SCHEDULE "A"

DESCRIPTION OF ONTREA RECEIVABLES

The ONTREA receivables consist of the following 2 leases and 2 promissory notes:

1. Phase I Retail Lease
2. Phase I Tower Lease
3. Phase II Note
4. Phase III Commercial Note

- Phase I Retail Lease: Tenant is **Simcoe Front Developments Limited** and the annual rent is $ 450,000 until May 1, 2027 including an option to purchase the underlying lands for $ 100,000.

- Phase I Tower Lease: Tenant is **WSIB Joint Venture** and the annual rent is $ 5,599,819.44 with an option to purchase the underlying lands for $ 2,000,000.

- Phase II Note: Issued by **ONTREA Inc.** on December 1, 2003 for an original principal amount of $ 51,386,951.82, bearing interest at 7.15% and maturing May 1, 2027.

- Phase III Commercial Note: Issued by **ONTREA Inc.** on December 1, 2003 for an original principal amount of $ 5,314,632.89, bearing interest at 7.15% and maturing May 1, 2027.

- The outstanding principal on the Leases is $ 63,127,660 on January 31, 2009.

- The outstanding principal on the Notes is $ 57,476,086 on January 31, 2009.

Notes on the debtors under the ONTREA receivables:

- **Simcoe Front Developments Limited** is a nominee of The Cadillac Fairview Corporation Limited.

- **WSIB Joint Venture** is a joint venture composed of: (i) The Cadillac Fairview Corporation Limited (through its nominee,

Simcoe Front Developments Limited) as to 25%, and 799549 Ontario Inc., a wholly-owned subsidiary of the Workplace Safety and Insurance Board, as to 75%.

- **ONTREA Inc.** is a wholly owned subsidiary of the Ontario Teachers' Pension Plan Board (OTPP) and was established in 1991 to provide OTPP with a vehicle to invest in real estate. OTPP was created by the provincial government in 1990 as an independent corporation to assume the management of the defined benefit pension plan of teachers in Ontario. OTPP is governed by the Teachers' Pension Act, with the government of Ontario and the Ontario Teachers' Federation jointly responsible for setting plan benefit and contribution levels. (Taken from DBRS web site).

- **The Cadillac Fairview Corporation Limited** is, since December 1999, also a wholly owned subsidiary of the Ontario Teachers' Pension Plan Board.

Pages 975 to / à 982

are withheld pursuant to sections

sont retenues en vertu des articles

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

of the Access to Information Act

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IT IS RESOLVED THAT:

(Approving Transactions) The Corporation be and is hereby authorized to seek and obtain offers to purchase or offers to purchase and leaseback of one or more of the Assets to the Purchaser for amount(s) and on terms and conditions to maximize the net cash proceeds to the Corporation, subject only to

- the approval of the Governor in Council if and when required;
- the approval of the financial terms and price of the Transaction(s) by this Board; and
- the Corporation not being otherwise prevented from retaining for its own corporate use the proceeds of disposition of the Assets; (collectively the "Conditions").;

(Approving Hiring of Consultants) The Corporation be and is hereby authorized to hire the services of consultants pursuant to a request for proposal issued in accordance with the internal procurement policies of the Corporation, upon terms and conditions acceptable to the Corporation and to enter into an agency agreement, upon terms and conditions acceptable to the Corporation, with the chosen consultant;

(Approving the negotiation of the Transaction Documents) The Corporation be authorized to negotiate and eventually enter into all the required ancillary documents in order to give effect to the Transaction(s) (hereafter the "Transaction(s) Documents"), subject only to the Conditions above and any other reasonable terms and conditions reasonably agreed to by the Corporation and the Purchaser.

(Approving the signing of Treasury Board Submission and Transaction Documents) Any one of the President and CEO, or the Senior Vice President, Corporate Strategy and Business Partnerships together with the Vice President and Chief Financial Officer or their respective delegates, for and on behalf of the Corporation be and are hereby authorized to (i) sign and execute on behalf of the Corporation the Transaction(s) Documents (ii) sign and file the Treasury Board submission to obtain the required the Order(s) in Council and (iii) if required to sign and file the Treasury Board application to obtain the permission to retain the proceeds of the sale of the Assets for its own Corporate use and beyond any carry-over provision typically allowed annually to the Corporation by Treasury Board policies.

(Further authority) Any one of the Senior Vice President, Corporate Strategy and Business Partnerships, the Vice President and Chief Financial Officer or the Vice-President, Chief Legal Officer or their respective delegates are hereby authorized for and on behalf of the Corporation to take any and all action, to do all things, to execute under the corporate seal of the Corporation or otherwise such instruments and documents and to deliver all instruments, documents and materials as are necessary or desirable or convenient and proper to give effect to the foregoing resolutions.

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
April 23, 2009

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Linda Black	
Mr. Peter Charbonneau	
Mr. George Cooper	
Ms. Patricia McIver	
Ms. Trina McQueen	
Mr. Brian Mitchell	
Mr. Rémi Racine	
Ms. Edna Turpin	

REGRETS:

Hon. Joseph Handley
Mr. Peter Herrndorf

ALSO ATTENDING:

Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. Sylvain Lafrance, Executive Vice-President, French Services
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 Special Advisor to the President and CEO
Mr. Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs
Ms. Katya Laviolette, Vice-President, People and Culture
Mr. Bill Atkinson, Executive Director, Strategy and Business Development
Mr. Michael Mooney, Senior Director, Comptrollership and Operations, Finance and Administration
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

s.18(b)

s.21(1)(b)

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
April 23, 2009

The Chair called the meeting to order at 1:00 p.m. (EST).

STATUS REPORT ON THE RECOVERY PLAN AND NEWS RENEWAL

The President and CEO made some introductory remarks, recapping the meetings held with the unions and the staff and then invited Richard Stursberg to report on the rollout of the plan for English Services.

Bill Chambers reported briefly on the media coverage and public reaction since the announcement of the cuts, observing that overall it was a positive development for CBC/Radio-Canada in that the level of activity served to promote increased awareness of the Corporation, its key messages, and its importance to Canadians.

Mr. Lacroix added that he was continuing to pursue a full schedule of speaking engagements to deliver CBC/Radio-Canada's message to a number of audiences.

s.21(1)(b)

s.21(1)(d)

On behalf of the Board, the Chair thanked management for the update.

APPROVAL OF FINANCIAL TERMS – STINGRAY GALAXIE MONETIZATION

Michel Tremblay advised that further to the discussion at the March Board meeting on the monetization of assets, only two transactions would be proceeding, namely, those relating to the ONTREA receivable and the Stingray receivables.

During the discussion that followed, management responded to questions from Directors about:

After consideration, the Board approved the proposal.

On motion duly made and seconded,

MOTION CARRIED

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

s.18(b)

The Chair thanked Mr. Tremblay, Mr. Atkinson, Mr. Mooney and their respective teams for their efforts.

CONCLUDE

There being no further business, the meeting concluded at 1:50 p.m.

Pages 988 to / à 989

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18(a), 18(b)

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SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
March 20, 2009

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Linda Black	
Mr. Peter Charbonneau	
Mr. George Cooper	
Hon. Joseph Handley	
Mr. Peter Herrndorf	
Ms. Patricia McIver	
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, Corporate Priorities and Implementation
Mr. Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
March 20, 2009

The Chair called the meeting to order at 4:00 p.m. (EST).

The Chair thanked everyone for participating on such short notice and all those present agreed to waive proper notice of the meeting.

STATUS REPORT FROM THE PRESIDENT AND CEO

The President and CEO presented an update to Board members on the developments since the Board meeting in Toronto on March 16-17. He reported that SET had made adjustments to the business plans to reflect the input received from the Board and he also briefed the Board in detail concerning his conversations with the Minister and the Deputy Minister.

Mr. Lacroix advised that he had met with the union leaders earlier that day to present highlights of the Corporation's plans and begin the process of seeking their support. George Smith provided further particulars on the content and tone of the discussions with the unions, adding that overall the meeting was positive.

Mr. Lacroix and Mr. Chambers addressed the subject of the recent press coverage regarding the request by CBC/Radio-Canada for a loan against future allocations and the approach taken by the Corporation on the issue. The Board unanimously endorsed Mr. Lacroix's handling of the situation.

On behalf of the Board, the Chair thanked Mr. Lacroix for his update.

SNC-LAVALIN PROFAC INC. CONTRACT EXTENSION

This contract was presented for the Board's consideration at the March 16-17 meeting, but was deferred due to time constraints. The President and CEO referred to the following supplementary documents distributed to Board members earlier that day:

Facilities and Property Management Fee Analysis
Market Assessment

Mr. Lacroix summarized the key points surrounding the proposed contract extension and outlined the possible consequences related to the absence of an RFP process in this instance. He then invited each Board member to comment on the proposed contract.

The comments from Board members and ensuing discussion focused on the rationale for dispensing with the RFP process in the specific situation and after careful consideration, the Board concluded that it was prepared, in the current circumstances, to approve the extension of the contract with SNC Lavalin ProFac Inc.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the Board of Directors hereby approves the extension of the term of the property and facilities management services agreement with SNC-Lavalin ProFac Inc. for an additional seven (7) year period, ending March 31, 2020, on 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

ADJUSTMENTS TO ENGLISH SERVICES 2009-2010 BUDGET

Richard Stursberg referred to the memorandum distributed in advance of the meeting, on the English Services Reduction Plan and briefly reviewed the highlights of the changes proposed in response to the input provided by the Board at its March 16-17 meeting. The particulars of the proposed changes were outlined in detail by service and location in the written material circulated to Board members.

Mr. Stursberg explained that, in addition to responding to Board members' concerns, the adjustments were intended to accomplish the following objectives: (i) to achieve more equitable treatment of services located in the Maritimes; (ii) to preserve access to minority English language services in key locations; and (iii) to ensure that with respect to English Radio services, distinct markets in Ontario are not overtaken by the Toronto market.

Mr. Lacroix noted that these changes, in combination with a better than expected year-end result and some cost reductions in other areas, such as the promotion and travel budgets, would further reduce the number of job cuts required.

Board members expressed their appreciation for management's thorough and carefully considered response to the Board's concerns.

The Chair thanked Mr. Lacroix and Mr. Stursberg for the report.

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

STARF MANDATE

George Smith reported that agreement in principle had been reached with STARF, with one change regarding the signing bonus provided for in the negotiating mandate.

On a motion duly moved and seconded,

MOTION CARRIED

The Chair thanked Mr. Smith for his report.

CONCLUDE

There being no further business, the meeting concluded at 5:00 p.m.

Pages 994 to / à 995

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

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Schedule A

Board of Directors

May 12-13, 2009

Subject matter

Implementation of Budget and Recovery Plan

Background

The Board of Directors approved the 2009-2010 Business Plans and Operating and Capital Budgets at the March 20, 2009 meeting.

Information on the matter

The attached presentation provides the Board of Directions with an update on the status and impacts on the Budget and Recovery Plan.

For decision ☐ **For information** ☐

Prepared by

Name: S. Morris/K. Laviolette/R. Stursberg/S. Lafrance/B. Chambers
Date: May 5, 2009

Management recommendation

Last discussed at the Board

Date: March 20, 2009
Decision made: Plans and Budgets approved

Next steps

Keep Board of Directors informed on progress.

Implementation of Budget and Recovery Plan

Board of Directors
May 12-13, 2009

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- Part 2 – Update on Reduction in Workforce 25
- Part 3 – Business and Communications Impact 35

A0023535_3-000998

Part 1 – Update to 2009-2010 Recovery Plan

March 31, 2009 Preliminary Year-end Results

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

- The OAG has not yet completed its year-end audit, however preliminary results for the fiscal year ended March 31, 2009 are now available
- On a government funding (budget) basis, preliminary results indicate a year-end surplus o before downsizing accruals

	January 2009 Forecast	March 2009 Preliminary Results
	.	
	.	
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A0023535_5-001000

March 31, 2009 Expected Results Compared to January Forecast – Overall Corporation

		Comparison			Impact of Variance on Plan	
		January 2009 Forecast	March 31, 2009 Preliminary Results	Variance	Committed	Available
Sources of Funds	s.18(a)					
Appropriation and carryovers	s.18(b)					
Commercial Revenues						
Miscellaneous Revenues						
Olympics Revenues						
Specialty Channels Revenues						
Expenses						
English Services						
French Services						
Olympics						
Other Services						
EXPECTED NET POSITION (before downsizing accruals)						

Note: This reflects expected budgetary results to April 24, 2009, before accrued downsizing costs of /hich will be charged to the 2008-2009 budget. Additional adjustments may still occur until the year-end audit is finalized. It should be noted that this does not reflect Annual Report expected results which are presented on a GAAP basis and will include non-cash adjustments such as employee future benefits.

A0023535_6-001001

March 31, 2009 Expected Results Compared to January Forecast – English Services

		Comparison			Impact of Variance on Plan	
		January 2009 Forecast	March 31, 2009 Preliminary Results	Variance	Committed	Available
	s.18(b)					
Sources of Funds	s.18(a)					
Appropriation and carryovers						
Commercial Revenues						
Contra/Value-Added Revenues						
Specialty Channels Revenues						)
Miscellaneous Revenues						
Olympics Revenues						)
Expenses						
Operations						
Contra/Value-Added Expenses						
Specialty Channels						
Olympics						)
Accounting Adjustments - Program Amortization						
EXPECTED NET POSITION						

A0023535_7-001002

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

Variance analysis – English Services

A0023535_8-001003

March 31, 2009 Expected Results Compared to January Forecast – French Services

		Comparison			Impact of Variance on Plan	
		January 2009 Forecast	March 31, 2009 Preliminary Results	Variance	Committed	Available
Sources of Funds	s.68.1					
Appropriation and carryovers						
Commercial Revenues						
Contra Revenues						
Specialty Channels Revenues						
Miscellaneous Revenues						
Olympics Revenues						
Expenses						
Operations	s.18(a)					
Contra Expenses	s.18(b)					
Specialty Channels						
Olympics						
Accounting Adjustments - Program Amortization						
EXPECTED NET POSITION						

A0023535_9-001004

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

Variance analysis – French Services

A0023535_10-001005

March 31, 2009 Expected Results Compared to January Forecast – Other Services

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

	Comparison			Impact of Variance on Plan	
	January 2009 Forecast	March 31, 2009 Preliminary Results	Variance	Committed	Available
Sources of Funds					
Appropriation and carryovers					
CBC Transmission Revenues					
Real Estate Division Revenues					
Merchandising Division Revenues					
Galaxie Revenues					
Galaxie Sale					
Other Revenues					
Expenses					
CBC Technology					
Real Estate Division					
Merchandising Division					
Galaxie					
Other Corporate Services					
Budgets allocated from Reserve					
Expenses funded from Corporate Reserve					
EXPECTED NET POSITION					

A0023535_11-001006

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

Variance analysis – Other Services

A0023535_12-001007

2009-2010 Recovery Plan Update - English Services

	NETWORK		REGIONS		TOTAL	
	FTE's	$000's	FTE's	$000's	FTE's	$000's
Television						
News Renewal						
Current Affairs - reduction in service						
Sports - reduction in service						
Network Schedule/Production and Resources - reductions and cancellations						
Support areas - reduction						
Discretionary reductions						
Reserves - reduced						
		s.18(a)				
		s.18(b)				
Radio		s.68.1				
Small Stations						
Regional Noon Shows						
Regional Music Resources						
CBC North						
Radio One						
Radio 2						
Radio 3						
Discretionary reductions						
Total Updated Plan - English Services						
Total per Previous Plan - English Services						

A0023535_13-001008

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

Explanation of Changes in Plan – English Services

1. **Budget reductions of due to the following:**

2. **FTE cuts have gone from as a result of fewer cuts in news and recent decisions to reduce the cuts in the regions**

A0023535_14-001009

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

2009-2010 Recovery Plan Update – French Services

	NETWORK		REGIONS		TOTAL	
	FTE's	$000's	FTE's	$000's	FTE's	$000's
Television						
News						
Arts and Entertainment						
Production and Resources						
Réseau de l'information						
Regional Operations						
Support Services						
Radio						
News						
Première chaîne						
Espace musique						
RCI						
Regional Operations						
Internet						
Internet and Digital Services						
Total Updated Plan - French Services						
Total per Previous Plan – French Services						

A0023535_15-001010

Explanation of Changes in Plan – French Services

1. **Budget reductions stay at the same level of**

2. **FTE reductions go from due to changes in Network News and RDI reduction plans**

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

A0023535_16-001011

2009-2010 Recovery Plan Update – Estimated FTE Reductions (as of April 24, 2009)

	French Services		English Services		Other Services		Total	
	Previous	Revised	Previous	Revised	Previous	Revised	Previous	Revised
	FTEs		FTEs		FTEs		FTEs	
New Brunswick								
Nova Scotia								
Newfoundland								
PEI								
Montréal								
Québec (outside Montréal)								
Toronto								
Ontario (outside Toronto)								
Foreign bureaus								
CBC North								
Manitoba								
Saskatchewan:								
Alberta								
British Columbia								
Total								

s.18(a)

s.18(b)

Update on 2009-2010 Commercial Revenues

- Expected revenues in 2009-2010:

  There are two key performance indicators to monitor sales performance

  1. Sales pacing to target
  2. Upfront sales
     - The performance of the upfront sales cycle is a critical indicator for all broadcasters in assessing the ability to reach the annual sales target. Upfront sales runs until June 30th.

- At this stage, **English Services** remain confident that the annual sales target of :an be achieved. Sales performance continues to be closely monitored.
  - Sales pacing to target

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

    - At this point, sales commitments are for Q1 however pacing for the rest of the year remains strong and should allow us to achieve target. Q1 sales represents of the current revenue target.
  - Upfront Sales
    - Sales strategy has expanded the upfront commitment. So far, upfront sales are on target.

A0023535_18-001013

Update on 2009-2010 Commercial Revenues

- At this stage, **French Services** also remain confident that the annual sales target of can be achieved and are monitoring sales activity closely.
  - Sales pacing to target
    - At this point, sales commitments for 2009-2010 are on target and represent of the current revenue target
  - Upfront Sales
    - So far, upfront sales are on target

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

A0023535_19-001014

Update on Asset Sales

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

-

-

- Indications of the expected value of the ONTREA receivable is Due to tax issues, potentially only of the receivable value may be sold. An update on the proposed transaction is included under a separate Board meeting agenda item. Pending approvals, the expectation would be to realize proceeds in June-July 2009

A0023535_20-001015

Update on Downsizing Cost Estimate

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

	English Services	French Services	Corporate Services	Total
Revised FTE reduction Plan				
Less: Contract/Vacancies				
Less: Estimated new reductions from staff turnover				
Estimated number of permanent staff departures				
Downsizing Cost Estimate: (based on average salaries and years of service)				
Severance				
Annual leave				
Total Downsizing Costs Accrual (GAAP basis)				

A0023535_21-001016

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

2009-2010 Cash Flows

-
-
-
- and $100M by August (ONTREA) should be available to cover bridge funding

A0023535_22-001017

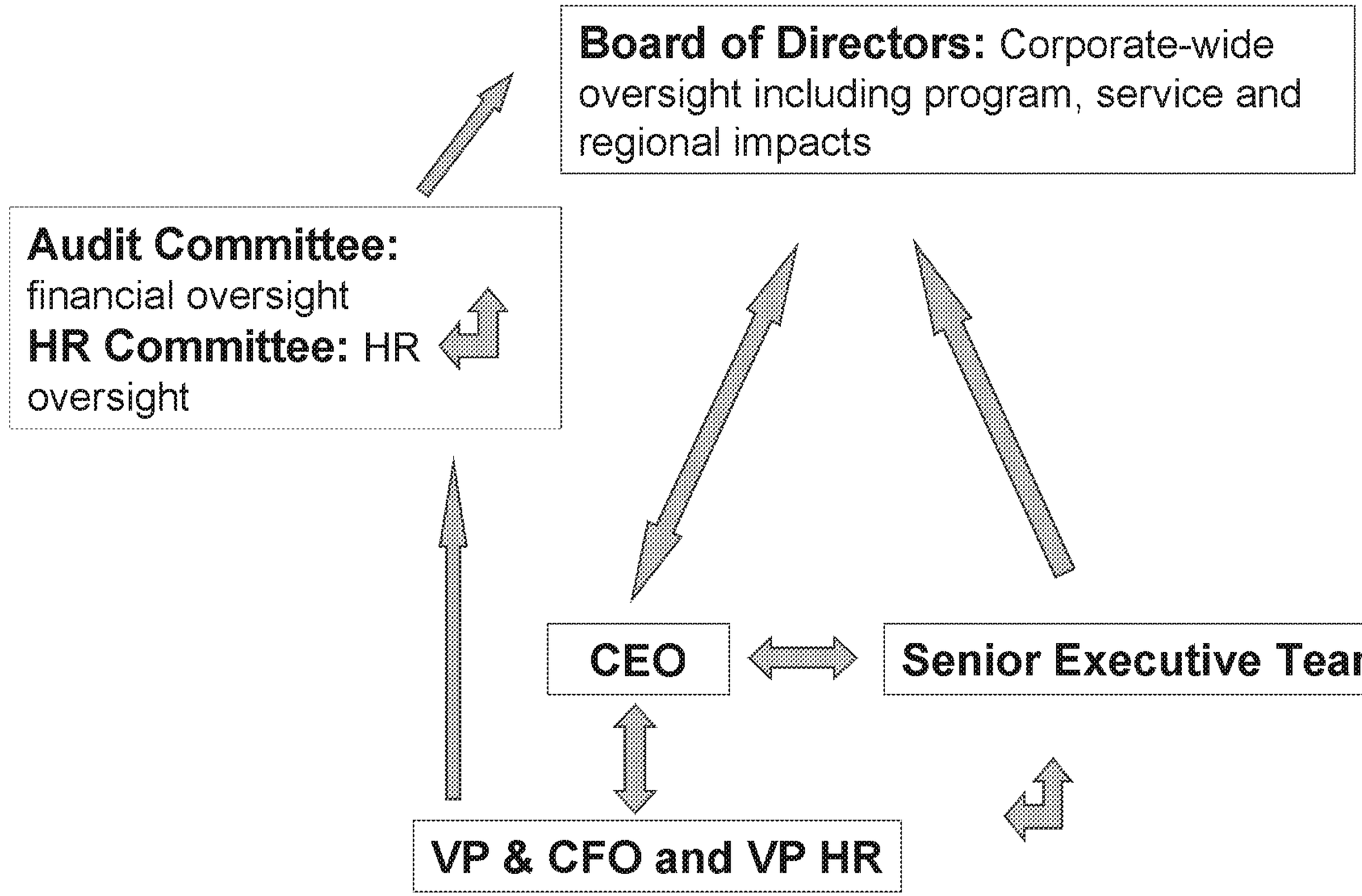
s.18(a)
s.18(b)

Financial Summary – Pressures and Solutions – 2009-2010

PRESSURES	Per March BOD Presentation	Revised Plan
Pressures and Investments		
Expected downsizing costs		
Loss of ongoing revenues from sale of assets		
Total Pressures and Investments		
SOLUTIONS		
English Services:		
- Allocation from sale of assets		
- Reductions		
less Delayed impact on reductions		
- Others		
French Services:		
- Allocation from sale of assets		
- Reductions		
less Delayed impact on reductions		
- Others		
Corporate Services		
Portion of unencumbered 2008/09 surplus		
Senior Management compensation reduction		
Proceeds from sale of assets to fund downsizing costs		
Proceeds from Galaxie transaction		
New uncommitted surplus from Other Services		
Total Solutions		
Estimated net position at end of 2009-2010		

A0023535_23-001018

Recovery Plan Oversight Process



A0023535_24-001019

Recovery Plan Tracking

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

- HR and Finance are working together across the Corporation to track workforce adjustment metrics and costs:

- Recovery plan dashboard is under development. The following are tracked on a monthly basis:
  - Variances to budget
  - The high-level three-year financial overview will be updated and tracked once year-end close occurs

- Commercial revenues tracked on a weekly basis
- Cash position vs. forecast tracked daily

A0023535_25-001020

Part 2 – Update on Reduction in Workforce

Business Plan Recovery: Update on Reduction in Workforce

- **Phase 1:**
  - Recap of reduction impact
  - Recap of Voluntary Retirement Incentive Program (VRIP)
  - Status update of VRIP program
  - Status of union discussions regarding cost reductions

- **Phase 2:**
  - Status of workforce adjustment/reduction process

A0023535_27-001022

Recap – Reduction Impact Estimate

Function	FTE reductions - Layoffs/Early Retirements/Vacant positions/ No backfill	
	As per January 2009 forecast	Revised Estimate to April 24, 2009
English Services		
French Services		
Corporate Services		
TOTAL		

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

A0023535_28-001023

Phase 1:

Voluntary Retirement Incentive Program - Recap

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

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-
-
-
-

A0023535_29-001024

Phase 1:

Voluntary Retirement Incentive Program – Rollout Plan

Action	Timing	Status
Board Approval	March 16	Complete
Ministerial Approval	March 30	Complete
Kick-Off Communications Strategy	March 25	Complete
Union Input	April 1	Complete
Release Packages	April 6	Complete
Sign-Up Process	April 6 to May 1	Complete
Information Sessions	April 8 to April 23	Complete
Selection and Approval Process	May 4 to May 18	Underway

A0023535_30-001025

Phase 1:

Voluntary Retirement Incentive Program - Take-Up Rate

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

Function	Applications Received at May 1, 2009
English Services	
French Services	
Corporate Components	
TOTAL	

Information Sessions	Participation Rate
French Sessions (Montreal, Edmonton, Moncton, Québec and Ottawa)	260 participants
English Sessions (Toronto, Windsor, St-John's, Halifax, Montreal, Moncton, Vancouver, Winnipeg, Ottawa, Regina, Edmonton)	243 participants
Total of 503 participants – Participation rate of 61%	

A0023535_31-001026

Phase 1:

Voluntary Retirement Incentive Program - Statistics

Take-up rate	% of employees who took the offer
Approvals	% of approvals based on the number of applications
Refusals	% of refusals based on the number of applications
Potential approval	% of applications pending

Severance costs	Total severance costs
Headcount reduction	Headcount reduction
Reductions remaining	Abolitions remaining

A0023535_32-001027

Phase 1:

Status – Union Meetings

- Union meetings took place over two days with focus on following potential initiatives for cost reduction:
  - [redacted]

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

  - [redacted]
  - [redacted]

- Next steps: setting union specific meeting dates to focus on cost reduction discussions relative to specific collective bargaining agreements

A0023535_33-001028

Phase 2:

Workforce Adjustment Process - Status

Dates	Process
Week of May 4 through to May 18	Final review of numbers and affected employees based on the results of the VRIP
May 4 to May 18	Training and preparation of Managers who will hand out layoff notices
Week of May 25	Layoff notices go out
Week of May 25	Local/Regional/National Workforce Joint Committees begin
June – July – August – September	Retirements from VRIP Redeployments and displacements (bumping) of affected employees Career transition sessions organized for affected employees

A0023535_34-001029

Phase 2:

Workforce Adjustment Process - Status (cont'd)

- During the adjustment planning cycle, all HR offices will track layoff notices, bumping moves and projected layoffs
- Information will be collected centrally and a bi-weekly dashboard will be produced
- Savings will be measured in payroll costs, reductions in headcount, and a measurement or work hours to ensure overtime and the use of temporary employees does not increase as a result of layoffs
- A dashboard is currently under development

A0023535_35-001030

Part 3 – Business Impact

Business Impact and Communications Activities

French Services

s.68.1

French Services
Recap of Announcements – Programs

- ⊗

- ⊗

s.68.1

French Services
Recap of Announcements – Centres

- ⊗
- ⊗
- ⊗
- ⊗
- ⊗

A0023535_39-001034

External Climate

s.21(1)(b)

-

- Further to Radio-Canada's announcements, concerns were raised about:
  -
  -
  -
  -

s.68.1

A0023535_40-001035

External Climate

s.21(1)(b)

- Rollout of a communications strategy with elected officials and francophone opinion leaders, including:
  - [redacted]
  - [redacted]
  - [redacted]

A0023535_41-001036

Internal Climate

s.21(1)(b)

A0023535_42-001037

s.21(1)(b)

Internal Climate

- ⊗

- ⊗

A0023535_43-001038

Business Impact and Communications Activities

English Services

English Services
Public Announcements – Regional Programming

s.68.1

A0023535_45-001040

English Services
s.68.1

Public Announcements – Network programming

A0023535_46-001041

Reaction – External Local

- Local politicians responded primarily in communities where cuts were most significant
- Reaction was directed primarily towards the Government and CRTC through motions, letter-writing campaigns, petitions, rallies and in the case of municipalities in Northern Ontario, a resolution by the Federation of Northern Ontario Municipalities (FONOM) to send a letter of concern to the CRTC and Heritage
- Public rallies organized between April 3rd and April 19th to protest the cuts (Sudbury, Cape Breton, Thunder Bay, Calgary and Sydney)
- Attendance at these rallies ranged from 50 (Calgary) to 400 (Sudbury) and included local politicians, MPPs and MPs
- Local political reaction was focused on cuts to CBC local programs and the associated impacts on jobs and service in their area. The majority of this reaction was directed towards the federal government (extend bridge financing) or the CRTC (take action to ensure that local programming remains a priority for all broadcasters)

A0023535_47-001042

s.21(1)(b)

Reaction – External
Traditional Communications Methods

- From March 26th 2009 until April 9th CBC Audience relations received audience contacts. Volumes spiked immediately following the announcement and decreased steadily over the following two weeks
- The tone of correspondence -
- Neutral correspondence consisted primarily of copies of letters/emails to MPs and/or the Heritage Minister showing support for CBC and greater funding to the Corporation.
- The overarching theme of correspondence – criticism of the programming cutbacks. The majority of contacts name specific CBC Radio One programs
- Internet and social media were an important information source/conversation point regarding the announced cutbacks to CBC/Radio-Canada's services

A0023535_48-001043

Reaction – External
Online & Digital Communications Methods

- From March 26th-April 9th cuts to CBC programming/jobs were directly mentioned on average once every 45 minutes in Microblogs (twitter), Blogs and site Commentary* (Source: socialmention.com search of Keyword CBC)
- Chatter on twitter and facebook focused on the circulation of petitions, criticism of the government for not providing bridge financing, or the organization of rallies in support of the CBC and the need for increased funding
- A number of facebook groups have been created, and their numbers have grown in the last week, with the group Save the CBC growing its membership by over 2'000 members in one week
- A massive online petition launched by Avaaz.org has collected almost 130,000 signatures

A0023535_49-001044

s.21(1)(b)

Reaction – External Media

-
-
-
-
-

A0023535_50-001045

Reaction – Internal

- Staff reaction focused primarily on the "how" rather than the "why" with the exception of staff in centers most significantly affected by reductions where the focus was on "why" and "how"
- Overall impression of communications (anecdotal) was positive – transparent, open, respectful
- Creating a continuous dialogue with staff immediately following the announcements contributed positively to managing concerns, anxiety

A0023535_51-001046

Programming Plans – Subsequent Changes Decisions since the last Board Meeting

- **<u>Regional programming</u>:**

s.68.1

A0023535_52-001047

Communications Activities
Corporate

s.21(1)(b)

Reaction – Internal

A0023535_54-001049

s.21(1)(b)

Reaction – Internal

-
-
-

A0023535_55-001050

s.21(1)(b)

Reaction - External Media

A0023535_56-001051

s.21(1)(b)

Reaction - External

Number of letters and e-mails received regarding particular issues:

s.21(1)(b)

Government Relations – Political Reaction

s.21(1)(b)

A0023535_58-001053

Government Relations – Political Reaction

s.21(1)(b)

A0023535_59-001054

s.21(1)(b)

Government Relations – Political Reaction

- April 27th CBC/Radio-Canada President before Standing Committee on Canadian Heritage for two hours for the Committee's study into the future of local television and the effect of the recent cuts

- Corporation's key messages:
  - CBC/Radio-Canada chose to disproportionately protect the regions from cuts
  - Any help to broadcasters (local media funds, subscriber fees, government support) must include the public broadcaster
  - CBC/Radio-Canada is managing its challenges with a plan for the future

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Government Relations – Political Reaction

s.21(1)(b)

A0023535_61-001056

s.21(1)(b)

Government Relations Activities

A0023535_62-001057

s.21(1)(b)

Government Relations Activities

A0023535_63-001058

Schedule A

Board of Directors

(May 12-13, 2009)

Subject matter

News Reorganization at CBC/Radio Canada

Background

CBC News announced a major re-organization on April 16, 2009. The deck is the presentation that was made to all news staff on that day.

