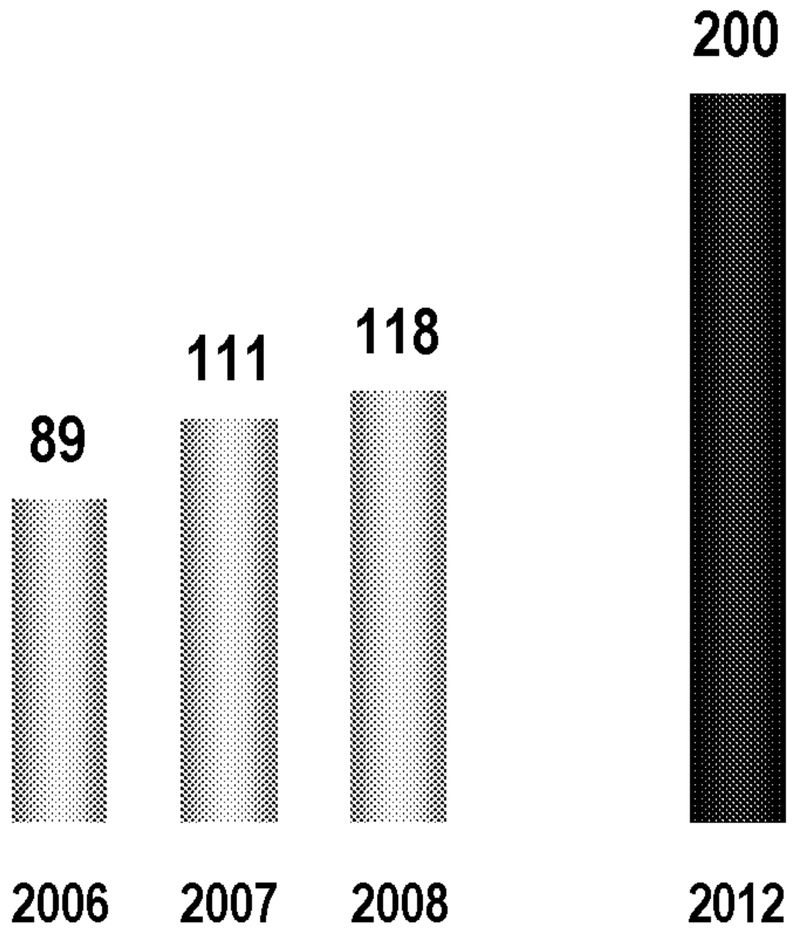
(1) Wall Street Journal, "BBC has Radical Designs," March 28, 2008.

BBC Worldwide Has Aggressive Growth Targets

- **In 2007, BBC Worldwide set out an aggressive target to double it annual profits by 2012 to £200M.**

- **BBC Worldwide's Goals**:
  - Grow online revenues to more than 10% of all sales;
  - Grow overseas revenues to two thirds of the total;
  - Roll out a suite of TV channels around the world;
  - Build an international network of production businesses; and
  - Undertake acquisitions.

BBC Worldwide Profit (PBIT) in £M



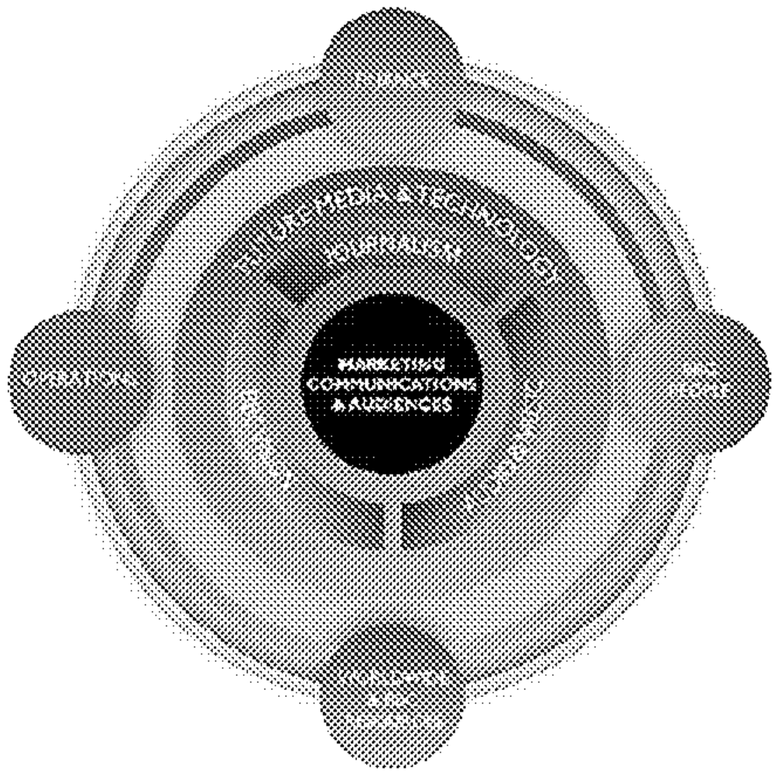
Future Media and Technology (FM&T) was Formed to Integrate New Media into the Core of the BBC's Operations

- **FM&T was created in 2006 to centralize a dispersed and unstructured approach to technology platforms and content at the BBC.**

- **FM&T works across all divisions of the BBC (>>>) and has a budget of approximately £400M ($880M).**

- **FM&T is responsible for strategy and delivery of:**
  - The BBC's output (content) and distribution on the internet, interactive TV, mobile, broadband (including the BBC iPlayer) and other emerging platforms; and
  - Enterprise technology and delivery (currently outsourced to Siemens).

FM&T Structure



FM&T Services

bbc.co.uk

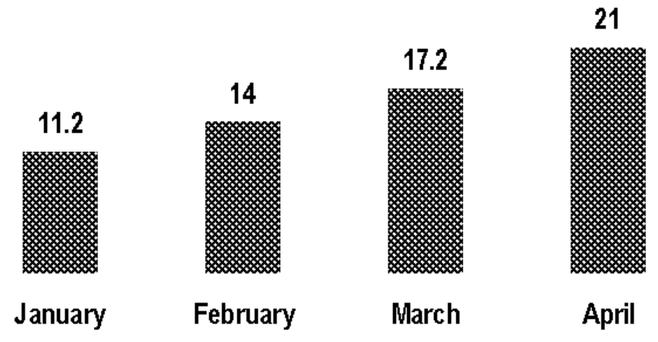
The iPlayer is Core to BBC's On-Demand Strategy

- **Launched in December 2007, the BBC iPlayer is a free computer program**
  - Available via the BBC's website, Apple's iPlayer and now Virgin Cable's Video-on-Demand service.

- **The BBC iPlayer allows users to catch up with missed BBC TV or Radio programs from the past week (7-days).**

- **Virtually all of BBC's TV and Radio programs are available from the iPlayer**
  - BBC produces content in-house and have terms of trade with producers for new media rights.
  - In 2007, two-thirds (66%) of all TV productions were produced in house at the BBC.

Monthly iPlayer Stream and Download Requests (millions)(1)



(1) BBC, "BBC Response to Ofcom' Second PSB Review – Phase 1," June 2008

BBC is Rolling Out HDTV on Satellite/Cable

- **The UK approach to digital terrestrial television (DTT) was multicasting, not HD.**
  - DTT spectrum for HDTV won't be available until after analog shut-off.

- **HDTV in the UK is principally a subscription TV service.**
  - In just over two years, HDTV has grown to 829,000 subscribers or 3% of TV households.(1)

- **BBC and other PSBs are rolling out free HDTV services.**
  - BBC HD is available on BSkyB, Virgin Cable and Freesat.

Subscription HDTV

Free HDTV

(1) Ofcom, "CMR 2008," Tables 3.2 and 3.64.

BBC Outsourced its Non-Core Activities to Concentration on its Primary Role ... Programming

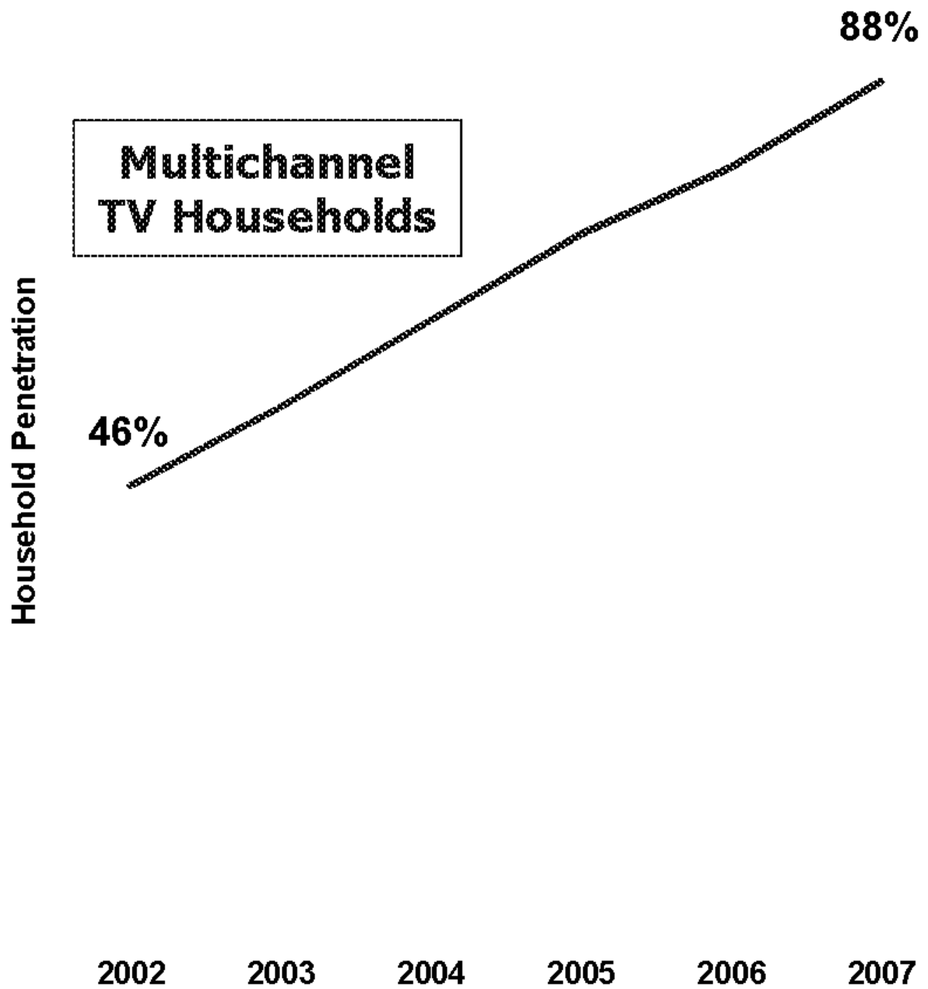
- **BBC outsourced the development and maintenance of its transmission infrastructure over a decade ago (1997).**
  - National Grid Wireless designs, builds and maintains broadcasting and wireless communications networks for radio, television and telecommunications providers across the UK

- **In 2001, BBC outsourced the management of 500 properties in partnership with Land Securities Trillium in a 30 year agreement.**
  - This provided a release of capital to the BBC and annual operating savings

- **In 2005, BBC's outsourced <u>all</u> of its business IT functions.**
  - All IT related to business services and equipment are provide by Siemens Business Services (SBS) in a 10-year agreement

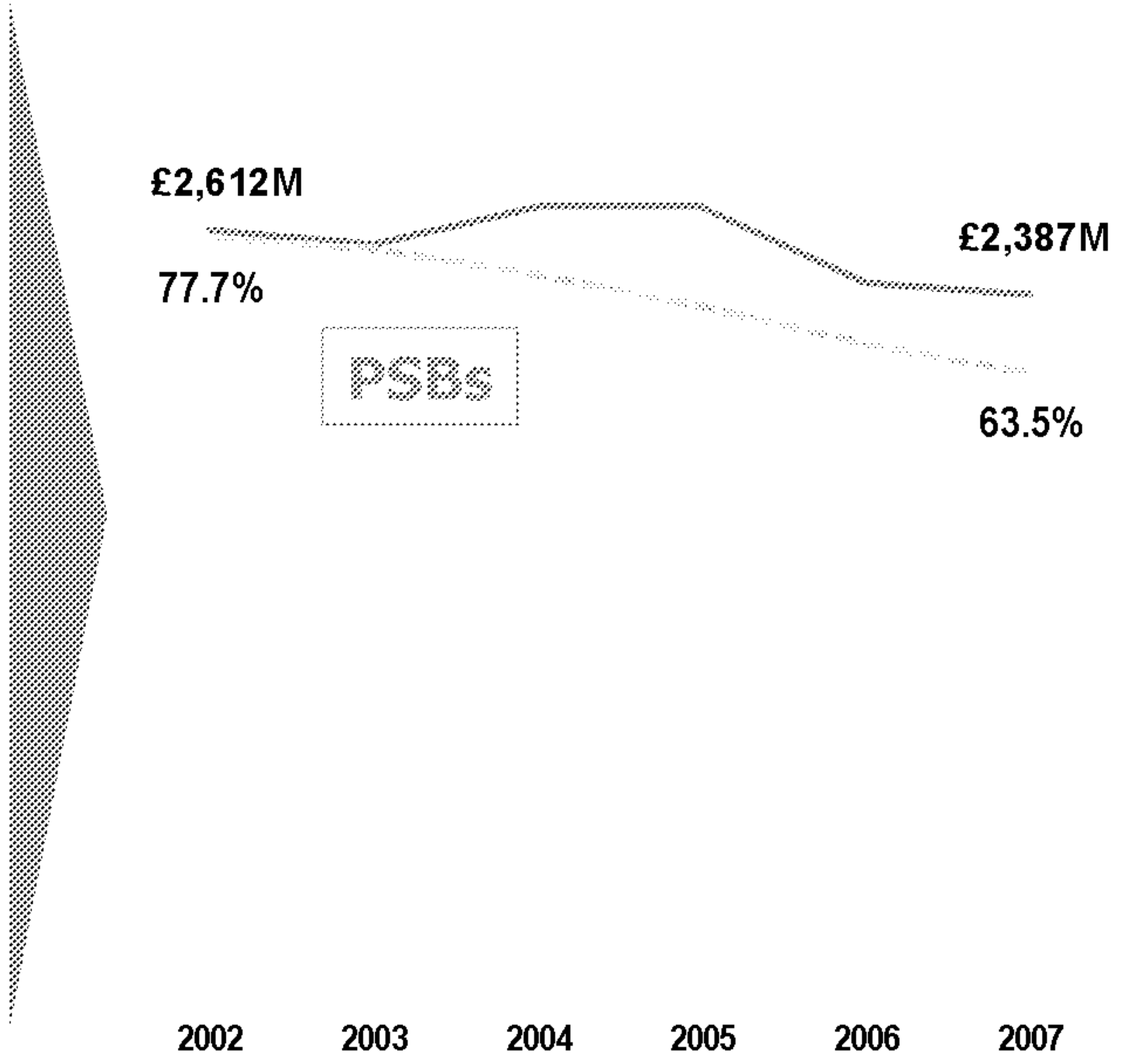
The value of holding a commercial PSB license is declining with the growth of multi-channel households.

1. Britons Are Now Nearly All Multichannel Households.



Source: Ofcom (Digital TV Update – Q4 2007)

2. PSB Audience Shares (%) and TV Advertising (£M) Have Suffered Declines.



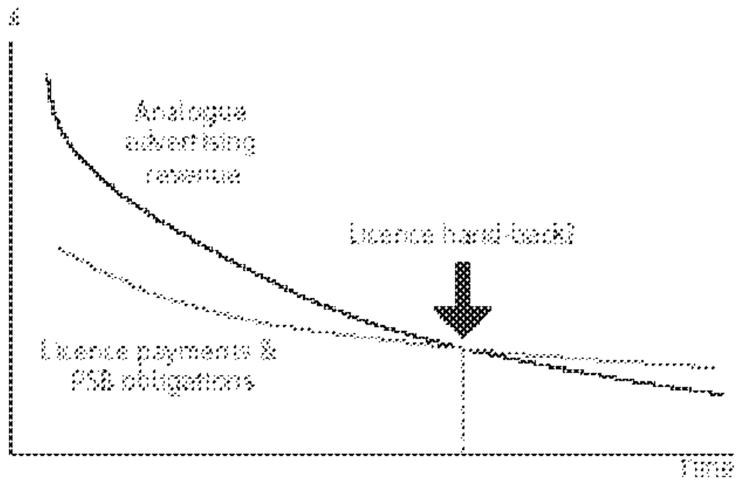
Source: Ofcom, "Communications Monitoring Report (2008)," Figures 3.15 and 3.78

BBC is Fighting to Protect Exclusivity over the License Fee.

- **Ofcom's First PSB Review concluded that existing commercial funding models for public service broadcasting would become unsustainable in the multichannel environment.**(1)

- **Ofcom's Second PSB Review is currently exploring how to fund PSB content in the future, including 'top-slicing' the license fee to create 'contestable funding' (e.g. CTF).**
  - The £800M the BBC will receive over the funding settlement to aid the digital transition is being targeted.

Illustrative cost and benefits of PSB obligations for fully-commercial broadcasters



Ofcom
OFFICE OF COMMUNICATIONS

Ofcom's Second Review of Public Service Television Broadcasting

(1) Ofcom, "Ofcom's Second Review of Public Service Television Broadcasting: Terms of Reference," 11 September 2007, page 2

BBC Initiatives in Context

Initiative	BBC	CBC/Radio-Canada
Continuous Improvement	BBC annually increases efficiencies and reallocates resources to higher priority initiatives.	CBC/RC funding is declining in real terms, forcing the Corporation to find efficiencies every year.
Out-of-London Production	BBC committed to moving more network production outside of London during its Charter Renewal.	During the last CRTC license renewal, CBC/Radio-Canada committed to regional production quotas for the networks.
BBC Worldwide	Separate entity focuses on aggressive profit targets to offset the cost to license fee payers.	Commercial activities are spread throughout the organization.

BBC Initiatives in Context (continued)

Initiative	BBC	CBC/Radio-Canada
Future Media & Technology Group	Created to fundamentally re-thinking how BBC conceives, commissions, produces packages and distributes content to audiences.	Integration efforts take place with the media lines.
iPlayer	BBC spent hundreds of millions developing the BBC iPlayer to distribute its content on multiple platforms.	CBC/Radio-Canada makes some content available on multiple platforms. Program rights a key impediment.
HDTV	Digital Terrestrial TV (DTT) spectrum was used for multicasting (Freeview), not HDTV. HDTV channels are distributed on satellite and cable.	DTT in Canada is being used for HDTV, but those who want HDTV obtain it overwhelming from cable or satellite TV.

BBC Initiatives in Context (continued)

Initiative	BBC	CBC/Radio-Canada
Outsourcing	BBC outsources non-core activities, including transmission, real estate and IT. This releases capital and focus for it core business … programming.	CBC/Radio-Canada owns and operates the bulk of its real estate, transmission and IT infrastructure.
Second PSB Review	To address advertising revenue declines, Ofcom is trying to gain access to part of the BBC's license fee to make it available to other broadcaster (e.g. CTF).	CBC/Radio-Canada's appropriations were cut at similar time that the CTF was created (i.e. mid '90s). Today, broadcasters are looking to fee-for-carriage to address advertising revenue declines.

AGENDA

1. Introduction

2. The UK Broadcasting System

3. The BBC

4. Major BBC Initiatives

5. **Conclusions**

The UK and Canadian broadcasting systems both recognize the need for public policy intervention, but have taken inverse approaches.

Category	BBC	CBC/Radio-Canada
Funding	The UK invests strongly in the BBC to raise the bar for other broadcasters.	CBC/Radio-Canada funding has been declining in real terms for well over a decade.
Services	The BBC has a plethora of services in every category – all approved by the BBC Trust.	CBC/Radio-Canada has a very limited number of specialty services. CRTC decides which broadcasting services we can or cannot launch.
Audiences	BBC is the dominant broadcaster in the UK.	CBC/Radio-Canada's audience shares are a fraction of the multi-channel environment.