Information on the matter

The presentation was a follow-up to the preliminary announcements made pre-Christmas '08 which outlined changes and adjustments to directions for the news service based on the findings of a major news study conducted in 2008. The April '09 presentation also included more detailed information about the cuts to news which were first announced to ES staff in broad terms on March 27th, 2009.

For decision ☐ **For information** ☒

Prepared by

Name: Richard Stursberg
Date: May 12-13, 2009

Recommendation

Last discussed at the Board

June 2008 in a presentation by Richard Stursberg and John Cruickshank

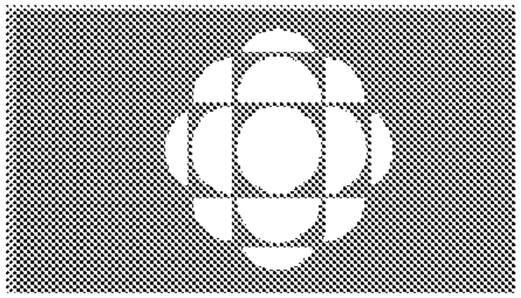
Next steps

CBC News
Plans for 2009/10

Staff Presentation
April 16, 2009

s.68.1

CBC News Renewal



Chronology

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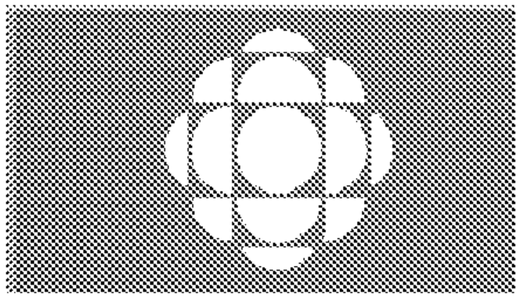
s.68.1

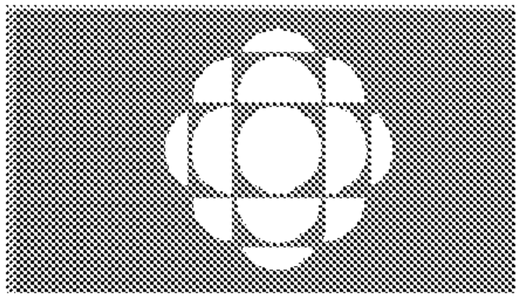
CBC News: Renewal Two Key Elements



LIVE NOW	DEPTH & CONTEXT

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

CBC News: Financial Challenge

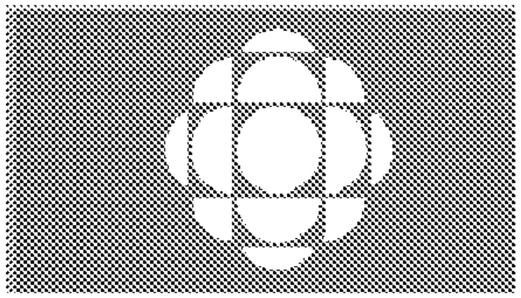


The Overall Challenge
The Minister's Notice
CBC News portion
Radio Reporters (announced)
Current Affairs (announced)
To be found

We need to manage renewal and reductions together

s.68.1

CBC News: 2008/2009 in Review



Current Performance To Date

Radio News	World Report
	World at Six
	World This Hour
Television News	The National
	Newsworld
	CBC News at Six
	Fifth Estate
	Marketplace
CBCNews.ca	Page Views
	Comments

Comparisons year to year

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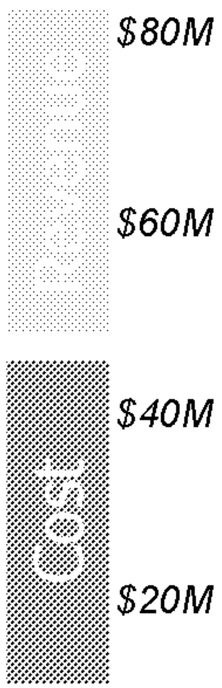
s.18(a)
s.18(b)

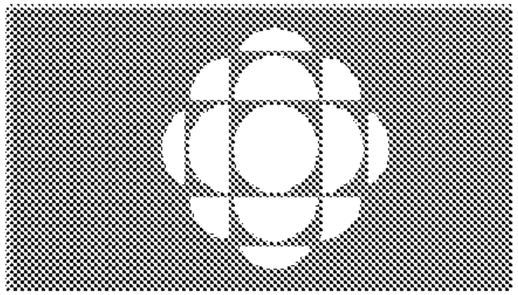
CBC News: Cost/Revenue Comparison



	National Saturday Sunday	News world	Current Affairs	Network Assignment International Content Units	Radio Network	Radio Centres	TV Centres	Online News
JOBS	88	137	46	139	72	185	501	70

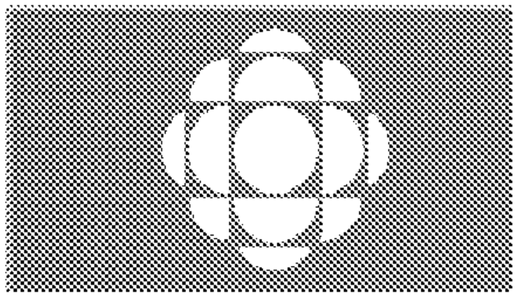
s.18(b)
s.21(1)(b)

CBC News: The Hub



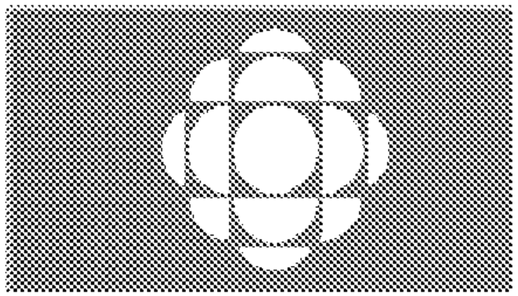
s.18(a)
s.18(b)
s.21(1)(b)

CBC News: The Hub at the Network



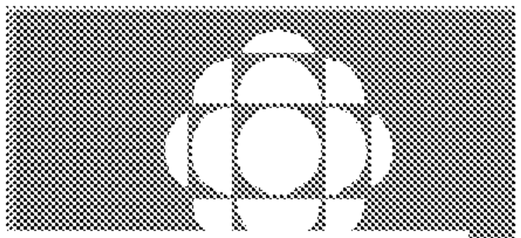
s.18(a)
s.18(b)
s.21(1)(b)

CBC News: The Hub in the Centres



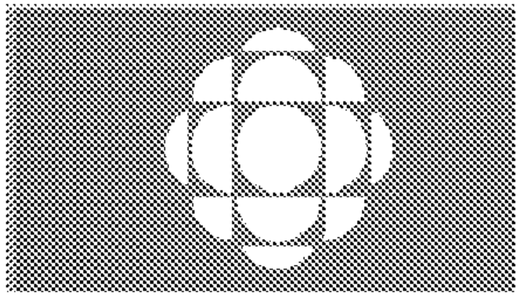
s.18(a)
s.18(b)
s.21(1)(b)

CBC News: The Hub



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

CBC News: The Hub



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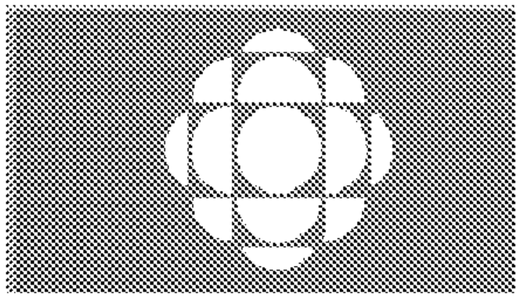
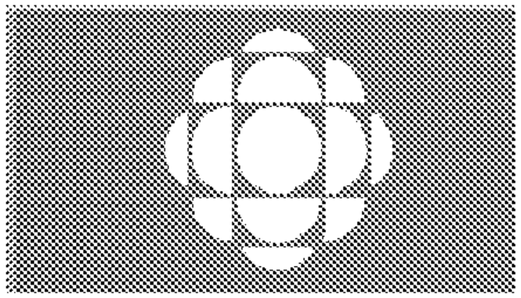
s.18(b)
s.21(1)(b)

CBC News: The Hub
The Multi-Platform Assignment Desk

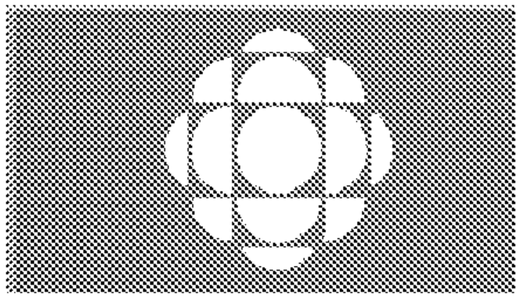


CBC News: The Hub

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



CBC News: Our Journalistic Goal



CBC News is an independent and unbiased advocate for Canadians from all backgrounds everywhere.

We share the stories Canadians are affected by and care about.

We tell stories to get Canadians talking and help them understand the world.

We are brave and innovative . We provoke. We are passionate. We take risks.

And we have fun.

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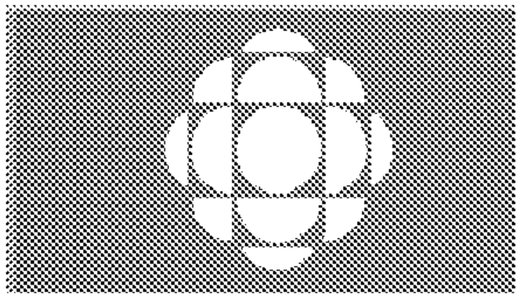
s.21(1)(b)

Renewal and Reductions: Criteria for making decisions

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

CBC News: The Hub



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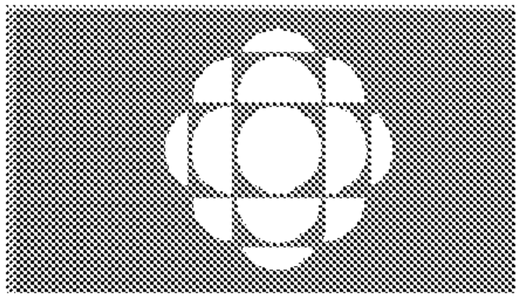
CBC News: World Report



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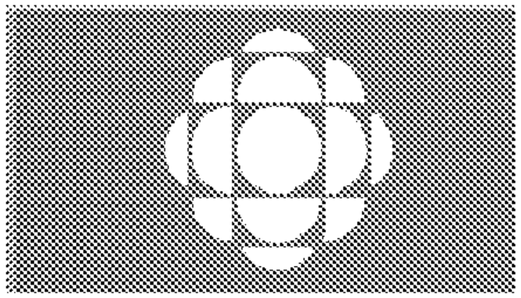
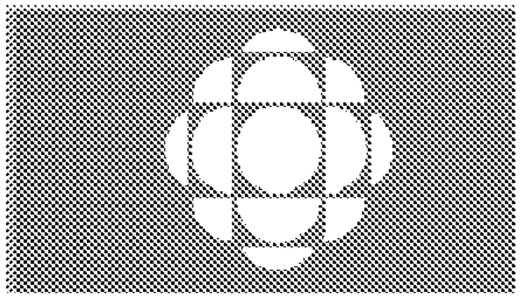
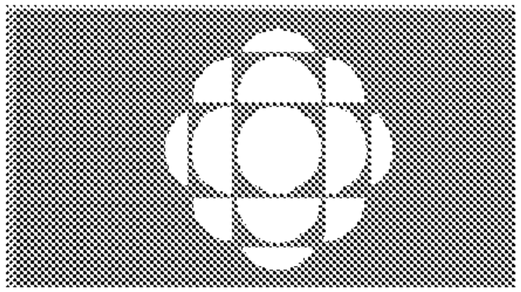
CBC News: The National



CBC Newsworld



CBCNews.ca



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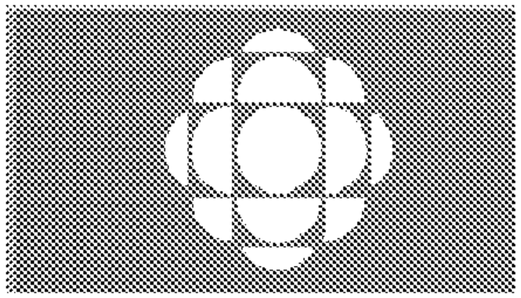
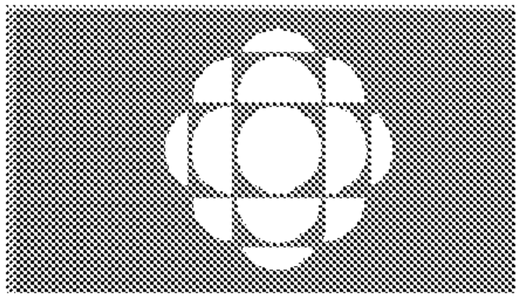
CBC News: International Newsgathering



CBC News: Local and Regional News



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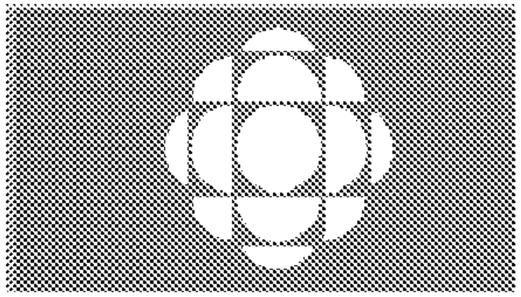
Afternoon and Early Evening Schedule



Beginning August 31

5:00 – 6:30	CBC Local and Regional News
6:30 – 7:00	Coronation Street
7:00 – 7:30	Wheel of Fortune
7:30 – 8:00	Jeopardy

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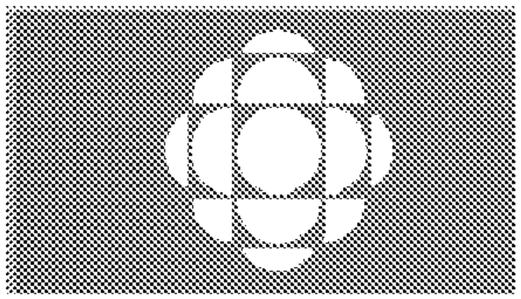
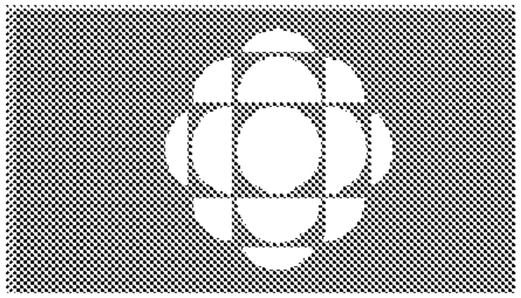
Supperhour TV News Model



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

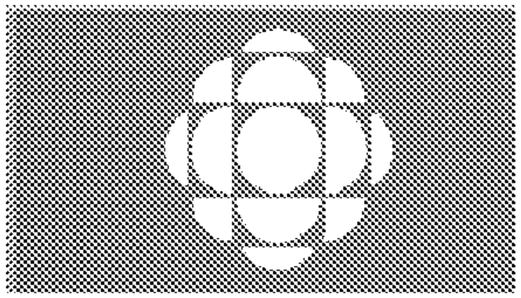
CBC News: Investments



	JOBS			BUDGET
INVESTMENTS:	Current	Future	Change	Change
The HUB				
Newsworld				
Radio Network News				
Online				
Content Units				

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

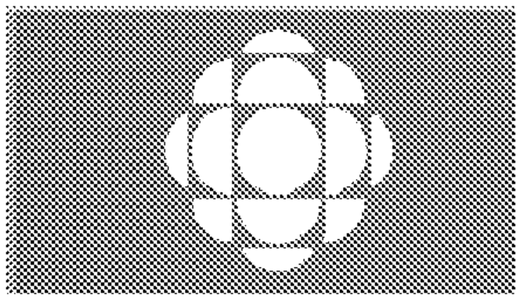
CBC News: Reductions



REDUCTIONS:	JOBS Current	JOBS Future	JOBS Change	BUDGET Change
The National/Saturday Report/CBC News: Sunday				
International Newsgathering				
TV Current Affairs *(previously announced)*				
Radio Local News *(previously annnounced)*				
TV Local News & Newsgathering				
Other Programming/Management & Admin				
NPS Toronto *(Technical services provided by Plant)*				

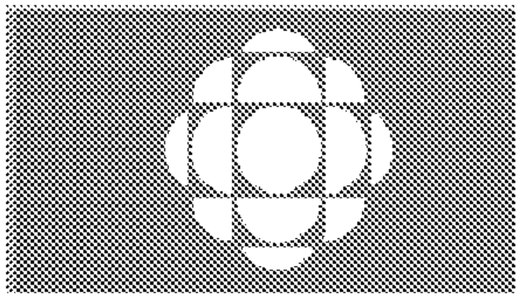
s.18(a)
s.18(b)

CBC News: Jobs/Budget Summary



	JOBS	BUDGET
News Summary		
Investments		
Reductions		
Total News		
Centres Summary		
Investments		
Reductions		
Total TV News and Online		
Total Radio Local News (previously announced)		

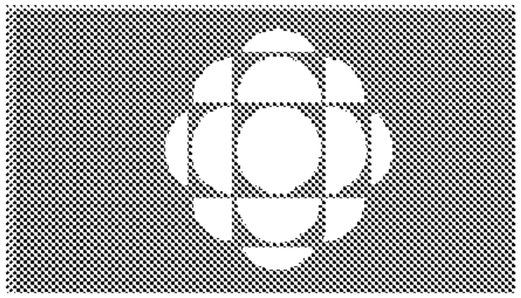
CBC News: Next Steps



- Program launches

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

Tomorrow: Q & A sessions



An opportunity to ask specific questions and deal with issues in depth

9:00 – 10:00 ET	**Newfoundland/Labrador** **Maritimes**
10:00 – 11:00 ET	**Ontario** **Quebec**
11:00 – 12:00 ET	**Ontario** **Manitoba** **Saskatchewan**
13:00 – 14:00 ET	**Alberta** **The North**
14:00 – 15:00 ET	**British Columbia**

A0023537_30-001088

Schedule A

Board of Directors Meeting
May 12 and 13, 2009

Subject matter

Monetization of the ONTREA Accounts Receivables

Background

CBC/Radio Canada plans to monetize its ONTREA Receivables as a part of its plan to raise $125M to balance the 2009/10 Budget. In the March 17th, Board meeting the Board authorized management to seek and obtain offers to purchase the ONTREA Receivables and authorized management to:

- Seek and obtain offers to purchase the ONTREA Receivables, and
- Hire Investment Bankers

Information on the matter

The CBC Engaged RBC Capital Markets who have recommended the sale of the ONTREA Promissory Notes to a Special Purpose Trust Vehicle ("TRUST") and a Concurrent Lease between the Trust and CBC. The expected proceeds to the CBC is between $104.6M and $124.6M, depending on whether or not CBC can monetize 100% of the Receivable.

For decision ■ **For information** □

Prepared by

Name: Michel Tremblay
Date: May 4, 2009

Management Recommendation

Management recommends approval by the Board of Directors to enter into formal agreements to conclude a transaction for the monetization of the ONTREA receivables through a Trust on the terms and conditions outlined in the presentation

Last discussed at the Board

Presented at March 17th, 2009 meeting, with follow-up discussion at the April 23rd teleconference.

Next steps

Obtain Treasury Board Approval
Finalize Offering Structure, Documentation, Rating Agencies, Legal and Accounting
Launch Transaction, Investor Presentations, Close Order Book, and pricing
Close/Settlement/Funds wired to CBC

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Monetization of the ONTREA Accounts Receivables

Michel Tremblay and Bill Atkinson
Corporate Strategy and Business Partnerships

Presentation to the CBC/Radio-Canada
Board of Directors - Ottawa
May 13th, 2009

Table of Contents

1. **Summary**

2. **Decision Required**

3. **Main Business Terms**

4. **Risks and Mitigations**

5. **Schedule**

1. Summary

- The Corporation plans to monetize its ONTREA Accounts Receivables consisting of Notes and Land Rent related to the Broadcast Centre Lands.

- This is part of the plan to raise **$125M** to balance the 2009/10 budget approved by the Board of Directors.

- The Board was presented with a plan at its meeting March 17th, 2009 to monetize the ONTREA Receivables and authorized Management by resolution to:
  - Seek and obtain offers to purchase the ONTREA receivables, and
  - Hire Investment Bankers.

1. Summary

- The aggregate discounted value of the ONTREA Receivables will be **$119.3M** at June 30th, 2009 **based on the 2003 interest rate of 7.15%**.
  - CBC receives **$11.6M** annually in Land Rent and Principal and Interest on the Notes.
  - The cash flow is receivable for 18 years until May 2027.
- If 100% of the cash flow is monetized, the cash proceeds to CBC at June 30th, 2009 will be approximately **$124.6M**, based on interest rates **at 5.64%** (250 basis points spread over Government of Canada bonds with the same average life).

1. Summary

- The Rental streams consist of 2 components, each treated differently for tax purposes:
  - a "pure rent" component, and
  - a component related to the option to purchase the land at the end of the term, called "a bargain purchase option". The CBC may not be able to monetize the Bargain Purchase option because of tax issues.
- If the CBC cannot monetize the Bargain Purchase option, the amount would be reduced by approximately **$20M**. However, CBC would continue to receive **$1.7M** per year for the next 18 years.

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

1. Summary

- Initially, the CBC approached The Cadillac Fairview Corporation Limited ("CFCL"), 100% owned by the Ontario Teacher's Pension Plan Board ("Teachers") to determine if they were prepared to prepay the Notes and Rent on the Broadcast Centre site.
  - Teachers, through ONTREA, issued the Notes payable on the site to CBC, and
  - CFCL, through their Nominee, and Workplace Safety and Insurance Board (WSIB) Joint Venture pays the Land Rent on the site to CBC.

- Therefore, the CBC moved to the next step and issued a Request for Proposal ("RFP") as follows.

A0023539_7-001095

1. Summary

- The CBC issued a Request for Proposal (RFP) on March 30th 2009. Four Investment Banks were invited to bid due to their background, knowledge and previous involvement in the existing Broadcast Centre Site financing and real estate structure:
  - RBC Capital Markets ("RBC"),
  - TD Securities,
  - Scotia Capital, and
  - First Canadian Investments Ltd.

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

- The RFP Selection Committee, which included Michel Tremblay, Suzanne Morris and Michel Saint-Cyr, unanimously selected RBC

1. Summary

- RBC Capital has recommended the following Structure:
  - Sale of ONTREA Promissory Notes to a Special Purpose Trust Vehicle ("Trust") and a Concurrent Lease between the Trust and CBC.
    - CBC sells the ONTREA promissory Notes to the Trust.
    - CBC enters into a concurrent lease with the Trust in respect of the Land Leases.
      - The Trust would be entitled to the lease payments that CBC currently receives in exchange for a prepayment of the rent.
    - The Trust issues notes unsecured to investors, the proceeds of which are paid to CBC to satisfy the purchase price for the sale of the promissory notes and the prepayment of the rent under the concurrent lease.
    - As CBC will guarantee the ONTREA receivables to the Trust, the unsecured notes will likely be rated "AAA" by rating agencies.

A0023539_9-001097

2. Decision Required

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

- **Management is seeking approval from the Board of Directors to enter into formal agreements to conclude a transaction for the monetization of the ONTREA receivables through a Trust on the terms and conditions outlined in this presentation.**

- This approval is conditional to the receipt of an Order-in-Council pursuant to Section 48 (2)(a) of the Broadcasting Act.

3. Main Business Terms

- Sale of Notes and Concurrent Lease to Trust. (RBC Estimates)
  - **Execution Risk - Low:**
    - Widely accepted structure by note / bond investors
    - Provides a large universe of initial investors and after-market participants
    - Likely eligible for inclusion in TSX - Government Index. (Important for pricing, demand, liquidity and secondary market trading)

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

($000's)

3. Main Business Terms

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

- Tax Issue in Monetizing Bargain Purchase Option –Parallel Process underway.
  - The stream of Land Rental payments includes approximately **$30M** (non-discounted) and **$20M** (discounted) related to a bargain purchase option for the Land.
  - If this stream of payments is monetized it may result in income to the Trust for which the Trust will not likely have an offsetting deduction. This would result in a tax liability to the Trust for which the CBC is ultimately responsible.
  - Davies Ward Phillips and Vineberg, CBC's outside counsel, are planning to seek a fast-tracked Tax Ruling in Ottawa which would take a minimum of 4 weeks and potentially solve this issue.
  - If the CBC is not able to get a timely and favourable ruling, the net proceeds from the financing
    - However the CBC will continue to receive in excess of **$1.7M** of revenue per year for the next 18 years.