Board of Directors

September 23-24, 2008

Subject matter

A New Strategic Planning Process

Background

We have launched a new strategic process that will lead to a new vision and new strategic initiatives for the next 3 years and beyond. Delivery of this plan is targeted for the 1st quarter of 2009.

Information on the matter

Three major phases:
- Phase 1: Challenge Us!
- Phase 2: Environmental scan and a SWOT
- Phase 3: New direction will influence the Corporate Plan, the budget process presented at the March Board meeting, June's Annual Report, and broadcasting license renewal presentations to the CRTC.

For decision ☐ **For information** ■

Prepared by

Name: Michel Tremblay, Vice-President of Strategy and Business Development
Date: September 11, 2008

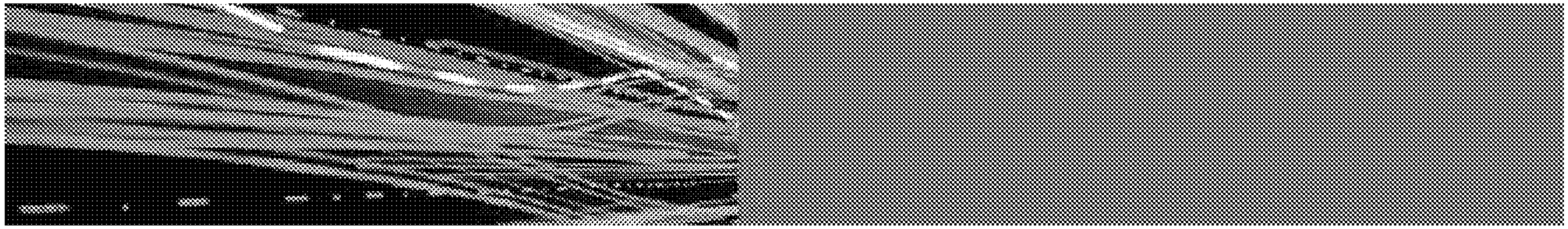
Management recommendation

Last discussed at the Board

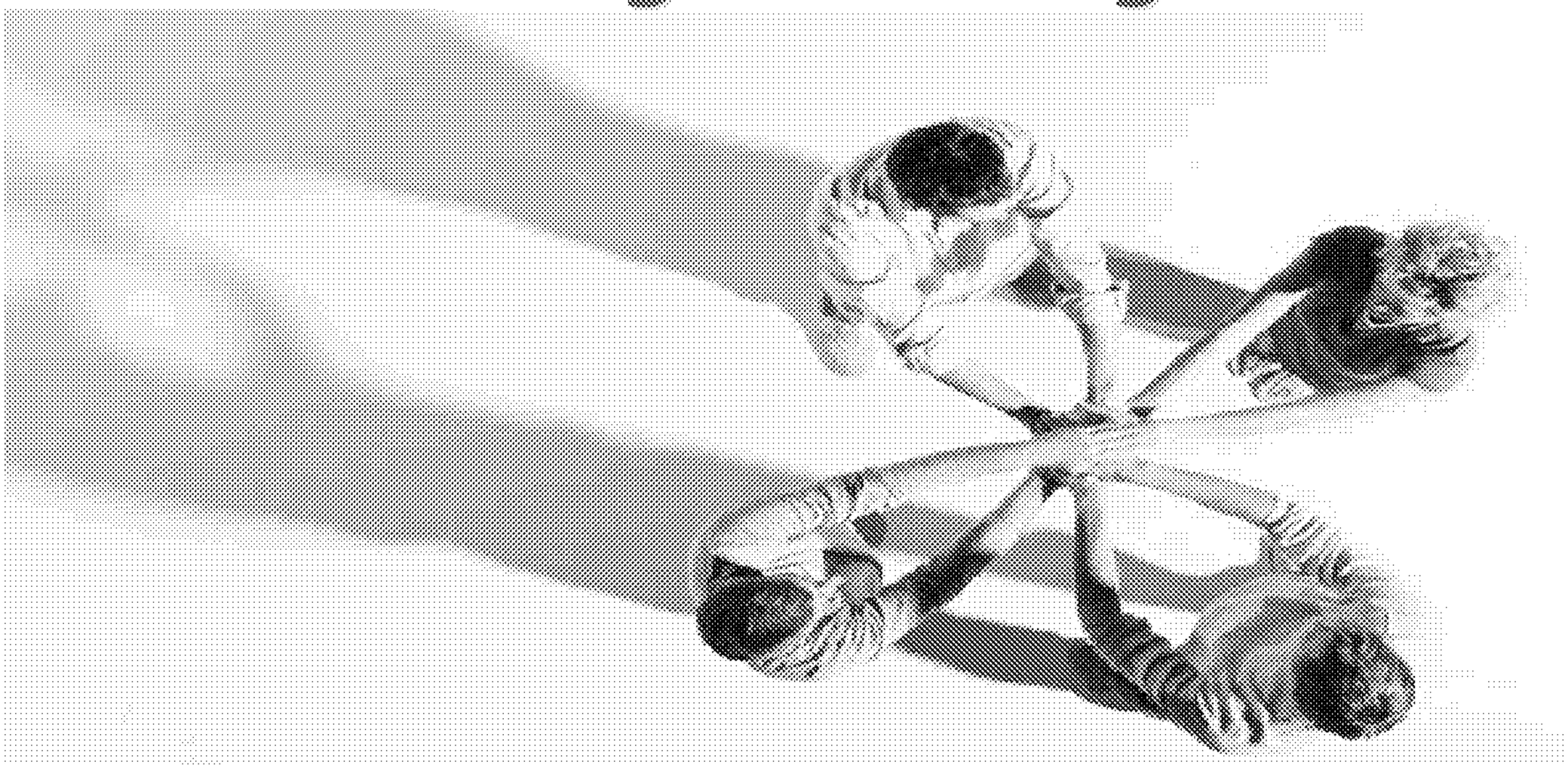
Date:
Decision made:

Next steps

Anticipated project completion date: 1st quarter of 2009



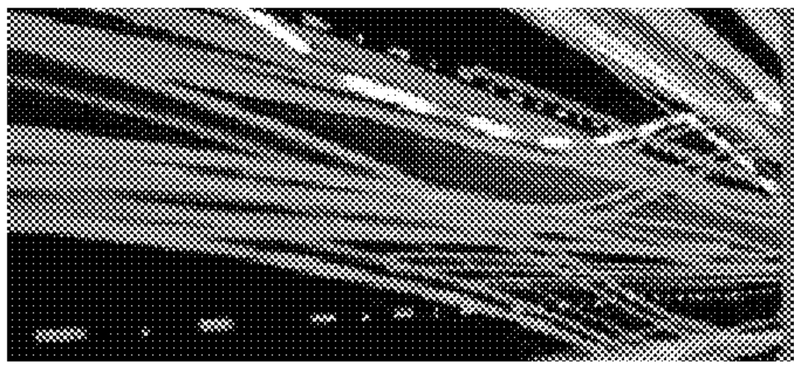
A New Strategic Planning Process



Michel Tremblay

CBC/Radio-Canada Board Meeting

September, 23 - 24 2008



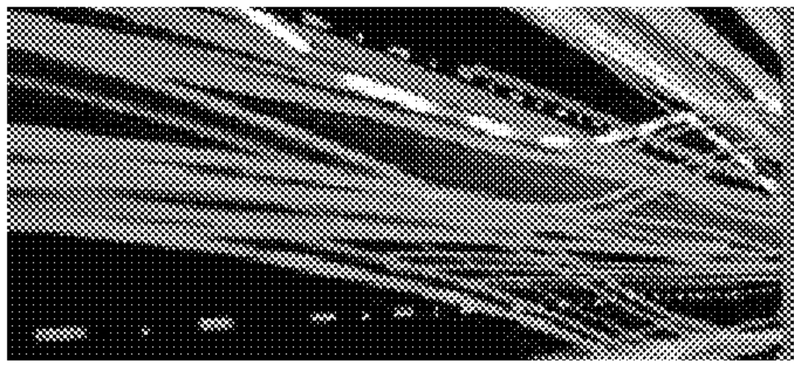
The 3 Ps

- **The President has laid out 3 key areas to frame the discussion about the organization:** the 3 Ps

  - **People:** because this is our key asset

  - **Programming:** because it is our core competency

  - **Pushing forward:** as we must be forward looking to adapt to current and future challenges

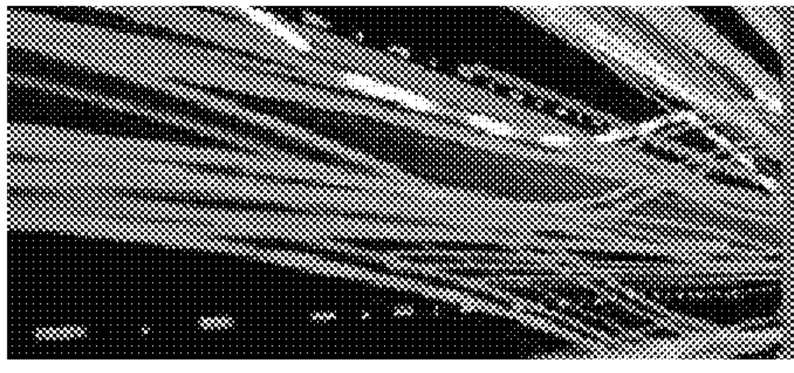


Strategic Planning

- A sound strategic planning process is at the heart of our capacity to prepare CBC/Radio-Canada to position itself for the future

- We have launched a new strategic process that will lead to a new vision and new strategic initiatives for the next 3 years and beyond

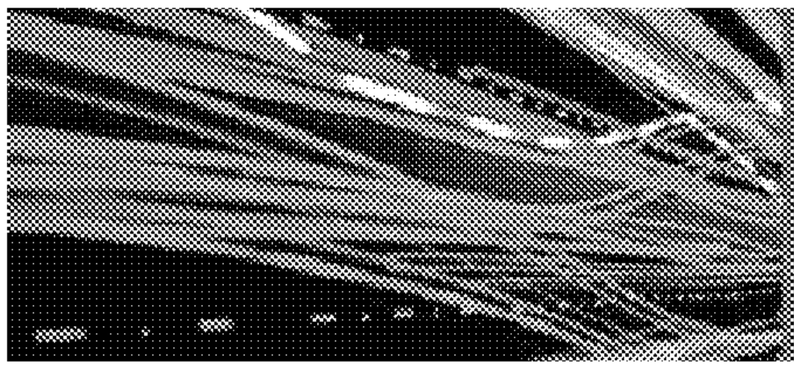
- Work is well underway to deliver this plan by the 1st quarter of 2009



Where do we stand?

Phase 1 – Challenge Us

- **Last June we launched a major consultation involving a cross-section of over 70 employees from across the country**
- **A considerable and valuable range of ideas emerged from these discussions. For example:**
  - Ensuring our distinctive programming a key competitive advantage
  - Empowering of the regions and decentralization of program decision-making process
  - Linking regional realities to global events (glocal)
  - Allowing greater audience input into programming decision
  - Deploying a cost-effective multi-platform strategy
  - Working as one team, with a common vision without barriers

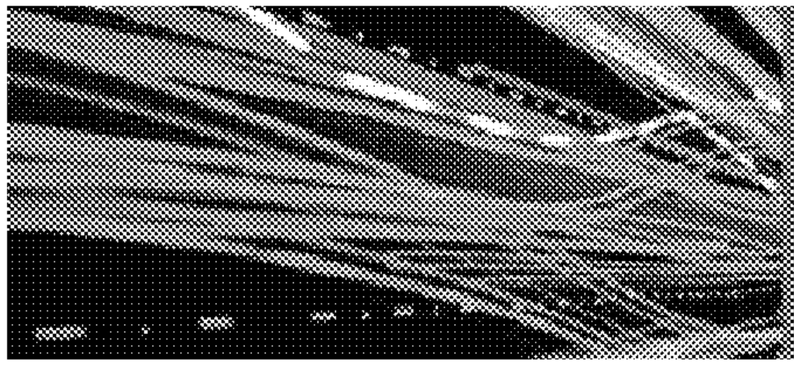


Next Steps

Phase 1 – Challenge Us

- **The Senior Executive Team then distilled this valuable input into possible strategic thrusts.**

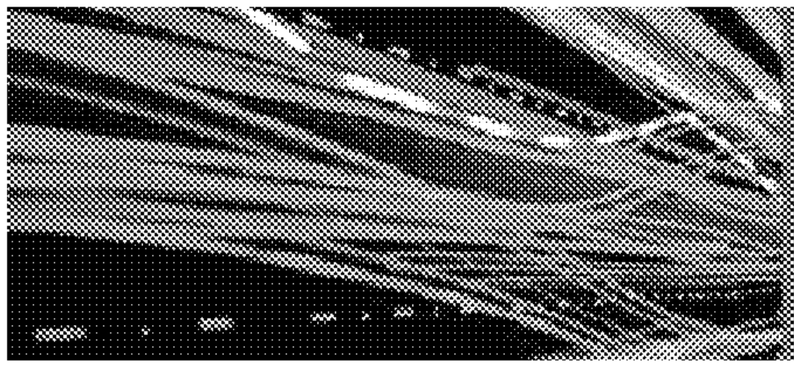
- **We then sought further input on these ideas across Senior management in Media and in the Corporate components.**



Next Steps

Phase 2 - September – January

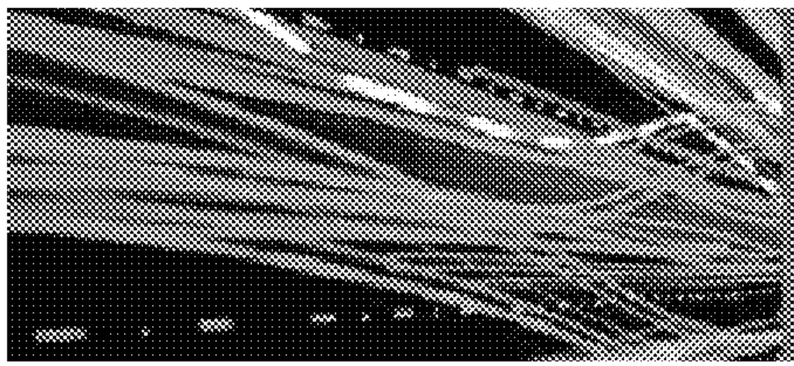
- **We are now launching a comprehensive Environmental scan and a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis**
- **We will also factor in the perceptions/behavior of our audiences, our employees, our business partners and those of Canadians, users or not**
- **This work should be completed by the end of October**
- **Some key ideas will be discussed and tested at the upcoming Leader's Forum in November**
- **The SET will then meet at the end of November to start crafting the key thrusts of this new strategy**
- **There will then be a full discussion with the Board in January 2009**



Next Steps

Phase 3

- **The new strategic directions will then influence a series of events:**
  - The CBC/Radio-Canada Corporate plan, which must be filed with Government in February
  - The Budget process to be presented at the March Board meeting
  - Our annual report in June, and
  - They will be the cornerstone of our presentation before the CRTC in Fall 2009 when we seek to renew all our broadcasting licenses.



Strategic Planning Milestones

Employee feedback (Challenge Us!)	Completed
Environmental Scan	End October
Leaders Forum	Nov 12–13
SET Planning Retreat	End November
Discuss strategic directions w/Board	January 2009
Communicate vision and plan	Jan-Feb 2009
Business plans/budget process	March 2009

Schedule A

Board of Directors

(September 23-24, 2008)

Subject matter

Sponsorship opportunities for children's on-air and online programming and at community outreach activities

Background

CBC is looking at creating sponsorship opportunities that create additional value for Children's On-Air, Online and Community Outreach Activities, whilst respecting its conditions of license, internal advertising policies as well as its role as a public broadcaster

Information on the matter

For decision		**For information**	x

Prepared by

Name: Richard Stursberg
Date: 10 September 2008

Recommendation

Last discussed at the Board

Next steps

Children's and Youth Programming

Strategy Update August 2008

Prepared by Kim Wilson, Creative Head, Children's and Youth Programming

Children's and Youth Programming

- **The purposes of this presentation are:**
  1. To review the key elements of CBC's Kids' Brand;
  2. To describe the performance of CBC's Kids' properties;
  3. To review the financial challenges facing Kids' programming at CBC;
  4. To propose to supplement our Kids' financing with sponsorship revenues; and
  5. To propose a set of guidelines to govern the types of sponsorships that may be accepted

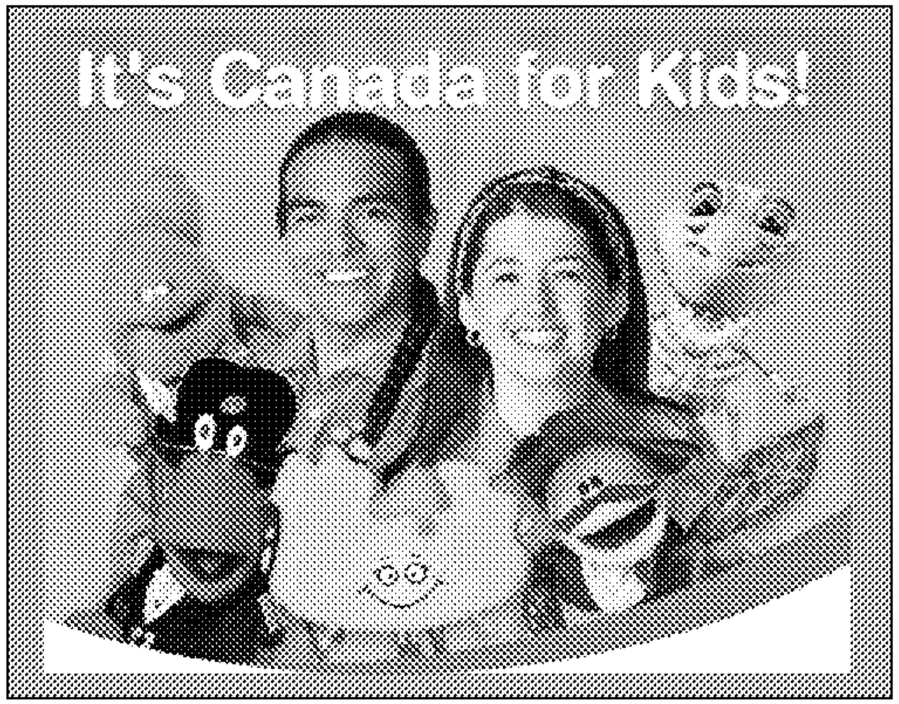
The Kids' CBC Brand

- **Distinct Program Schedule – Appendix 1**

  Dedicated Kids' CBC weekday & Saturday morning block

- **Canadian Content**

  Only broadcaster with 100% Canadian Content



- **Advertising Free**

  No commercials in any childrens block

- **Developmentally Appropriate**

  Only broadcaster with a Developmental Psychologist on staff reviewing programming content

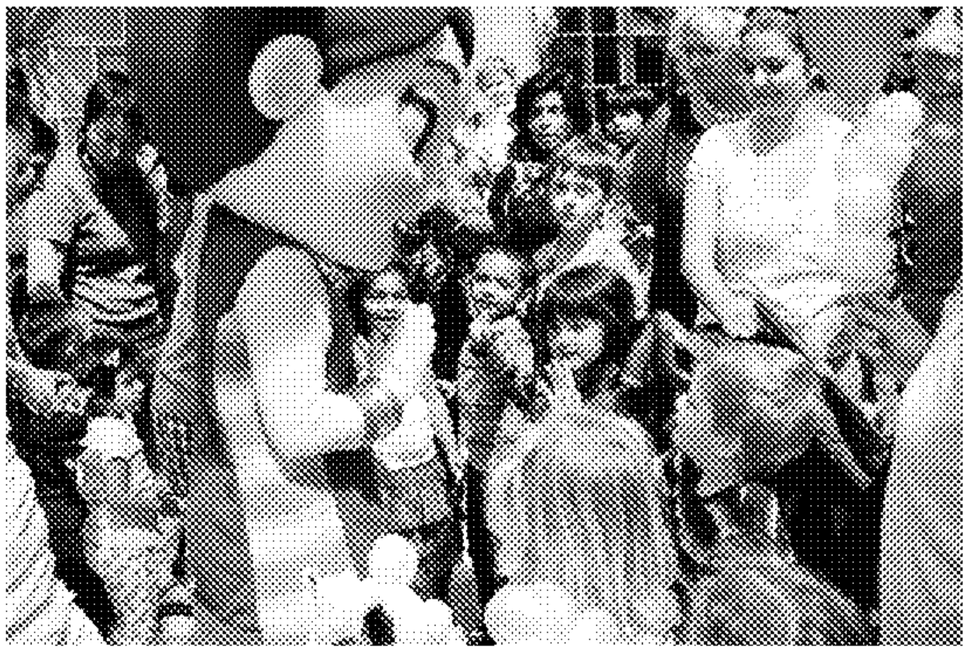
The Kids' CBC Brand

- **Accessible**

  Only Canadian broadcaster focusing on three streams of content; online, on air and event programming

- **Community Focus**

  Reflecting Canadian lives & values



- **Brand Recognition**

  Value to the viewer and a safe haven for parents

- **Performance and Engagement**

  Strong audience, event attendance, and incredible online traffic

Competitive Landscape On Air

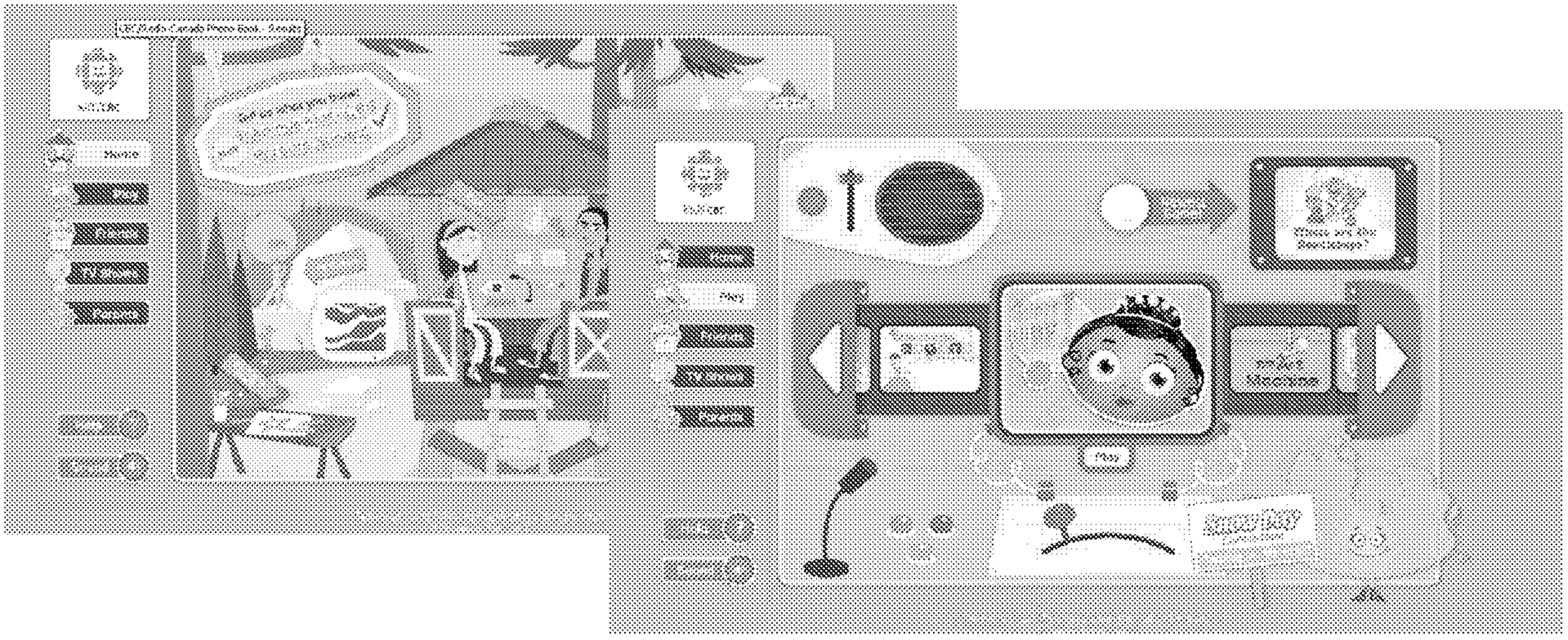
2007/08 Season
Mon-Fri, 7-11am

Network	K2-11 Share	K2-11 Aud	K2-6 Share	K2-6 Aud
Treehouse	14%	58	20%	52
CBC	**9%**	**36**	**12%**	**30**
YTV	7%	29	4%	10
Teletoon	7%	29	5%	12
TVO	5%	20	7%	18
Discovery Kids	0.4%	2	0.3%	1

Kids' CBC share ranks second only to Treehouse in its timeslot

Source: Nielsen Media Research
Sept 2007 – May 2008

Kids' CBC Online



- cbc.ca/kidscbc Website Receives 1.4 Million Unique Visitors Per Month

- #1 destination for kids under 18 in Canada (over Treehouse, Teletoon, YTV and even popular gaming sites Webkinz and Club Penguin)

Kids' CBC Outreach

- The Kids'CBC National Tour in Partnership with **Invest in Kids** and **Today's Parent** sells out across the country, with performances attended by approximately 30,000

- 12,000 parents and children visit the CBC for the Kids' CBC Kidsummer event every July

- Each year, Kids' CBC hosts and characters will visit approximately 25 communities across Canada - through the stage show and other childrens' events - and will come in direct contact with 300,000 parents and children

s.18(a)
s.18(b)
s.68.1

Challenges

-
-
-

Meeting the Challenges by Creating Revenue Opportunities

- March '09 we will launch the Kids' CBC online preschool subscription service
-

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

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

s.20(1)(b)

-

- One opportunity that currently exists is with I , see appendix 3.

Pages 1509 to / à 1515

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18(b), 20(1)(b), 21(1)(b), 68.1

of the Access to Information Act

de la Loi de l'accès à l'information

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s.18(b)

Appendix 2: Invest In Kids Partnership

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Pages 1517 to / à 1519

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s.20(1)(b)

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Pages 1521 to / à 1523

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Schedule A

Board of Directors

(September 23-24, 2008)

Subject matter

Current TV Canada

Background

CBC has negotiated with Current International for the establishment and operation of Current TV in Canada as a Category 2 specialty television channel. Management is seeking board approval (i) of the transaction as negotiated, (ii) to apply to the CRTC for a category 2 license and (iii) to apply to the Governor in Counsel to authorize CBC to acquire and hold shares in Current Canada.

Information on the matter

See attached presentation material

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

Prepared by

Name: Richard Stursberg
Date: 11 September 2008

Recommendation

That the board approve the transaction with Current International

Last discussed at the Board

Mach 2008

Next steps

September 2008 Board Presentation

Richard Stursberg

CBC

8/26/08

Strictly Confidential Version [Final]

Update

- In March 2008, the board gave approval for CBC to enter into negotiations to bring Current TV to Canada. (see appendix for original March 2008 presentation)
- At that time, CBC outlined negotiation objectives on key deal points and financials. The strategy was to secure an equal or better position than outlined to the board.
- On July 23, CBC and Current TV reached agreement on a term sheet.
- Following outlines final negotiated terms submitted for board approval.

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Appendix
March 2008 Board Presentation
Richard Stursberg

CBC

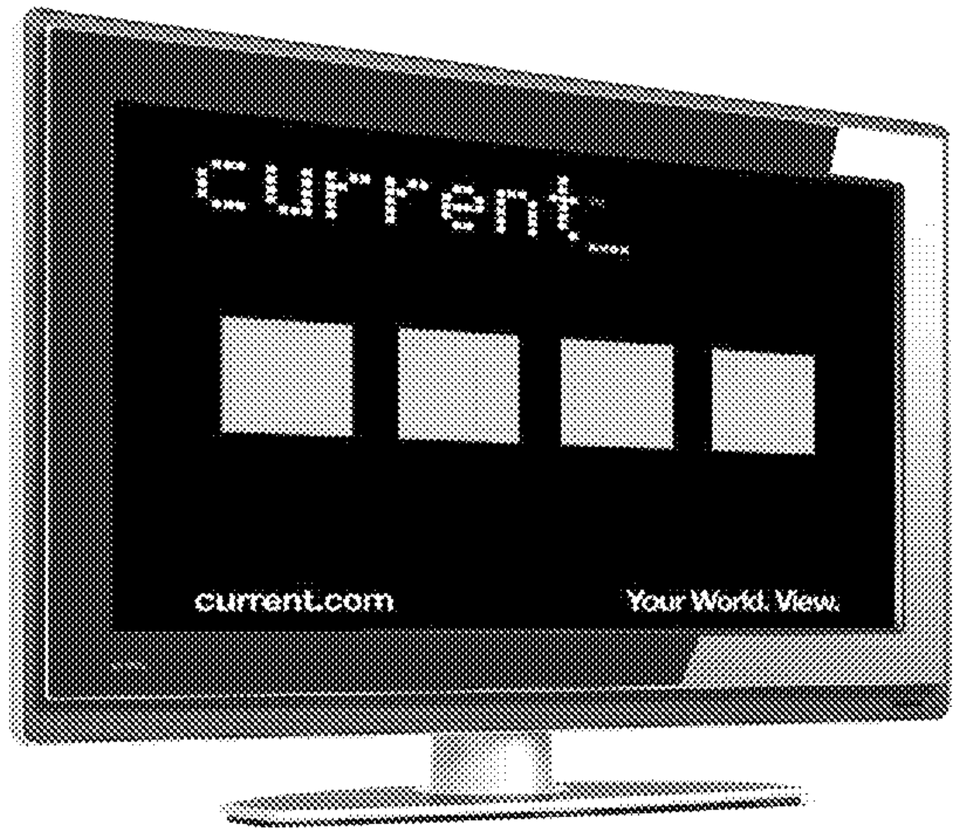
Overview
What is Current TV?

- Current TV Launched in U.S. 2005 by Al Gore and Joel Hyatt.
  - Subsequent launches in U.K. and Italy.
- Formerly Newsworld International (NWI), essentially purchased for established subscriber base.
- Re-built from ground-up as youth focused participatory News, Information & Lifestyle Channel.
- Critical Acclaim and Emmy Award winning format and programming.
- More than 51M households in U.S. & U.K.
- Unique approach:
  - Programmed on a wheel, short programs "Pods" (2 – 10 minutes) rotated throughout the hour.
  - 70% professional content / 30% User generated (VC^2).
  - Users are provided with detailed standards & guidelines, ability to upload, compensation on stories that get aired.
  - Conceived as true multi-platform offering from the ground-up.
  - Viewer Created advertising (VCAM) accounts for 50% of advertising.
  - Leveraged relationship with Steve Jobs in use of technology to completely redefine news team structure, master control, etc.

001536

Overview
What is Current TV?

- Video Demo 3:35 Minutes for Board. Comparable materials covered in annex.



Strategic Opportunity
Why Partner with Current TV?

- CBC already has significant investment in news and information but does not perform well against younger demographics
- Current TV is one of the few success stories in making news content relevant to younger audiences
- Cache of Al Gore and others associated with brand will help generate lots of buzz and attention when launching in Canada

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March 2008 Board Presentation

Appendix

CBC

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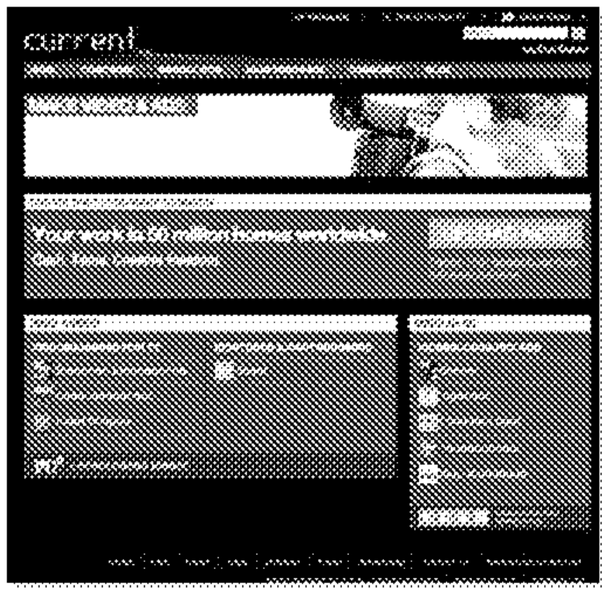
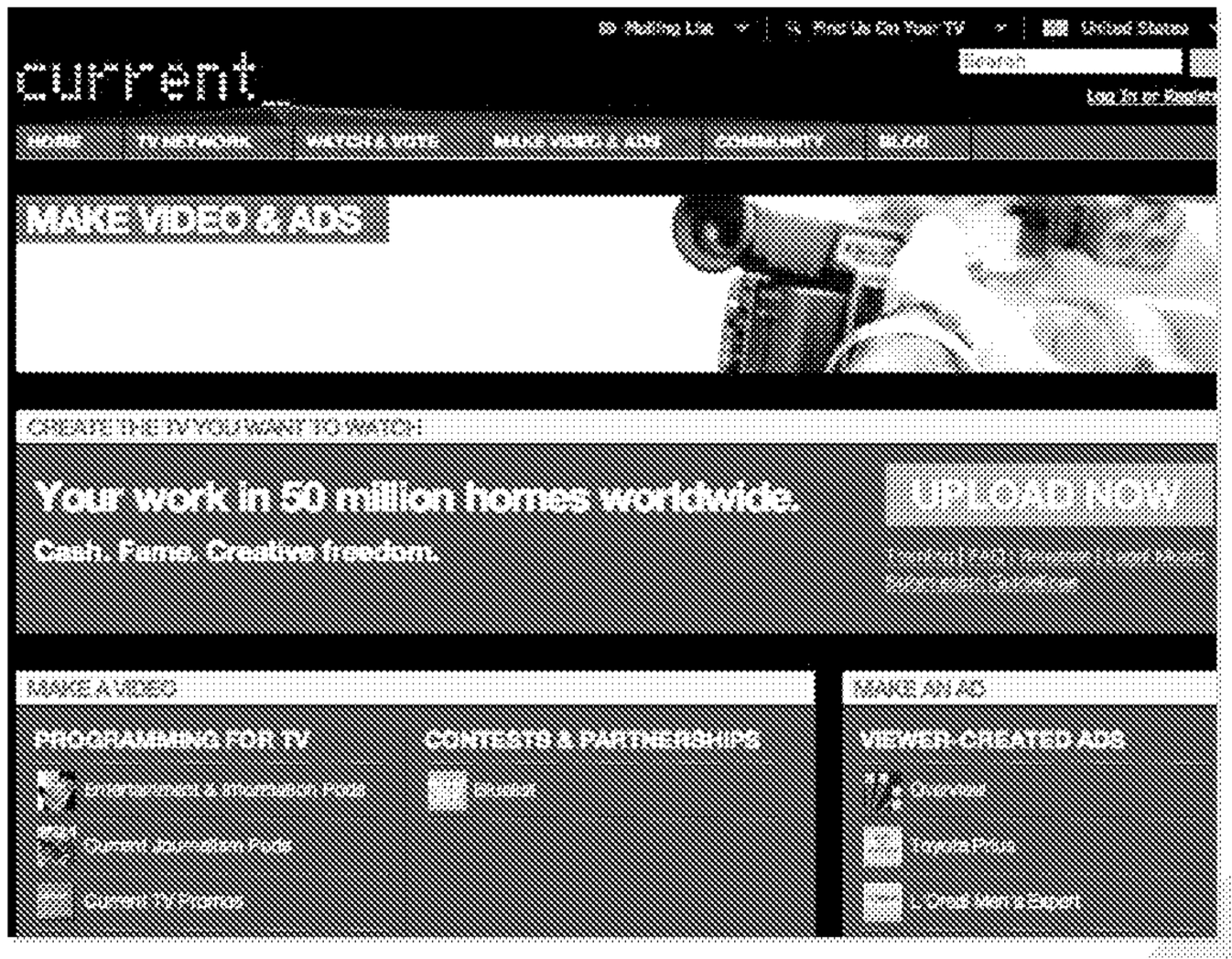
Product Overview

Home Page (more at www.current.com)

Product Overview

Viewer Created News and Ads (more at www.current.com)





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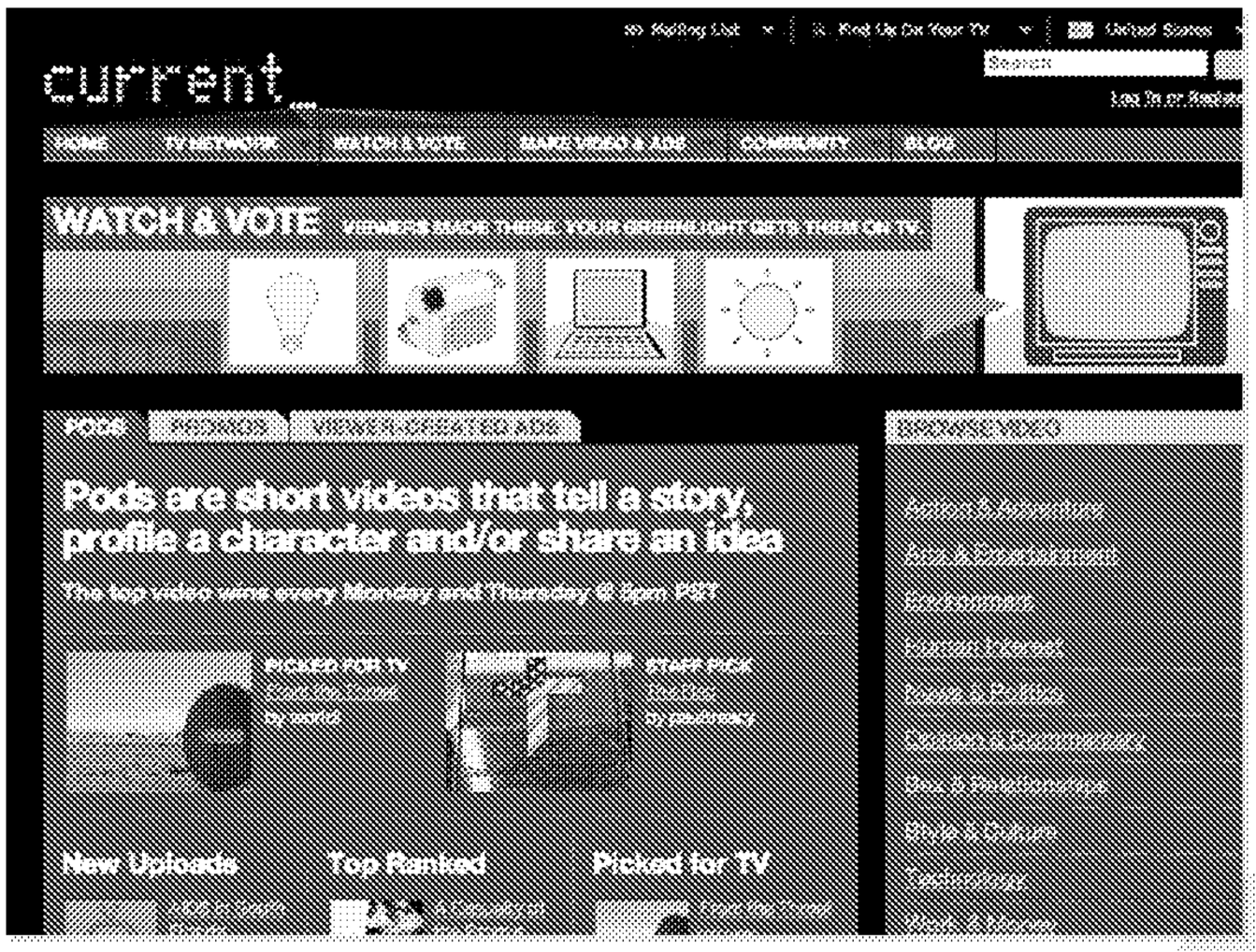
Product Overview