4. Risks and Mitigations

Risk	Mitigation
Interest Rate Risk	
▪ Rates could increase between now and closing, at the end of June 2009.	▪ Out of anyone's control, however, significant rate increases are unlikely.
Rating Risk	
▪ We are assuming that this Issue will be rated as "AAA". ▪ If a "AAA" rating is not achieved, the 250 basis point spread over Government of Canada Bonds may increase.	▪ RBC Capital Markets are optimistic that a "AAA" rating can be achieved. ▪ RBC Capital Markets concluded an ONTREA transaction last week that had a "AAA" rating.
Risk of not being included in Government Bond Index	
▪ The size of the Financing must be at least $100M to qualify for inclusion in the Government Bond Index. ▪ The price will likely increase by 25 basis points if not included in the Government Bond Index.	▪ The Issue will be above $100M so long as interest rates, including spread, do not increase above 6.92%. Otherwise, RBC Capital Markets believe inclusion in the index is likely.
Execution Risk	
▪ Tight time-line to obtain approval before the Government breaks for summer.	▪ All parties are working towards a June 4, 2009 Treasury Board meeting to obtain a decision prior to Parliament's summer recess.
Tax Ruling Risk	
▪ If we are unsuccessful in obtaining a favourable ruling, we will be unable to monetize approximately $20M of the Receivables (Discounted). ▪ The timing is very short to achieve a ruling in advance of execution of the deal.	▪ Davies is working on a fast-track Tax Ruling. ▪ If monetization is not possible, CBC will continue to receive in excess of $1.7 M in annual cash flows until 2027.

4. Risks and Mitigations

Risk	Mitigation
Indemnification Risk	
▪ CBC may need to indemnify the Trust for any taxes or cost overruns. ▪ Tax laws may change over the next 18 years.	▪ The structuring of the indemnification is to permit the credit to be a CBC credit.
Pricing	
CBC Retaining Proceeds	
▪ CBC needs to be allowed to retain the proceeds of the transaction in order to execute the Recovery Plan	▪ Section 48(4) of the Broadcasting Act states that proceeds of disposition of assets may be retained by the Corporation unless otherwise directed by an Order-in-Council.

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

5. Schedule

Activity	Target Completion Date
Approval Process: CBC, Department of Heritage and Treasury Board	**June 04**
Draft Treasury Board Submission to Department of Heritage & Treasury Board Analysts.	May 04
Submission to CBC Board of Directors for Approval	May 13
Submission signed by Heritage Minister	May 18
Treasury Board Approval (OIC)	June 04
Planning & Documentation:	**May 29**
Finalize Offering Structure, Documentation, Rating Agencies, Legal and Accounting.	May 29
Transaction Execution:	**June 26**
Launch Transaction, Investor Presentations, Close Order Book, Price	June 19
Closing / Settlement / Funds Wired to CBC	June 26

MONETIZATION OF ONTREA RECEIVABLES

WHEREAS:

A. 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**");

B. In 2003, the Corporation sold and amended the leases in respect of certain lands adjoining the Canadian Broadcasting Centre to Ontrea Inc., The Cadillac Fairview Corporation Limited and others, and in respect of which the Corporation continues to receive periodic instalments of the purchase price and rent more particularly described in Schedule "A" annexed hereto (such revenue hereinafter referred to as the "**ONTREA Receivables**");

C. Pursuant to such Board resolution, Royal Bank of Canada – Capital Markets ("RBC-Capital") were chosen as financial advisors by management pursuant to a request for proposals to advise as to the value of the ONTREA Receivables, market and obtain offers to sell the ONTREA Receivables and, if the ONTREA Receivables are monetized by way of an Assignment Agreement and Concurrent Lease (as defined below), one or more dealers or underwriters to assist with the Offering referred to below;

D. After evaluating three different structures for the disposition of the ONTREA Receivables, RBC-Capital proposed monetizing the ONTREA Receivables by way of a sale or other disposition pursuant to one or more assignment agreements (collectively, the "Assignment Agreement") and one or more concurrent leases (collectively, the "Concurrent Lease") with a newly-formed special purpose vehicle (the "Issuer") that will make the Offering of Bonds referred to below or through prepayment of the ONTREA Receivables by the original obligors (collectively the "**Purchaser**") (overall the "**Transaction**");

E. Furthermore, the Corporation may be asked to participate in the creation of the Issuer, in-trust bank account or other vehicle to collect the rent and payments under the ONTREA Receivables in order to facilitate such monetization;

F. In connection with the Assignment Agreement, the Concurrent Lease and the Offering, it is proposed that (a) CBC give a guarantee (the "Guarantee") to the Issuer of the payment of the ONTREA Receivables in case of a default under the ONTREA Receivables;

G. The Issuer and the Corporation will have to deliver an offering memorandum in the English and, if desirable, French language (the "Offering Memorandum") describing the securities to be offered by the Issuer and the Guarantee, which Offering Memorandum may be signed by directors or officers of the Issuer and the Corporation;

H. In connection with the Offering, it may be necessary or desirable to (a) amend the Receivables pursuant to one or more amending or other agreements (the "Amending Agreements") so that the Issuer does not receive the portion of the Receivables that is not considered to be pure rent for Canadian tax purposes; (b) make certain applications, approvals, requests, notices and/or filings with certain governmental and/or other authorities (including the Canada Revenue Agency) (collectively, the "Applications"); and (c) enter into certain other ancillary agreements, including, without limitation, a performance agreement with the manager of the Issuer, a permanent loan cure rights agreement with the Issuer and a representation and indemnity agreement with the Issuer and its trustee (the "Ancillary Agreements");

I. The Corporation may not be able to monetize a portion of the rent which is considered for tax purposes as the consideration for the payment of the purchase price under the option to purchase at the end of the term of the leases (the “Option Payment”) therefore reducing the present value of the ONTREA Receivables by approximately $20 million and the Corporation would continue to receive $1.7 million per year for the next 18 years;

J. Under the *Broadcasting Act*, the Governor in Council will have to authorize the Corporation to monetize the ONTREA Receivables and may have to authorize amendments to the current agreements to provide for the prepayment by ONTREA Inc. and The Cadillac Fairview Corporation Limited on the ONTREA Receivables (collectively, the "Prepayment Amendments").

IT IS RESOLVED THAT:

(Approving Transaction) The Corporation be and is hereby authorized to (i) seek and obtain offers to monetize all or substantially all of the ONTREA Receivables, which monetization would involve either (A) a third party (including the Issuer) purchasing and/or leasing such ONTREA Receivables or (B) the original obligors under the ONTREA Receivables prepaying the rent and outstanding amounts owed pursuant to such receivables with a view to procure to the Corporation the highest possible proceeds of disposition of the ONTREA Receivables, (ii) give a guarantee to the Issuer of the payment of the ONTREA Receivables pursuant to the Guarantee, if the Corporation decides to pursue (i) above, the whole being subject to

i. the approval of the Governor in Council if and when required; and

ii. the proceeds of the Transaction be no less than $ 115,000,000.00 if all of the ONTREA Receivables are monetized or otherwise disposed of or no less than $ 100,000,000.00 if the ONTREA Receivables are monetized without the Option Payments (collectively the "Conditions").

(Approving Hiring of Investment Banker) The Corporation be and is hereby authorized to enter into an agency and/or underwriting agreement (collectively, the "Agency and Underwriting Agreements"), upon terms and conditions acceptable to the Corporation, with the chosen investment banker and/or agents or underwriters for the Offering;

(Approving Maintenance of Trust Account) To the extent required, the Corporation be and is hereby authorized to create and maintain a bank account with a financial institution to which the Corporation would direct Ontrea Inc. and The Cadillac Fairview Corporation Limited to deposit payments from ONTREA Receivables and for the Corporation to remit same to Purchaser.

(Approving Formation of Issuer). The formation of the Issuer be and is hereby authorized, and the Corporation be and is hereby authorized to take any and all action that would be necessary or desirable to form and organize the Issuer.

(Approving the Applications). The Corporation be and is hereby authorized to make or instruct counsel to make the Applications, and the Corporation be and is hereby authorized to take any and all action (including payment of all applicable filing fees) that would be necessary or desirable in connection with the making of the Applications.

(Approving the negotiation of the Transaction Documents) The Corporation be authorized to negotiate and eventually enter into all the documents that would be necessary or desirable in order to give effect to the Transaction (hereafter the "Transaction Documents"), including, for certainty and without limitation, the Guarantee, the Offering Memorandum (including the English and, if desirable, French version thereof), the Agency and Underwriting Agreements, the Assignment Agreement, the Concurrent Lease, the Amending Agreements, the Prepayment Amendments and the Ancillary Agreements, subject only to the Conditions above and any other terms and conditions agreed to by the Corporation.

(Approving the signing of Treasury Board Submission and Transaction Documents) Any one of the President and CEO, or the Senior Vice President, Corporate Strategy and Business Partnerships together with the Vice President and Chief Financial Officer or their respective delegates, for and on behalf of the Corporation be and are hereby authorized to (i) sign and execute on behalf of the Corporation the Transaction Documents (ii) sign and file the Treasury Board submission to obtain the required Order in Council and.

(Further authority) Any one of the Senior Vice President, Corporate Strategy and Business Partnerships, the Vice President and Chief Financial Officer or the Vice-President, Chief Legal Officer or their respective delegates are hereby authorized for and on behalf of the Corporation to take any and all action, to do all things, to execute under the corporate seal of the Corporation or otherwise such instruments and documents and to deliver all instruments, documents and materials as are necessary or desirable or convenient and proper to give effect to the foregoing resolutions. This resolution supersedes all prior resolutions dealing with the sale or disposition of the ONTREA Receivables

SCHEDULE "A"

DESCRIPTION OF ONTREA RECEIVABLES

The ONTREA receivables consist of the following 2 leases and 2 promissory notes:

1. Phase I Retail Lease
2. Phase I Tower Lease
3. Phase II Note
4. Phase III Commercial Note

- Phase I Retail Lease: Tenant is **Simcoe Front Developments Limited** and the annual rent is $ 450,000 until May 1, 2027 including an option to purchase the underlying lands for $ 100,000.
- Phase I Tower Lease: Tenant is **WSIB Joint Venture** and the annual rent is $ 5,599,819.44 with an option to purchase the underlying lands for $ 2,000,000.
- Phase II Note: Issued by **ONTREA Inc.** on December 1, 2003 for an original principal amount of $ 51,386,951.82, bearing interest at 7.15% and maturing May 1, 2027.
- Phase III Commercial Note: Issued by **ONTREA Inc.** on December 1, 2003 for an original principal amount of $ 5,314,632.89, bearing interest at 7.15% and maturing May 1, 2027.
- The outstanding principal on the Leases is $ 63,127,660 on January 31, 2009.
- The outstanding principal on the Notes is $ 57,476,086 on January 31, 2009.

Notes on the debtors under the ONTREA receivables:

- **Simcoe Front Developments Limited** is a nominee of The Cadillac Fairview Corporation Limited.

- **WSIB Joint Venture** is a joint venture composed of: (i) The Cadillac Fairview Corporation Limited (through its nominee, Simcoe Front Developments Limited) as to 25%, and 799549 Ontario Inc., a wholly-owned subsidiary of the Workplace Safety and Insurance Board, as to 75%.

- **ONTREA Inc.** is a wholly owned subsidiary of the Ontario Teachers' Pension Plan Board (OTPP) and was established in 1991 to provide OTPP with a vehicle to invest in real estate. OTPP was created by the provincial government in 1990 as an independent corporation to assume the management of the defined benefit pension plan of teachers in Ontario. OTPP is governed by the Teachers' Pension Act, with the government of Ontario and the Ontario Teachers' Federation jointly responsible for setting plan benefit and contribution levels. (Taken from DBRS web site).

- **The Cadillac Fairview Corporation Limited** is, since December 1999, also a wholly owned subsidiary of the Ontario Teachers' Pension Plan Board.

Schedule A

Board of Directors

(May 12-13, 2009)

Subject matter

Journalistic Policy Revision

Background

Esther Enkin and Marie-Philippe Bouchard are working together to create a joint Radio-Canada/CBC Journalistic Policy Book.

Information on the matter

It is the first joint effort in this area.
Last major revision was in 2001.
There are gaps in policy as our practices & policies expand and change. It will be a new format.

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

Prepared by

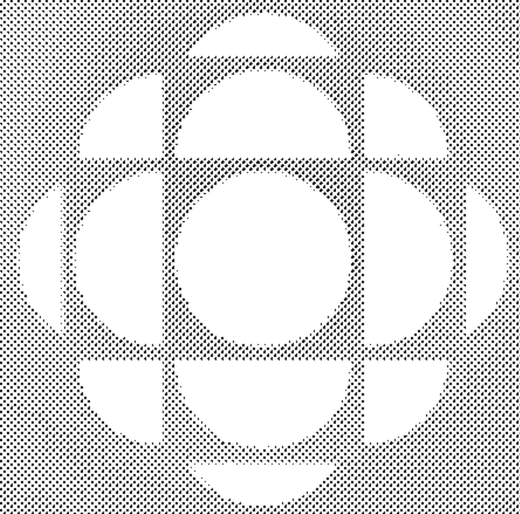
Name: Richard Stursberg
Date: May 12-13, 2009

Recommendation

Last discussed at the Board

Next steps

Policy Book Revision



CBC

Canada lives here

Background

s.21(1)(b)

CBC

s.21(1)(b)

Why NOW and Why it Can't Wait

s.23

Opportunity

- Cross cultural, contributes to value of one company
- Creates a defining document of Radio-Canada/CBC journalism
- Makes CBC/Radio-Canada a world leader in journalistic practice
- Public availability reinforces our commitment to ethical journalism and complete transparency
- Promotes excellent journalism –new format provides best practices, guidance notes, checklists as companion to policy
- New format allows for quicker response when revision necessary because policy and practice are separated
- Provides better protection in court

What Might Change

s.21(1)(b)
s.23

How the Work will get done

- Eight bilingual working groups
- Tasked with recommending policy on two broad themes with many sub-headings
- Senior journalists with expertise
- Deliverables are templates with policy recommendation and back up research
- Project leads will synthesize and organize materials and recommendations into a detailed table of contents
- Senior management to review draft and feedback
- Revised draft goes to writers and editors
- Law department consults and advises at appropriate times
- Policies submitted
- Board approved
- Extensive roll out, including online training opportunities

Deliverables

Two documents:

- One official policy book (Principle based, defines standards)
- One "guidance notes" (checklists, how-to guides, practical approach, constantly updated)

Both documents will be:

- Written in concise clear language
- Unified in tone and writing style
- Translations match
- Easily accessible online

Timeline

April 27 2009	Announcement and official launch of project
May 1 2009- June 30 2009	Working groups deliver policy recommendations
July 2009 – August 2009	Esther Enkin and Marie- Philippe Bouchard consolidate recommendations, draft basic language and structure
September 2009	Report to Steering Committee on basic structure and content of new policies
October 2009	Writing in French and English
January 2010	Final Edit
February 2010	Submission of new policies to Steering Committee and upward to necessary approval levels

CRC

Budget

Working groups (8 groups of 4, over two months) Backfill costs
Writing and Editing: 2 writers/ editors (English, French)
Translators:
Travel: Project Leaders
Kick off meeting for group leaders
Consultants and other assistance:
Learning and Development charges
Law Department charges
Other
TOTAL

s.18(a)

CBC

Canada lives here

CBC Radio-Canada

2009 Strategic Review

Board of Directors
May 12-13, 2009

Table of Contents

- Context
- Scope
- Timeline
- Structure and Team
- Guiding Principles

Context

- The Government's Expenditure Management System (EMS) sets out its process for expenditure planning and decision-making, budget implementation and oversight.
- Strategic Reviews of Departments, Agencies and Crowns were introduced in June 2007 under the EMS to ensure that all government programs are focused on results, provide value for taxpayers' money and aligned with the priorities of Canadians, Government and federal responsibilities
- Strategic reviews assist in ensuring that overall spending growth is controlled, consistent with the Government's commitment to keep the rate of spending growth, on average, below the rate of growth of the economy
- Department, Agencies and Crowns are reviewed under a four-year cycle; CBC/Radio-Canada had been told it would be part of next year's process and was recently informed that it is included in this year's review

Scope

- Organizations undergoing the Strategic Review must:
  - « Comprehensively assess 100% of direct program spending…and identify areas where program and policy adjustments would improve the program performance (including effectiveness and efficiency) and relevance of programs; and
  - Identify and assess opportunities for savings by identifying their lowest-priority, lowest-performing programs, amounting to no less than 5% of the review base, from which funding could be reallocated to meet government priorities, including other priorities within the organization »
-
- Program refers to a Government Program not a CBC/Radio-Canada program

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

Timeline

- Directions on scope, expenditure base and templates/forms were communicated in late April/early May 2009. The analysis and recommendations to be developed are subject to Cabinet secrecy
- Communication that CBC/Radio-Canada is part of this year's process took place with unions and employees on May 8th, in consultation with Treasury Board Secretariat (TBS) and Heritage
- A draft report is due by June 4th to Heritage and by June 15th to the TBS
  - Two meetings with the Board's Strategy Committee are planned for the weeks of May 18th and 25th
  - A meeting of the Board of Directors is planned for June 1st
- We expect to receive feedback from Heritage before June 15th and from the Central Agencies in early July (TBS, Finance, PCO)

Timeline (cont'd)

- The final report (approved by the Minister) must be delivered to TBS by September 15th
- The process will involve presentations by the Minister and Crown head to TB Ministers
- Treasury Board then makes recommendations to the Priorities & Planning Committee in early winter as input into the 2010 Federal Budget process
- Decisions are announced with the results of the Strategic Review in Budget 2010
- A Treasury Board decision letter is issued along with a communications protocol from TBS
- There is a follow-up and monitoring process by TBS, particularly for recommendations requiring longer timeframes to implement

Structure and Team

- Process involves:
  - A Management Working Committee
  - The Board of Directors and its Strategy Committee
  - A Steering Committee Chaired by the President which includes TBS and Heritage ex-officio participation and external advisor(s)

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

Guiding Principles

Schedule A

Board of Directors
May 6, 2009

Subject matter

Approval of English Services Capital Projects:

1. Network Operations Centre (NOC) – English Television
2. Centralized Presentation – English Radio
3. DTV Outputs – English Television

Background

Three English Services capital projects greater than $5 M require Board approval to proceed. These projects were identified in the March 2009 Capital Budget presentation and funds have been reserved in the multi-year capital plan expected to be approved by Treasury Board on April 30, 2009. The attached projects would only go forward with this approval. Management is seeking the Audit Committee's recommendation to the Board of Directors to approve these projects as presented.

Information on the matter

Attached are the presentations highlighting each of the 3 projects.

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

Prepared by

Name: Richard Stursberg
Date: April 24, 2009

Recommendation

That the Audit Committee recommend the approval of the 3 English Services projects to the Board of Directors.

Last discussed at the Board

Date: March 17, 2009
Decision made:

Next steps

Implement the English Services capital projects and return for 2 related French Services projects at a later date.

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

Schedule A

Projects > $5 M
Refer to the 3 projects shaded below

PROJECTS APPROVED (in $000's)							
Projects	BOD approval date (1)	2009/10	2010/11	2011/12	3-Year Total (2)	All Years Total (3)	Original Budget
Mission Critical:							
Vision	March 18, 2008						
Desktop Radio	June 17, 2003						
Upgrade CDI - Montreal	Nov 18, 2008						
Payback initiatives:							
Cogeco Disaffiliation	Sept 19, 2007						
Growing the business							
Vancouver Renovation (4)	Sept 23, 2008						
Ottawa Consolidation	Jan 22, 2002						
Edmonton Consolidation	July 22, 2002						
Quebec Consolidation	Nov 26, 2002						
Subtotal - Projects Approved							
PROJECTS PLANNED (in $000's)							

Network Operations Centre

English Television

Project Approval Recommendation
For
The Audit Committee of the Board of Directors
May 6, 2009

CBC Radio-Canada

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

Audit Committee Decision Required

- Audit Committee recommends to the Board of Directors the approval of a Capital Investment of : with costs incurred over a four year period (2009/10 to 2012/13).

s.18(a)

s.18(b)

s.21(1)(b)

Context

- The Network Operations Centre in Toronto is the heart of all programming and commercial insertion activity for all ETN channels.
- Neither the server or automation systems (which are the heart of the NOC) are still manufactured. There has been no support available from the automation supplier since December 2007 and support for the server will end next year.
- Basic signal infrastructure dates from the start of the Toronto Broadcast Centre in 1990 and is functionally obsolete
- There is no ability within the current operation to address upcoming HD requirements and/or to expand the channel count to address upcoming specialty channels
- The current set of systems do not support a file based workflow which would allow greater efficiency of operation

Business Case

- This investment is to address the need to 'Stay in Business' and continue to deliver our programs to viewers.

Strategic

- This investment positions CBC/Radio Canada to address the upcoming need to deliver its full program schedule in HD (by August 2011)
- English Radio's automation system and Radio MCR also dates from the start of the Broadcast Centre and needs to be refreshed. The coincidence of these two projects will support integration of the Radio and Television presentation activities.

High Level Operational

- File based workflow will be implemented which will permit more efficient operations resulting in a lower headcount.
- Project will permit all channels (including specialties) to operate from a single facility which will improve monitoring and reduce headcount by increasing the station to staff ratio during off-peak periods.

Financial

- Total Investment of ith costs to be incurred over four years.
- Net Operational Saving of minimum) per annum starting in 2012/13. Net savings result from staff reductions, partly offset by increased support cost.
- We are still evaluating two automation suppliers. They are comparable in Capital Costs but very different in support costs. We have used the support costs for the higher cost supplier for the presentation.
-
-

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

Risk

- **Software Development**
  -
  -
  -
- **Next Generation Converged Network (NGCN)**
  - Strong dependence on Next Generation Converged Network (NGCN) project to be approved by the Board at a later date and implemented in 2010/11.
- **System Failure**
  - Toronto system will have redundant hardware. Future projects will provide the ability for both networks to provide back-up for the other.

Reputation

- There is no risk to reputation as a result of this project.
- More efficient operations with resulting lower costs for presentation operations should be viewed in a positive manner by stakeholders.
- Key to delivery of increased HD content.

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

Other Information

- French Network basic infrastructure is much newer than Toronto's (and still supported by the manufacturer) but FTN does have investments planned to support HD with incremental HD outputs.

Draft Resolution

- The Corporation be and it is hereby authorized to proceed with the NOC Replacement Project for an approximate cost of $ over a period of four years, from 2009 to 2013 to replace the server and automation equipment.
- Following evaluation of supplier for the NOC automation equipment systems that the Corporation be and is hereby authorized to enter into all necessary agreements with the supplier in order to realize the implementation of NOC Replacement Project (the “Agreements”);

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

APPENDIX 1

NETWORK OPERATIONS CENTRE – ENGLISH TV

WHEREAS:

A. the server and automation equipment for the network operations centre in Toronto (the "NOC"), the heart of program presentation operations and commercial insertion activity for all of the English Television Network, are obsolete and are (or soon will be) no longer supported by the manufacturer;

B. the basic signal infrastructure is functionally obsolete and there is no ability within the current operation to address the upcoming high definition requirements and/or expand the channel count to address upcoming speciality channels;

C. the Corporation must replace its NOC infrastructure in order to remain in business and address the need to deliver its full program schedule in HD (the "NOC Project");

D. the NOC Project will permit all channels (including specialties) to operate from a single facility which will improve monitoring and reduce headcount by increasing the station to staff ratio during off-peak periods and will support a file-based workflow, which will allow greater efficiency of operation;

E. two automation suppliers have been evaluated and each has similar capital costs but very different support costs; and

F. following selection of the suppliers, contract negotiations, software development and in-depth testing will commence. **s.18(a)** **s.18(b)**

BE IT RESOLVED THAT:

(**approving project**) the Corporation be and it is hereby authorized to proceed with the NOC Replacement Project for an approximate cost of over a period of four years, from 2009 to 2013 to replace the server and automation equipment.

(**entering into NOC supplier agreements**) following evaluation of supplier for the NOC automation equipment systems that the Corporation be and is hereby authorized to enter into all necessary agreements with the supplier in order to realize the implementation of NOC Replacement Project (the "Agreements");

FURTHER RESOLVED THAT either the President and CEO, or the Executive Vice President, English Services, together with the Vice President, Chief Financial Officer, or their respective delegates, for and on behalf of the Corporation be and are hereby authorized to negotiate, enter into and to execute under the corporate seal of the Corporation or otherwise and to deliver to the other parties thereto, the Agreements on the terms and conditions enunciated in the foregoing resolutions and any other terms and conditions as they may see fit with such alterations, additions, and amendments or variations in their absolute discretion determined necessary, and may be approved by execution of the same on behalf of the Corporation, and whose signature shall be conclusive evidence of such approval by the Corporation, that the Agreements so executed is that authorized by this delegation of Authority, and that the Agreements shall be valid and binding upon the Corporation;

FURTHER RESOLVED THAT the Executive Vice President, English Services, or the Vice President, Chief Financial Officer or their respective delegates (the "Officers"), are hereby authorized for and on behalf of the Corporation to take any and all action, to do all things, to execute under the corporate seal of the Corporation or otherwise such instruments and documents and to deliver all instruments, documents and materials as are necessary or desirable or convenient and proper to give effect to the foregoing resolutions and to the Agreements, and the taking by the Officers of any such action, the doing by the Officers of any such thing, the execution by the Officers of any such instrument or document or the delivery by the Officers of any such instrument, document or material shall conclusively establish their authority therefore from the Corporation and the approval and confirmation by the Corporation of the actions so taken, the things so done, the instruments or documents so executed and the instruments, documents or materials so delivered.

Central Presentation
&
Satellite Distribution
English Radio

Project Approval Recommendation
For
The Audit Committee of the Board of Directors
May 6, 2009

CBC Radio-Canada

Audit Committee Decision Required

- Audit Committee recommends to the Board of Directors the approval of a Capital Investment of to be incurred over the period from 2009/10 to 2012/13.

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

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

Context

- The current Radio distribution system's inherent design is more than 50 years old and is not well suited to supporting CBC/Radio Canada's migration to a 'content company'.
- The terrestrial contracts with the common carriers which provide distribution will expire in May 2011.
- Contract renewal will carry increased operation costs since the carriers are generally exiting the broadcast business in favor of more lucrative value-added offerings (generally IP based).
- Both ERN and FRN will be migrating to Central Presentation and have planned investments in the Capital Plan.
- Radio MCR in Toronto is end of life and its replacement is contained within this project making it larger than the corresponding FRN project.
- Radio MCR in Montreal has just been refreshed making the FRN timelines somewhat shorter. As a result the FRN project is not being presented for approval at this time.

Business Case

- The Business Case for the Capital investment is derived from a solid return on Capital investment as a result of savings and cost avoidance resulting in lower operating costs effective 2012/2013 for ERN.

Strategic

- The new distribution model provides the ability to maintain highly customized distribution streams supporting the Corporate objective of remaining deeply rooted in the Regions.
- System also provides a new capability to quickly customize distribution streams in response to programming needs to target specialized programming to a specific region.
- Leverages the Next Generation Converged Network (NGCN) for sharing of audio and video content.

High Level Operational

- Presentation and automation capabilities will be removed from all Regional locations.
- All regionally produced programming will be 'back-hauled' to the network centre in Toronto via the new Next Generation Converged Network and distributed to transmitter via satellite.
- This is essentially the same model previously approved by the Board in 2001 for TV. The centralized TV model has operated as planned delivering annual operating savings and eliminating significant capital replacement in Regional locations.

Financial

- Capital investment of with funds reserved in the Capital Plan.
- Project avoids increased investments in Regional automation infrastructure.
- Operating Savings and Cost Avoidance of annually
-

s.18(a)

s.18(b)

- However the Toronto MRC is 20 years old and requires a significant refresh Together with regional investments we were planning to invest n a status quo scenario to refresh existing assets, with no resulting payback.
- The payback on the incremental capital o to achieve a centralized presentation solution is 3 years with and IRR of
- French TV's project is currently estimated at $ within the balanced three year plan and will come forward for approval at a later date.