Watch and Vote (more at www.current.com)



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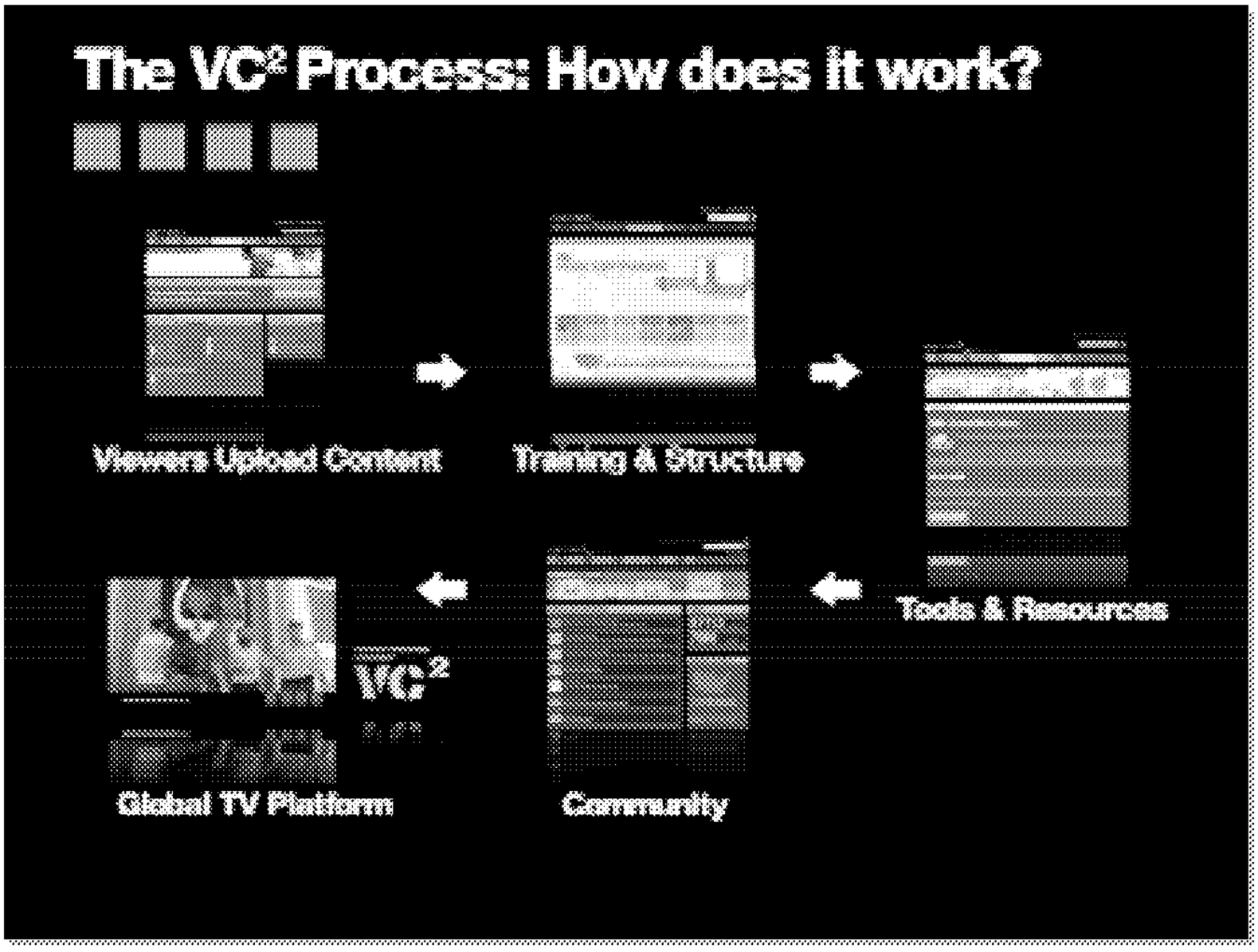
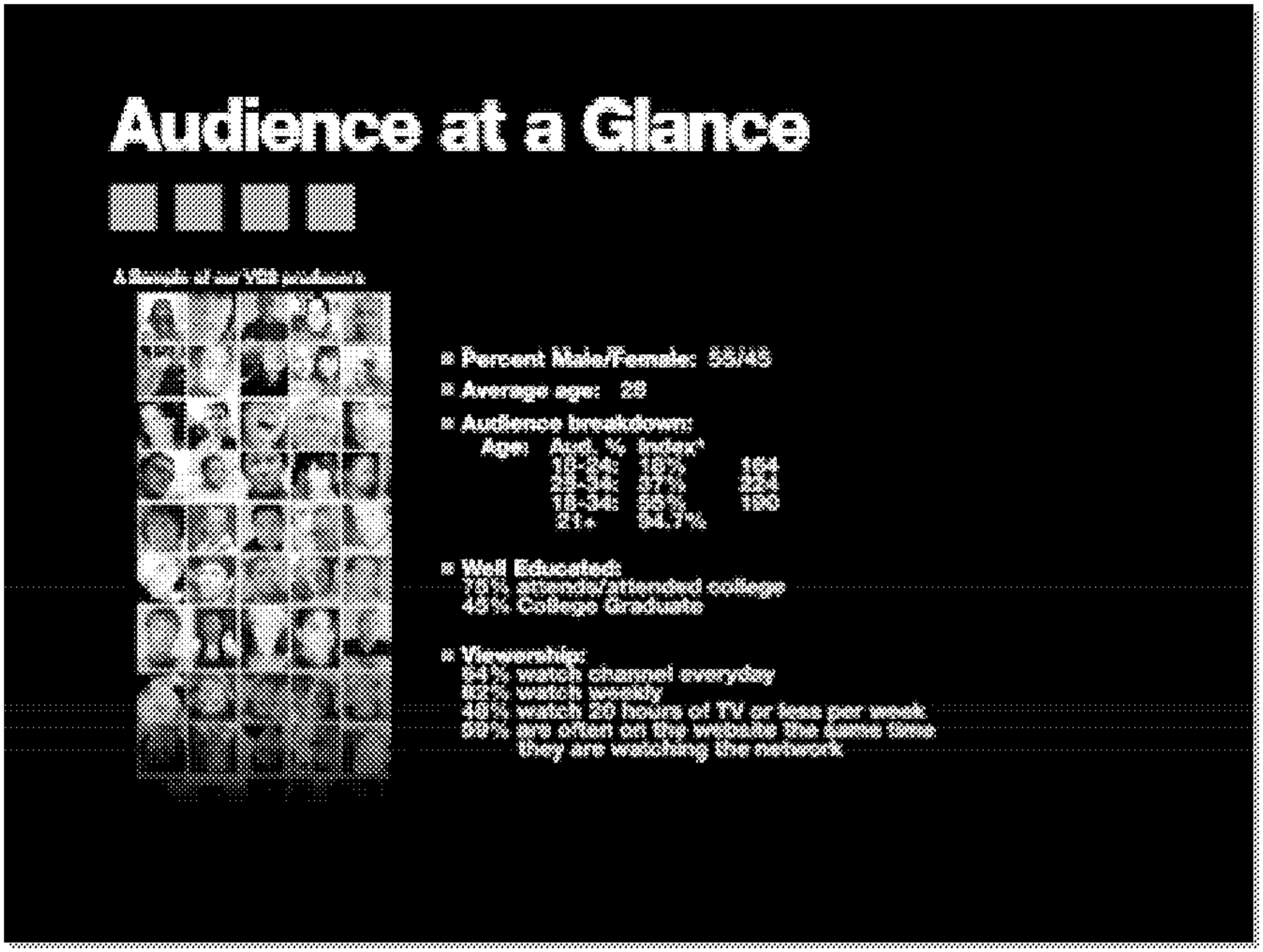
Product Overview
User Generated Content (From Current TV Press Kit)



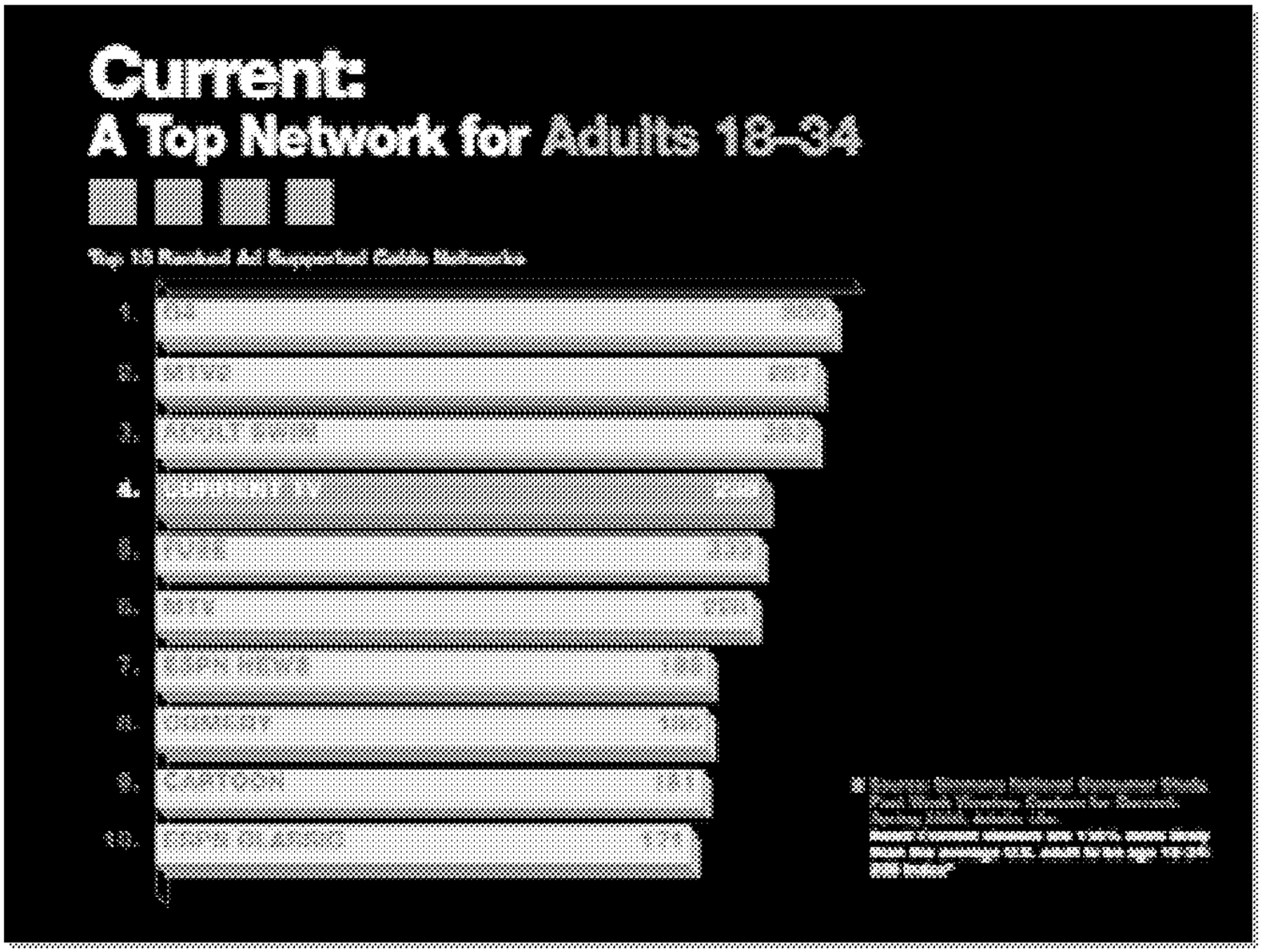
Product Overview
Pods (From Current TV Press Kit)

Product Overview
Audience Demographics (From Current TV Press Kit)

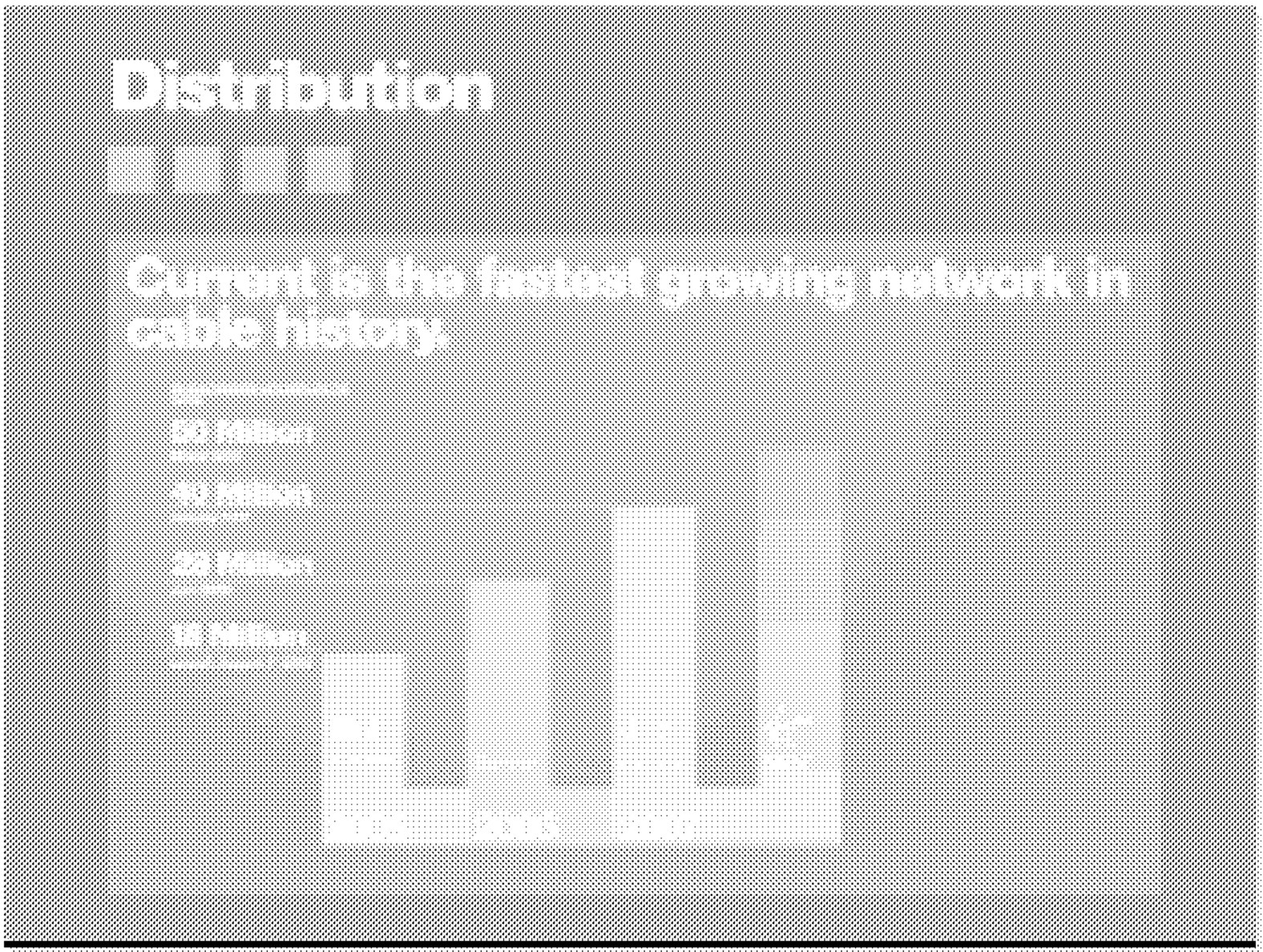


Product Overview

Audience Demographics (From Current TV Press Kit)



Product Overview
Distribution (From Current TV Press Kit)



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March 2008 Board Presentation

Richard Stursberg

CBC

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Schedule A

Board of Directors

(September 23-24, 2008)

Subject matter

Vancouver Redevelopment Project (VRP)

Background

Situation

CBC/Radio-Canada is currently redeveloping its Vancouver property. In June 2008, revised costs were presented to the CBC/Radio-Canada Board of Directors. Since then CBC/Radio-Canada has obtained fixed prices for the vast majority of the total project costs (over 95%).

- Fixed price for global deliverable
- Fixed price for 2nd and 3 rd floor initiative

CBC/Radio-Canada has also obtained commitments for the substantial completion of these two deliverables that are in accordance with our schedule requirements. CBC/Radio-Canada requires its Board of Directors to approve the revised budget of $77.4 M.

Challenge

Staying on schedule and controlling costs.

Question and presentation goal

The goal of this presentation is to provide the CBC/Radio-Canada Board of Directors with the required information to obtain their approval for budget increase of $4.7 M up to $77.4 M to enable work to continue as per fixed costs and the scheduled Autumn 2009 completion (prior to Winter Olympics).

Information on the matter

Provide CBC/Radio-Canada Board Members with a comprehensive report providing relevant information on the VRP, its cost breakdown, and project management measures to control costs and meet project completion dates.

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

Prepared by

Name: Michel Saint-Cyr
Date: Sept 10, 2008

Management recommendation

Obtain Board approval for request.