Risk

- Essentially the same centralized model has been well proven in Television since 2001 when both TV networks centralized their presentation operations.
- There is increased dependence on satellite but failure mode risks are well managed by Telesat. In eight years of Centralized TV operations there have been no significant satellite issues.

Reputation

- There is no risk CBC/Radio reputation.
- Improving the cost-effectiveness of presentation (which is essentially an overhead cost) should be viewed in a positive light by our stakeholders.

s.18(a)

s.18(b)

Other Information

- This project has significant synergies with NGCN project as NGCN will facilitate backhaul of Regionally produced programming. This project simplifies the implementation of NGCN in that it eliminates the need to feed transmitter sites which the carriers consider 'off-net'.
-
-
- The Board will be kept informed of the results and recommendations arising from this work.

Draft Resolution

- The Corporation be and it is hereby authorized to proceed with the ERN Central Presentation Project for an approximate cost of over four fiscal years to purchase equipment and upgrade its English radio network infrastructure to provide central presentation and satellite distribution.

s.18(a)

s.18(b)

APPENDIX 1

ENGLISH RADIO CENTRAL PRESENTATION AND SATELLITE DISTRIBUTION PROJECT

WHEREAS:

A. the current English radio network ("ERN") distribution system's inherent design is more than 50 years old and is not well suited to supporting CBC/Radio Canada's migration to a content company;

B. the terrestrial contracts with the common carriers which provide distribution will expire in May 2011 and contract renewal will carry increased operation costs since the carriers are generally exiting the broadcast business in favour of more lucrative value-added offerings (generally IP based);

C. both the ERN and the French radio network ("FRN") will be upgrading their infrastructure and migrating to central presentation and satellite distribution, but in the case of the ERN, the radio master control room in Toronto is end of life and its replacement is contained within this project making it larger than the corresponding FRN project (the "ERN Central Presentation Project");

s.18(a)

s.18(b)

D. regional infrastructure upgrades will be less costly under the ERN Central Presentation Project than would otherwise be the case as the ERN Central Presentation Project eliminates regional automation systems;

E. the ERN Central Presentation Project will leverage the Next Generation Converged Network (NGCN) for sharing of audio and video content which will allow presentation and automation capabilities will be removed from all Regional locations such that regionally produced programming will be 'back-hauled' to the network centre in Toronto via the NGCN and distributed to transmitter via satellite; and

F. the ERN Central Presentation Project, when completed, will result in cost savings, cost avoidance, operational efficiencies and lower operating costs in the amount of approximately and

WHEREAS,

BE IT RESOLVED THAT:

(**approving project**) the Corporation be and it is hereby authorized to proceed with the ERN Central Presentation Project for an approximate cost of

.....

over four fiscal years to purchase equipment and upgrade its English radio network infrastructure to provide central presentation and satellite distribution.

FURTHER RESOLVED THAT the Executive Vice President, English Services, or the Vice President, Chief Financial Officer or their respective delegates (the "Officers"), are hereby authorized for and on behalf of the Corporation to take any and all action, to do all things, to execute under the corporate seal of the Corporation or otherwise such instruments and documents and to deliver all instruments, documents and materials as are necessary or desirable or convenient and proper to give effect to the foregoing resolutions, and the taking by the Officers of any such action, the doing by the Officers of any such thing, the execution by the Officers of any such instrument or document or the delivery by the Officers of any such instrument, document or material shall conclusively establish their authority therefore from the Corporation and the approval and confirmation by the Corporation of the actions so taken, the things so done, the instruments or documents so executed and the instruments, documents or materials so delivered.

DTV Outputs

English Television

Project Approval Recommendation
For
The Audit Committee of the Board of Directors
May 6, 2009

CBC Radio-Canada

Audit Committee Decision Required

- Audit Committee recommends to the Board of Directors the approval of a Capital Investment of

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

Context

- CRTC has mandated August 31, 2011 as the date by which NTSC transmission in Canada must cease and broadcasters must adopt the ATSC standard for HD transmission
- While discussions about transmitter foot-print are ongoing the requirement to produce HD signals to feed the BDU community still exists even if there were no transmitters
- French TV has a similar project and has reserved in the FTN capital plan

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

Business Case

- The Business Case for this investment is the cost of staying in Business and remaining compliant with CRTC Regulations.

Strategic

- Investment provides the ability to continue to reach viewers in the HD format of the future
- Requirement to distribute in HD exists regardless of the transmitter footprint

High Level Operational

- Project will be implemented at the same time as the NOC rebuild project (separate project to be approved by the Board) and will provide the capability for branding and formatting of HD programs streams.
- Will eliminate the need for programs to supply separate HD and SD content when programs air on conventional and specialty channels.

s.18(a)

s.18(b)

Financial

- Cost is and investment is planned within the approved ETN Capital Plan

Other Information

- French Television has planned a similar project within their Capital Plan which must be completed on the same schedule as ETN
- However, since the FTN Network Presentation Centre is much newer than ETN and does not require a significant refit, the FTN project will be presented for approval at a later date.
- Plans for the DTV transmitter infrastructure and BDU distribution of HD signals will be presented for approval by September 2009

Draft Resolution

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

- The Corporation be and it is hereby authorized to proceed with the DTV Output Project for an approximate cost of to purchase equipment and upgrade its infrastructure to provide the capability for branding and formatting of HD program streams

Next Steps

- Presentation of a plan for DTV Transmitters and BDU Distribution as part of the 2010/11 Strategic/Business Plan process.

s.18(a)

s.18(b)

APPENDIX 1

DIGITAL TELEVISION (DTV) OUTPUT

WHEREAS:

A. the CRTC has mandated August 31, 2011 as the date by which NTSC transmission in Canada must cease and broadcasters must adopt the ATSC standard for high definition ("HD") transmission;

B. the Corporation must produce HD signals to feed both its transmission footprint as well as the BDU community; and

C. the Corporation must upgrade its output and branding infrastructure to provide the capability for branding and formatting of HD program streams and to eliminate the need for programs to supply separate HD and standard definition content when programs air on conventional and specialty channels (the "DTV Output Project").

WHEREAS,

BE IT RESOLVED THAT:

(**approving project**) the Corporation be and it is hereby authorized to proceed with the DTV Output Project for an approximate cost of to purchase equipment and upgrade its infrastructure to provide the capability for branding and formatting of HD program streams.

FURTHER RESOLVED THAT the Executive Vice President, English Services, or the Vice President, Chief Financial Officer or their respective delegates (the "Officers"), are hereby authorized for and on behalf of the Corporation to take any and all action, to do all things, to execute under the corporate seal of the Corporation or otherwise such instruments and documents and to deliver all instruments, documents and materials as are necessary or desirable or convenient and proper to give effect to the foregoing resolutions, and the taking by the Officers of any such action, the doing by the Officers of any such thing, the execution by the Officers of any such instrument or document or the delivery by the Officers of any such instrument, document or material shall conclusively establish their authority therefore from the Corporation and the approval and confirmation by the Corporation of the actions so taken, the things so done, the instruments or documents so executed and the instruments, documents or materials so delivered.

Schedule A

Audit Committee

(May 6, 2009)

Subject matter

Vancouver Redevelopment Project (VRP)

Background

Situation

CBC/Radio-Canada is currently redeveloping its Vancouver property. In September 2008, CBC/Radio-Canada Audit Committee supported the increase in budget to change the nature of the contract with the General Contractor from a construction management agreement to a fixed price contract. The fixed price contract permitted CBC/Radio-Canada to reduce risk of cost increases due to inflation and reduce the risk of budget overruns. The change also enabled confirmation of the project delivery date.

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

Challenge

Staying on schedule and controlling costs.

Presentation Goal

Information on the matter

Provide CBC/Radio-Canada's Audit Committee 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/André Bertrand
Date: April 27, 2009

Management recommendation

Last discussed at the Audit Committee

Date: September 23-24, 2009
Decision made: N/A

Next steps

1. Obtain CBC/Radio-Canada Board approval on revised budget
2. Continue with overall construction and close monitoring of costs
3. Continue marketing spaces to lease

Anticipated project completion date: **October & December 2009**
(If contract, indicate date of expiry): _____

Vancouver Redevelopment Project

CBC/Radio-Canada Audit Committee Presentation

May 6, 2009

CBC Radio-Canada

Table of Contents

CBC Radio-Canada

Situation Analysis

- Why we are here
- Legend – key players & terminology
- History
- Current Status
- Proper Planning Prior to Perfect Storm
- Perfect Storm
  - Inflation
  - Prime Consultant Team
  - General Contractor
  - Local Project Manager
  - Budget
- Capping expenses

Challenge: Options & Risks

- Value Engineering
- Reduce scope of work
- Modify schedule
- Challenge all change requests and costing
- Replace electro-mechanical consultants
- Replace Prime Consultant
  Replace General Contractor
- Replace Local Project Manager
- Claim compensation for professional faults (errors and omissions) and scheduling

Recommendation

To obtain funding to complete project as per readjusted scope and original schedule

Why We Are Here ?

- In September 2008, we obtained CBC/Radio-Canada Audit Committee support to increase budget and change the nature of the contract with the General Contractor from a construction management agreement to a fixed price contract.

- Eight months later, we know that the change has enabled us to realign construction to the original project delivery date. Construction is currently at 80% of completion.

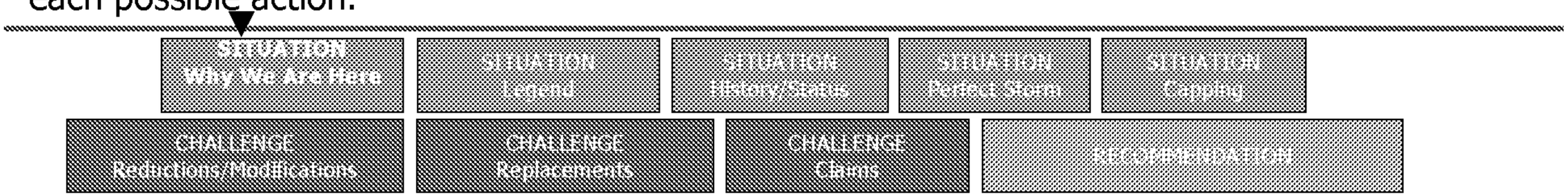
- The fixed price contract permitted CBC/Radio-Canada to reduce risk of cost increases due to inflation and by the same token reduce the risk of budget overruns.

- However, our ratio of changes orders stands at 16% while the expected norm is between 5% and 10% and our budgets are typically based on this. This high volume of change orders which have increased costs indicate errors from the professionals.

- To stay on path for the home stretch we need an influx of s.18(a) s.18(b)

- Claims will be issued in proper time when we have achieved substantial completion of works.

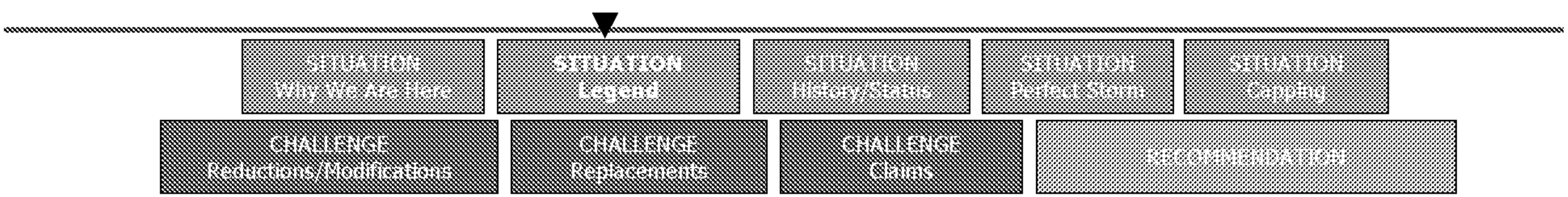
The following provides a detailed project history and an assessment of risk and outcome for each possible action.



Legend: Key Players & Terminology (cont.)

CBC Radio-Canada

- Key players
  - HBBH: Prime Consultant provides architectural services and has retained electromechanical engineers, structural engineers, code consultants, etc.
  - MKTA: Local Development and Project Manager provided coordination for the various works that have to be carried out and manage the budget on an ongoing basis.
  - SNC-Lavalin ProFac: Have taken over the role of the Local Project Manager from MKTA as of January 1, 2009.
  - Scott Construction: The General Contractor that carries out the construction work and manages the trades (electricians, plumbers, carpenters, etc.) on the overall construction project except 2nd and 3rd floor portion.
  - Oxford Construction: The General Contractor that carries out the construction work and manages the trades (electricians, plumbers, carpenters, etc.) for 2nd and 3rd floor portion of the project.



Legend: Key Players & Terminology (cont.)

CBC Radio-Canada

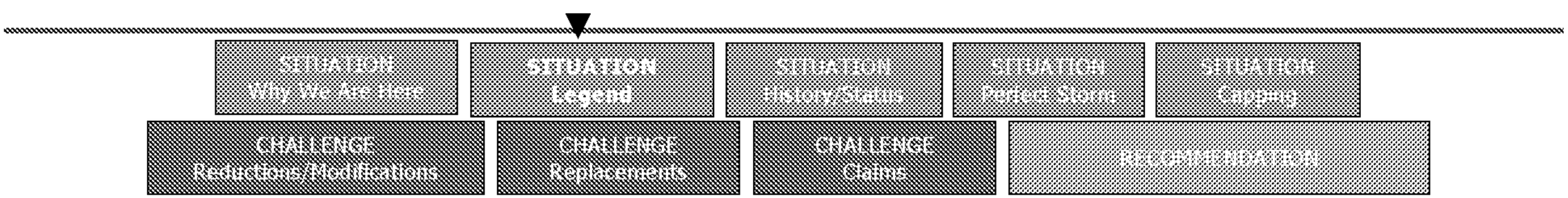
- Terminology

  - RFI: Request for Information from the general contractor to the Prime Consultant, usually to clarify plans or contractual documents. The RFI can bring an Architect's Information (AI), a Change Directive (CD), a Price Request (PR).

  - AI: Is an answer from the Prime Consultant confirming an information that will permit the work to continue. It could generate a Change Order Request (COR).

  - COR: The COR is the result of the General Contractor confirming to the Prime Consultant that an AI or a CD will require out of scope work and consequently will add to the overall project cost and schedule.

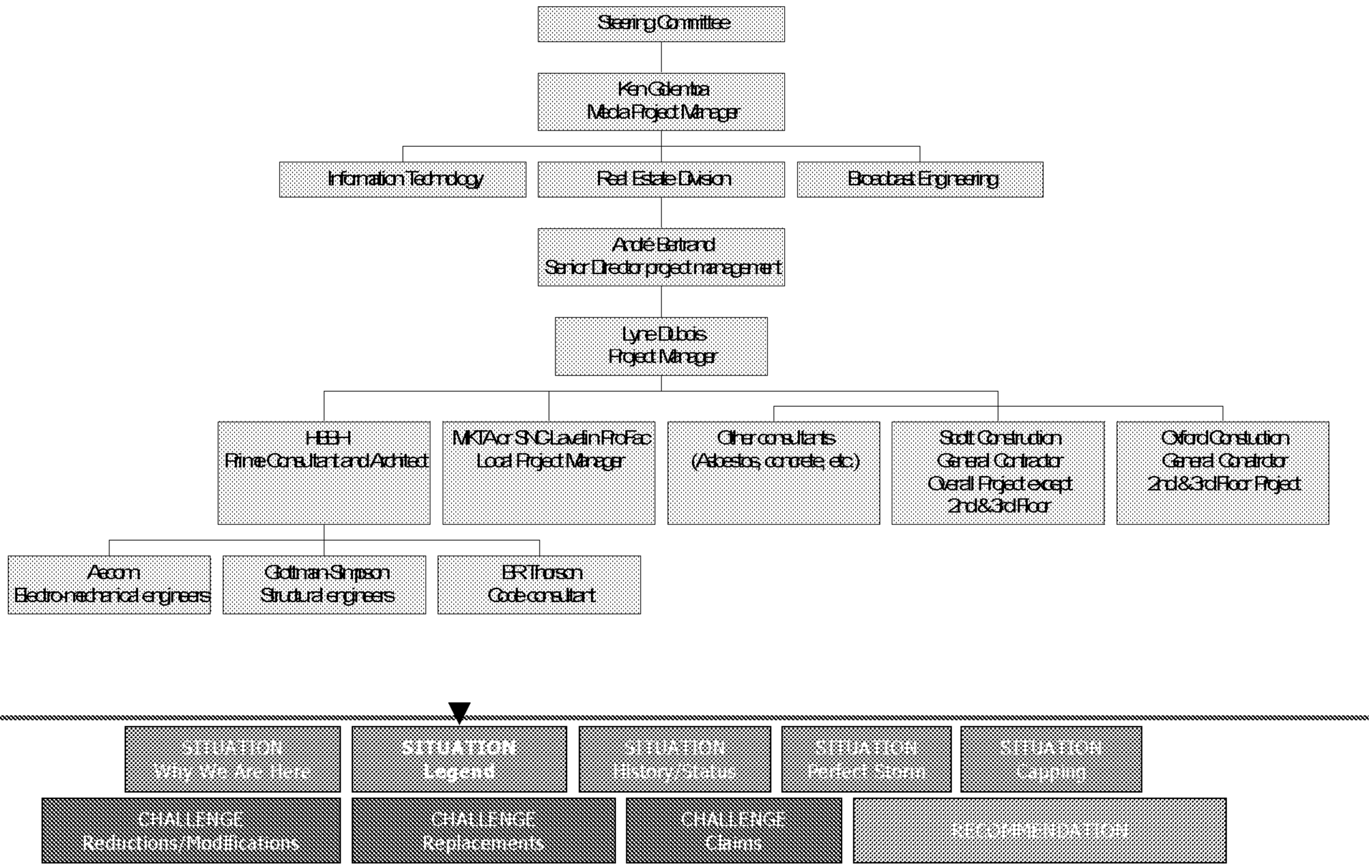
  - CD: Is a directive from the Prime Consultant that requires the General Contractor to act upon. It could generate a Change Order Request (COR).



Legend: Key Players & Terminology

CBC Radio-Canada

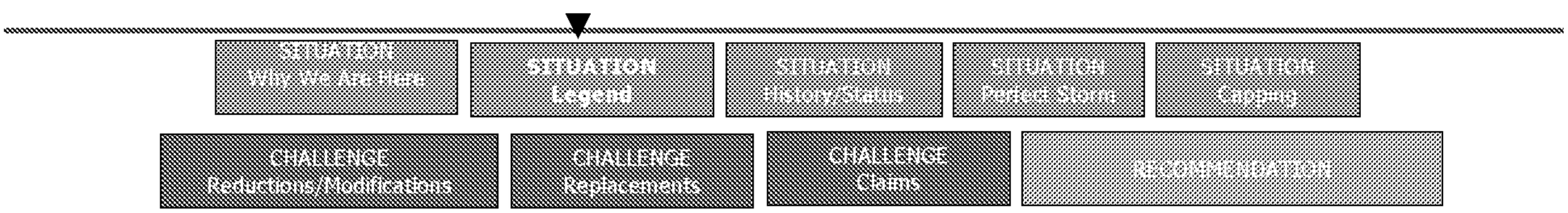
Project Structure



Legend: Key Players & Terminology (cont.)

CBC Radio-Canada

- Terminology (cont.)
  - PR: Is a request by the Prime Consultant to the General Contractor to quantify the cost of potential work.
  - CO: Is a Change Order and this is a confirmation from the Prime Consultant that a COR or a PR is accepted and that the General Contractor should proceed on this.
  - Omission: A missed item or detail on the plans and specifications preventing the General Contractor from completing work and requires a correction.

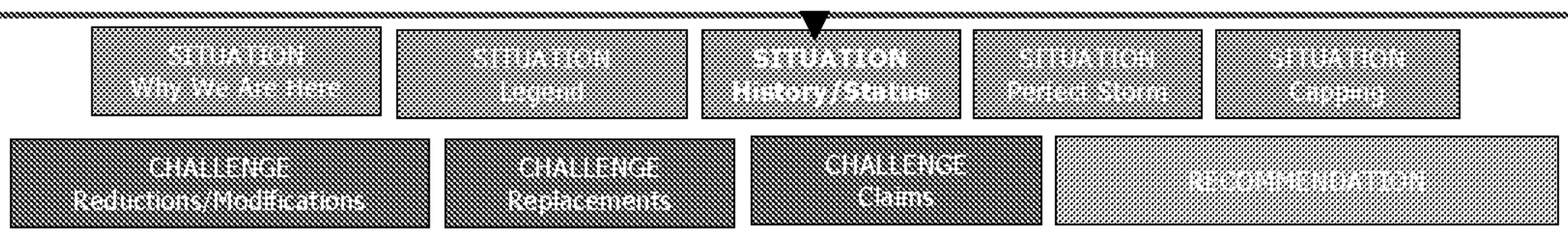


High Level History

CBC Radio-Canada

Year	Project Scope
2002 proposal (based on the offer by PWGSC)	Improve cash flow and have building modernized in 2025 by third party owner. Rejected by CBC Board of Directors.
2003 proposal	News integration and some modernization. Funding not fully defined.
2004 proposal	Complete news integration and solve some operation issues. Third party development option was underway at the time.
2005 proposal(formed the basis of the project approved by the Board in 2005)	Complete news integration/content management. Project to be funded by sale of density, proceeds of sale of Burnaby warehouse and available capital budget.
Fall 2007	Budget increase due to local construction inflation.
Fall 2008	Budget increase due to local construction inflation.

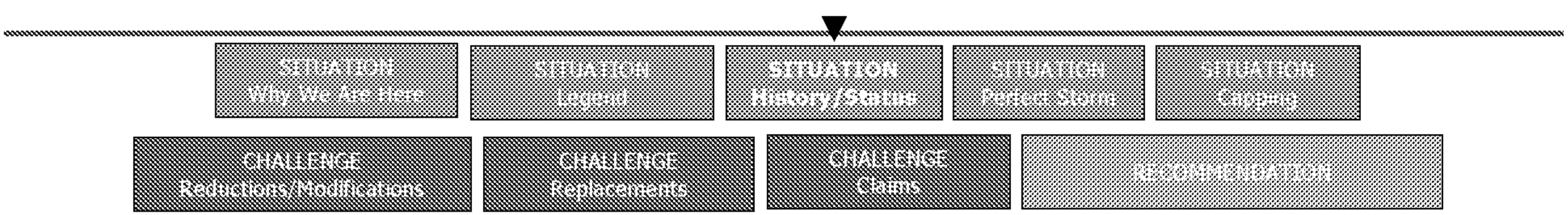
- Please refer to Appendix A for details of each proposal



Current Status

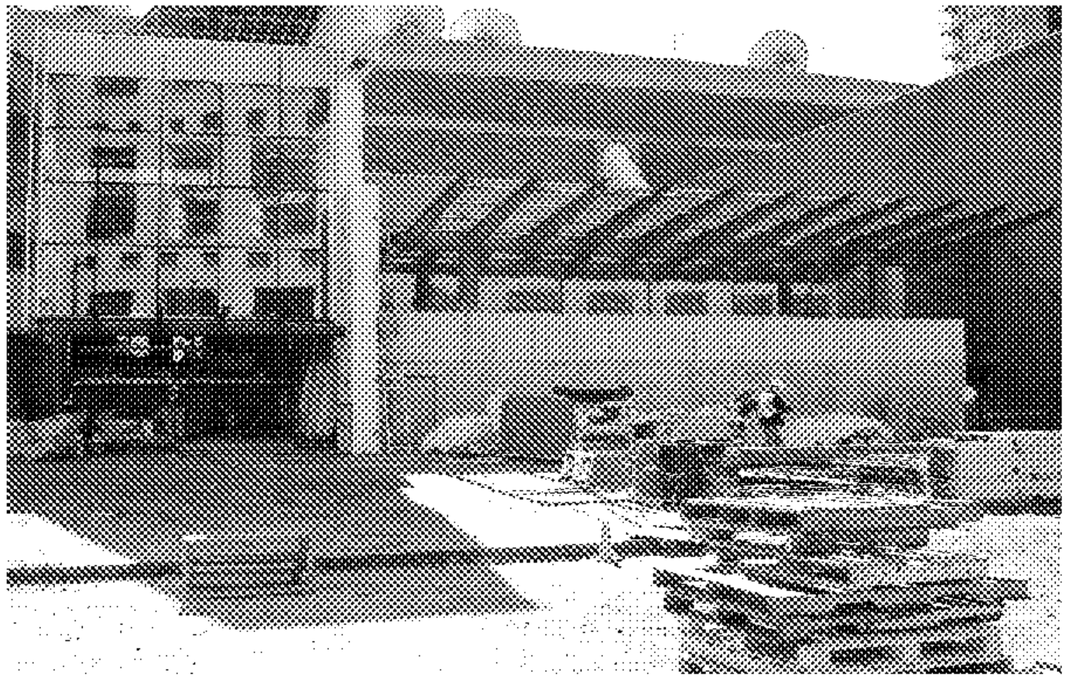
CBC Radio-Canada

- On April 22, 2009 construction and renovations are at 80% completion:
  - Main Floor Office Space: 100% completion
  - Hamilton Street Parking Garage: 98% completion and in operation
  - Newsroom: 70% completion
  - Atrium/Main Entrance: 60% completion
  - 2nd and 3rd floors: 50% completion
  - Cambie Street Parking Garage: 40% completion
  - Landscaping: 10% completion
- Project is **on schedule** for targeted October 27, 2009 completion date.

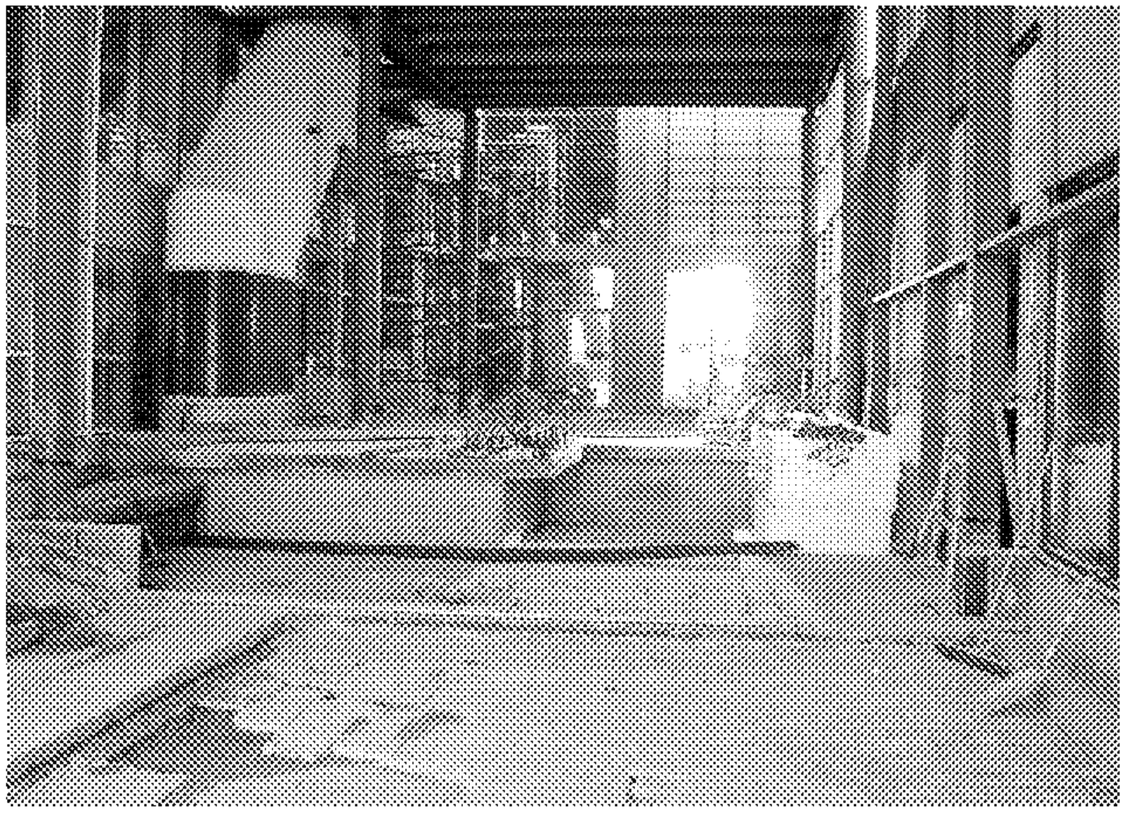


Current Status (cont.)