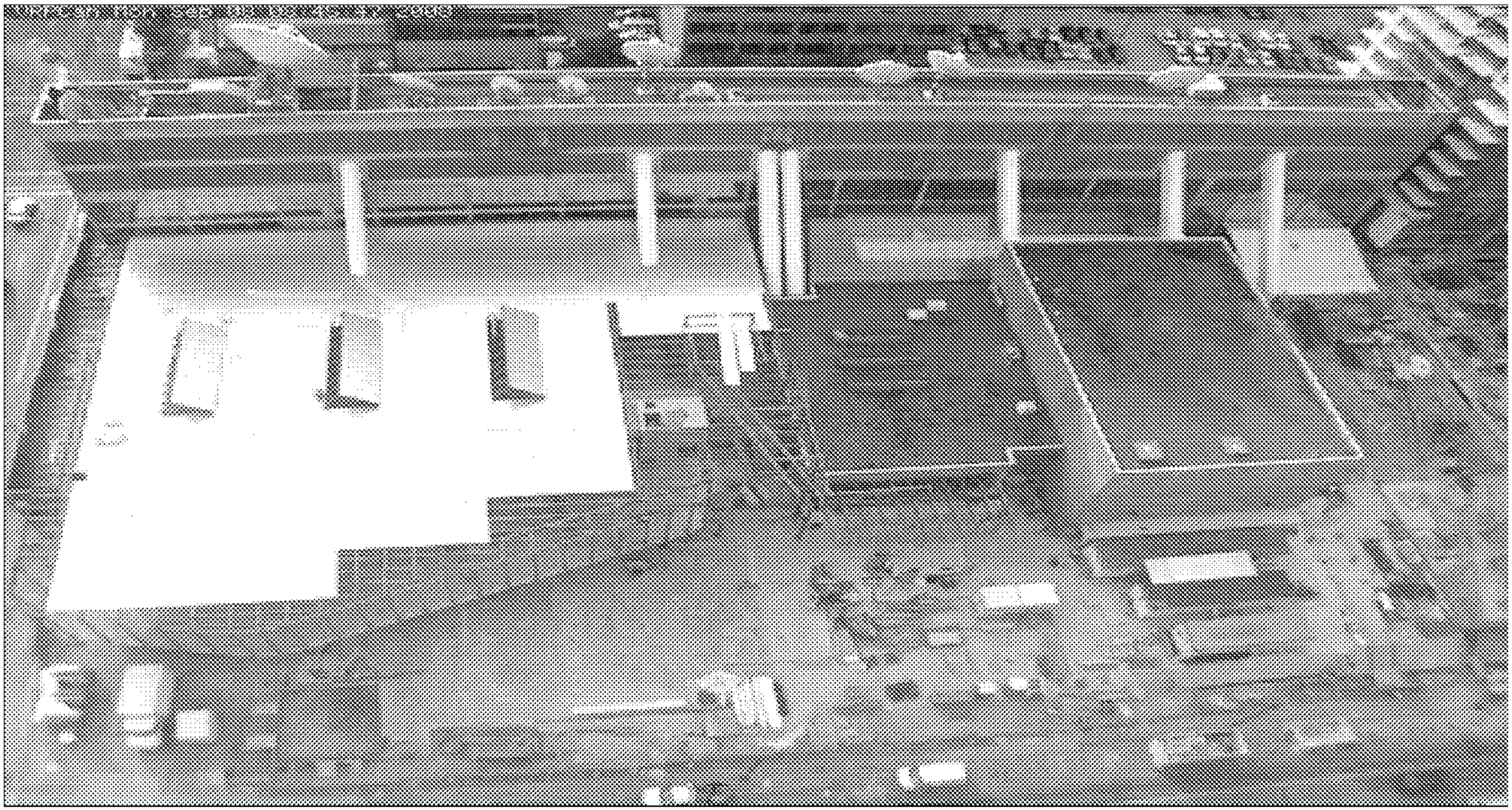
Last discussed at the Board

Date: June 27, 2008
Decision made: N/A

Next steps

1. Obtain CBC/Radio-Canada Board approval on revised budget
2. Continue with overall construction
3. Complete 2nd and 3rd floors
4. Market spaces to lease

Anticipated project completion date: **October & December 2009**
(If contract, indicate date of expiry): _____



Vancouver Redevelopment Project

CBC/Radio-Canada Board of Directors Update

September 23-24, 2008

CBC Radio-Canada

Table of Contents

CBC Radio-Canada

SITUATION

1. The history of the Vancouver Redevelopment Project (VRP)
2. Building status
3. Financial situation

CHALLENGE

4. Measures to control costs
5. Measures to achieve revenues
6. Staying on schedule

QUESTION

7. Do you approve the necessary budget increase of $4.7 M up to $77.4 M?

The History of the Vancouver Redevelopment Project (2002-2003)

CBC Radio-Canada

The project history was presented to the CBC/Radio-Canada Board of Directors on **June 27, 2008**. It shows how the project evolved and its milestones.

History of the Vancouver Redevelopment Project (VRP) up to the Initial Board of Directors Approval		
	2002 Proposal	2003 Proposal
Principles	1. News integration 2. Community Connection 3. Maximize the value of the land. 4. Minimal changes to the building 5. City support	1. News integration (large floor plate to accommodate all media lines) 2. Network Production: capabilities maintained for all genres in all media lines 3. Community connection 4. Maintain ability to work in language of choice 5. Plan must fit our economic reality 6. Minimal disruption of program operations.
Scenarios	**Only one scenario:** The business concept was that PWGSC would buy the entire CBC/Radio-Canada property for the land value only. CBC/Radio-Canada would lease back the building for a net rent based on the density occupied by the building. PWGSC would pay CBC/Radio-Canada an annuity for the density they acquired for a new CRA building adjacent to the CBC/Radio-Canada building. CBC/Radio-Canada would continue to maintain the building as tenant for 25 years with no obligation to invest in base building renewal. After 25 years PWGSC would retake possession of the building (now 55 years old), modernize it, and CBC/Radio-Canada could continue as a tenant under a new long-term lease at market rates. Alternatively, CBC/Radio-Canada could move to another property in Vancouver. Minimal changes to the building would have required minimal investment.	**A1 Status quo:** no integration, minimum investments, poor community connection, some branding - **$36M.** **B1 Greenfield on existing site:** News & Current affairs integration, some new equipment, DTV implemented & one HDTV studio, branding and community connection – **costing not available.** **B2 Vertical News Integration:** News integration by language and new technology, facility compromises, branding achieved, poor community connection - **$47M.** **B3 Complete News Integration:** Full integration of news on existing main floor, facility compromised, branding achieved, poor community connection - **$53M.** **B4 Complete News Integration and solve Operational Issues:** Same as B3 with additional 6,000 sq. ft. of newsroom - **$59M.** **C1 3rd Party Development Option:** was underway at the time – **costing not available.**
Sources of Funds	CBC/Radio-Canada would have received about $1 million per year net for 25 years.	Not available at this time.
Schedule	No schedule established.	No schedule established.
Next Steps	This arrangement did not provide for the operational modernization on the Vancouver Broadcast Centre and for this reason the project was rejected.	- Preliminary estate to refine. – Consider internal financing options. – 3rd party site development to define and potential revenue to determine. – Update SMC and present recommendations.
Supporting Documents	N/A	Vancouver Update: Presentation to Senior Management Committee (SMC) by Raymond J. Carnovale – October 28, 2003.

SITUATION History of the VRP | SITUATION Status | CHALLENGE Measures | CHALLENGE Timetable | QUESTION Decision?

The History of the Vancouver Redevelopment Project (2004-2005)

CBC Radio-Canada

History of the Vancouver Redevelopment Project (VRP) up to the Initial Board of Directors Approval

	2004 Proposal	2005 Proposal
Principles	1. News integration (large floor plate to accommodate all media lines) 2. Network Production: capabilities maintained for all genres in all media lines 3. Community connection 4. Maintain ability to work in language of choice 5. Plan must fit our economic reality 6. Minimal disruption of program operations.	1. Integrated newsroom/digital content management 2. Density value sold at $101/sq. ft. (2.9 times more than the original PWGSC offer) 3. Strong community connection 4. Enhanced future production facilities 5. Rejuvenated office space, enhanced work adjacencies 6. Project to be funded from density sale, proceeds of sale of Burnaby Warehouse and available capital budget.
Scenarios	**A1 Status quo:** no integration, minimum investments, poor community connection, some branding - **$24M - $15M.** **B1 Greenfield on existing site:** News & Current affairs integration, some new equipment, DTV implemented & one HDTV studio, branding and community connection – **costing not available.** **B2 Vertical News Integration:** News integration by language and new technology, facility compromises, branding achieved, poor community connection - **$44M.** **B3 Complete News Integration:** Full integration of news on existing main floor, facility compromised, branding achieved, poor community connection - **$51M.** **B4 Complete News Integration and solve Operational Issues:** Same as B3 with additional 6,000 sq. ft. of newsroom - **$57M.** **B5 Development scenario:** It is a combination of scenario B1 and C1 in which excess density is sold for condo development - **$80.3M.** **C1 3rd Party Development Option:** was underway at the time – **costing not available.**	**1. Base case:** significant upgrades to appearance of the existing building and plaza. Construct parking in existing building and move satellite dishes. Upgrade existing building to code. Implement all planned Capital projects - **$31M.** **2. Minimum case:** Includes all work in base case. Adds new space over plaza for integrated newsroom - **$50M.** **3. Master Plan:** Includes all work in base case and minimum case. Completes renovation of all office areas in existing building. Adds strong branding and community connection. Meets all media requirements for core business. Meets all Real Estate objectives, including master space plan - **$54M.**
Sources of Funds	$44M - $56.6M	Sale of density $37 million, sale of Burnaby $6 million, capital budget $11 million = $54.241 million.
Schedule	- November 2005: Treasury Board Approval. – May 2006: Demolition/construction starts. – August 2007: Construction completion. Summer 2008: CTO completion.	May 2005: CBC/Radio-Canada Board approval, open Project Office and start of design. May 2006: Demolition/construction begins. May 2008: Newsroom operational. April 2009: Offices renovated, projects complete. Sept 2009: Close Project Office.
Next Steps	- Review of all costs and available budgets. – Reduce costs of B5 to stay within funds available of $54M. – Consider options for funding shortfall. – Present recommendations to SMC.	Make expenditures of approx. $4M in accordance with budget prior to Treasury Board approval. Allows to: hire design pros (architects, engineers). Commission detailed working drawings. Conduct RFP process to negotiate Guaranteed Maximum Price (GMP) construction contract. Proceed with demolition and relocation of satellites. Board approvals required: Authority to enter into agreement to purchase and sale with Concord Pacific Group for the excess density on CBC/Radio-Canada site at 700 Hamilton St. for $34.4M. Authority to reinvest the proceeds, together with the revenue from the Burnaby warehouse sale (2003), and capital funds identified in capital plan, in the Vancouver Building project. Approval of the project plan, including the proposed balanced budget of $54.2M.
Supporting Documents	Vancouver Broadcasting Centre Redevelopment Update – Presentation to Senior Management Committee (SMC) by Raymond J. Carnovale & Michel E. Saint-Cyr – April 27, 2004.	The VRP – A window of opportunity for the sale of a surplus non-core asses for re-investment in core broadcasting operations – Presentation to Board of Directors – CBC/Radio-Canada – May 5, 2005.

SITUATION History of the VRP | SITUATION Status | CHALLENGE Measures | CHALLENGE Timetable | QUESTION Decision

Building Status

CBC Radio-Canada

- Construction/renovations on building components are at 66% completion as of September 10, 2008:

  - All structural support elements (concrete pouring for sublevels, structural steel for newsroom) are installed.

  - Technical Floor office area has been fully renovated.

  - Studio Floor and Technical Floor parking area are at 80% completion.

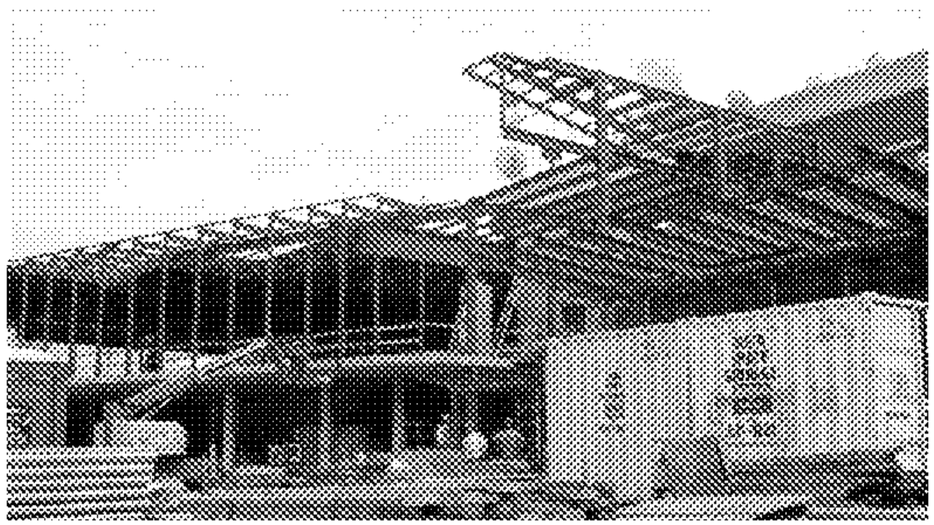
  - 45% of Main Floor Office Space has been renovated and is being used as a swing space for renovation of 2nd and 3rd floors.

  - Newsroom is at 30% completion and curtain wall is being installed.

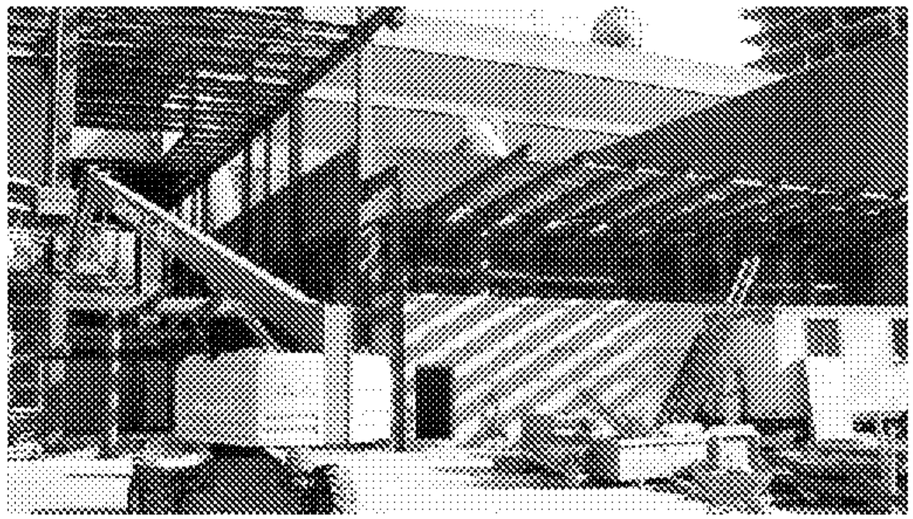
  - Shared garage ramps are completed.

Building Status (continued)

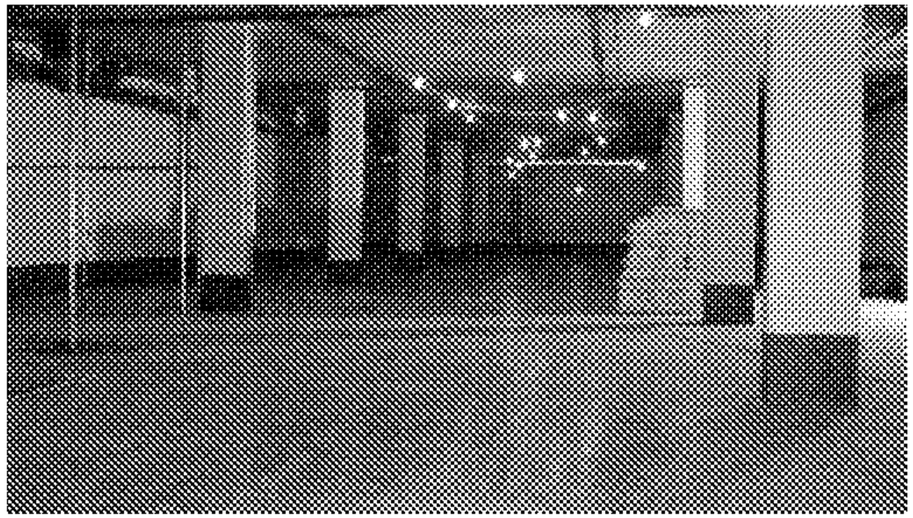
CBC Radio-Canada



View of the front section of news room and canopy of the main entrance



View of main entrance and canopy of future outside stage



View of the S floor (last level below grade)

Financial Situation Presented to CBC/Radio-Canada Board of Directors on June 27, 2008

CBC Radio-Canada

Financial History of the Vancouver Redevelopment Project (VRP) After Board of Directors Approval (in $M)					
Item	**Original Budget**	**BOD Presentation Fall 2007**	**Fall 2007 Approved Budget**	**Forecasted Expenses June 2008**	**Variance Fall 2007 and June 2008**
Professionals	$4,675	$6,411	$6,411	$6,988	($577)
Construction	$29,423	$44,980	$45,081	$46,888	($1,807)
Construction 2nd, 3rd floors	$1,700	$2,293	$2,293	$3,432	($1,139)
Asbestos removal	-	($700)	($700)	($700)	-
Concord work	-	$300	$300	$800	($500)
Furniture Supply and Other	$1,367	$1,321	$1,321	$1,322	($1)
FF&E 2nd, 3rd floors	$629	$898	$898	$898	-
Other Real Estate costs	$1,256	$1,809	$1,405	$1,457	($52)
Musqueam art work	$200	$269	$269	$281	($12)
Contingency	$300	$503	$503	$503	-
Total Real Estate Division	**$39,550**	**$58,084**	**$57,781**	**$61,869**	**($4,088)**
Office of Project Manager	$1,468	$1,436	$1,244	$1,244	
Communications	$405	$405	$405	$405	
Branding	$800	$800	$800	$800	
Logistics	$477	$509	$846	$846	
Training	$80	$80	$10	$10	
Transmission	$677	$677	$607	$607	
Broadcast TV	$7,950	$8,104	$7,998	$7,998	
Broadcast Radio	$1,139	$1,283	$1,283	$1,283	
Information Technology	$1,695	$1,695	$1,695	$1,695	
Total Other Components	**$14,691**	**$14,989**	**$14,888**	**$14,888**	**$0**
Grand Total	**$54,241**	**$73,073**	**$72,669**	**$76,757**	**($4,088)**

SITUATION History of the VRP | **SITUATION Status** | CHALLENGE Measures | CHALLENGE Timetable | QUESTION Decision?

Financial Situation - Revised Estimate with Firms Costs for General Contractor and 2nd and 3rd Floors Initiative

CBC Radio-Canada

Financial History of the Vancouver Redevelopment Project (VRP) After Board of Directors Approval (in $M)

Item	Original Budget	BOD Presentation Fall 2007	Fall 2007 Approved Budget	Forecasted Expenses June 2008	Forecasted Expenses September 2008	Variance Fall 2007 Approved Budget and September 2008 Forecasted Expenses 2008	Notes
Professionals	$4,675	$6,411	$6,411	$6,988	$7,093	($682)	1
Construction	$29,423	$44,980	$45,081	$46,888	$46,935	($1,854)	2
Construction 2nd, 3rd floors	$1,700	$2,293	$2,293	$3,432	$3,576	($1,283)	3
Asbestos removal	-	($700)	($700)	($700)	($700)	-	
Concord work	-	$300	$300	$800	$763	($463)	4
Furniture Supply and Other	$1,367	$1,321	$1,321	$1,322	$1,459	($138)	5
FF&E 2nd, 3rd floors	$629	$898	$898	$898	$935	($37)	6
Other Real Estate costs	$1,256	$1,809	$1,405	$1,457	$1,677	($272)	7
Musqueam art work	$200	$269	$269	$281	$281	($12)	8
Contingency	$300	$503	$503	$503	$503	-	9
Total Real Estate Division	**$39,550**	**$58,084**	**$57,781**	**$61,869**	**$62,522**	**($2,741)**	
Office of Project Manager	$1,468	$1,436	$1,244	$1,244	$1,244	-	
Communications	$405	$405	$405	$405	$405	-	
Branding	$800	$800	$800	$800	$800	-	
Logistics	$477	$509	$846	$846	$846	-	
Training	$80	$80	$10	$10	$10	-	
Transmission	$677	$677	$607	$607	$607	-	
Broadcast TV	$7,950	$8,104	$7,998	$7,998	$7,998	-	
Broadcast Radio	$1,139	$1,283	$1,283	$1,283	$1,283	-	
Information Technology	$1,695	$1,695	$1,695	$1,695	$1,695	-	
Total Other Components	**$14,691**	**$14,989**	**$14,888**	**$14,888**	**$14,888**	**-**	
Grand Total	**$54,241**	**$73,073**	**$72,669**	**$76,757**	**$77,410**	**($2,741)**	

Firm price obtained on $74.1M or 96% of all costs.

SITUATION History of the VRP | SITUATION Status | CHALLENGE Measures | CHALLENGE Timetable | QUESTION Decision?

Financial Situation - Revised Estimate with Firms Costs for General Contractor and 2nd and 3rd Floors Initiative - Notes

CBC Radio-Canada

Note 1: The consultant costs have increased due to estimate revision by BTY Group Quantity Surveyors, value engineering, design fees relating to the revision of floor plans on the 2nd and 3rd floors, special financial advisors, construction specialist, project management fees, etc.

Note 2: Construction costs have gone up due to the fact that the original estimates did take inflation into account but actual inflation rates were higher than anticipated and estimates were based on design drawings at 10% completion.

CBC/Radio-Canada has negotiated a fix price contract with Scott Construction, signature of contract still pending.

Note 3: In August 2008, the tendering process was completed and the results are included in these numbers. The costs include the contruction contract and the various consultants.

Note 4: This amount is for work done by Concord on behalf of CBC/Radio-Canada such as shared access ramps to the parking.

Note 5: This amount reflects the new Teknion price list for furniture based on the new five year contract.