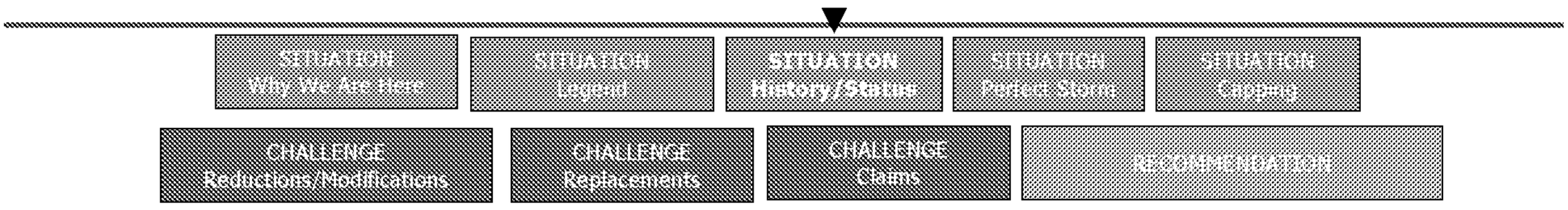
CBC Radio-Canada



View of main entrance and canopy of future outside stage



West view of the Atrium



Proper Planning Prior to Perfect Storm

CBC Radio-Canada

- Context: The Vancouver Redevelopment project costs and timeframe were evaluated from the basis of a solid process:

  - Initial budget in 2005 was based on two estimates by a reputable local Quantity Surveyor (BTY).
  - 8.5% contingency on construction.
  - 10% inflation escalation at and after midpoint of construction. CBC/Radio-Canada typically used 2.5% inflation rate.
  - Preliminary drawings were done by the Prime Consultant selected through an RFP process.
  - These drawings were used to validate costs. In 2006 General Contractor provided costs estimates based on preliminary drawings.
  - The costs were again evaluated by BTY in 2006.
  - Both estimates were within less than of each other.

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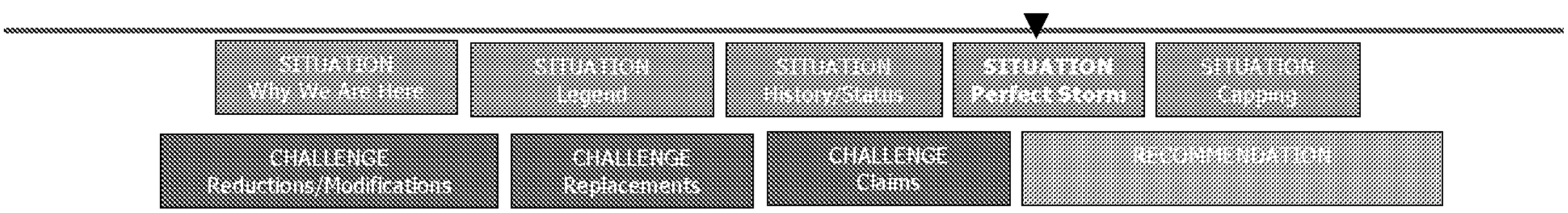
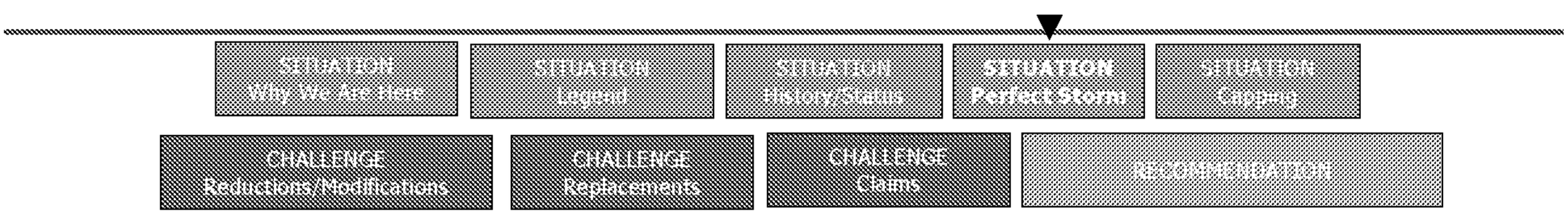
s.18(b)



Perfect Storm

CBC Radio-Canada

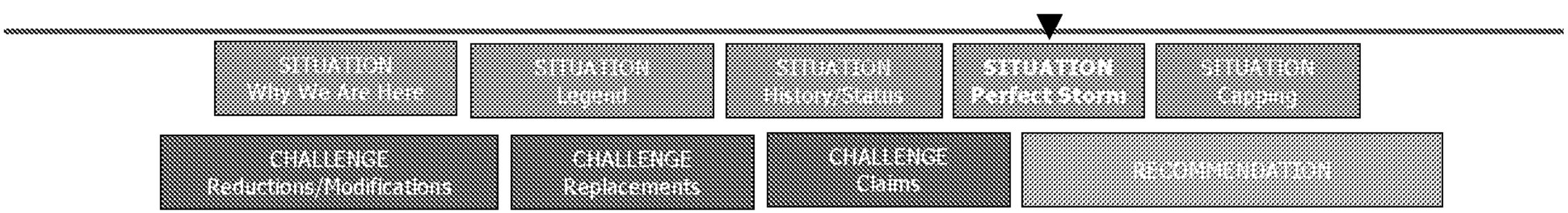
- Inflation:
  - The actual inflation rate for the Vancouver construction market for the period covering the years 2006 and 2007 totalled more than 40% (ref. Altus Helyars – quantity surveyors).
  - The project inflation was 46% for the period covering 2005, 2006, 2007 up to 2008 when final quotations were received.



Perfect Storm (cont.)

CBC Radio-Canada

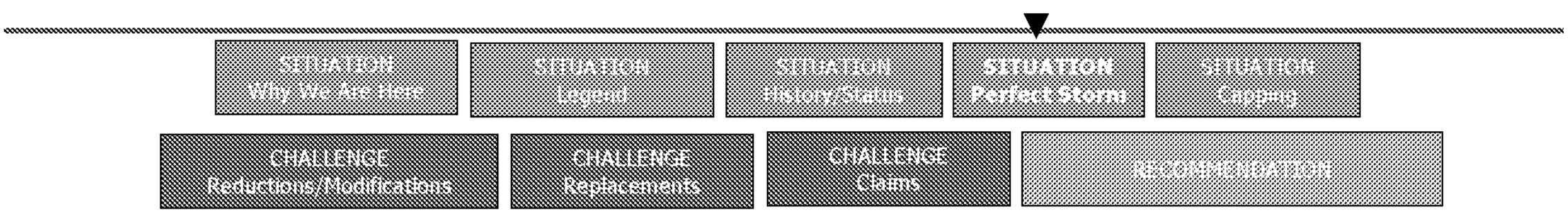
- Prime Consultant Team
  - As we are getting closer to substantial completion of the final fitting of all various types of works and their synchronization (i.e., water circulation with cooling systems, electrical with mechanical, etc.), there are clear indications of errors in conception and phasing of work. Both generate corrective measures (Changes Orders - CO).
  - The benchmark for CO is between 5% and 10% of project value. We currently sit at 16% with more than half due to omissions. This would indicate that the Prime Consultant has a level of responsibility in regards to cost overruns and dealing with this is included in our claim strategy.
  - The corrective measures generate additional work for the professionals (architects and engineers) to draft and plan solutions and additional work for the General Contractor.
  - There has been a high turnover rate in professionals because of high market activity in Vancouver and this has produced higher than expected learning curve difficulties and loss of momentum.



Perfect Storm (cont.)

CBC Radio-Canada

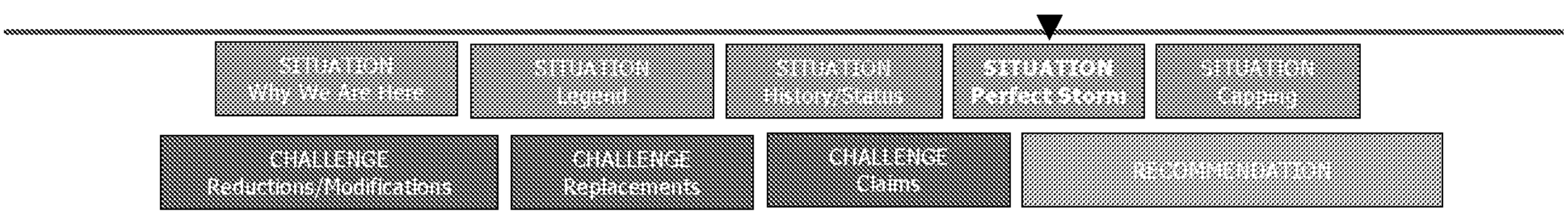
- General Contractor
  - Selected through a RFI and RFP process supervised by the Purchasing Department which allowed selection of qualified contractors. Only two proposals received from 6 invited bidders which reflects unusually high activity. Scott Construction was the lowest bidder.
  - There has been a high turnover rate in the General Contractor's team and among trades because of high market activity in Vancouver. This has produced higher than expected learning curve difficulties and loss of momentum.



Perfect Storm (cont.)

CBC Radio-Canada

- Local Project Manager
  - Selected through a RFP process supervised by the Purchasing Department which allowed selection of a qualified project manager.
  - Didn't have the necessary horsepower to manage the construction site in such an environment.
  - Was replaced.



Perfect Storm (cont.)

CBC Radio-Canada

s.18(a)

s.18(b)

SITUATION
Why We Are Here

SITUATION
Legend

SITUATION
History/Status

SITUATION
Perfect Storm

SITUATION
Capping

CHALLENGE
Reductions/Modifications

CHALLENGE
Replacements

CHALLENGE
Claims

RECOMMENDATION

Perfect Storm (cont.)

CBC Radio-Canada

Note 1: The consultant fees have increased mainly due to additionnal fees from the Prime Consultant to correct errors and omissions.

Note 2: Construction costs are higher due to change orders relating mostly to errors and omissions.

Note 3: Cash-allowance budget overruns on last tendered items.

Note 4: This increase is due to higher insurance premium, which is based on the construction costs.
City permit are higher then anticipated due to the delays in the parking access.
Legal fees are higher than expected due to outstanding issues with the City.

Note 5: for construction contingency for consultant contingency and for an overall contingency.

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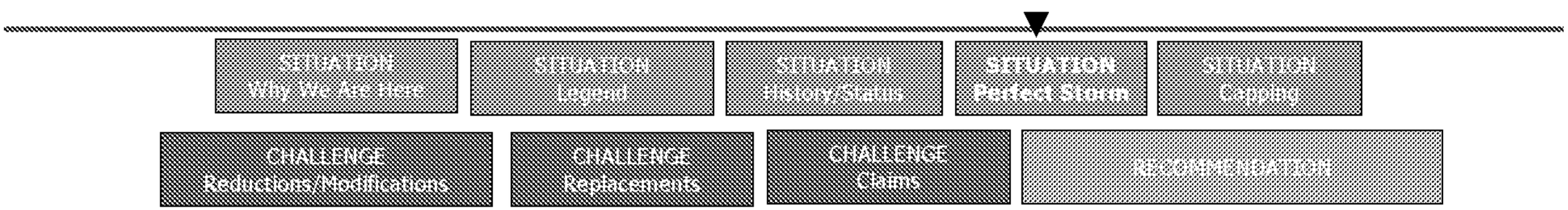
s.18(b)



Capping Expenses

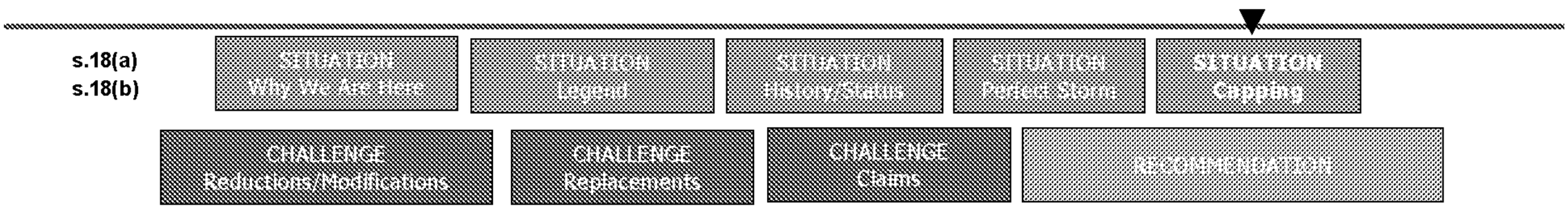
CBC Radio-Canada

- In September 2008, we obtained CBC/Radio-Canada Audit Committee support to increase budget to change the nature of the contract with the General Contractor from a construction management agreement to a fixed price contract.
- The fixed price contract permitted CBC/Radio-Canada to reduce risk of cost increases due to inflation and by the same token reduce the risk of budget overruns.
- The change has enabled us to confirm the project delivery date.
- However, a fixed price contract doesn't eradicate the risk of errors and omissions on the Prime Consultant's drawings. The plans and specifications forming part of the fixed price contract, contain material deficiencies that have largely resulted in the high costs of change orders.

This accounts for the bulk of the forecasted over-budget which is as follows:

for Professional fees
for Construction
for Contingencies and additional work carried out by CBC RE
Total

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



Options & Risks

CBC Radio-Canada

- Throughout the project process we have continuously evaluated and taken mitigation efforts to reduce costs and maintain alignment of the timeframe. The following is a list of measures that have been studied, some of which have been applied and some of which have been discarded due to risk:

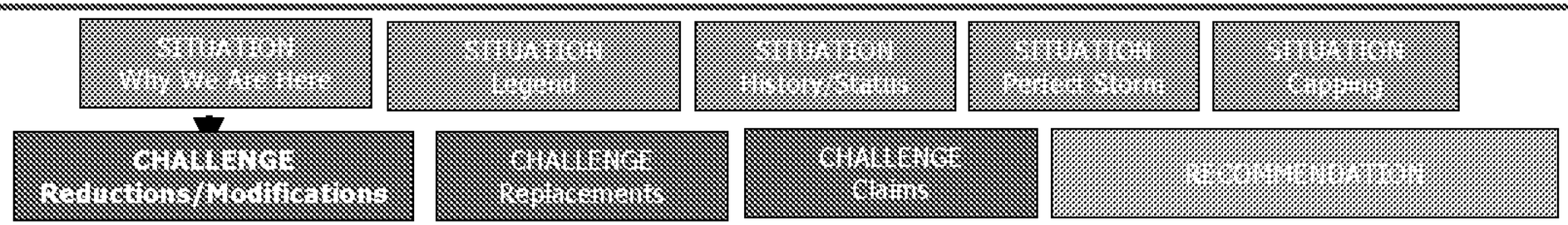
  1) Value engineering:

  - **Pros:** Evaluate all implementation measures (materials, processes, sequencing, etc.) to optimize efficiency and reduce costs

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

  - **Cons:** Requires time from Prime Consultant and Real Estate team

➢ Outcome: Value engineering was applied and generated an estimated cost reduction of No further value engineering cost reduction potential at this stage of the project. Not recommended.

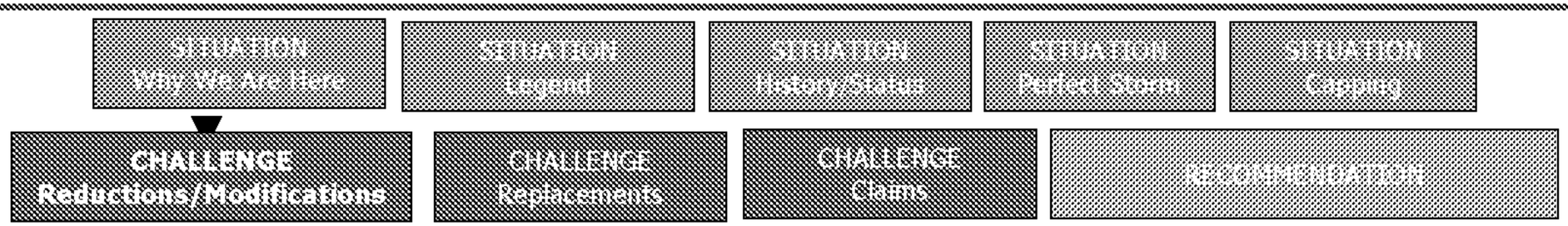


Options & Risks (cont.)

2) Reduce the scope of work:

- **Pros:** Reduces costs (for General Contractor and Prime Consultant) and facilitates meeting targeted end date.
- **Cons:** May affect overall quality of the project.
- Perhaps not accepted by the city of Vancouver.
- May not provide full value of scope reduction (negotiations with the General Contractor usually provide 80% and less of the potential value).
- Potential law suites from General Contractor and sub trades.

➢ Outcome: We were able to reduce scope on some items i.e., reduced the number of flower beds on roof, some painting, cleaning and appliances. Further scope reduction will compromise project integrity and functionality and are not recommended.



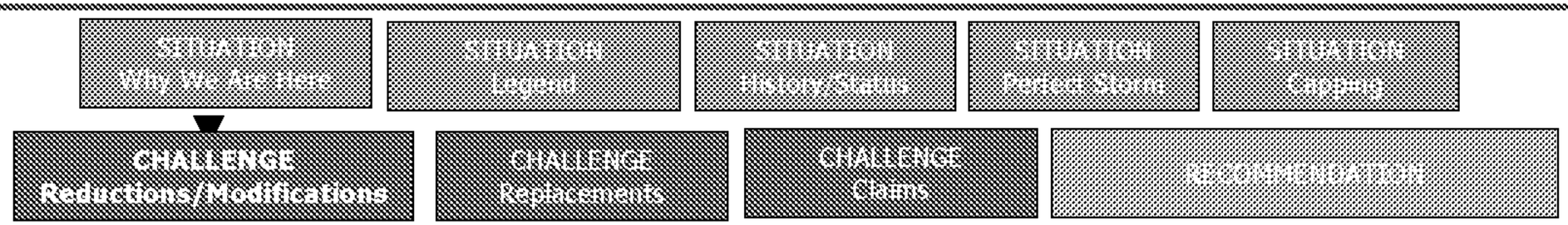
Options & Risks (cont.)

CBC Radio-Canada

3) Modify the schedule – provide more time for execution of work:

- **Pros:** Reduces General Contractor claims regarding accelerated pace.
- **Cons:** May affect CBC/Radio-Canada production schedule.
- May decrease employee efficiency in critical Olympic period.
- Increases General Contractor potential delay claim.
- Decreases General Contractor's momentum and motivation to attain the targeted end date.

➢ Outcome: General Contractor is proceeding at an accelerated pace to meet the scheduled end date. Negotiations on the application of a special fee for accelerated pace have been put aside for now to focus on work. Negotiations will proceed to try to reduce costs already included in this budget but no guarantee of success.



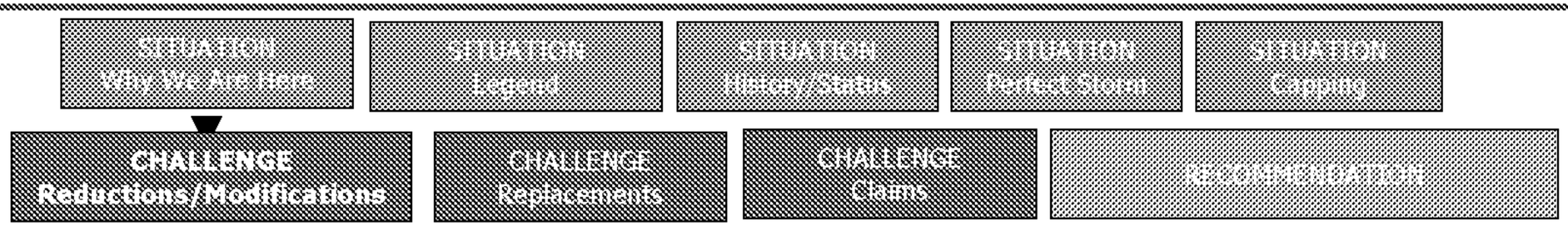
Options & Risks (cont.)

CBC Radio-Canada

4) Challenge all change requests and costing:

- **Pros:** Provides assurance that CBC/Radio-Canada pays only for validated work and at the right price.
- Keep the General Contactor "honest".
- Best practice.
- Requirements by CBC/Radio-Canada.
- **Cons:** Time consuming process in regards to high volume of AI, CD, PR, COR and CO.

➢ Outcome: Validates work and provides a paper trail to issue claims and counter claims for errors and omissions. Implemented since the start of the project and further re-enforced with the new Local Project Manager (SNC-Lavalin ProFac).

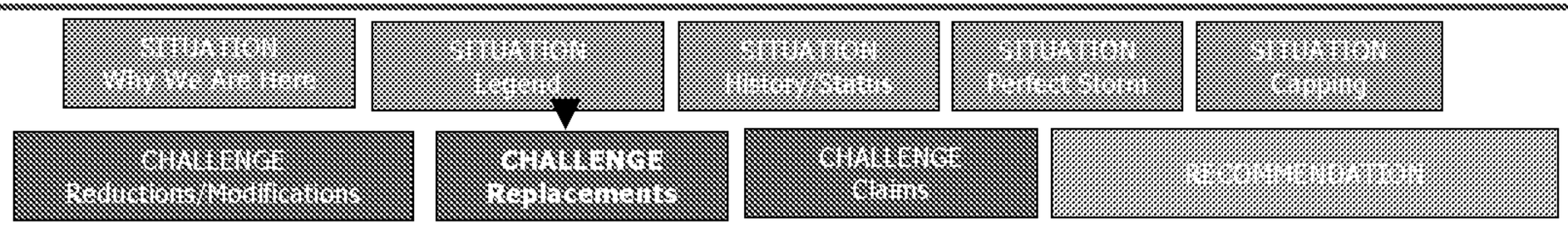


Options & Risks (cont.)

5) Replacing the electro-mechanical consultants:

- **Pros:** Potentially more capable professionals.
- **Cons:** It would cost hundreds of thousands of dollars to get other electro-mechanical engineers to accept the professional liability for another.
- We would lose the right to sue (as per CG 9.5).
- It would cost, in terms of schedule, 3 to 4 months to find a new firm because all Vancouver professionals are busy and another 6 to 12 months for the new firm to review all drawings and to get to the level required to run the site.
- There's a risk of lawsuit.
- There's a risk of not getting a better level of quality.

➢ Outcome: We've kept the engineers as the timeframe accentuated the risks. Changing electro-mechanical consultants not recommended.



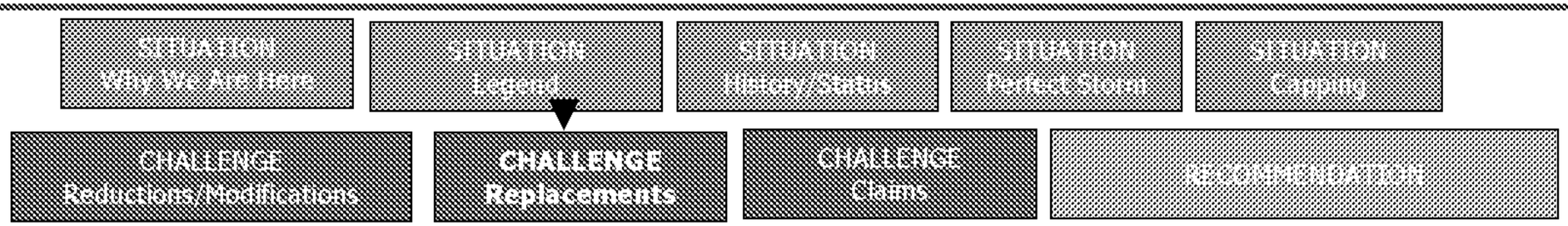
Options & Risks (cont.)

CBC Radio-Canada

6) Replacing the Prime Consultant:

- **Pros:** Potentially more capable professionals.
- **Cons:** It would cost at least $250K for the right to terminate.
- It would cost hundreds of thousands of dollars to get another architect to accept the professional liability for another.
- It would cost, in terms of schedule, 3 to 4 months to find a new firm because all Vancouver professionals were busy and another 6 to 12 months would be needed for the new firm to review all drawings and to get to the level required to run the site.
- We would lose the right to sue (as per CG 9.5).
- There's a risk of a lawsuit.
- There's a risk of losing other team members (electro-mechanical engineers, structural engineers, etc..).
- There's a risk of not getting a better level of quality.

➢ Outcome: We've kept the Prime Consultant as the timeframe accentuated the risks. Changing Prime Consultant not recommended.



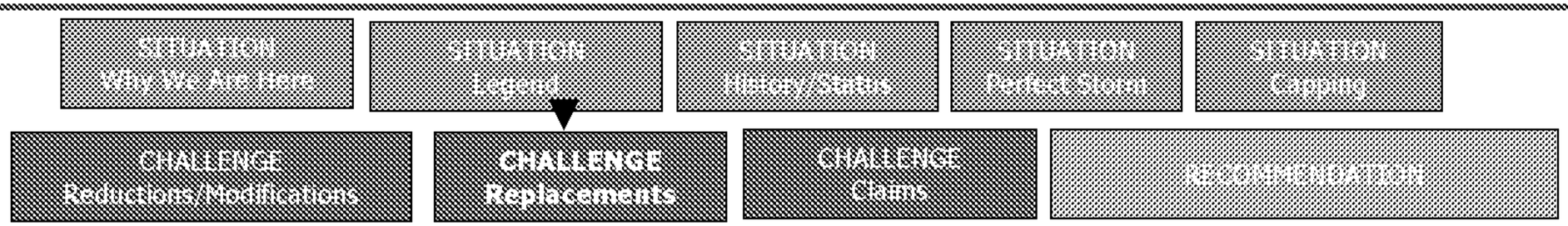
Options & Risks (cont.)

CBC Radio-Canada

7) Replacing the General Contractor:

- **Pros:** Potentially a more capable internal management team.
- More capable and available sub trades.
- Contract provide solid termination clauses.
- **Cons:** There's a risk of not getting a better level of quality.
- Learning curve risk and affect construction site.
- Potential lawsuits.
- Potential cost increase of a few million dollars to get another General Contractor to accept all the liabilities and all existing sub trade contracts.

➢ Outcome: We've kept the General Contractor as the timeframe accentuated the risks, but we have removed some smaller parts of the project where in the past, the General Contractor performed poorly. The parts removed (2nd and 3rd floor renovation, light grid, set design, technical cabling, etc.) were given to another more flexible General Contractor.



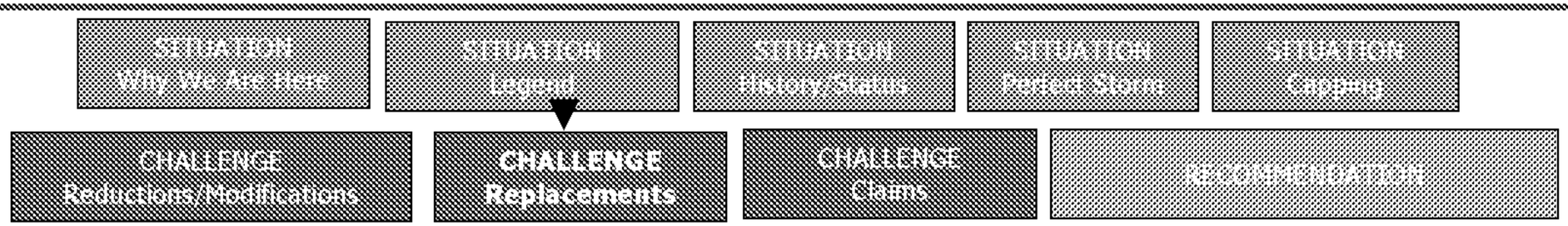
Options & Risks (cont.)

CBC Radio-Canada

8) Replacing the Local Project Manager:

- **Pros:** Potentially more capable professionals.
- More dedicated resources.
- Will not incur additional costs if we take advantage of end of contract.
- **Cons:** There's a risk of not getting a better level of quality.
- Learning curve risk and affect construction site.