Note 6: The forecasted furniture costs include the costs relating to the DEGW new floor plan design and the new Teknion price list.

Note 7: This increase from the original budget is mostly due to higher costs for insurance, City Permit, legal fees, moving costs…

Note 8: The contracts for the purchase of Musqueam Art Work have been awarded.

Note 9: Overall contingency is $1.6 M including amounts embedded in lines two and three of the table on the previous slide.

Measures Taken to Control Costs

CBC Radio-Canada

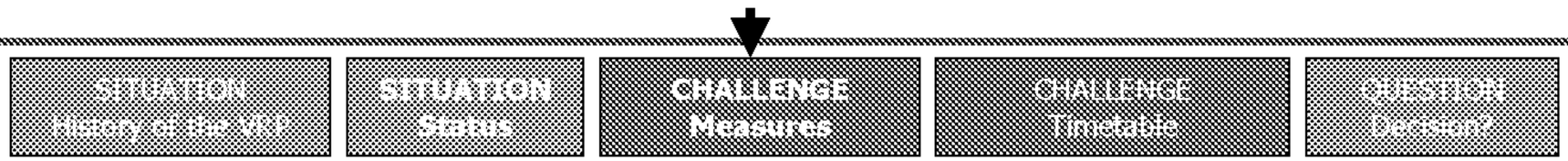
- Full scope revision has been achieved and value engineering process has been applied on the original design in 2007 and costs are part of the fixed price with the General Contractor – cost reductions have been included in scope of work;

- Since last June, firm prices have been obtained:

  - The overall budget has been agreed to with the General Contractor (Scott Construction);
  - 2nd and 3rd floors initiative has also been fixed with a General Contractor (Oxford Construction);
  - Firm price on 96% of project delivery and contingency = acceptable level of risk.

- Claims and counter claims by CBC/Radio-Canada to contractors on scheduling issues and construction deficiencies are in analysis stage.

- $1.6 M in contingencies on the remaining $28 M out of $62 M of total building components.



Measures Taken to Achieve Revenues

CBC Radio-Canada

- The local real estate brokers are already working with potential tenant for the retail space. They are seriously negotiating with Tim Hortons and have six (6) other interested parties.

- Office space is also being marketed.

- Parking will be available in Autumn 2008 for CBC/Radio-Canada employees.

- Parking will be available for public in Winter 2009.

Staying on Schedule

CBC Radio-Canada

For the overall project (Scott Construction as General Contractor):

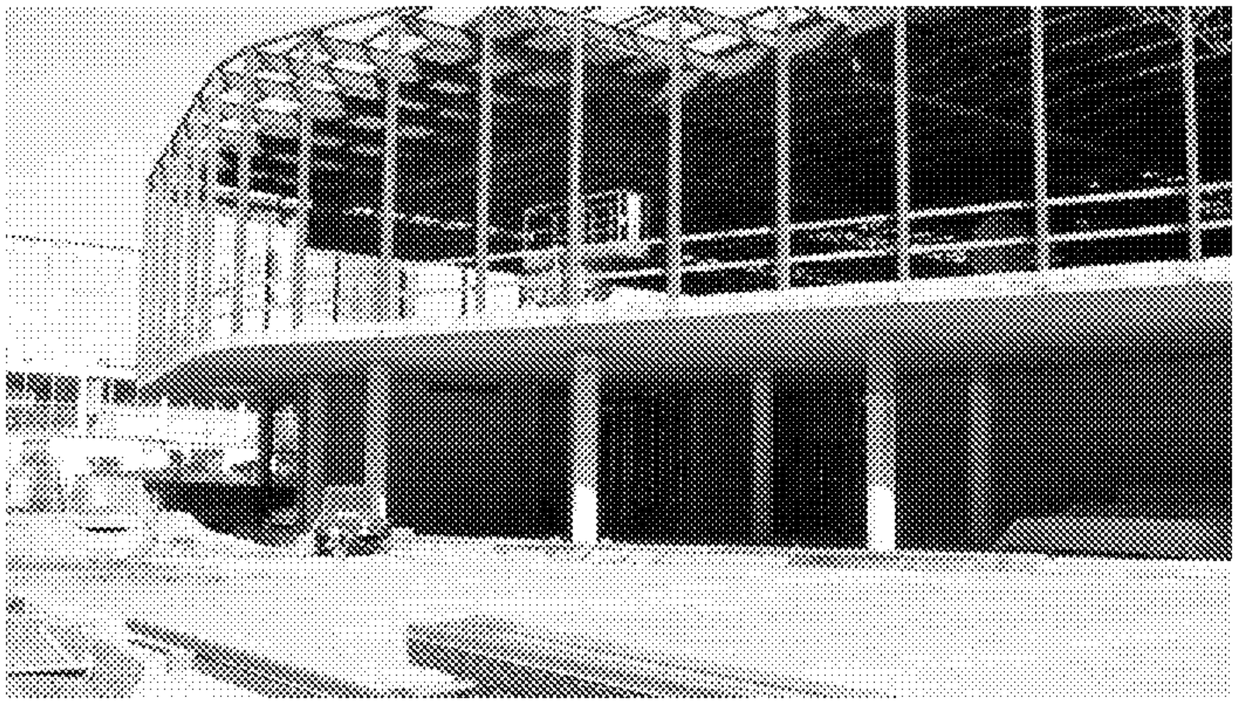
- With the fixed price contract the General Contractor has committed to meeting the October 27, 2009 substantial completion date.

For the 2nd and 3rd floor initiative (Oxford Construction as General Contractor):

- CBC/Radio-Canada has obtained a fixed price and a commitment to a December 2009 completion for the 2nd and 3rd floor initiative by the General Contractor.

- Postponing 2nd and 3rd floor would likely have increased costs in addition to schedule delays:
  - Double shifting construction workers to catch up, even if possible, would cost more;
  - Our experience in the past two years has been that every time we go back to the marketplace for a re-bid, the cost has risen.

Upcoming Decision



Do you approve the necessary budget increase of $4.7 M up to $77.4 M to enable work to continue as per fixed costs and scheduled completion?

365th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CHARLOTTOWN, PRINCE EDWARD ISLAND
SEPTEMBER 24, 2008

Vancouver Redevelopment Project

Approval of additionnal funding

WHEREAS:

A. Canadian Broadcasting Corporation (the "Corporation"), at its Board of Directors meeting of May 5, 2005 approved the redevelopment of the existing CBC/Radio-Canada Facilities located in the City of Vancouver at a total net cost of $ 54.2M to the Corporation; and

B. The Corporation, at its Board of Directors meeting of November 21, 2007 approved additionnal funding for the Vancouver Redevelopment Project in an amount of $ 18,9M, bringing the total approved funding for the Vancouver redevelopment Project to $ 73,1M;

C. Management actually reduced that amount to $72,7M in fall of 2007; as expenses for legal costs were offset against the sale price, reducing the budget by a similar amount, and

D. Additional funding in the amount of $ 4.741M (based on management approved budget) is required to cover cost overruns incurred to date in the completion of the Vancouver Redevelopment Project.

On a motion duly moved and seconded

IT IS RESOLVED THAT the Board of Directors hereby approves additional funding for the Vancouver Redevelopment Project in the amount of $ 4.741M, bringing the total approved funding for the Vancouver Redevelopment to a total amount of $ 77.4 M.

MOTION CARRIED

Audit Committee

September 17, 2008

Subject matter

Modifications to Corporate Policy 2.9.3 Delegation of Signing Authority

Background

See attached memo.

Information on the matter

Copy of the Statement of Corporate Policy 2.9.3 Delegation of Signing Authority with the required modifications.

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

Prepared by

Name: Pierre Nollet, VP General Counsel and Corporate Secretary
Date: September 3, 2008

Management recommendation

Last discussed at the Board

Date: March 2006
Decision made: amendments done

Next steps

Approval and adoption by the Board of Directors.

Pages 1575 to / à 1577

are withheld pursuant to section

sont retenues en vertu de l'article

23

of the Access to Information Act

de la Loi de l'accès à l'information

Audit Committee

(September 17, 2008)

Subject matter

Changes to policies:
- 2.3.8 Delegation of Financial Authority
- 2.3.6 Procurement

Background

In the context of the certification of Internal Controls, we identified changes required to the above noted policies

Information on the matter

See attached memo for policy changes to be approved

For decision ■ **For information** ☐

Prepared by

Name: Johanne Charbonneau
date: August 22, 2008

Management recommendation

Approve changes to policies

Last discussed at the Board

Date: N/A
Decision made: N/A

Next steps

CBC Radio-Canada

Memorandum

To : Audit Committee Members

From : Johanne Charbonneau
Stéphane Rivest

Date : Sept 4, 2008

Subject : **Modifications to policies:**

2.3.8 Delegation of Financial Authority

2.3.6 Procurement

Background

Through the tests executed in the context of the Internal Control project over the past 2 years, we have noted some inconsistencies and invalid interpretation between various policies.

As a result and under separate cover, the legal department has proposed some changes to Policy 2.9.3 Delegation of Signing authority and this document is aimed at proposing changes to the above mentioned policies.

Proposed Modifications to Policy 2.3.8 Delegation of Financial Authority (DFA)

The modifications recommended for the Statement and the Guidelines of the DFA policy, to be approved by the Board are the following:

1. Clarify the application of DSA and DFA for contracts

The statement of the DFA provides that "*The Delegation of Financial Authorities (DFA) identifies the individuals who can exercise the authority to spend within an approved budget,* ***but*** *when the signature of documents that commit the Corporation…is required, it remains subject to the Delegation of Signing Authority*".

DFA and DSA policies are complimentary to one another. Persons signing contracts relating to approved Capital Projects or operating expenses must also have appropriate DFA. If the DSA holder signing a contract does not have DFA for the authority to spend, then DFA should be obtained before entering into contract negotiations.

This would allow better control over CBC/Radio-Canada's commitments and expenses.

The proposed changes are :

- Statement of policy: *"The Delegation of Financial Authorities (DFA) identifies the individuals who can exercise the authority to spend within an approved budget, ~~but~~ in addition when the signature of documents that commit the Corporation... is required, it remains subject to the Delegation of Signing Authority".*

- Statement of policy: *"The Delegation of Signing Authority (DSA) prescribes the positions authorized to sign any contract on behalf of the Corporation. The principles applicable to DSA are set out in the Corporate Policy # 2.9.3 entitled Delegation of Signing Authority. Before signing a Contract, the individual holding the signing authority has to ensure that DFA approval has been received and that the DFA principles are and will be respected."*

2. Ambiguity relating to the authority to sign contracts

The authority to sign contracts is governed by the DSA policy but the DFA policy also talks to "*the authority to co-sign contracts which commit funds as provided within the DSA Policy*".

These references from the DFA to the authority to co-sign contracts causes issues around the authority for finance staff to sign contracts because staff are uncertain as to which policy they are signing contracts under.

As such, the notions relating to the signing of contracts should be removed from the DFA and only be referred to in the DSA. This proposition as been discussed with legal services and the DSA policy will be modified to remove the notion of Functional Financial Authority from it and we propose to amend the DFA policy as follows:

- DFA Policy, Statement of policy: Remove from the Functional financial authority the notion of contract signature.

The functional financial authority ~~is twofold: (1) the authority to co-sign Contracts which commit funds as provided within the DSA Policy # 2.9.3 (this includes Contracts which require an outlay of funds from the Corporation and Contracts which generate revenues for the Corporation) and (2)~~ identifies the authority to approve disbursements and payments, as provided within this DFA Policy. This authority ensures appropriate control over the Corporation's financial commitments and disbursements and the accounting entries in the books of account of the Corporation.

3. Financial Delegation to Vice-Presidents

Delegation of Financial Authority to all Vice-Presidents should be provided automatically by this policy as it is within the DSA policy.

As such, the following paragraph should be added to the Policy Statement

> *Vice Presidents Financial Authority:*
>
> *The President hereby delegates to all Vice Presidents full Financial Authority as per Appendix A of this Policy with no financial limit.*

Proposed Modifications to Policy 2.3.6 Procurement

The modifications recommended for the Statement and the Guidelines of the Procurement policy, to be approved by the Board are the following:

1. Clarify the threshold for the requirement of a contract or Purchase Order

Statement of Policy states "*All purchases of goods in excess of $1,000 are required to be processed through the Supply Management Service (SMS), and be supported by a written contract or purchase order. All purchases of goods in excess of $5000 shall use bid solicitation (except for exceptions identified in article 4.9 of section II. Guiding principles). All purchases of services in excess of $5,000 are supported by a written contract or purchase order.*"

Section II paragraph 4.4 states "*All purchases of goods in excess of $1,000, are processed through the SMS and are supported by a written contract or purchase order*"

Section II paragraph 4.5 states "*All purchases of goods in excess of $5,000 use bid solicitation as per Appendix B (except for exceptions identified in except in 4.9 below);*"

Section II paragraph 4.6 states "*All purchases of services in excess of $5,000, are supported by a written contract or purchase order*"

The DSA policy states: "*Any expenses for a good or for a service of a value of $5,000 or more (except if provided otherwise in another Corporate Policy) require a Contract or a purchase order signed in accordance with the Policy*"

Current application across the corporation is to allow procurement below $5,000 to be processed without the requirement to have a purchase or service order or a contract.

The procurement policy should be modified to maintain the current application and relate to the requirements of the DSA.

Proposed changes:

The Statement of Policy should be changed to: "*All purchases of goods or of goods with services in excess of $1,000 are required to be processed through the Supply Management Service (SMS) ~~and are supported by a written contract or purchase order~~. All purchases of goods or of goods with services in excess of $5000 shall use bid solicitation (except for exceptions identified in article 4.9 of section II. Guiding principles). All purchases of services in excess of $5,000 are supported by a written contract or purchase order.*"

Section II paragraph 4.4 should be changed to "*All purchases of goods or of goods with services, in excess of $1,000, are required to be processed through the SMS ~~and are supported by a written contract or purchase order~~.*"

Section II paragraph 4.5 should be changed to "*All purchases of goods or of goods with services in excess of $5,000 use bid solicitation as per Appendix B (except for exceptions identified in except in 4.9 below)*"

Section II paragraph 4.6 should be changed to "*All purchases ~~of services~~ in excess of $5,000, are supported by a written contract or purchase order*"

2. Approval requirement for purchases in excess of $1,000,000

Statement of Policy section II paragraph 1 states *"Any procurement initiative shall be approved by the appropriate manager with proper DFA."*

Proposed DFA change would state that contracts in excess of $1,000,000.00 would require DFA approval by the appropriate Vice President for the authority to spend.

In order for the procurement policy to be in sync with the DFA policy, the above paragraph should be changed to *"Any procurement initiative shall be approved by the appropriate manager with proper DFA and contracts in excess of $1,000,000.00 must have received approval by the Vice President under the DFA authority to spend."*

Policy 2.3.08: Delegation of Financial Authorities

Available In:

Effective: April 1, 1998
Responsibility: Vice-President and Chief Financial Officer

- Statement of Policy
- History
- References
- Person Responsible for Interpretation and Application
- Appendix A - Guidelines for Delegation of Financial Authorities
- Appendix B - Guidelines for functional financial authority
- Appendix C - Monitoring and Reporting – Checks and Controls
- Appendix D - Roles and Responsibilities
- Appendix E - Template for Delegation of financial and functional financial authorities

STATEMENT OF POLICY[1]

The **Delegation of Financial Authorities** (DFA) identifies the individuals who can exercise the authority to spend within an approved budget, in addition, when the signature of documents that commit the Corporation, undertakings, agreements, work orders, binding letters of intent, purchase orders, contracts and Corporate documents (hereinafter "Contracts") is required, it remains subject to the Delegation of Signing Authority Corporate Policy # 2.9.3.

The **Delegation of Signing Authority** (DSA) prescribes the positions authorized to sign any contract on behalf of the Corporation. The principles applicable to DSA are set out in the Corporate Policy # 2.9.3 entitled Delegation of Signing Authority. Before signing a Contract, the individual holding the signing authority has to ensure that DFA approval has been received and that the DFA principles are and will be respected.

The **functional financial authority** identifies the authority to approve disbursements and payments, as provided within this DFA Policy. This authority ensures appropriate control over the Corporation's financial commitments and disbursements and the accounting entries in the books of account of the Corporation.

Purpose:

The DFA is based on the principles of Accountability, Responsibility, Honesty, Trust and Integrity. Its purpose is to ensure that adequate controls are in place for the proper authorization of all expenses and to safeguard the assets of the Corporation against loss, through fraud, theft and/or improper use and to produce reliable financial records for internal use and external reporting.

Individuals vested with a financial authority:

An individual vested with a financial authority may issue "Standing Delegation" to one alternate. Standing Delegation refers to a delegation to another employee, which provides full authority to act on behalf of the delegator who has been delegated initial authority, in his/her absence in order to ensure that financial authorities are exercised in a timely manner. An individual who has been granted a "Standing Delegation" will have the same authority as the regular delegate, unless specifically denied in the appointment process.

Delegation:

The financial authority is delegated from the President to senior key positions following direct lines of authority within the Corporation. The functional financial authority may be delegated by the President or the Vice President and CFO to

Senior Finance and Administration officers at the Corporate, Network and Regional levels who can re-delegate in direct lines to other Finance and Administration officers in order to meet internal control and operational requirements. Although delegation can only be made to direct reports, by exception, and for operational requirements, Network and Regional Directors of Finance and Administration may receive a financial and/or functional financial authority from the Vice President and CFO and proceed to additional delegation of same. The same exception is applicable for Foreign Offices, for any local officer outside Finance and Administration. In those two exceptions, the Network and Regional Directors of Finance and Administration and local officers of Foreign Offices are directly accountable to the Vice President and CFO for the performance of their obligations under this Policy.

All financial authority delegations and functional financial authority delegations must be done in the form attached as Appendix E, except for the functional financial authority of cheque signing & electronic funds transfers, as detailed in Appendix B.

Authority can only be delegated to employees of the Corporation. An individual who has been vested with a DFA may spend any amount for any type of expense up to his/her approved budgets and pertaining to the functions for which he/she is responsible, and subject to any restrictions identified in this Policy.

President's Authority:

The President is responsible for establishing the relevant DFA Policy and to approve the Appendices to this Policy. The President is empowered to delegate financial or functional financial authorities, as required, for the effective operation of business, except where an expense is governed by a by-law or a specific resolution of the Board of Directors or affects his/her own level of authorization. In addition, a resolution of the Board of Directors may always supersede this Policy.

Vice Presidents Financial Authority:

The President hereby delegates to all Vice Presidents full Financial Authority as per Appendix A of this Policy with no financial limit.

Vice President and CFO's Authority:

The President hereby delegates to the Vice President and CFO full functional financial authority (except the functional financial authority relating to cheque signing and electronic funds transfers for which the latter is already vested with pursuant to the Banking by-law 14).

Responsibilities:

It is the responsibility of each individual vested with a DFA to ensure that the spending is correct and in accordance with the CBC's Corporate by-laws, Policies, Procedures and Guidelines, resolutions of the Board of Directors as well as legal requirements. A person may not approve an expense for which he/she may gain personal benefit (e.g. one's own travel), neither can such expense be approved by someone to whom this person has delegated his/her authority.

DFA must follow the Procedures and Guidelines set out in the attached Appendices to this Policy:

- Appendix A Guidelines for Delegation of Financial Authorities
- Appendix B Guidelines for functional financial authority
- Appendix C Monitoring and Reporting – Checks and Controls
- Appendix D Roles and Responsibilities
- Appendix E Template for Delegation of financial and functional financial authorities

HISTORY

- This policy was updated August 2008

- This policy was updated January 2005.
- This policy was updated June 2004.
- This was originally Corporate Finance and Administration Policy 103.10 - Simplified Delegation of Authority.

REFERENCES

All Corporate Policies and specifically the Delegation of Signing Authority (DSA) Policy # 2.9.3

PERSON RESPONSIBLE FOR INTERPRETATION AND APPLICATION

All questions pertaining to the interpretation or application of this Policy should be referred to the Director, Policy and Internal Control.

DEPARTMENT RESPONSIBLE TO UPDATE THIS WEBPAGE:

Policy 2.3.06: Procurement

Available In:

Effective: September 21, 2005
Responsibility: Vice-President and Chief Financial Officer

- Purpose
- Statement of Policy
- History
- References
- Person Responsible for Interpretation and Application
- Appendix A
- Appendix B
- Appendix C
- Appendix D
- Appendix E
- Appendix F
- Appendix G
- Appendix H
- Appendix I

PURPOSE

The purpose of this policy is to ensure that the Corporation receives the best value for the goods and services required for its operations and that these goods and services are purchased through open, fair, consistent, cost effective and cost efficient procurement procedures.

This policy also aims to ensure that all purchases of goods and services comply with Annex 502.3 of the Agreement on Internal Trade (AIT), which applies to the Corporation.

STATEMENT OF POLICY[1]

This policy applies to, but is not limited to the following general categories of expenditures, mainly corresponding to **section F – Supply and Service Agreements,** Appendix C of Corporate Policy 2.9.3 - Delegation of Signing Authority (DSA):

- Production Supplies and Services;
- Professional and consulting fees;
- Maintenance agreements;
- Technology related products and services;
- Real estate and construction services;
- General products and services required to support operations.

- All purchases of goods or of goods with services in excess of $1,000 are required to be processed through the Supply Management Service (SMS).
- All purchases of goods or of goods with services in excess of $5000 shall use bid solicitation (except for exceptions identified in article 4.9 of section II. Guiding principles).
- All purchases of services in excess of $5,000 are supported by a written contract or purchase order.
- Apart from the exceptions stated in article 4.9 of section II. Guiding principles, competitive offers must be obtained for all procurement values in excess of $50,000 in aggregate.

- Apart from the exceptions stated in points 4.9 and 4.10 of section II. Guiding principles, the Corporation shall use open bid solicitation for purchases of goods and services over $500,000 and construction projects over $5 million,.

All purchases of goods or services shall be carried out with respect to the principles stated in this policy and the following corporate policies:

2.2.3 – Conflict of Interest and Ethics
(prescribes the rules to observe to maintain the highest level of integrity, consistency and transparency);

2.3.8 - Delegation of Financial Authorities (DFA) (identifies the individuals who can exercise the authority to spend within an approved budget).

2.9.3 – Delegation of Signing Authority (DSA) (prescribes the positions authorized to sign any document that commits the Corporation);

Terms generally used in the procurement domain are provided in Appendix A for rightful interpretation of this policy.

I. General principles

Responsibility

It is the responsibility of all employees of CBC/Radio-Canada to adhere to and ensure compliance to the principles stated in this policy

Accountability

Any employee of CBC/Radio-Canada who purchases goods or services on behalf of the Corporation shall be accountable for the actions and decisions taken throughout the procurement process.

Transparency

Any employee of CBC/Radio-Canada who purchases goods or services on behalf of the Corporation shall maintain and make readily available documents and records pertaining to the procurement process.

Non-discrimination

All forms of discrimination based on the province of origin, either of goods, services or construction materials or of suppliers of such goods, services or materials of construction contractors, shall be eliminated from practices used in all stages of the procurement process, and will not be tolerated.

II. Guiding principles

All purchases of goods and/or services that are covered by this policy, namely those identified in **section F – Supply and Service Agreements,** Appendix C of Corporate Policy 2.9.3 - Delegation of Signing Authority (DSA), must be carried out while ensuring that:

1. Any procurement initiative shall be approved by the appropriate manager with proper DFA and contracts in excess of $1,000,000.00 must have received approval by the Vice President under the DFA authority to spend;
2. The requestor shall be responsible to involve the appropriate signatories of the resulting contract as per DSA to obtain proper approval as required throughout the process;
3. Corporate services are involved:

3.1 Appropriate support departments (SMS, Law department, Risk Management, Finance and Administration) are consulted. All bid solicitation documents and other forms of agreements shall be validated by the Law department. In

order to improve efficiency of the procurement process, standard legal documents developed by the Law department and SMS shall be used within the procurement process;

3.2 Any purchase of goods and/or services that includes any technology interface (Broadcast Production Technology, Transmission, computer equipment or computer applications or telecommunications equipment or telecommunications interfaces, etc.) shall require consultation with Technology department at the beginning of the procurement process. Unless otherwise agreed between Technology and SMS, the procurement process for goods and services, which fall under Technology responsibility regarding DSA, will be led by Technology and SMS will provide a supporting role;

3.3 Any purchase of goods and/or services that includes any Real Estate issue shall require consultation with the Real Estate division at the beginning of the procurement process. Unless otherwise agreed between the Real Estate division and SMS, the procurement process for goods and services, which fall under the Real Estate division's responsibility regarding DSA, will be led by the Real Estate division and SMS will provide a supporting role;

3.4 Any purchase of services that may have an impact on work relations and/or working conditions will require consultation with the Human Resources department at the beginning of the procurement process.

4. Procurement rules are as follows:

4.1 The estimated total financial commitment resulting from a procurement activity, will include all expenses related to an option renewals and a possibility of extending the contract term. The number and duration of the renewal options are fixed, meaning that unlimited renewal options are prohibited. While calculating the estimated total financial commitment, all forms of remuneration including premiums, fees, commissions and interest shall be taken into account. It is forbidden to divide procurement requirements in order to avoid the obligations of this policy.

4.2 The appropriate procurement mode is applied as prescribed in Appendix B;

4.3 The procurement process is applied as described in Appendix C. In this case, the form « Procurement checklist » provided in Appendix D, must be completed to attest to policy compliance, and attached to the related contract to be signed or to the purchase request to be processed;

4.4 All purchases of goods or of goods with services in excess of $1,000, are processed through the SMS;

4.5 All purchases of goods or of goods with services in excess of $5,000 use bid solicitation as per Appendix B (except for exceptions identified in except in 4.9 below);

4.6 All purchases in excess of $5,000, are supported by a written contract or purchase order;

4.7 All purchases of services in excess of $50,000 use bid solicitation as per Appendix B (except for exceptions identified in 4.9 below);

4.8 All bid solicitation documents (including pre-qualification documents) shall clearly identify the criteria that will be used for the evaluation of the offers, the relative importance of those criteria and a brief outline of the methods that will be used to evaluate those criteria.

4.9 All expenditures in excess of $50,000 in aggregate (including all expenses related to an option or a possibility of extending the contract term), are obtained through bid solicitation except in the following cases:

(a) Contracts with the only supplier able to meet the bid requirements, including contracts to ensure compatibility with existing products, to recognize exclusive rights, such as television licenses, copyright and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative;

(b) Contracts with the only supplier able to ensure the continuation of guarantees or warrantees;

(c) Contracts concluded where an urgent situation occurs due to events unforeseen by the requesting business unit;

(d) Goods or services regarding matters of a confidential, competitive or privileged nature, where disclosure of those matters could reasonably be expected to compromise confidentiality, cause economic disruption or otherwise be contrary to the public interest or the interests of the Corporation;

(e) For the purchase of goods under exceptionally advantageous circumstances such as bankruptcy or receivership, but not for routine purchases;

(f) Contracts for procuring services which can be provided only by the following authorized professionals: physicians, dentists, nurses, pharmacists, veterinarians, lawyers and notaries.

4.10 The Corporation shall use open bid solicitation for purchases of goods and services over $500,000 and construction projects over $5 million except for the exceptions listed in 4.9 and for the following cases where bid solicitation on invitation is still required:

(a) Procurement intended for resale to the public;

(b) Contracts for procuring cultural or artistic goods or services including goods and services relating to the creation, production, distribution or broadcasting of programming in Canada including co-productions, sports and news;

(c) Contracts for procuring services, which, under applicable laws or regulations in the province of tender, can be provided only by the following authorized professionals: engineers, architects, land surveyors, and accountants. In these cases, competitive offers will be obtained only from the certified professionals of the said province.

(d) Contracts for procuring financial services for managing the entity's assets (including endowment funds) and liabilities, and accessory consulting and information services

(e) Contracts for procuring goods and services to be used outside Canada or for construction work outside Canada

(f) For the procurement of a prototype or a first good or service to be developed in the course of and for a particular contract for research, experiment, study or original development, but not for any subsequent purchases;

(g) For the procurement of polls, surveys, audience measurements and analysis, advertising and public relations services .

4.11 The Corporation may restrict bid solicitation to pre-qualified goods, services or suppliers, only and only if the prequalification process was announced through a bid solicitation method compliant with the procurement rules. Hence, in the cases when **open** bid solicitation is prescribed, the Corporation may restrict bid solicitation to pre-qualified goods, services or suppliers, only and only if the prequalification process was announced through an **open** bid solicitation method. The prequalification process must be announced sufficiently in advance of either a procurement or each procurement cycle so as to give suppliers an opportunity to qualify.

The Supply Management Service is available to assist all components with their procurement activities.

Any exception under 4.9 and 4.10 must be documented and the documentation must be kept on file and be available for audit. A copy of this documentation must be sent to SMS with the procurement documents (contract, PO etc).

Any exemption to this policy must be documented, filed and approved by the Vice-President and Chief Financial Officer. The form « Exemption – Justification and Approval » provided in Appendix E must be completed in this case. Should the responsible Vice-President disagree with the Vice-President and Chief Financial Officer's decision with respect to the non-approval of an exemption, the case will be brought to the President and Chief Executive Officer for resolution, together with the rationale used by both sides.

Procurement of goods and services must follow the Procedures and Guidelines set out in the attached Appendices to this policy:

- *Appendix A - Definitions*
- *Appendix B - Procurement modes – Guidelines*
- *Appendix C - Procurement process*
- *Appendix D - Procurement checklist*

- *Appendix E - Exemption – Justification and Approval*
- *Appendix F - Corporate Credit cards*
- *Appendix G - Exceptional Procurement of goods and services on the Internet*
- *Appendix H - List of actual national agreements*
- *Appendix I - Guidelines for Social and Economic Development Objectives*

HISTORY

- *This policy was updated August 2008*
- *This policy was updated January 2006.*
- *This policy consolidates and replaces Corporate Policies 2.3.6 – Contracts, Quotations and Tenders and 2.3.19 – Procurement of Goods and Services.*
- *Policies 2.3.6 and 2.3.19 were originally Corporate Policies 603.10 - Contracts, Quotations and Tenders and 601.20 - Procurement of Goods and Services respectively.*

REFERENCES

CBC By-law 16
Corporate Policies:
2.2.3 - Conflict of interest and ethics
2.3.4 - Cash Funds
2.3.8 - Delegation of Financial Authorities (DFA)
2.3.17 - Management of Foreign Currency Risk
2.9.3 - Delegation of Signing Authority (DSA)

PERSON RESPONSIBLE FOR INTERPRETATION AND APPLICATION

All questions pertaining to the interpretation or application of this Policy1 should be referred to the **Director, Policy and Internal Control**. The responsibility for interpretation of this policy ultimately resides with the Senior Director, Supply Management.

DEPARTMENT RESPONSIBLE TO UPDATE THIS WEB PAGE

Corporate Secretariat.

Schedule A

Audit Committee
September 17, 2008

Subject matter

TERMS OF REFERENCE FOR THE AUDIT COMMITTEE

Background

A periodic review of the Terms of Reference is mandated and is usually done on an annual basis. There a few changes proposed by management for the Committee's consideration at this time, as outlined on the attached document.
The Committee is at liberty to adopt or reject the proposed changes or to suggest other changes, as it determines appropriate.

Information on the matter

Briefly, the proposed changes are:

1. The reference in Section III B (i) to "significant policies" is changed to "significant Finance policies".

2. A new definition of financial literacy is proposed as follows:

   > Financial literacy shall mean that a Director has, at a minimum, the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to those raised by the Corporation's financial statements.

3. The only other substantive changes to the Terms of Reference relate to the reporting obligations vis-a-vis the Whistleblower Policy (i.e. to reflect the May 2007 amendments to the Policy).

4. Some minor grammatical changes are also proposed.

Please see the attached document for full particulars of the revisions.

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

Prepared by

Name: Meg Angevine
Date: September 4, 2008

Management Recommendation

It is resolved that the Audit Committee recommends that the Board of Directors approve the Terms of Reference for the Audit Committee as circulated.

Last discussed at the Board

Date: March 2008
Decision made: Approved

Next steps

TERMS OF REFERENCE FOR THE AUDIT COMMITTEE

I. PURPOSE

The purpose of the Audit Committee (the "Committee") is to assist the Board in fulfilling its oversight responsibilities by monitoring the integrity of the financial information that will be provided to Parliament and other stakeholders, the systems of internal controls and risk management, which management and the Board have established, and the audit process.

The Committee affords management, the internal auditor and the external auditor a direct conduit to the Board while keeping with the Board certain ultimate decision making powers or responsibilities which have not already been otherwise delegated to the Committee, management or to the Pension Board of Trustees.

II. COMPOSITION AND TERMS OF OFFICE

A. The Committee shall consist of not fewer than three and not more than six directors, none of whom may be officers or employees of the Corporation. Members shall hold office from the date of their appointment by the Board until the next annual meeting of the Corporation.

B. The Committee Chair and the members of the Committee shall be appointed by the Board on the recommendation of the Chairperson of the Board.

C. The Committee shall meet regularly, not less than four times a year, and at such other times as may be requested by the Committee Chair. The internal or the external auditor or any member of the Committee may call a meeting of the Committee.

D. A majority of members of the Committee shall constitute a quorum.

E. All members of the Committee shall be financially literate. Financial literacy shall mean that a Director has, at a minimum, the ability to read and understand ~~the~~ a set of ~~fundamentals of~~ financial statements~~,~~ that present a breadth and level of complexity of accounting issues that are generally comparable to those raised by the Corporation's financial statements. ~~including the Corporation's balance sheet, income statement, and cash flow statement, and the notes attached thereto.~~

F. The Committee Chair shall, in consultation with the Chief Financial Officer and the internal auditor, set the agenda and the annual timetable, which shall then be circulated among the Committee members.

TERMS OF REFERENCE FOR THE AUDIT COMMITTEE

G. The Board Chairperson, the President and CEO, the Chief Financial Officer, the internal auditor and the external auditor shall have direct access to the Committee and shall receive notice of and may attend all meetings of the Committee, except where the Committee meets in camera with the external and/or internal auditor or with only members of the Committee.

H. The internal auditor and the external auditor shall each meet separately with the Committee in camera, at least once annually.

I. The Committee shall periodically review its own terms of reference to ensure they continue to be appropriate, and shall make recommendations to the Board for changes as necessary.

J. The Corporate Secretary or his/her delegate shall serve as Secretary to the Committee.

III. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Board delegates to the Committee the following duties and responsibilities to be performed by the Committee on behalf of the Board:

A. Financial Statements and Other Financial Information

The Committee shall:

i) review the Corporation's audited financial statements and recommend their approval by the Board;

ii) review the Corporation's quarterly management financial statements and reports;

iii) review the appropriateness of the accounting policies used in the preparation of the Corporation's financial statements, and approve any changes to such policies;

iv) review the financial sections (Highlights and Management Discussion and Analysis) of the Annual Report with particular attention to the presentation of unusual or sensitive matters such as disclosure of related party transactions, significant non-recurring events, changes in accounting principles and all significant variances between comparative reporting periods;

TERMS OF REFERENCE FOR THE AUDIT COMMITTEE

v) review the Statement of Management's Responsibility for the Financial Statements as signed by senior management;

vi) receive the report from the CFO regarding off balance sheet commitments.

B. Risk Management, Internal Control and Information Systems

The Committee shall oversee the development and operation of an integrated corporate risk management framework to provide assurance that the key risks are identified, prioritized and managed appropriately. The Committee shall also review and obtain reasonable assurance that the risk management, internal control and information systems are operating effectively to produce accurate, appropriate and timely management and financial information. The Committee shall:

i) review the appropriateness of the Corporation's financial management controls and significant finance policies and recommend changes as necessary;

ii) review, discuss and consider with the external and internal auditors the approach to risk assessment including an annual assessment of areas of greatest risk to the Corporation and steps taken to address those risks;

iii) obtain reasonable assurance that the information systems are reliable and the systems of internal controls are properly designed and effectively implemented, through discussions with and reports from management, the internal auditor and the external auditor;

iv) review management steps to implement and maintain appropriate internal control procedures including a review of policies;

v) receive confirmation from management regarding compliance with legal and regulatory requirements;

vi) review insurance coverage of significant business risks and uncertainties; and

vii) review any litigation claims or other contingency that could have a material effect upon the financial position or operating results of the Corporation, and ensure appropriate disclosure thereof in documents reviewed by the Committee.

TERMS OF REFERENCE FOR THE AUDIT COMMITTEE

C. Internal Audit

The Committee shall oversee the Corporation's internal audit function and the internal audit relationship with the external auditor and with management. In the event the Corporation requests the firm that currently provides the internal audit services to provide other non-audit services, the Chief Financial Officer will consult with and obtain approval from the Committee Chair before the work begins or a contract is finalized. The Committee will be informed at the ~~following~~ first meeting following approval of any such contract and will receive a report of the cumulative amount of contracts so awarded on a yearly basis.

The Committee shall:

i) review and approve the appointment and termination of the internal auditor;

ii) review and approve the annual internal audit plan;

iii) review internal audit findings and recommendations, and management's response thereto;

iv) review all follow-up work on internal audit findings

v) consider and review with management and the internal auditor:

   a) any difficulties encountered by the internal auditor in the course of his/her audits, including any changes to or restrictions on the scope of his/her work or access to required information;

   b) the internal auditor's budget and staffing;

   c) the internal auditor's mandate; and

   d) the internal auditor's performance against budget and mandate.

vi) meet periodically and at least annually, with the internal auditor without management present;

TERMS OF REFERENCE FOR THE AUDIT COMMITTEE

D. External Audit

The Committee shall review the planning and results of external audit activities and the ongoing relationship with the external auditor. The Committee shall:

i) review the annual attest Aaudit plan of the external auditors;

ii) review with the external auditor the contents of the annual audit report and review any significant recommendations from the external auditor to strengthen the internal controls of the Corporation;

iii) review and advise the Board with respect to the planning, conduct and reporting of the annual audit, including but not limited to:

a) any difficulties encountered, or restrictions imposed by management, during the annual audit;

b) any significant accounting or financial reporting issues;

c) the auditors' evaluation of the Corporation's system of internal controls, procedures and documentation;

d) any significant findings or recommendations contained in the external auditor's report, including management's response thereto and the subsequent follow-up to any identified internal control weaknesses; and

e) any other matters the external auditor brings to the Committee's attention.

iv) review any unresolved significant issues between management and the external auditor that could affect the financial reporting or internal controls of the Corporation;

v) review the auditor's report on all material subsidiaries;

vi) meet periodically, and at least annually, with the external auditor without management present;

vii) where the Corporation is undergoing a special examination, review and advise the Board with respect to the plan and reports referred to in sections 138-142 of the Financial Administration Act, and

viii) where a special examination report has been issued by the external auditor, review the action plan prepared by management in response to the special examination report and monitor its implementation.