➢ Outcome: We've changed the Local Project Manager for SNC-Lavalin ProFac as they have a national contract with CBC/Radio-Canada that enables us to hire them on an "existing contract basis". The established business relationship with SNC-Lavalin ProFac provided us with the expectation of a better level of service despite local context. This has provided a more robust team, more horsepower and better site coordination. One of the reasons why we're still on track to meet the target end date. Another change to Local Project Manager not recommended.



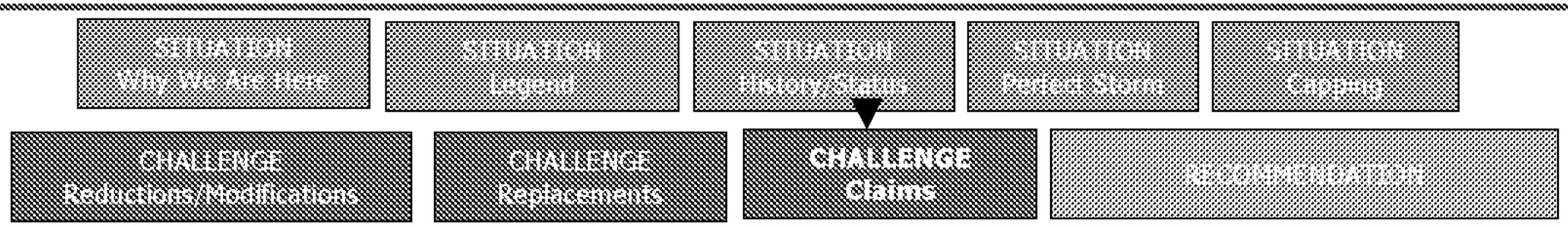
Options & Risks (cont.)

CBC Radio-Canada

9) Claim compensation for professional faults (errors and omissions) and scheduling:

- **Pros:** Protects CBC/Radio-Canada's rights.
- Recover expenses.
- Best practice.
- **Cons:** Potential conflicts could create a significant slow down on the construction site.
- Time consuming process that would split the Local Project Management and Real Estate team's efforts which are currently focused on meeting the targeted end date.
- Risk of having professional walking out of their contracts.

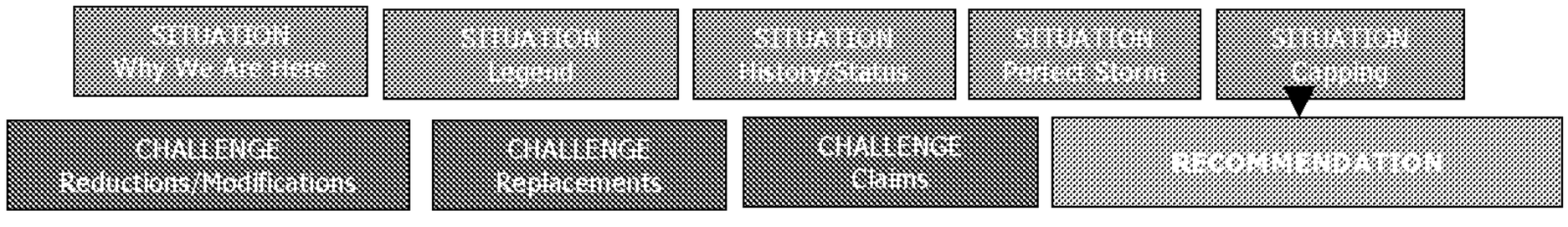
➢ Outcome: Claims and counter claims will be issued once we have achieved substantial project completion. Legal opinion indicates that postponing claims and counter-claims will not affect our rights to do so. Being implemented.



Recommendation

CBC Radio-Canada

- We are in the final sprint to complete work by the October 2009 target end date. s.18(a) s.18(b)
  - An additional is required to complete the modernization of the Vancouver Production Centre as per readjusted scope and original schedule.
  - Funds recovered through claims and counter claims and any other cost savings or additional revenues will be funnelled back to the Corporate Reserve.
  - We recommend the Audit Committee support this process and the funding requirement for approval by the Board of Directors.



Pages 1178 to / à 1179

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

113th MEETING OF THE AUDIT COMMITTEE
CANADIAN BROADCASTING CORPORATION
OTTAWA, ONTARIO
MAY 6, 2009

Vancouver Redevelopment Project

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

Approval of additional 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;

B. The Corporation, at its Board of Directors meeting of November 21, 2007 approved additional 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;

D. The Corporation, at its Board of Directors meeting of September 24, 2008 approved additional funding for the Vancouver redevelopment Project in an amount of $ 4.71M, bringing the total approved funding for the Vancouver redevelopment Project to $ 77.4M; and

E. Additional funding in the amount of s 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** on the recommendation of the management the Audit Committee hereby recommends for approval by the Board of Directors of the Corporation additional funding for the Vancouver Redevelopment Project in the amount of bringing the total approved funding for the Vancouver Redevelopment to a total amount of

MOTION CARRIED

Schedule A

BOARD OF DIRECTORS

May 12 & 13, 2009

Subject matter

CALENDAR OF MEETINGS

Background

At its May 2008 meeting, the Board of Directors approved the calendar of meetings for the 2009 and 2010 years.

Information on the matter

At its March 2009 meeting, the Board discussed a proposal that all Board meetings be held in Ottawa for the balance of 2009 and for 2010, as a cost saving measure. The attached revised calendars are submitted for approval to give effect to the Board's direction.

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

Prepared by

Name: Pierre Nollet
Date: April 24, 2009

Recommendation

THAT the revised 2009 and 2010 calendars of meetings be approved as amended.

Last discussed at the Board

Date: May 14, 2008
Decision made: The 2009 and 2010 calendars of meetings were approved.

Next steps

Distribute new calendars of meetings for 2009 and 2010.

Annexe A

CONSEIL D'ADMINISTRATION

12 et 13 mai 2009

Sujet

CALENDRIER DES RÉUNIONS

Contexte

À sa réunion de mai 2008, le Conseil d'administration a approuvé le calendrier des réunions pour 2009 et 2010.

Renseignements connexes

À sa réunion de mars 2009, le Conseil d'administration a discuté d'une proposition suggérant que toutes les réunions du Conseils aient lieu à Ottawa pour le reste de 2009 et pour 2010, afin de réduire les coûts. Les calendriers révisés des réunions ci-joints sont soumis en vue d'approuver la suggestion du Conseil.

Pour décision	X	**Pour information**	

Préparé par

Nome : Pierre Nollet
Date : 24 avril 2009

Recommandation

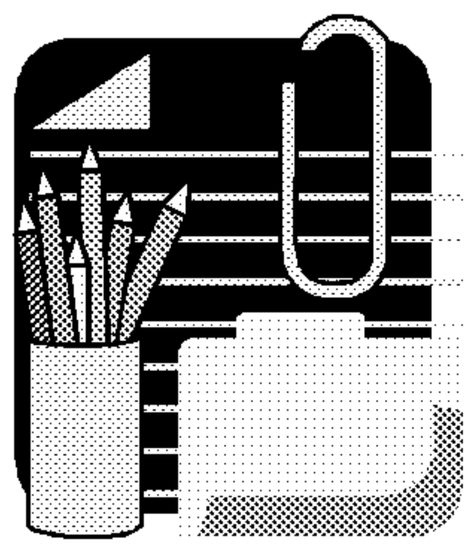
QUE les calendriers des réunions pour 2009 et 2010 soient approuvés tels qu'ils sont présentés.

Dernière discussion au Conseil

Date : 14 mai 2008
Décision prise : Les calendriers des réunions pour 2009 et 2010 ont été approuvés.

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	Ottawa
June 16 – 17 / 16 – 17 juin	Ottawa
September 22 - 23 / 22 – 23 septembre	Ottawa
November 18 – 19 / 18 et 19 novembre	Ottawa

MEETINGS OF THE BOARD OF DIRECTORS
RÉUNIONS DU CONSEIL D'ADMINISTRATION

PROPOSED - 2010

January 19 – 20 / 19 – 20 janvier	Ottawa
March 16 – 17 / 16 – 17 mars	Ottawa
May 11 – 12 / 11 – 12 mai	Ottawa
June 15 – 16 / 15 – 16 juin	Ottawa
September 21 - 22 / 21 – 22 septembre	Ottawa
November 16 – 17 / 16 et 17 novembre	Ottawa

Schedule A

Board of Directors

May 12 & 13, 2009

Subject matter

Bylaw Amendments

Background

s.23

Information on the matter

The By-Laws of the Corporation have been amended as follows:

6.

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

Prepared by

Name: Edith Cody-Rice
Date: April 20, 2009

Management recommendation

That these amendments to the bylaws be adopted.

Last discussed at the Board

Date:
Decision made:

Next steps

Pages 1188 to / à 1202

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

Schedule A

Nominating and Governance Committee
Board of Directors

May 12-13, 2009

Subject matter

Strategic Planning Committee

Background

At its March 2009 meeting, the Board decided to establish a Strategic Planning Committee to consider and provide advice to management in connection with (i) the role of the public broadcaster and (ii) the choice of a viable and sustainable economic model for the Corporation that is aligned with public broadcaster values.

Information on the matter

A copy of the draft Terms of Reference is appended for the Committee's consideration and recommendation to the Board.

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

Prepared by

Name: Meg Angevine
Date: April 24, 2009

Management recommendation

That the Terms of Reference be approved by the Board as submitted

Last discussed at the Board

Date: March 16-17, 2009
Decision made: To establish the Strategic Planning Committee

Next steps

Appoint the Chair and members of the Committee

CBC Radio-Canada

TERMS OF REFERENCE FOR THE STRATEGIC PLANNING COMMITTEE

I. PURPOSE

The purpose of the Strategic Planning Committee (the "Committee") is:

to explore, in the context set out in the *Broadcasting Act,* in consultation with management, and to provide advice to management on, (i) the role of the public broadcaster, particularly as it relates to the delivery of specific services, and (ii) the choice of a viable and sustainable economic model for the Corporation that is aligned with public broadcaster values.

II. COMPOSITION AND TERMS OF OFFICE

A. The Committee shall consist of not fewer than three and not more than five members of the Board 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 or until the Committee has submitted its final report to the Board, whichever is earlier.

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. A majority of the Committee shall constitute a quorum.

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

F. The Committee will, if necessary, review its own terms of reference and if appropriate, make recommendations to the Board for amendments.

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

H. The President and CEO shall be invited to attend all meetings.

I. The Senior Vice President, Corporate Strategy and Business Partnerships, shall be invited to attend all meetings.

A0023555_2-001204

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. To consider and evaluate proposals designed to enhance and support the Corporation's role as national public broadcaster;
B. To consider and evaluate various economic models in light of their viability, sustainability, and alignment with public broadcaster values;
C. To advise management with respect to the foregoing;
D. To report to the Board of Directors with its findings and recommendations.

IV. ACCOUNTABILITY

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

B. Minutes for Committee meetings are available through the Corporate Secretary.

A0023555_3-001205

CBC Radio-Canada

369th MEETING OF THE BOARD OF DIRECTORS May 12 – 13, 2009 Ottawa, Ontario	369e RÉUNION DU CONSEIL D'ADMINISTRATION Les 12 et 13 mai 2009 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**

Tuesday, May 12, 2009		**Le mardi 12 mai 2009**	
08:30	**Meeting of the Human Resources and Compensation Committee** - Room 336	8 h 30	**Réunion du Comité des Ressources humaines et de la rémunération** - Salle 336
12:00	Conclude	12 h	Conclusion
12:00	**Meeting of the Nominating and Governance Committee** - Room 336	12 h	**Réunion du Comité des nominations et de la gouvernance** - Salle 336
13:30	Conclude	13 h 30	Conclusion
14:00	**Meeting of the Board of Directors** - Room 333	14 h	**Réunion du Conseil d'administration** - Salle 333
18:30	Adjournment	18 h 30	Levée de la séance
19:00	Board Dinner **Arc the Hotel (Library)** 140 Albert Street	19 h	Dîner du Conseil **L'Hôtel Arc (Bibliothèque)** 140, rue Albert

CBC Radio-Canada

Wednesday, May 13, 2009	**Le mercredi 13 mai 2009**
08:00 Meeting of the Board of Directors Room 333	8 h Réunion du Conseil d'administration Salle 333
LUNCH	DÉJEUNER
14:00 Conclude	14 h Conclusion

ÉBAUCHE

RÉUNION DU COMITÉ DE VÉRIFICATION
SOCIÉTÉ RADIO-CANADA
OTTAWA (ONTARIO)
11 mars 2009

PRÉSENTS

M. Tim Casgrain Président
Mme Tricia McIver
Mme Trina McQueen
M. Brian Mitchell
Mme Edna Turpin

ABSENTS

Aucun.

ÉGALEMENT PRÉSENTS

Mme Johanne Charbonneau, vice-présidente et chef de la direction financière
Mme Suzanne Morris, vice-présidente et chef la direction financière désignée
M. Ray Carnovale, vice-président et chef de la direction technologique
M. Neil Brown, Deloitte & Touche (Vérification interne)
M. Michel Maisonneuve, Deloitte & Touche (Vérification interne)
M. Gabriel Rodriguez, Deloitte & Touche (Vérification interne)
M. Daniel Paquette, Bureau du vérificateur général
Mme Debbie Jacob, Bureau du vérificateur général
Mme Meg Angevine, agente responsable de la conformité et secrétaire générale adjointe

RÉUNION DU COMITÉ DE VÉRIFICATION
SOCIÉTÉ RADIO-CANADA
OTTAWA (ONTARIO)
11 mars 2009

Le président ouvre la séance à 8 h 45.

SÉANCE À HUIS CLOS

Le Comité se réunit à huis clos pour discuter de divers sujets. Aucune question n'est signalée à la secrétaire pour inclusion dans le présent procès-verbal.

À la fin de la séance à huis clos, le président du Comité souhaite la bienvenue à tous les membres et présente Suzanne Morris, qui a été récemment désignée pour succéder à Johanne Charbonneau au poste de chef de la direction financière, le 1er avril 2009. Mme Morris résume brièvement son parcours et son expérience, ajoutant qu'elle se réjouit de travailler avec le Comité dans le cadre de ses nouvelles attributions.

APPROBATION DU PROCÈS-VERBAL

Sur une proposition dûment appuyée,

> **IL EST RÉSOLU QUE** le procès-verbal de la réunion du Comité de vérification du 17 novembre 2008 est approuvé aux présentes.

MOTION ADOPTÉE

QUESTIONS DÉCOULANT DES RÉUNIONS PRÉCÉDENTES

Contrats pour des services autres que de vérification (3) avec Deloitte & Touche, vérificateur interne s.18(b) s.20(1)(b)

Le Comité est informé que trois contrats pour des services autres que de vérification ont été signés avec Deloitte & Touche

Les détails de ces contrats étaient inclus dans la documentation que le Comité a reçue à l'avance.

Ces contrats ont été approuvés par le président du Comité, après enquête, et ont été présentés au Comité comme l'exige son mandat. C'est la procédure standard pour tous les contrats pour des services autres que de vérification avec Deloitte

A0023558_2-001209

& Touche, s.r.l., à titre de fournisseur actuel de services de vérification interne à CBC/Radio-Canada.

Renouvellement du contrat de l'agence de voyages HRG

Le Comité a examiné la question du renouvellement de ce contrat à sa réunion de novembre 2008 et a demandé à la direction d'essayer de négocier des conditions de renouvellement plus favorables. Le Comité a aussi demandé de l'information supplémentaire sur l'importance relative de CBC/Radio-Canada comme client de HRG, information qui a été fournie en décembre 2008. Johanne Charbonneau informe le Comité que, après de plus amples discussions avec HRG, les conditions du renouvellement n'ont pas changé, expliquant que l'historique des tarifs par rapport aux conditions du précédent contrat et la prime à la signature payable au renouvellement représentent tous deux des conditions justes pour les deux parties. Après discussion, le Comité approuve le renouvellement selon les conditions présentées dans la documentation.

Sur une proposition dûment appuyée,

> **IL EST RÉSOLU QUE** le Comité de vérification approuve aux présentes le renouvellement du contrat avec Hogg Robinson Group (HRG) pour la prestation de services de gestion de déplacements, pour une période de deux ans, allant du 1er janvier 2009 au 31 décembre 2010, conformément aux conditions qui se trouvent dans la résolution détaillée, et dont une copie est conservée avec l'original du présent procès-verbal comme annexe 1.

ADOPTÉE

RAPPORT DE LA CHEF DE LA DIRECTION FINANCIÈRE

Johanne Charbonneau présente un rapport verbal aux membres présents. Ce rapport périodique de la chef de la direction financière vise à informer le Comité des faits importants survenus depuis la dernière réunion du Conseil d'administration, et plus particulièrement des aspects susceptibles d'avoir des retombées pour le Comité de vérification. Mme Charbonneau aborde un certain nombre de questions, notamment

s.21(1)(b)

Suzanne Morris présente les principaux éléments sur lesquels elle se concentrera pendant la période de transition à son nouveau rôle, en soulignant notamment l'importance de définir la structure organisationnelle adéquate pour la

s.21(1)(b)

fonction Finances, le recrutement à des postes clés et d'autres projets importants.

Le président remercie Mmes Charbonneau et Morris d'avoir fait le point sur ce dossier.

ÉTAT MENSUEL DES RÉSULTATS FINANCIERS AU 31 JANVIER 2009

Johanne Charbonneau présente un résumé complet des résultats réels par rapport au budget pour la période de dix mois qui s'est terminée le 31 janvier 2009 ainsi que les prévisions pour la fin de l'exercice 2008-2009. L'état mensuel détaillé des résultats financiers a été distribué au Comité à l'avance.
Mme Charbonneau souligne un certain nombre de points dans son exposé.

s.18(a)

s.18(b)

s.20(1)(b)

A0023558_4-001211

Pendant son exposé, Mme Charbonneau répond à un certain nombre de questions de membres du Comité sur des aspects précis du rapport. Le Comité demande également que les renseignements suivants soient inclus dans les états des résultats financiers futurs : (i) un tableau distinct montrant les revenus commerciaux de chaque service; (ii) le compte de charges en fonction des revenus publicitaires et des radiations; et (iii) les résultats pour les nouveaux médias.

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

Le président remercie Mme Charbonneau de son exposé.

ADOPTÉE

RAPPORT DE LA VÉRIFICATION INTERNE SUR LE PROJET VISION

Michel Maisonneuve indique que ce document est le 28e et dernier rapport préparé par la Vérification interne sur le suivi du projet Vision depuis janvier

2004, ajoutant que la Vérification interne était très satisfaite des résultats obtenus dans le cadre du projet. Il mentionne également que deux autres rapports seront préparés dans le cadre du plan de la Vérification interne pour 2009-2010, le premier sur la conversion des données et le second sur l'examen post-mise en œuvre du projet, qui sera mené six mois après la dernière mise en service. Le Comité est d'avis qu'il serait préférable que l'examen post-mise en œuvre et le rapport soient préparés par un membre indépendant de Deloitte & Touche. M. Maisonneuve est d'accord avec le Comité et confirme que l'examen sera fait selon cette formule.

Le président remercie M. Maisonneuve et M. Carnovale de leurs rapports.

M. Carnovale et M. Rodriguez se retirent.

RAPPORT TRIMESTRIEL DE LA VÉRIFICATION INTERNE

Michel Maisonneuve indique que quatre projets ont été menés à bien et que les rapports correspondants ont été publiés pendant cette période. Trois projets portent sur des missions d'examen sur des chaînes spécialisées (RDI, Newsworld et Galaxie) et le quatrième sur une autre chaîne spécialisée (**bold**). Aucune enjeu important n'a été révélé par ces vérifications. M. Maisonneuve ajoute que, dans l'ensemble, le plan annuel de vérification pour 2008-2009 est présenté à temps et respecte le budget.

Quant au processus de suivi des observations notables en suspens dans les rapports de vérification publiés avant ce trimestre, M. Maisonneuve informe les membres que la Vérification interne est satisfaite que la direction ait réglé les problèmes soulevés ou qu'elle s'efforce de le faire.

Le président remercie M. Maisonneuve de son rapport.

RAPPORT ANNUEL SUR LA GESTION DES RISQUES

Stéphane Rivest, directeur, Politiques et Contrôle interne, se joint à la réunion.

Afin de bien informer les nouveaux membres du Comité de vérification, Johanne Charbonneau donne un aperçu du cadre de la gestion des risques à CBC/Radio-Canada, ajoutant que le rapport annuel sur la gestion des risques constitue le point culminant du processus pour l'exercice qui vient de se terminer et établit les bases pour l'exercice suivant.

Johanne Charbonneau et Stéphane Rivest font rapport sur les trois éléments du Programme de gestion des risques de la Société, en se reportant, pour chacun, à la documentation distribuée à l'avance aux membres du Comité.

Examen des principaux risques de 2008-2009

s.21(1)(b) Le rapport dresse la liste des seize principaux risques déterminés pour 2008-2009 et présente en détail les étapes suivies pour les gérer ainsi que la situation actuelle par rapport à ces risques.

Principaux risques et plans d'action pour 2009-2010

Le rapport comprend un classement des principaux risques et une carte des risques pour 20 risques déterminés pour 2009-2010 ainsi qu'une description des 16 risques les plus importants et les détails des plans d'action pour les gérer. Mme Charbonneau note que, dans le cadre de cet exercice, on a insisté sur les principaux risques que court la Société plutôt que sur le classement individuel attribué à chaque risque. Elle fait remarquer également que la carte des risques pour la Société ne restera pas statique étant donné la conjoncture.

M. Rivest décrit brièvement le processus suivi pour repérer et évaluer les risques dans la Société ainsi que l'analyse qui en résulte afin de déterminer les principaux risques pour 2009-2010.

s.18(a)

s.18(b)

Le Comité félicite Mme Charbonneau et son équipe pour la clarté et l'exhaustivité de l'exposé présenté.

Aperçu de la couverture d'assurances

M. Rivest fait un bref tour d'horizon du rapport, qui comprend des détails sur l'assurance des biens et de la responsabilité professionnelle ainsi que sur les programmes d'avantages sociaux des employés.

Le président remercie Mme Charbonneau et M. Rivest de leur exposé. M. Rivest quitte la réunion.

APPROBATION DU PLAN DE VÉRIFICATION INTERNE 2009-2010

Michel Maisonneuve présente le plan au Comité. Un document détaillé a été distribué à l'avance, et présente la portée des vérifications prévues.
M. Maisonneuve renvoie à ce document, qui couvrait les sujets suivants :

Aperçu et méthode de planification
Barème de notation utilisé dans les rapports de vérification interne
Plan de vérification pour l'exercice 2009-2010
Délais prévus
Plans de vérification préliminaires pour les exercices 2010-2011 et 2011-2012

Michel Maisonneuve informe le Comité qu'un changement a été apporté à la troisième catégorie du barème de notation (qui passe de la catégorie « acceptable » à la catégorie « nécessite des améliorations ») afin de décrire plus précisément les résultats de vérification qui entrent dans cette catégorie. Quant aux vérifications incluses dans le plan pour le prochain exercice, M. Maisonneuve fait remarquer qu'elles constituent une combinaison de projets liés aux principaux risques et de projets liés aux gains en efficacité.

M. Maisonneuve souligne aussi que la documentation comprend une partie présentant la portée préliminaire des vérifications prévues, en attendant la formulation des plans détaillés de vérification, à la lumière des consultations menées avec la direction. Le Comité approuve le plan tel qu'il est présenté.

Sur une proposition dûment appuyée,

IL EST RÉSOLU QUE le Comité de vérification approuve le plan de vérification interne présenté pour l'exercice 2009-2010.

ADOPTÉE

Le président remercie M. Maisonneuve de ses commentaires très utiles.

LE POINT SUR LA VÉRIFICATION D'ATTESTATION ANNUELLE

Daniel Paquette fait le point rapidement sur la situation de la vérification d'attestation. Il note que les travaux préliminaires ont été accomplis et qu'un calendrier pour le reste du travail de vérification est en préparation pour s'assurer que tout sera fait dans les temps et contribuer à gérer les attentes des deux parties grâce à un suivi hebdomadaire des réunions planifiées. Enfin, il confirme que CBC/Radio-Canada et le BVG se sont engagés à mettre en place un processus rationalisé de fin d'exercice.

Le président remercie M. Paquette de sa mise à jour.

RECOMMANDATION AU SUJET DU REPORT DE L'EXAMEN SPÉCIAL

Johanne Charbonneau informe le Comité que, comme le suggère le Bureau du vérificateur général, on a proposé que l'examen spécial qui était prévu en 2009 avec un rapport attendu en 2010 soit reporté (examen commençant en 2011 avec un rapport attendu en 2012). Le Comité recommande que le Conseil adopte la résolution proposée.

Sur une proposition dûment appuyée,

> **IL EST RÉSOLU QUE** le Comité de vérification recommande que le Conseil d'administration adopte la résolution détaillée visant à repousser l'examen spécial mené par le Vérificateur général du Canada, et dont une copie est conservée avec l'original du présent procès-verbal comme annexe A.

ADOPTÉE

ÉVALUATION ACTUARIELLE DU RÉGIME DE RETRAITE AU 31 DÉCEMBRE 2008

s.19(1)

George Smith, premier vice-président, Priorités institutionnelles et Mise en œuvre, et associé, Mercer (Canada) ltée, se joignent à la réunion.

Johanne Charbonneau présente au Comité et l'invite à présenter les points pertinents du dossier. donne l'information générale et le contexte de la discussion, qui couvre les points suivants :

s.18(a)

s.18(b)

s.21(1)(b)

Mme Charbonneau revoit brièvement les conditions de l'entente entre le promoteur du Régime et les participants au Régime au sujet du partage de tout excédent de plus d Smith indique que les discussions initiales avec les

représentants des participants au Régime, relativement à la date du 31 décembre 2008, n'ont pas révélé d'opposition. Après discussion, le Comité recommande que, si les fiduciaires du Régime de retraite décident de mener une évaluation actuarielle en date du 31 décembre 2008, le Conseil devrait confirmer son appui à la décision des fiduciaires.

Sur une proposition dûment appuyée,

> **IL EST RÉSOLU QUE** le Comité de vérification recommande que, si les fiduciaires du Régime de retraite décident de mener une évaluation actuarielle en date du 31 décembre 2008, le Conseil devrait confirmer son appui à la décision des fiduciaires.

ADOPTÉE

M. Smith et se retirent de la réunion et

LE POINT SUR LE PROJET DES IFRS

Mike Mooney, premier directeur, Contrôle et Opérations, et Vince Siemens, chef de projet, Exploitation et Rapports des Finances, se joignent à la réunion.

Johanne Charbonneau présente M. Siemens, qui a fait son entrée récemment à CBC/Radio-Canada pour gérer le projet de conversion aux IFRS. M. Siemens présente le rapport d'étape sur le projet, qui couvre les points suivants :

> Progrès jusqu'à présent relatifs à des éléments clés du projet
> Gouvernance du projet
> Tableau d'organisation du projet et rôles et responsabilités clés
> Équipe de conseillers de Deloitte & Touche
> Échéancier et jalons du projet

Le Comité souligne la nécessité qu'une formation adéquate soit offerte au Comité de vérification et au Conseil sur les IFRS, dans le cadre de la préparation à cette transition.

Le président remercie M. Siemens de son report. M. Mooney et M. Siemens quittent la réunion.

APPROBATION DE L'OFFRE À COMMANDES

André Bertrand, premier directeur, Gestion de projets, Division immobilière, se joint à la réunion par téléphone.

De la documentation détaillée a été distribuée à l'avance au Comité, présentant les critères et les résultats du processus de sélection. M. Bertrand répond aux

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

questions du Comité

Sur une proposition dûment appuyée,

ADOPTÉE

Le président remercie M. Bertrand de son aide. M. Bertrand quitte la réunion.

SÉANCE À HUIS CLOS

Le Comité se réunit séparément à huis clos avec le vérificateur interne, le Bureau du vérificateur général, la chef de la direction financière et la chef de la direction financière désignée. Aucune question n'est signalée au secrétaire pour consignation au présent procès-verbal.

LEVÉE DE LA SÉANCE

L'ordre du jour étant épuisé, la séance est levée à 15 h.

ÉBAUCHE

RÉUNION DU COMITÉ DES NOMINATIONS ET DE LA GOUVERNANCE
SOCIÉTÉ RADIO-CANADA
Montréal (Québec)
19 janvier 2009

PRÉSENTS

M. Peter Herrndorf	Président du Comité
Mme Linda Black	
M. George Cooper	
L'honorable Joseph Handley	

ABSENT

Aucun

ÉGALEMENT PRÉSENTS

M. Timothy W. Casgrain, président du Conseil d'administration
M. Pierre Nollet, vice-président, secrétaire général et chef de la direction juridique
Mme Meg Angevine, agente responsable de la conformité et secrétaire générale adjointe

Les autres participants sont mentionnés au procès-verbal.