E. Other

The Committee shall:

i) receive reports on all subsidiaries or any entity in which the Corporation has a significant interest;

ii) review all financial information included in prospectuses and other offering memoranda and recommend approval by the Board;

iii) subject to the President and CEO's signing authority as delegated by the Board and exceptions thereto, review and approve all transactions which have an economic value of five million dollars ($5M) or more as referred to the Committee by the President and CEO in consultation with the Committee Chair;

iv) subject to the President and CEO's signing authority as delegated by the Board, review and approve, as to the financial risks, programming transactions that have an economic value of $10 million or more or commit the Corporation to a period greater than four years;

v) conduct or authorize investigations into any matters within the Committee's scope of responsibilities and for that purpose, the Committee may retain independent counsel, accountants, or others to assist in the conduct of any investigation;

vi) receive from the ~~Independent~~ Senior Officer appointed pursuant to the Whistleblower Policy ~~reports concerning complaints of employees~~notice of any disclosure of wrongdoing which ~~are~~ is considered to be sufficiently serious and material to the Corporation and of the steps taken or underway to deal with ~~them~~the matter;

TERMS OF REFERENCE FOR THE AUDIT COMMITTEE

viii) on an annual basis, receive from the ~~Independent~~ Senior Officer appointed pursuant to the Whistleblower Policy a report summarizing ~~the~~ his/her activities ~~concerning complaints from~~ in relation to any disclosures of wrongdoing by employees. ~~An executive summary of such report shall be published on the Corporate websites of the Corporation;~~

~~ix~~viii) a) on an annual basis, receive ~~from the Chair of the CBC Pension Board of Trustees~~ and review a report on the activities of the CBC Pension Plan, including financial results, pension fund performance, administration of the CBC Pension Plan, plan liabilities, funding and governance of the CBC Pension Plan, and recommend to the Board of CBC/Radio-Canada any necessary changes to the by-laws creating the pension plan or to the plan itself, and subject to the Corporation's by-laws;

b) recommend changes as necessary or appropriate to funding or use of surplus;

c) recommend the appointment or removal of trustees; and

d) generally recommend to the Board of CBC/Radio-Canada any change to the role of trustees.

ix) perform such other functions as assigned by law, the Corporation's By-Laws, or the Board, and review other items of an internal control, financial or risk management nature which may from time to time be brought before the Committee.

IV. ACCOUNTABILITY

A. The Committee shall report to the Board on a regular basis all such action it has taken since the previous report.

B. In absence of express authority from the Board, the Committee will not, without the concurrence of both management and the auditors, have either the responsibility or authority for altering the financial statements or the accounting procedures of the Corporation.

V. COMMITTEE CHECKLIST

The major annual activities of the Committee are outlined in the timetable on the following pages.

CHECKLIST—AUDIT COMMITTEE

STANDING ITEMS

→ Review one or more significant risks of the Corporation and the risk management strategy for each
→ Consider and review with management and the internal auditor any difficulties encountered in the course of audits, including changes to or restrictions on scope of work or access to required information
→ Meet with internal auditor and /or external auditors (without management)
→ Meet in camera (without internal auditor, external auditors or management)

QUARTERLY ITEMS

→ Review Corporation's quarterly management financial reports
→ Receive confirmation from management regarding compliance with legal and regulatory requirements
→ Review internal audit findings and recommendations, and management's response
→ Review all follow-up work on internal audit findings

JANUARY

→ Standing Items
→ Review specific follow-up items

MARCH

→ Standing Items
→ Quarterly items
→ Review with the external and internal auditors, approach to risk assessment and areas of greatest risk
→ Review insurance coverage of significant business risks and uncertainties
→ Review internal audit plan
→ Consider and review with management and the internal auditor the internal auditor's budget and staffing, internal auditor's mandate and internal auditor's performance against budget and mandate

CHECKLIST—AUDIT COMMITTEE

MAY

→ Standing Items
→ Review specific follow-up items
→ On an annual basis, receive from the ~~Independent~~ Senior Officer appointed pursuant to the Whistleblower Policy a report summarizing ~~the~~ his/her activities ~~concerning~~ in relation to any disclosures of wrongdoing by ~~complaints from~~ employees. ~~An executive summary of such report shall be published on the corporate websites of the Corporation.~~
→ Receive report from Board of Trustees (Pension Plan)

JUNE

→ Standing Items
→ Quarterly Items
→ Review audited financial statement and submit to Board for approval
→ Review appropriateness of accounting policies used in the preparation of financial statements and recommend changes to policies
→ Review financial disclosures (Highlights and Management Discussion and Analysis) and reporting in the Annual Report and submit to the Board for approval
→ Review statement of Management's responsibility for financial statements signed by Senior Management
→ Review litigation claims or contingencies that could have a material effect upon the Corporation's financial position or operating results
→ Receive report from the CFO regarding off balance sheet commitments.
→ Review contents of Annual Report with external auditor and any significant recommendations to strengthen internal controls
→ Review and advise Board on planning, conduct and reporting from external auditor including any difficulties encountered, restrictions imposed by Management, any significant accounting or financial reporting issues; matters brought to the Committee by the external auditor; auditors evaluation of Corporation's system of internal controls
→ Review any unresolved significant issues between management and external auditor affecting financial reporting or internal controls
→ Review auditor's report on all material subsidiaries

SEPTEMBER

→ Standing Items
→ Quarterly Items

CHECKLIST—AUDIT COMMITTEE

NOVEMBER

→ Standing Items
→ Quarterly Items
→ Review with the external auditors, approach to risk assessment and areas of greatest risk
→ Review annual attest Audit Plan of external auditors
→ Recommend appointment or removal of Trustees
→ Recommend any changes to the role of Trustees

WHEN NEEDED

→ Obtain assurance that information systems are reliable and internal systems are properly designed and effectively implemented
→ Review management steps to implement and maintain appropriate internal control procedures including review of policies
→ Review appropriateness of financial management control and significant policies
→ Review and approve the appointment and termination of internal auditor
→ Review all financial information included in prospectuses and other offering memoranda and recommend approval
→ Conduct or authorize investigations into any matters with the Committee's scope of responsibilities
→ Recommend changes to funding or use of surplus of Pension Plan
→ Advise Board on Special Examination
→ Receive reports on and review financial statements of a subsidiary or any entity in which the Corporation has a significant interest
→ Review and approve all transactions which have an economic value of five million dollars ($5M) or more (subject to President's signing authority)
→ Review and approve, as to financial risks, programming transactions that have an economic value of $10 million or more or commits the Corporation to a period greater than four years (subject to the President's signing authority);
→ Receive from the ~~Independent~~ Senior Officer appointed pursuant to the Whistleblower Policy ~~reports concerning complaints of employees~~ notice of any disclosure of wrongdoing which ~~are~~ is considered to be sufficiently serious and material to the Corporation and of the steps taken or underway to deal with the matter
→ Review non-audit services provided by internal auditor's firm and consider the impact
→ Review Committee Terms of Reference (every 3 years)

Board of Directors

September 23-24, 2008

Subject matter

Sirius and XM Merger in the USA – Potential Impact on Sirius Canada.

Background

CBC/Radio-Canada holds a 40% Voting Interest and a 25.05% Equity Interest in Sirius Canada.

Information on the matter

Sirius Satellite Radio Inc. and XM Satellite Inc., in the USA, merged on July 29th, 2008.

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

For decision ☐ **For information** ■

Prepared by

Name: Bill Atkinson/Hélène Payette – Corporate Business Development
Date: September 9th, 2008

Management recommendation

Last discussed at the Board

Next steps

Anticipated project completion date: _____

CONFIDENTIAL

SIRIUS AND XM MERGER IN THE USA

POTENTIAL IMPACT

ON SIRIUS CANADA

Presented to the CBC Board of Directors
September 23-24, 2008

Prepared by Bill Atkinson and Hélène Payette

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001604

1 The Situation

- Sirius Satellite Radio Inc. (Sirius US) and XM Satellite Inc. (XM US) announced the merger of their two companies and renamed the business "Sirius XM" on July 29th, 2008.

- The US Companies decided to merge to achieve synergies and economies of scale expected to be $400 million in 2009 and more in future years.

s.20(1)(b)

- CBC/Radio-Canada and Slaight Communications jointly control Sirius Canada.

001605

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

2 Sirius Canada Subscribers/Revenues

- There are **paying satellite radio subscribers in Canada.** Sirius Canada has of the paying subscribers as follows:
  - XM Canada 400,000 - 33%
- Sirius Canada's budgeted revenue for 2008 amounts to with a year-end subscriber target of
- Sirius Canada has been a cash flow positive company since

001606

2 Sirius Canada Programming

- Sirius Canada offers 120 full-time channels.
- CBC/Radio-Canada produces 6 channels for Sirius Canada:
  - Radio One
  - Radio 3
  - RCI Plus
  - Première Plus
  - Bandeapart
  - Sport Extra

2 Sirius Canada
Ownership Interest

- Sirius Canada was launched on December 1st, 2005 and is a privately held corporation with the following ownership structure.

	# of class A shares	Controlling Interest	Equity Interest
· CBC/Radio-Canada	2,505	40%	25.05%
· Slaight Communications	2,505	40%	25.05%
· Sirius Satellite Radio Inc.	1,252	20%	* 49.90%

* Sirius Satellite Radio Inc. was issued 3,738 Class B non-voting shares in recognition of the contribution of its existing satellite and programming infrastructure necessary to launch in Canada.

- Each of the three Sirius Canada owners have invested **$12,000,000** of cash.

2 Sirius Canada Board of Directors

- **From CBC/Radio-Canada**
  - Michel Tremblay – CBC Vice-President and Chair of Sirius Canada
  - Bill Atkinson – Executive Director, Business Development

- **From Slaight Communications**
  - Gary Slaight – President and CEO
  - David Coriat – Treasurer

- **From Sirius Satellite Radio Inc. (US)**
  - Andy Gregor – Treasurer
  - Guy Johnson – Consultant, Canadian Resident (Past executive of Sirius US)

XM Canada
Ownership Interest

3

- John Bitove is the Chairman of the Board and the CEO of the Canadian Satellite Radio Holding Inc. (XM Canada), a publicly traded corporation.
- Below is a table showing the economic ownership and voting interests at May 31, 2008:

	Converted Shares	Equity Interest	Controlling Interest	
			Votes	%
John Bitove	27,194,061	56.8	81,582,183	**79.7**
XM Radio Holding Inc.	11,145,983	**23.3**	11,145,983	**10.9**
GM Motors Corp.	3,323,250	6.9	3,323,250	3.3
Honda	949,500	2.0	949,500	0.9
Nissan	474,750	1.0	474,500	0.5
Others	4,822,333	10.0	4,822,333	4.7
TOTAL	**47,909,877**	**100**	**102,297,749**	**100**

Sirius XM - USA
Merger Background

4

- XM Satellite Inc. was launched on September 25, 2001 and Sirius Satellite Inc. was launched on July 1, 2002 almost 10 months after XM Satellite Inc.
  - The R&D necessary to launch Sirius' satellite infrastructure took longer than expected.

- The latest US subscriber numbers as of June 30, 2008 are:
  - XM US - 9,650,000
  - Sirius US - 8,924,139

Sirius XM - USA
Merger Background

4

- Merger milestones

February 19, 2007	XM and Sirius announced their decision to merge.
November 13, 2007	The Shareholders approved the merger.
March 24, 2008	Department of Justice approved the merger.
July 25, 2008	FCC approved the merger.
July 29, 2008	Sirius officially acquired XM and the business was renamed Sirius XM Satellite Inc.

Sirius XM - USA
Post Merger

4

s.20(1)(b)

- The combined value of Sirius XM is now $2 billion in revenues and $10 billion in total assets.

- Mel Karmazin, who was the CEO of Sirius US, is the new CEO of Sirius XM. I

- Gary Parsons, who was the Chairman and CEO of XM, is the Chairman of Sirius XM.

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Sirius XM - USA
Potential Impact of Merger on Canada

4

- The new merged company is called “Sirius XM”. As a result the merged company could change the on-air branding of the service to “Sirius XM”.

- Sirius XM plans to offer “À la carte” programming, as required by the FCC.

s.20(1)(b)

- Sirius XM

  they will likely want to deliver many of the same programming channels (e.g. music packages) to both satellite services.

- The FCC requires Sirius XM to manufacture radios that can receive signals from either satellite service.

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5 Possible Outcome

- Sirius Canada and XM Canada could continue to operate as separate Canadian Companies.
- Sirius Canada and XM Canada could merge.
- Sirius Canada or XM Canada could buy out the other party.
- XM Canada could attempt a reverse take-over.

6 Conclusion

- CBC/Radio-Canada

  depending on the models from the possible outcome, if they materialize.

List of Appendixes

- Appendix A – List of Preferred Canadian Retailers — 15
- Appendix B – List of Canadian O.E.M. (Automotive) Partners — 16
- Appendix C – Canadian Subscribers — 17

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Sirius Canada's Retail Partners

Appendix "A"

Audio Video Unlimited

FUTURE SHOP

LONDON DRUGS

Dunoulin

WAL*MART

CENTRE HI-FI électronique

SOURCE

AUDIO VIDEO

CANADIAN TIRE

Home Hardware

BEST BUY

Visions ELECTRONICS

STAPLES that was easy.

Sirius Canada's Automotive Partners

Appendix "B"

Sirius Exclusive Partnership

Ford
LINCOLN
Land Rover
MAZDA
JAGUAR
VOLVO
ASTON MARTIN
CHRYSLER
DODGE
Jeep
Mercedes-Benz
smart
MINI
ROLLS ROYCE
KIA
Audi
MITSUBISHI MOTORS

Shared Partners

TOYOTA
LEXUS
SUBARU

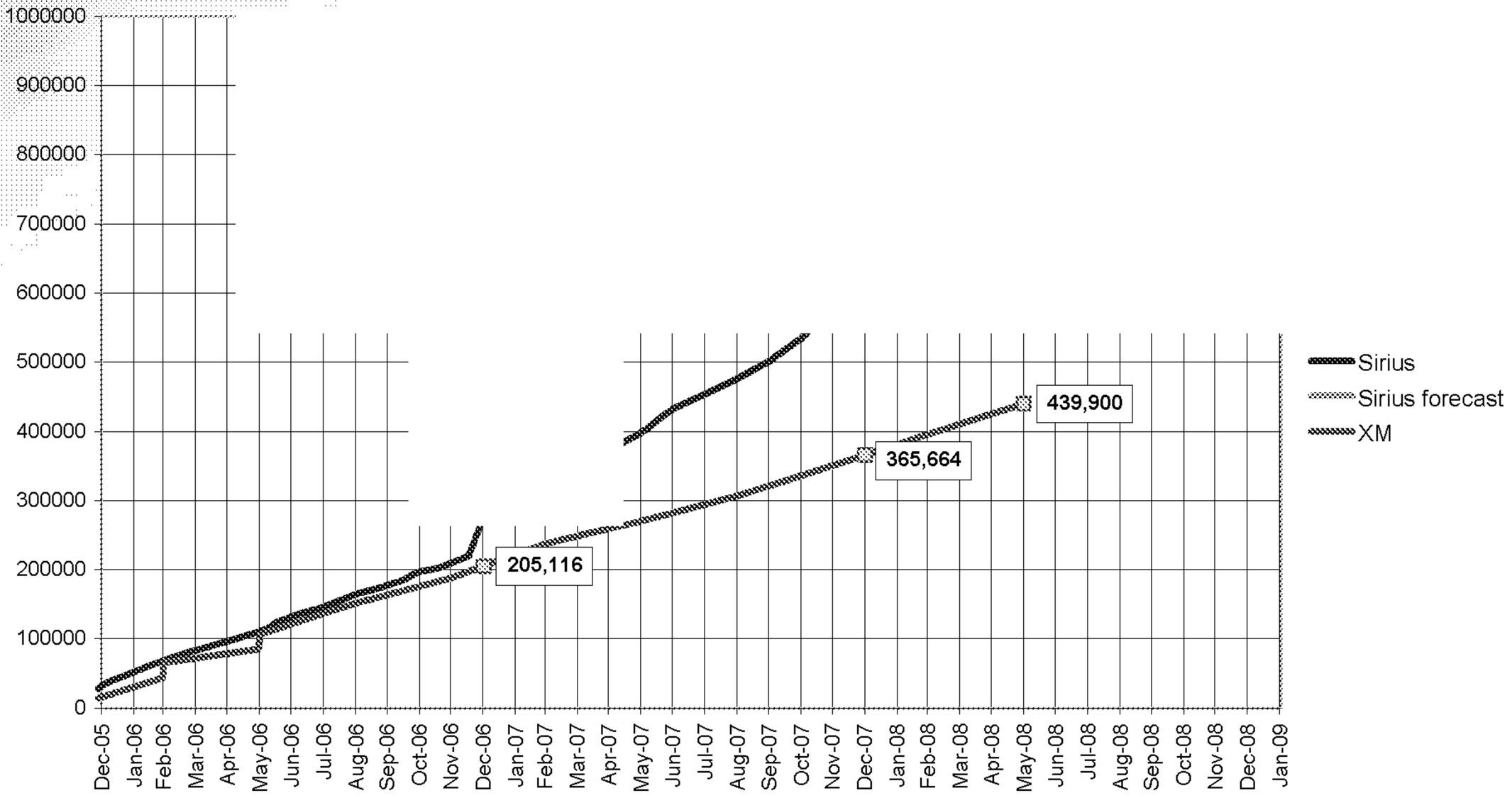
Other Exclusive Partner

Hertz

Canadian Subscribers

Appendix "C"

Number of Satellite Radio Subscribers



Note: XM Canada has approximately 400,000 paying subscribers as of July 31, 2008

CHILDREN AND YOUTH PROGRAMMING
SPONSORSHIP GUIDELINES

The CBC is looking at creating sponsorship opportunities that create "added value" for Children's On-Air, Online and Community Outreach Activities. Such opportunities must respect the CBC's conditions of license, internal advertising policies and its role as a public broadcaster whilst maintaining the value and high quality of its children and youth programming.

The CBC may accept sponsorship opportunities for children's and youth on-air and online programming as well as at community outreach activities, provided such sponsorship adheres to the guidelines set out below:

(i) No advertising of any kind will be accepted for programming and websites designated by the CBC as directed to children under 12 years of age;

(ii) CBC will not broadcast any child-directed commercial message between programs directed to children of pre-school age;

(iii) Sponsorship of children's programming will adhere to the Corporation's Policy 1.1.11 Programming not Eligible for Commercial Content. Partners may only receive on-air recognition at the corporate level (i.e. *[Program title] brought to you in part by funding from [corporate identity]*) – there will be no product placement;

(iv) Companies which design and make products specifically for children cannot participate as program underwriters;

(v) On-air recognition may take place before and/or after a program; not during a program;

(vi) To the extent a program is underwritten in part by a partner, the program's content can not appear to be driven by the sponsor (i.e Kellogg's content spots would focus on breakfast nutrition with all food types, not just cereal). It will continue to be created and creatively controlled by the in-house content team;

(vii) The Sponsor's logo may be present (a) as part of the opening or closing (i.e. before or after) of the program content, (b) online on parents' site only, (c) in print ads, and (d) on banners at community events or in other print materials; and

(viii) Sponsor might also benefit from other promotional and sponsorship opportunities <u>outside</u> the children's television program block.

365th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CHARLOTTOWN, PRINCE EDWARD ISLAND
SEPTEMBER 24, 2008

Vancouver Redevelopment Project

Approval of additionnal funding

WHEREAS:

A. Canadian Broadcasting Corporation (the "Corporation"), at its Board of Directors meeting of May 5, 2005 approved the redevelopment of the existing CBC/Radio-Canada Facilities located in the City of Vancouver at a total net cost of $ 54.2M to the Corporation; and

B. The Corporation, at its Board of Directors meeting of November 21, 2007 approved additionnal funding for the Vancouver Redevelopment Project in an amount of $ 18,9M, bringing the total approved funding for the Vancouver redevelopment Project to $ 73,1M;

C. Management actually reduced that amount to $72,7M in fall of 2007; as expenses for legal costs were offset against the sale price, reducing the budget by a similar amount, and

D. Additional funding in the amount of $ 4.741M (based on management approved budget) is required to cover cost overruns incurred to date in the completion of the Vancouver Redevelopment Project.

On a motion duly moved and seconded

IT IS RESOLVED THAT the Board of Directors hereby approves additional funding for the Vancouver Redevelopment Project in the amount of $ 4.741M, bringing the total approved funding for the Vancouver Redevelopment to a total amount of $ 77.4 M.

MOTION CARRIED