RÉUNION DU COMITÉ DES NOMINATIONS ET DE LA GOUVERNANCE
SOCIÉTÉ RADIO-CANADA
Montréal (Québec)
19 janvier 2009

Le président du Comité ouvre la séance à 8 h 30.

APPROBATION DU PROCÈS-VERBAL

Sur une proposition dûment appuyée,

> **IL EST RÉSOLU QUE** le procès-verbal de la conférence téléphonique du Comité des nominations et de la gouvernance du 30 octobre 2008 est approuvé dans la forme présentée.

MOTION ADOPTÉE

QUESTIONS DÉCOULANT DES RÉUNIONS PRÉCÉDENTES

Assemblée publique annuelle
À la suite de sa discussion, le 30 octobre 2008, le Comité demande une mise à jour de la planification en cours d'une assemblée publique annuelle de la Société. La direction annonce que le vice-président, Image de marque, Communications et Affaires institutionnelles, a conçu une proposition que le président-directeur général examinera, mais qu'aucune décision définitive n'a été prise. Le Comité affirme qu'il continue de penser que la Société devrait tenir sa première assemblée publique annuelle en 2009.

Examen des politiques de programmation
Le Comité s'informe également des progrès effectués dans le dossier de l'examen des politiques de programmation.

s.21(1)(b)

PLAN DE FORMATION 2009 POUR LES ADMINISTRATEURS

Une note de service a été distribuée à l'avance au Comité présentant les détails de la formation offerte jusqu'à présent aux administrateurs pour l'exercice 2008-2009 (qui a porté notamment sur les aspects fondamentaux de CBC/Radio-

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Canada et de ses activités) et recommandant une approche pour les autres formations qui seront données en 2009. Selon le Comité, le programme de formation offert aux nouveaux administrateurs en 2008-2009 a été assez complet.

Quant aux vastes programmes de formation externe des administrateurs (c'est-à-dire les programmes offerts par l'Institut des administrateurs de sociétés et le Directors College), on communiquera avec chaque administrateur pour connaître son intention de suivre de tels programmes afin que le Secrétariat général puisse faciliter l'inscription et régler tous les autres détails administratifs connexes.

NOMINATION AUX COMITÉS DU CONSEIL

Le Comité examine la recommandation du président du Conseil concernant la nomination proposée de Peter Charbonneau comme :

i) président du Comité de vérification;
ii) membre des Comités permanents sur la radiodiffusion de langue anglaise et de langue française et du Comité spécial sur les projets immobiliers.

Et recommande que le Conseil approuve ces nominations, qui entreront en vigueur immédiatement.

Sur une proposition dûment appuyée,

IL EST RÉSOLU QUE le Comité des nominations et de la gouvernance recommande la nomination de Peter Charbonneau comme i) président du Comité de vérification; et ii) comme membre des Comités permanents sur la radiodiffusion de langue anglaise et de langue française et du Comité spécial sur les projets immobiliers, jusqu'à la prochaine assemblée annuelle de la Société (juin 2009) ou jusqu'au prochain examen de la composition des comités, selon la première éventualité.

MOTION ADOPTÉE

ÉTUDE DU BUREAU DU CONSEIL PRIVÉ SUR LA RÉMUNÉRATION DES ADMINISTRATEURS DE SOCIETES D'ETAT

Le président du Conseil a reçu récemment une lettre du greffier adjoint du Conseil privé l'invitant à participer à une étude sur la rémunération des

administrateurs des sociétés d'État. La date limite pour répondre est très proche : le vendredi 23 janvier 2009. Le président du Conseil a demandé la participation de chacun des administrateurs. Une copie de la lettre et du document sur cette étude a été distribuée à chaque administrateur pendant la réunion du Conseil, leur demandant de répondre aux questions d'ici la fin de la réunion.

Les réponses des membres du Conseil seront examinées et seront regroupées en vue d'être soumises par le président du Conseil. Le Comité et le Conseil seront informés de tout nouveau développement dans ce dossier.

ADMINISTRATION DU RÉGIME DE RÉMUNÉRATION DU PRÉSIDENT DU CONSEIL

Le président du Conseil se retire de la réunion pour l'examen de ce point à l'ordre du jour.

Le Comité des nominations et de la gouvernance est chargé de mettre au point et de surveiller la stratégie globale de la Société relativement aux enjeux de gouvernance d'entreprise, notamment les questions liées à la rémunération des administrateurs. Dans cette optique, le Comité est tenu d'examiner périodiquement les pratiques de gouvernance de CBC/Radio-Canada pour s'assurer qu'elles sont conformes aux meilleures pratiques.

Dans ce contexte, le Comité est invité à examiner l'administration actuelle du régime de rémunération du président du Conseil afin de déterminer si, à la lumière des meilleures pratiques actuelles, des améliorations sont à conseiller pour le moment.

Une note de service a été préparée et distribuée à l'avance, résumant les facteurs pertinents et donnant de l'information connexe, notamment des données sur d'autres sociétés d'État, que le Comité pourra examiner.

Les honoraires annuels ainsi que l'indemnité journalière du président du Conseil sont déterminés dans le cadre du décret de nomination de ce dernier.

Conformément aux lignes directrices établies par le Bureau du Conseil privé/Secrétariat du Conseil du Trésor et aux pratiques des autres sociétés d'État, le Comité conclut que le montant de l'indemnité journalière devrait aussi être appliqué aux réunions du Conseil et des Comités ainsi qu'à un nombre raisonnable de journées consacrées aux activités d'analyse et de représentation menées au nom de la Société.

Après discussion, le Comité détermine que, au départ, la Société devrait fixer un maximum de 100 jours d'activités par an pour le président du Conseil. Celui-ci devrait continuer de présenter régulièrement des factures avec le nombre réel de

journées passées à ces activités (activités qui seront décrites en termes généraux).

Le président du Comité de vérification assumera de nouveau la responsabilité d'approuver les factures du président du Conseil.

LEVÉE DE LA SÉANCE

L'ordre du jour étant épuisé, la séance est levée à 9 h.

RÉUNION DU COMITÉ DES RESSOURCES HUMAINES
ET DE LA RÉMUNÉRATION
SOCIÉTÉ RADIO-CANADA
TORONTO (ONTARIO)
Le 16 mars 2009

PRÉSENTS

Mme Edna Turpin	Présidente
M. Timothy W. Casgrain	Président du Conseil
M. Hubert T. Lacroix,	Président-directeur général
M. Rémi Racine	

ABSENT

ÉGALEMENT PRÉSENTS

Mme Katya Laviolette, vice-présidente, Capital humain et Culture d'entreprise
M. Pierre Nollet, vice-président, secrétaire général et chef de la direction juridique

Les autres participants sont mentionnés dans le procès-verbal.

RÉUNION DU COMITÉ DES RESSOURCES HUMAINES ET DE LA RÉMUNÉRATION
SOCIÉTÉ RADIO-CANADA
TORONTO (ONTARIO)
Le 16 mars 2009

La présidente ouvre la séance à 9 h.

APPROBATION DU PROCÈS-VERBAL

Sur une proposition dûment appuyée,

> **IL EST RÉSOLU QUE** le procès-verbal de la réunion du Comité des ressources humaines et de la rémunération du 19 janvier 2009 est approuvé, et que le procès-verbal de la conférence téléphonique du 28 janvier 2009 est approuvé avec les quelques modifications soulignées par le secrétaire, incluant l'ajout que Johanne Charbonneau, en sa qualité de haute dirigeante, sera autorisée à siéger jusqu'à sa retraite comme représentante de la direction au Conseil de fiducie de la Caisse de retraite de Radio-Canada.

MOTION ADOPTÉE

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

QUESTIONS DÉCOULANT DES RÉUNIONS PRÉCÉDENTES

Aucune question n'est soulevée.

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Le Comité a discuté du groupe de comparaison, des sondages récents provenant de ce groupe de comparaison, de l'impact de la proposition sur les employés et sur le budget, ainsi que des modifications apportées au régime « En tandem » actuel.

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

Sur une proposition dûment appuyée,

> **IL EST RÉSOLU QUE** le Comité des ressources humaines et de la rémunération recommande au Conseil d'administration d'approuver un budget

la révision des salaires entrera en vigueur le 22 juin 2009, pour un coût total estimé à

IL EST RÉSOLU QUE le Comité des ressources humaines et de la rémunération recommande au Conseil d'administration d'approuver le budget

Le budget demandé prévoit que les montants seront versés selon les cibles de répartition, le 16 juillet 2009.

IL EST RÉSOLU QUE le Comité des ressources humaines et de la rémunération recommande au Conseil d'administration d'approuver la réinstauration du régime de rémunération incitative des cadres supérieurs (régime « En tandem »), à l'intention des cadres admissibles pour 2009-2010,

MOTION ADOPTÉE

Le Comité discute de l'impact du régime sur les employés, des économies qui découleront des changements qui y seront apportés, de l'approbation du régime par la direction, ainsi que des avantages du régime de rémunération incitative dans le passé.

Sur une proposition dûment appuyée,

s.18(a)

s.18(b)

IL EST RÉSOLU QUE le Comité des ressources humaines et de la rémunération recommande au Conseil d'administration d'approuver

s.21(1)(b)

s.21(1)(d)

IL EST RÉSOLU QUE le Comité des ressources humaines et de la rémunération recommande au Conseil d'administration d'approuver un budget

, les paiements devant être versés qui sera versée le 11 juin 2009. Les budgets demandés prévoient que les montants seront versés selon les cibles de répartition à la population admissible au 4 janvier 2009.

IL EST RÉSOLU QUE le Comité des ressources humaines et de la rémunération recommande au Conseil d'administration d'approuver la réinstauration du « Régime de rémunération incitative à l'intention des dirigeants de la direction générale pour 2009-2010 » et le « Régime de rémunération incitative à l'intention des dirigeants sectoriels et fonctionnels pour 2009-2010 »

MOTION ADOPTÉE

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

PROGRAMME INCITATIF DE RETRAITE VOLONTAIRE

Mme Laviolette présente ce point. Le Comité a reçu de la documentation sur ce sujet avant la réunion. La Société fait face à des contraintes importantes qui nécessiteront inévitablement un réaménagement des effectifs. La Société a élaboré un Programme incitatif de retraite volontaire (PIRV) dont l'objectif est de minimiser l'impact de ce réaménagement des effectifs dans tous les services.

Une ébauche du règlement administratif 17.1 et une annexe intitulée annexe I-2009 aux règlements administratifs ont été remises aux membres du Comité pour qu'ils en prennent connaissance et les approuvent.

Le Comité discute du programme proposé, particulièrement du niveau de participation anticipé, des raisons pour lesquelles le programme proposé ne couvre pas une base plus large, du fait que le programme doit permettre à la Société de réaliser des économies en bout de ligne, du fait que d'autres rencontres auront lieu avec les syndicats pour discuter de solutions de rechange potentielles ou des changements possibles au programme sans que cela se fasse dans le cadre de négociations,

ATTENDU QU'il est dans le meilleur intérêt de la Société d'atténuer l'impact des licenciements potentiels en approuvant un Programme incitatif de retraite volontaire;

ATTENDU QUE

ATTENDU QUE les syndicats peuvent avoir des solutions de rechange au programme proposé ou avoir des améliorations à présenter à la direction;

ATTENDU QUE le Comité des ressources humaines et de la rémunération doit

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Sur une proposition dûment appuyée,

IL EST RÉSOLU QUE le Comité des ressources humaines et de la rémunération recommande au Conseil d'administration d'approuver le Programme incitatif de retraite volontaire, dont une copie sera conservée avec l'original du présent procès-verbal comme pièce C.

IL EST ÉGALEMENT RÉSOLU QUE le Comité des ressources humaines et de la rémunération recommande au Conseil d'administration d'approuver le règlement administratif 17.1 et son annexe I-2009 ou toute modification que le Comité des ressources humaines et de la rémunération peut approuver de temps à autre, exerçant le pouvoir de le faire qui lui a été délégué par le Conseil et

Le texte du règlement administratif 17.1 et de son annexe I-2009 seront conservés avec l'original du présent procès-verbal comme pièce D.

s.21(1)(b)

MOTION ADOPTÉE

s.21(1)(d)

LE POINT SUR LES RI

M. George C.B. Smith, premier vice-président, Priorités institutionnelles et Mise en œuvre, et Michel Hamelin, directeur général, Relations industrielles, se joignent à la réunion à ce moment-ci.

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

CONVENTION COLLECTIVE AVEC LA GCM

M. Hamelin explique que la convention collective entrera en vigueur le 1er avril 2009. Une formation d'une journée et demie est donnée aux employés; il reste sept autres séances sur les 23 prévues au départ. La formation porte sur les changements importants apportés à la convention, ainsi que sur le changement dans les relations comme telles. La formation est donnée conjointement par des représentants de la direction et du Syndicat. Quelques séances de formation seront données après le 1er avril 2009.

ENTENTE DE PRINCIPE AVEC LE STARF

M. Hamelin indique qu'une entente de principe et confidentielle a été conclue avec le Syndicat pour une période de trois ans débutant le 1er avril 2009. L'enjeu clé de la polyvalence inter-unités a été réglé à la satisfaction de la direction.

IL EST RÉSOLU QUE le Comité des ressources humaines et de la rémunération recommande au Conseil d'administration de ratifier l'entente de principe conclue avec le STARF.

Le Comité félicite M. Hamelin pour la réussite de cette négociation.

MANDAT DE NÉGOCIATION AVEC LE SCRC

M. Hamelin présente ce point. Le Comité a reçu de la documentation sur ce sujet avant la réunion. Le président-directeur général mentionne que la semaine dernière, il a rencontré tous les syndicats pour les informer plus en détail des enjeux auxquels fait face la Société, pour les prévenir des choix que le Conseil aurait à faire et pour s'entendre sur une façon de collaborer pour réduire au minimum les répercussions négatives sur les employés. Bien que certains syndicats aient reçu plutôt bien ces renseignements,

M. Hamelin explique que, grâce au processus de médiation qui a eu lieu avant le début des négociations, de nombreux griefs ont été réglés, ce qui est positif. La question de la charge de

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

travail fait partie des enjeux clés.

Les négociations se poursuivent sur le mode traditionnel. Après le processus habituel, les parties pourront faire appel à la conciliation de‘s la mi-avril; chaque partie sera alors en position de décréter un arrêt de travail à la fin de juillet, après le processus de conciliation. La direction a recommandé que le mandat suivant soit approuvé.

Sur une proposition dûment appuyée,

> **IL EST RÉSOLU QUE** le Comité des ressources humaines et de la rémunération recommande au Conseil d'administration d'approuver le renouvellement de la convention collective du SCRC pour une période maximale de quatre ans (venant à échéance le 31 mars 2013), prévoyant une augmentation des salaires de le 1er avril 2010, le 1er avril 2011 et le 1er avril 2012.

MOTION ADOPTÉE

HUIS CLOS

Le Conseil délibère à huis clos à 11 h 15. MM. Nollet, Smith et Hamelin quittent la réunion. Aucune question n'est signalée au secrétaire général pour figurer au présent procès-verbal.

LEVÉE DE LA SÉANCE

L'ordre du jour étant épuisé, la séance est levée à 12 h 10.

A0023560_8-001231

ÉBAUCHE

RÉUNION DU COMITÉ DES RESSOURCES HUMAINES ET DE LA RÉMUNÉRATION SOCIÉTÉ RADIO-CANADA CONFÉRENCE TÉLÉPHONIQUE Le 23 mars 2009

PRÉSENTS

Mme Edna Turpin	Présidente
M. Timothy W. Casgrain	Président du Conseil
M. Hubert T. Lacroix,	Président-directeur général

ABSENT

M. Rémi Racine

ÉGALEMENT PRÉSENTS

Mme Katya Laviolette, vice-présidente, Capital humain et Culture d'entreprise
M. Pierre Nollet, vice-président, secrétaire général et chef de la direction juridique

RÉUNION DU COMITÉ DES RESSOURCES HUMAINES ET DE LA RÉMUNÉRATION SOCIÉTÉ RADIO-CANADA CONFÉRENCE TÉLÉPHONIQUE Le 23 mars 2009

La présidente ouvre la séance à 18 h (heure de l'Est). La présidente remercie les membres d'avoir accepté de participer à cette conférence téléphone à un si court préavis. Tous ceux présents acceptent de renoncer à l'avis de réunion approprié. **s.21(1)(b) s.21(1)(d)**

Programme incitatif de retraite volontaire – Règlement administratif 17.1 et annexe I-2009 (modifiés)

ATTENDU QUE le Conseil a approuvé le règlement administratif 17.1 et son annexe I-2009 créant le Programme incitatif de retraite volontaire (PIRV) à sa réunion des 16 et 17 mars 2009;

ATTENDU QUE,

ATTENDU QUE,

ATTENDU QUE le Conseil a délégué au présent Comité l'autorité d'approuver toute modification au règlement administratif 17.1 et à son annexe I-2009;

Sur une proposition dûment appuyée,

IL EST RÉSOLU QUE le Comité des ressources humaines approuve la modification de l'annexe I-2009 du règlement administratif 17.1

Le secrétaire indique que Rémi Racine lui a confirmé par écrit que, bien qu'il soit absent de la réunion, il est d'accord avec cette proposition.

MOTION ADOPTÉE

s.21(1)(b)

s.21(1)(d)

LEVÉE DE LA SÉANCE

L'ordre du jour étant épuisé, la séance est levée à 18 h 15.

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 provisions 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:
   a) the acquisition, production co-production, distribution or financing of programs that commits the Corporation's programming schedule for a period of 4 years or less, or
   b) any media placement by the Corporation that commits the Corporation for a period of 4 years or less

   and has a financial value* or consideration to the Corporation of up to $10 million;

4. *(revenue generating)* without limitations to its financial value or consideration for any advertising agreement or any other matter where the main objective is to generate revenues provided that it commits the Corporation for a period of 4 years or less and does not require the corporation to invest more than $15 million;

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

s.18(a)

5. *(Investments)* any matters related to investments made pursuant to Corporate Policy 2.3.29 Management of Investments which have a financial value of up to $

6. *(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 or Section 46.1 of the *Broadcasting Act*.

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 respect approved, ratified and confirmed.

* Financial value includes the value of any option as if exercised.

372nd MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Toronto, Ontario – November 18-19-20, 2009

Wednesday, November 18, 2009 and
Friday, November 20, 2009

ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1. Approval of minutes of September 21-22, 2009 meeting and September 29, 2009 and October 15, 2009 conference calls	13:30	Timothy Casgrain	YES	YES
2. Matters arising from previous meetings		Hubert T. Lacroix		
3. Chair's Report		Timothy Casgrain		
4. Briefing on Next Generation Converged Network		George Smith Dany Harrison John Lee		YES
5. Revised Calendar of Meetings 2010		Maryse Bertrand	YES	YES
6. Audit Committee Report		Peter Charbonneau		
• Appointments to Pension Board of Trustees			YES	YES
• Access to Pension Plan for Permanent Part -time Employees			YES	YES
• French Services Projects			YES	YES
• IFRS Accounting Policy Decisions			YES	YES
Adjournment	16:00			
Friday, November 20, 2009				
7. In Camera with President and CEO	09:00	ALL		
8. President's Report	10:00	Hubert T. Lacroix		
9. Strategic Planning Process – 2009		Hubert T. Lacroix		
10. Update on Stakeholder Outreach		Michel Tremblay Bill Chambers		
11. Update on Government Strategic Review		Hubert T. Lacroix		
12. Nominating and Governance Committee		Peter Herrndorf		
• Board Evaluation (in camera)			YES	
• Committee Appointments			YES	
• Recommendations re 2010 Annual Public Meeting			YES	
13. Human Resources and Compensation Committee Report		Edna Turpin	YES	YES
• Departure Policy 2.2.12			YES	YES
• Workplace Violence Policy				

Next meeting – January 18 - 20, 2010 - Montreal, Quebec				
Conclude	12:00			

UPDATES/INFORMATION

a) Summary of Government Funding (10 year operating & capital) – Suzanne Morris
b) Labour Relations Update – Katya Laviolette
c) Workforce Distribution – Katya Laviolette
d) President's Signing Authority Resolution – Maryse Bertrand
e) Quarterly Financial Management Report – September 30, 2009 – Suzanne Morris
f) Risk Management Update – Suzanne Morris
g) Update on Recovery Plan and Sale of Assets – Suzanne Morris
h) Annual report 2009/10 – Outline of report and development plans – Bill Chambers

Board of Directors

November 18, 2009

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 28, 2009. The approved reference levels for 2010-2011 and beyond are also provided.

Information on the matter

See attached.

For information [X]

Prepared by

Name:	Suzanne Morris
Date:	October 28, 2009

Management recommendation

Not required.

Last discussed at the Board

Date:	September 22, 2009
Decision made:	N/A

Next steps

Not required.

Anticipated project completion date: _____

(If contract, indicate date of expiry): _____

CBC'S PARLIAMENTARY APPROPRIATIONS
($ Thousands)

										Current	***Forecast***		
	2000/01	**2001/02**	**2002/03**	**2003/04**	**2004/05**	**2005/06**	**2006/07**	**2007/08**	**2008/09**	**2009/10**	**2010/11**	**2011/12**	**2012/13**
Operating Appropriation (Note 1)	789,666	852,821	861,744	862,460	914,197	955,410	955,722	955,731	1,009,121	1,002,661	1,016,429	1,016,429	1,016,429
One-time funding adjustments:													
Transfer from Capital appropriation	13,090			3,636	1,112	9,277	9,277	9,277	9,276	9,276	0	0	0
Transfer to Capital appropriation	(13,298)	(15,170)	(7,459)	(40,921)	(10,538)	(8,456)	(42,676)	(27,344)	(13,622)	(8,575)	(9,233)	(9,941)	(10,704)
Funding for PILT increases	300												
Program Integrity Funding - Asbestos	4,000												
Funding to strengthen & revitalize programs		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000			
Transfers from Cdn. Heritage (CCOL) (Note 2)		2,500	2,120	2,000	2,000	0	2,000	1,900	2,000				
Reprofiling		(60,000)	20,000	40,000	(20,000)	0			20,000				
Cost increases for 2002 Canada Day			1,027										
Funding for RCI (Note 3)				15,520									
Expenditure Review Reduction (Budget 2003)				(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Expenditure Review Reduction (Budget 2007)									(6,638)	(9,483)	(11,854)	(14,680)	(14,680)
Unavoidable new costs (Note 4)	300	253											
Total Operating Appropriation	794,058	840,404	857,432	872,695	936,771	1,006,231	974,323	989,564	1,020,137	1,043,879	995,342	981,808	991,945
Capital Appropriation	101,809	100,311	97,631	92,331	92,331	92,331	92,331	92,331	92,331	92,331	92,331	92,331	92,331
One-time funding adjustments:													
Transfer to Operating appropriation	(13,090)			(3,636)	(1,112)	(9,277)	(9,277)	(9,277)	(9,276)	(9,276)			
Transfer from Operating appropriation	13,298	15,170	7,459	40,921	10,538	8,456	42,676	27,344	13,622	8,575	9,233	9,941	10,704
Reprofiling of vote from 99/00 to 00/01	25,000												
Reprofiling of vote from 00/01 to 01/02	(23,000)	23,000											
Reprofiling of vote from 04/05 to 05/06					(6,000)	6,000							
Reprofiling of vote from 05/06 to 06/07						(10,000)	10,000						
Total Capital Appropriation	104,017	138,481	105,090	129,616	95,757	87,510	135,730	110,398	96,677	91,630	101,564	102,272	103,035
Working Capital Appropriation	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
TOTAL APPROPRIATION	902,075	982,885	1,046,522	1,066,311	1,036,528	1,097,741	1,114,053	1,103,962	1,120,814	1,139,509	1,090,906	1,088,080	1,099,980
Less Reprofiling Decision (Capital)	**(2,000)**	**(23,000)**			**6,000**	**4,000**	**(10,000)**						
Less Reprofiling Decision (Operating)		**60,000**	**(20,000)**	**(40,000)**	**20,000**				**(20,000)**				
TOTAL APPROPRIATION AVAILABLE FOR REGULAR OPERATIONS	900,075	1,019,885	1,026,522	1,026,311	1,062,528	1,101,741	1,104,053	1,103,962	1,100,814	1,139,509	1,090,906	1,088,080	1,099,980

Note 1 The operating appropriation includes retroactive and in-year salary funding adjustments up to and including 2010-11.

Note 2 Expected CCOL funding was not transferred from Canadian Heritage in 2005-06.

Note 3 Funding for RCI was previously provided through a contribution agreement with Canadian Heritage. Starting in 2003-04, funding forms part of CBC's appropriation and is shown in the base appropriation in 2004-05 and future years.

Note 4 Permanent funding adjustments for unaviodable new costs, merit and salary increases are reflected in the base operating appropriation.

Schedule A

Board of Directors

(November 18-19 & 20, 2009)

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: **Michel Hamelin**

Date: **October 28, 2009**

Management recommendation

Not applicable

Last discussed at the Board

Date: **Septembre 21-22, 2009**

Decision made:

Next steps

Anticipated project completion date: ____N/A____

(If contract, indicate date of expiry) : _____

Industrial Relations Update for the Board of Directors' Meeting
November 18-19 & 20, 2009

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

AGREEMENTS PRESENTLY BEING NEGOTIATED

SYNDICAT	Effective Date	# of Members	Central Issues
FRENCH FILE			
SCRC (Syndicat des communications de Radio-Canada)	**Mar. 27, 2006– Mar. 29, 2009**	**approx 1,390**	**After 38 days of bargaining, the parties reached an agreement that was ratified by 88% of union members at the general assembly. The implementation of the agreement, to be in effect until September 30, 2012, will continue over the next few weeks. The official signature will take place in mid-November.**
UDA (Union des artistes)	**Nov. 14, 2005- Nov. 13, 2009**	**N/A**	
ENGLISH FILE			
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. An agreement was reached with the WGC for internet and digital rights for use of material that was originally produced by CBC under the WGC Radio and Television Agreements. In addition, rights for use of material created under the WGC Radio Agreement for distribution on Sirius Satellite Radio has been agreed to within mandate. However, the WGC has advised that it is not in a position to agree to terms for original production for the internet.

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	

s.18(b)

s.21(1)(c)

NEGOCIATED 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	The American Federation of Musicians of the United States and Canada (AFM)	April 1, 2006 – March 31, 2010	N/A
ENGLISH FILE			
CMG	Canadian Media Guild	April 1, 2009– March 31, 2014	5,141
ACTRA	Alliance of Canadian Cinema, Television and Radio Artists (Performers)	July 1, 2005– June 30, 2010	N/A
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 1, 2009 – March 31, 2012	1,335
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
SCFP	Canadian Union of Public Employees	October 1, 2007 – September 26, 2010	662

Schedule A

Board of Directors

(Nov 18-20, 2009)

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: Katya Laviolette
Date: October 20, 2009

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

(18-20 novembre 2009)

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 : Katya Laviolette
Date : le 20 octobre 2009

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 : Sept / septembre 2009
(Sept. 27, 2009 / Le 27 septembre 2009)

	Permanent (a,b)	Temporary Temporaire (a,b)	Contract Contractuel (a,b)	Short term Court terme (d)	TOTAL *	TOTAL Begin. FYR 2009/10 Début de l'exercice 2009/10 **	Variance Écart
English Services/ Services anglais	3 190	90	305	328	3 912	4 224	-312
French Services/ Services français	2 804	265	376	579	4 024	4 443	-419
Corporate/ National	983	45	161	16	1 205	1 263	-58
TOTAL	**6 977**	**400**	**841**	**922**	**9 141 ***	**9 930 ****	**-789**

* 9,141 FTE/EPT = 9,918 head count / effectifs réels.
** March 29, 2009: 9,930 FTE/EPT = 10,722 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.

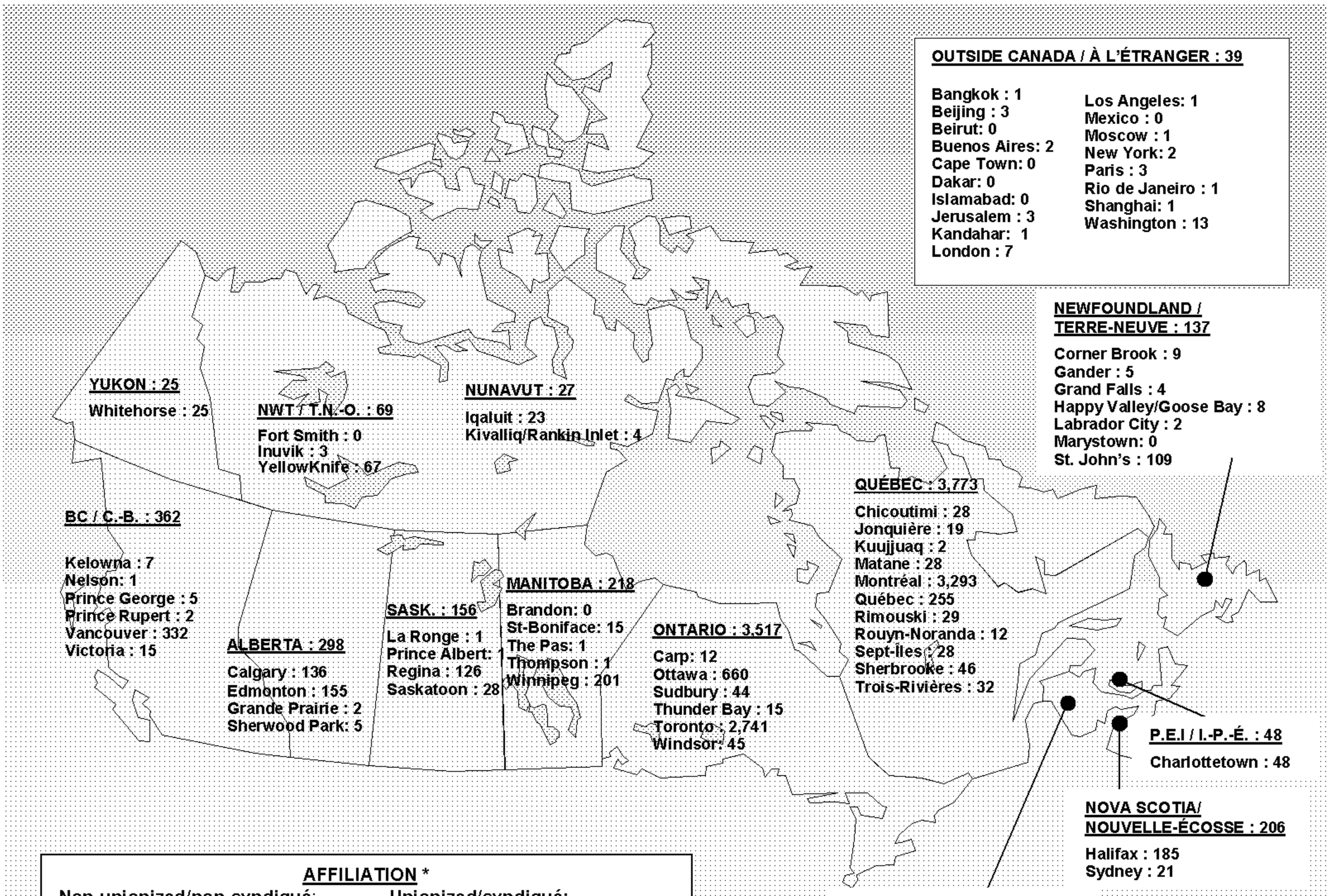
The sum of the details may not balance with the totals due to rounding / La somme du détail peut différer des totaux en raison de l'arrondissement.

Prepared by: Shared Services / Corporate Reporting.

CBC/Radio-Canada Map / Carte

Full Time Equivalent / Équivalent temps plein

September 2009 / septembre 2009



AFFILIATION *

Non-unionized/non-syndiqué:		Unionized/syndiqué:	
Unaffiliated:	23	APS:	682
Executives:	56	CMG:	3967
MS:	1033	SCRC:	1285
Confidential:	176	STARF:	1088
SUBTOTAL:	1,288 (14%)	SCFP:	533
		AR:	299
		SUBTOTAL	7,853 (86%)
GRAND TOTAL:	9,141		

Total FTE/ETP 9,141 = Head count / effectifs réels 9,918

* 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

A0023617_4-001248

Schedule A

Board of Directors

November 19 - 20, 2009

Subject matter

President and CEO's Signing Authority

Background

In September 2009 the Board approved the attached signing authority.

Information on the matter

At the request of Board members, a copy of of the President and CEO's signing resolution is included for reference with the Board materials for each meeting.

For decision ☐ **For information** ☒

Prepared by

Name: Maryse Bertrand
Date: November 2, 2009

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 provisions 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:
   a) the acquisition, production co-production, distribution or financing of programs that commits the Corporation's programming schedule for a period of 4 years or less, or
   b) any media placement by the Corporation that commits the Corporation for a period of 4 years or less

   and has a financial value* or consideration to the Corporation of up to $10 million;

4. *(revenue generating)* without limitations to its financial value or consideration for any advertising agreement or any other matter where the main objective is to generate revenues provided that it commits the Corporation for a period of 4 years or less and does not require the corporation to invest more than $15 million;

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

5. *(Investments)* any matters related to investments made pursuant to Corporate Policy 2.3.29 Management of Investments which have a financial value of up to $100 million:

6. *(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 or Section 46.1 of the *Broadcasting Act*.

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 respect approved, ratified and confirmed.

* Financial value includes the value of any option as if exercised.

Schedule A

Audit Committee
(November 12, 2009)

Subject matter

Amendment to the CBC Pension Plan, pertaining to the conditions of membership eligibility, effective January 1, 2010, for employees who are permanent part-time.

Background

You will find attached a document giving an overview of the context.

Information on the matter

You will find attached the required amendment to the CBC Pension Plan.

For decision ☑ **For information** ☐

Prepared by

Name: Katya Laviolette, Vice-president, People and Culture
Date: October 26, 2009

Management recommendation

The Audit Committee recommends for approval to the Board of Directors of the enclosed resolution.

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.

Resolution:

BE IT RESOLVED
THAT Schedule "B" of the By Laws of the Canadian Broadcasting Corporation, entitled CBC Pension Plan, be amended by adding Section 4(cd) and by modifying Sections 4(b), 4(c) and 4(h) of Part II.

Canadian Broadcasting Corporation Pension Plan

Amendment effective January 1, 2010

Part II

1. Section 4(b) is replaced by the following:

« (b) Subject to Section 4(cd), all persons other than persons defined under Section 3(i)(3), 3(i)(4), 3(i)(5), 3(i)(6), 3(i)(7), or 3(i)(8), who rendered eligible service prior to January 1, 1994, and who were employees on January 1, 1994, 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, 1994, 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 initial eligibility requirement.

(ii) If an election to contribute is submitted to the Pension Board on or before April 1, 1994, 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 initial eligibility requirement, or

- January 1, 1987.

Any arrears of contributions payable upon such election shall be paid in a manner determined by the Corporation. »

2. Section 4(c) is replaced by the following:

« (c) Subject to Section 4(cd), 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. »

3. Section 4(cd) is added as follows:

« (cd) Notwithstanding Section 4(b) or 4(c), all persons defined under Section 3(i)(2) who became permanent part-time before January 1, 2010 shall be eligible to contribute under Part II beginning on the earliest between the date defined in Section 4(b) or 4(c), as applicable, and January 1, 2010.

Furthermore, all persons defined under Section 3(i)(2) who became permanent part-time on or after January 1, 2010 shall contribute under Part II beginning on the first day of the month coinciding with or next following the date on which the persons became permanent part-time. »

4. Section 4(h) is replaced by the following:

« (h) Subject to the provisions of this Section 4, once an employee has elected or is required to contribute, as applicable, under Section 4(b), 4(ba), 4(bb), 4(bc), 4(c), 4(ca), 4(cb), 4(cc) or 4(cd) 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. »

— End of document —

Canadian Broadcasting Corporation Pension Plan

Amendment effective January 1, 2010

Part II

1. Section 4(b) is replaced by the following:

« (b) Subject to Section 4(cd), all persons other than persons defined under Section 3(i)(3), 3(i)(4), 3(i)(5), 3(i)(6), 3(i)(7), or 3(i)(8), who rendered eligible service prior to January 1, 1994, and who were employees on January 1, 1994, 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, 1994, 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 initial eligibility requirement.

(ii) If an election to contribute is submitted to the Pension Board on or before April 1, 1994, 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 initial eligibility requirement, or

- January 1, 1987.

Any arrears of contributions payable upon such election shall be paid in a manner determined by the Corporation. »

2. Section 4(c) is replaced by the following:

« (c) Subject to Section 4(cd), 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 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. »

3. Section 4(cd) is added as follows:

« (cd) Notwithstanding Section 4(b) or 4(c), all persons defined under Section 3(i)(2) who became permanent part-time before January 1, 2010 shall be eligible to contribute under Part II beginning on the earliest between the date defined in Section 4(b) or 4(c), as applicable, and January 1, 2010.

Furthermore, all persons defined under Section 3(i)(2) who became permanent part-time on or after January 1, 2010 shall contribute under Part II beginning on the first day of the month coinciding with or next following the date on which the persons became permanent part-time. »

4. Section 4(h) is replaced by the following:

« (h) Subject to the provisions of this Section 4, once an employee has elected or is required to contribute, as applicable, under Section 4(b), 4(ba), 4(bb), 4(bc), 4(c), 4(ca), 4(cb), 4(cc) or 4(cd) 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. »

— End of document —

CONTEXT
Conditions of Membership Eligibility for Permanent Part-time

BACKGROUND

The Canadian Broadcasting Corporation Pension Plan (the Plan) was established by the Corporation effective September 1, 1961, pursuant to the Broadcasting Act to provide pension benefits to permanent full-time employees (currently covered under Part I of the Plan).

The CBC Pension Plan was amended, effective January 1, 1992, pursuant to the Pension Benefits Standards Act, 1985:

- To allow new categories of full-time employees to become eligible for membership under Part I of the Plan (temporary and supernumerary employees);
- To establish Part II, which provides pension benefits to certain categories of part-time employees of the Corporation (permanent, temporary and supernumerary employees).

Since January 1, 1992, new categories of full-time and part-time employees were allowed to become eligible for membership, under Part I and Part II respectively, through the collective bargaining process.

The legislation requires that employees be eligible for membership on the completion of eligibility requirements, also known as a waiting period. Currently, permanent full-time is the only category of employees who do not have to complete a waiting period and for whom the membership is mandatory.

It is understood that the waiting period addresses issues related to short-term employees and the excessive administrative burden managing their membership could generate. These issues do not apply to permanent part-time employees and yet, they must also complete the waiting period. s.21(1)(a) s.21(1)(b)

ISSUES

RECOMENDATION

That for permanent part-time employees, effective January 1, 2010:

- there be no waiting period prior to enrolling into the pension plan; and
- the enrollment into the Plan be mandatory for new hires; and
- the enrollment into the Plan be offered, on a voluntary basis, to those currently in their waiting period or in a period where membership was not elected.

RATIONALE FOR RECOMMENDATION

- to ensure equity when compared to permanent **full-time** employees;
- to improve their working conditions when compared to those of employees entitled to an amount in-lieu of benefits or pension;
- to meet the Corporation's need to have permanent part-time employees in this changing demographic with better working conditions;
- to fulfill a need for resource flexibility;
- to facilitate attraction and retention; and
- to improve employee engagement.

DATA

Current Permanent Part-time

- There are 37 permanent part-time employees who are currently in their waiting period and 17 employees who did not elect membership.
- The additional cost to the Corporation to offer immediate enrollment rather than after completion of the waiting period, is minimal - approx. $150,000.

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

Schedule A

Board of Directors
November 12, 2009

Subject matter

Approval of French Services Capital Projects:

1. Central Presentation and Satellite Distribution – French Radio
2. HD Presentation – French Television

s.18(a)

Background

s.18(b)

Two French Services capital projects greater than require Board approval to proceed. These projects were identified in the March 2009 Capital Budget presentation and funds have been reserved in the approved multi-year capital plan. The attached projects would only go forward with this approval. Management is seeking the Audit Committee's recommendation to the Board of Directors to approve these projects as presented.

Information on the matter

Attached are the presentations highlighting each of the 2 projects.

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

Prepared by

Name: Dany Harrison
Date: November 5, 2009

Recommendation

That the Audit Committee recommend the approval of the 2 French Services projects to the Board of Directors.

Last discussed at the Board

Date: May 12, 2009
Decision made: English equivalent projects were approved.

Next steps

Implement the French Services capital projects.

Projects > as presented to the Board of Directors in March 2009

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

Projects approved in May 2009
Projects submitted for approval in November 2009

PROJECTS APPROVED (in $000's)							
Projects	BOD approval date (1)	2009/10	2010/11	2011/12	3-Year Total (2)	All Years Total (3)	Original Budget
Mission Critical:							
Vision							
Desktop Radio							
Upgrade CDI - Montreal							
Payback initiatives:							
Cogeco Disaffiliation							
Growing the business							
Vancouver Renovation (4)							
Ottawa Consolidation							
Edmonton Consolidation							
Quebec Consolidation							
Subtotal - Projects Approved							

PROJECTS PLANNED (in $000's)

Central Presentation
&
Satellite Distribution
French Radio

K001983

Project Approval Recommendation
For
The Audit Committee of the Board of Directors
November 2009

Audit Committee Decision Required

Audit Committee recommends to the Board of Directors the approval of a Capital Investment of with costs incurred over a three-year period (2009/10 to 2011/12).

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

Summary

- Currently, the distribution of French radio's Première Chaîne is based on a complex network of satellite and terrestrial links to join 222 transmitters.
- Distribution model over 50 years old.
- English and French CBC share an obsolete control (automation) infrastructure.
- In the case of Espace musique, the current infrastructure gives regional stations a single distribution point across the network, regardless of time zones and regional specificities.

Summary …

- The English network has already started centralizing radio with the K001712 project.
- A common centralization strategy between French and English networks was agreed upon during the creation of the K001712 project.
  - Status quo would require major investments from both networks for regional automation and will force us to keep leasing terrestrial links to feed our transmitters.
  - Both networks share, in some regions, the same infrastructure requiring a common strategy.
- This project is mission critical.

Distribution of related projects

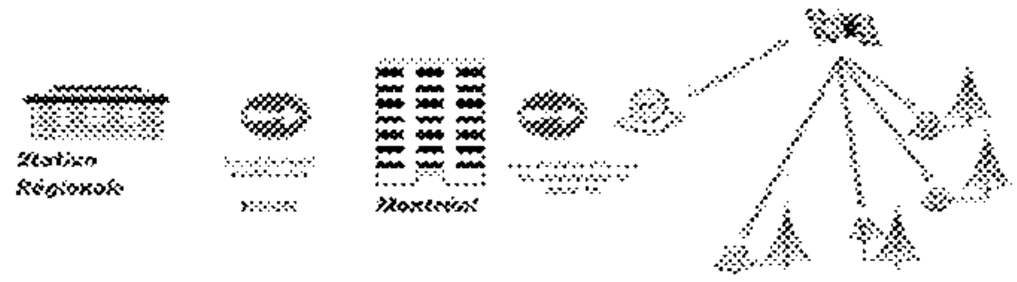
- In April 2007 - K300791 Project: Montreal/Regional central radio equipment room. This project allows the MRC central radio equipment room to control French network distribution with a capacity to have direct control on the original transmitters, such as:
  - Matane
  - Rimouski
  - Sept-Iles and Saguenay
- In May 2009, the Board approved the equivalent CBC English Radio project: "Centralized Presentation & Satellite Distribution":
  - Centralize radio sources in Toronto and ensure distribution by satellite.
- In November 2009 – CBC French Radio project submitted for Board approval: Centralization & Distribution by Satellite-Radio:
  - Centralize radio sources in Montreal and ensure distribution by satellite.

Current Status of Première Chaîne Radio

- We have 19 regional production sites.
- Which in turn relay to 25 sub-regions.
- The 19 production sites intercept the unique network source and incorporate their choice of local programming.
- The same program is retransmitted via terrestrial or microwave relays to the 25 sub-regions.

Project Objectives

- Centralize in Montreal all Radio sources with the exception of Radio-Canada international (RCI).
  - By receiving local programming of 19 regional sites via terrestrial NGCN (Next Generation Connectivity Network).
  - By distributing in 4 time zones «Espace musique» programming with a possibility of 13 distinct programs throughout the country.
  - While maintaining distribution by Sirius.



Espace Musique

- The project will also centralize the «Chaîne Espace Musique » which will allow separate regional and time zone programming by:
  - Subdividing into 4 times zones :
    - Eastern
    - Central
    - Western
    - Pacific
  - Providing 6 additional regional channels for more local programming.

Sirius Channels

- In the same vein, we are integrating the equivalent of 4 channels in the centralized distribution.
  - Sirius Première +
  - Sirius Bande à part
  - Sirius RCI+
  - Sirius Sports Extra

Whole Project

- Centralize via Montreal equivalent of 75 radio channels:
  - 44 for "Première Chaîne"
  - 26 channels for "Espace musique"
  - 5 Sirius channels
- Each link is capable of providing distinct programming.
- The MRC Radio central equipment room allows, via project K300791, management of all regional sources.
- The C-Band (satellite band) was selected for this project. This band was chosen due to its robustness to weather conditions and to provide best quality service to francophones outside Québec.
- Since other sites are already equipped with C Band technology, only 24 sites require the installation of an Rx satellite antenna.

Advantages

- We can provide local coverage, even with the loss of a regional station.
- "Espace musique" will benefit from regionalized programming in compliance with the time zone.
- Local loop connections are no longer required between the regional station and transmitting antennas. C-band satellite receivers will feed regional antennas.

Financial

- Total Investment of vith costs to be incurred over three years.
- Funding for the original three projects was adapted to align itself with the English centralization and NGCN projects by reducing the approved capital plan timeline from four years to three years.

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

Financial …

	2009-2010	2010-2011	2011-2012	2012-2013	TOTAL
Actual funding profile in capital plan					
Proposed spending profile					

The advance spending profile has been resolved by rebalancing the plan.

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

Risk Factors

Draft Resolution

s.18(a)

s.18(b)

- The Corporation be and it is hereby authorized to proceed with the FRN Central Presentation and Satellite Distribution Project for an approximate cost of over three fiscal years to purchase equipment and upgrade its French radio network infrastructure to provide central presentation and satellite distribution.

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

APPENDIX 1

FRENCH RADIO CENTRAL PRESENTATION AND SATELLITE DISTRIBUTION PROJECT

WHEREAS:

A. the current French radio network ("FRN") distribution system's inherent design is more than 50 years old and is not well suited to supporting CBC/Radio Canada's migration to a content company;

B. the terrestrial contracts with the common carriers which provide distribution will expire in May 2011 and contract renewal will carry increased operation costs since the carriers are generally exiting the broadcast business in favour of more lucrative value-added offerings (generally IP based);

C. both the English Radio Network ("ERN") and the French radio network ("FRN") will be upgrading their infrastructure and migrating to central presentation and satellite distribution, (the corresponding ERN project was approved by the Board in May 2009); and

D. the FRN Central Presentation Project will leverage the Next Generation Converged Network (NGCN) for sharing of audio and video content which will allow presentation and automation capabilities to be removed from all Regional locations such that regionally produced programming will be 'back-hauled' to the network centre in Montreal via the NGCN and distributed to transmitter via satellite;

IT IS RESOLVED THAT:

(**approving project**) the Corporation be and it is hereby authorized to proceed with the FRN Central Presentation and Satellite Distribution Project for an approximate cost of over three fiscal years to purchase equipment and upgrade its French radio network infrastructure to provide central presentation and satellite distribution.

AND IT IS FURTHER RESOLVED THAT the Executive Vice President, French Services, or the Vice President, Chief Financial Officer or their respective delegates (the "Officers"), are hereby authorized for and on behalf of the Corporation to take any and all action, to do all things, to execute under the corporate seal of the Corporation or otherwise such instruments and documents and to deliver all instruments, documents and materials as are necessary or desirable or convenient and proper to give effect to the foregoing resolutions, and the taking by the Officers of any such action, the doing by the Officers of any such

thing, the execution by the Officers of any such instrument or document or the delivery by the Officers of any such instrument, document or material shall conclusively establish their authority therefore from the Corporation and the approval and confirmation by the Corporation of the actions so taken, the things so done, the instruments or documents so executed and the instruments, documents or materials so delivered.

HD-Presentation
French Television

K002015

Project Approval Recommendation
For
The Audit Committee of the Board of Directors
November 2009

CBC Radio-Canada

Audit Committee Decision Required

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

Audit Committee recommends to the Board of Directors the approval of a Capital Investment of with costs incurred over a three-year period (2009/10 to 2011/12).

CBC Radio-Canada 2

Summary

MRC Master control was completely redesigned in December 2004. With TV centralization in mind, all regional TV outputs as well as RDI and ARTV originate from the CAMEO (Master Control).

CAMEO Video outputs				
Vancouver	SD		Saguenay	SD
Edmonton	SD		Québec	HD
Regina	SD		Québec-Est	SD
Winnipeg	SD		Moncton	SD
Toronto	HD		RDI	HD
Montréal	HD		ARTV	HD
Sherbrooke	SD		TFRE	SD
Trois-Rivières	SD		N+1	HD

Summary …

Over the years, we had to integrate additional channel facilities, such as:

- Closed Caption
- Branding
- TV studio upgrade to HD (project K000932 – 2006 to 2008)
- RDI upgrade to HD
- ARTV upgrade to HD

We are now taxing the automation system from Harris well above recommendations by 40%, as well as all other equipment in Master Control.

Summary …

In addition to stressing our automation and servers, electrical systems such as UPS's are overloaded and have no redundancy in terms of electrical protection.

The transition to high definition (HD) evolved quickly, forcing us to install two servers, one high definition server and one standard definition (SD) server. A restructuring of servers is needed to standardize our facilities and increase its robustness.

Project Objectives

- **Double our automation system, passing from 100 to 200 ports ctlr/source**
  - The Harris 8400 implementation, gives us a future upgrade path to increase the capacity of our automation system if needed.
- **The installation of a UPS will ensure:**
  - Redundancy of our two already maxed out 75 KVA UPS`s.
  - The possibility of adding another 75 KVA redundant UPS.
- **The implementation of a "near line" server Media Grid, which will:**
  - Deploy a "Tapeless" environment in Radio-Canada.
  - To have a transit and conversion server for:
    - Audio and video postproduction
    - TV and Radio studios
    - Master Control server
    - Internet and digital services equipment
    - Production teams

A0023632_15-001276

Project Objectives …

- Reorganize our current Master Control servers so we can guarantee redundant HD outputs.
- The majority of our Master Control return feeds are stereo SD. We must integrate both 5.1 and HD as well as all associated monitoring tools.

Advantages

- Increase Master Control robustness.
- Deploy a Tapeless environment
  - Optimize the use of our resources
  - Including a low-res servers for:
    - Production equipment
    - Legal Services
    - Audio Postproduction
    - Internet and digital services
- Ensure expansion of HD channels, and ready for mandated shut down of analog transmissions in 2011.
- Increase the capacity of our automation system.

A0023632_16-001277

Financing

- Total Investment of with costs to be incurred over three years.
- Advancements are required from 2010-11 to 2009-10 from the original capital plan to align ourselves with some of our regional stations (Cogeco) who have also advanced funding to prepare for future HD outputs. Also, potential project as the Sports Channel would require HD outputs.

s.18(a)

s.18(b)

Financing …

K002015 HD-Master Control Upgrade

	2009-2010	2010-2011	2011-2012	TOTAL
Actual funding profile in capital plan				
Proposed spending profile				

The advance spending profile has been resolved by rebalancing the plan.

Risk Factors

- The automation upgrade will certainly expose our Master Control, but all work will be scheduled during less critical times.
- Master Control server redesign and HD conversion perform in phases to control our risks.
- The implementation of the Media Grid server for our "tapeless" environment will require major planning. Risks, however, are low:
  - By changing our current workflow process.
  - No impact on revenues. Migration will be done after testing and done in phases.

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

Draft Resolution

APPENDIX 1

HD - MASTER CONTROL UPGRADE

WHEREAS:

A. the CRTC has mandated August 31, 2011 as the date by which NTSC transmission in Canada must cease and broadcasters must adopt the ATSC standard for high definition ("HD") transmission;

B. the Corporation must produce HD signals to feed both its transmission footprint as well as the BDU community; and

C. the Corporation must upgrade its Master Control system infrastructure to meet the increased demands imposed by the transition to the HD environment and to provide some additional capacity for future growth (the "HD - Master Control Upgrade Project").

IT IS RESOLVED THAT:

(**approving project**) the Corporation be and it is hereby authorized to proceed with the HD Master Control Upgrade Project for an approximate cost of $6.4 million over three fiscal years to purchase equipment and upgrade its infrastructure to provide the capability for additional HD program streams.

AND IT IS FURTHER RESOLVED THAT the Executive Vice President, French Services, or the Vice President, Chief Financial Officer or their respective delegates (the "Officers"), are hereby authorized for and on behalf of the Corporation to take any and all action, to do all things, to execute under the corporate seal of the Corporation or otherwise such instruments and documents and to deliver all instruments, documents and materials as are necessary or desirable or convenient and proper to give effect to the foregoing resolutions, and the taking by the Officers of any such action, the doing by the Officers of any such thing, the execution by the Officers of any such instrument or document or the delivery by the Officers of any such instrument, document or material shall conclusively establish their authority therefore from the Corporation and the approval and confirmation by the Corporation of the actions so taken, the things so done, the instruments or documents so executed and the instruments, documents or materials so delivered.

Audit Committee

November 12, 2009

Subject matter

International Financial Reporting Standards (IFRS)

Background

CBC has commenced a project to migrate to the IFRS as required by the Accounting Standards Board of Canada.

Information on the matter

The presentation will address three matters concerning the IFRS Conversion Project: (i) status update (ii) three IFRS Accounting policy decisions and (iii) seven IFRS disclosure decisions.

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

Prepared by

Name: Suzanne Morris
Date: October 28, 2009

Management recommendation

Recommendation for approval of the proposed policy decisions.

Last discussed at the Board

Date: September 16, 2009
Decision: Six IFRS policy choices were resolved

Next steps

Three remaining disclosure decisions and five policy decisions to be made prior to April 1, 2010.

Audit Committee
November 12, 2009

Resolution re IFRS Accounting Policy Decisions

IT IS RESOLVED THAT the Audit Committee, after careful consideration of the options outlined by the IFRS Conversion Project team, recommends that the Board of Directors approve the following three decisions with respect to IFRS accounting policy and seven decisions with respect to IFRS accounting disclosure for the Corporation, the details of which are set out in the materials presented to the Audit Committee:

Accounting Policy:

1. Investment Property

   All investment property on the cost basis

2. Inventories

   Programming and broadcast rights on an individual basis

   All other inventory on the average cost basis

3. Consolidation – IFRS 1 Election for Subsidiaries with Different Year-ends

   CBC/Radio-Canada's (the Parent's) year-end will be used

Accounting Disclosure:

1. Cash Flow Statement
   i. Net cash flow from operating activities determined by adjusting net profit as opposed to revenue and expenses.
   ii. Interest and dividends received to be shown as an investing cash flow as opposed to an operating cash flow.
   iii. Interest paid to be shown as a financing cash flow instead of an operating cash flow
2. Notes
   i. Tax – Reconciliation between tax expense and the product of accounting profit multiplied by the applicable tax.
   ii. Grant income – Deferred capital funding will be disclosed gross from the capital asset to which it was provided.
   iii. Grant income – Income funding will be disclosed as a credit to the income statement.
   iv. The financial report will be reported in Canadian Dollars.

Finance and Administration

CBC Radio-Canada

Finances et Administration

IFRS Conversion Project

Audit Committee Meeting

November 12th, 2009

Overview

- Project Update
  - Project Status Update
  - Project Issues (Critical and High)
- IFRS Accounting Policy Decisions
- IFRS Financial Disclosure Decisions

Project Update

Project Status Update

- Project progressing as planned:
  - No significant issues or concerns noted in any of the threads (other than those noted on Page 7)
  - Resources have been engaged with the workshop structure allowing for rapid exchange of information and identification of issues
  - Next step – documentation of the position papers based on the workshop discussions and baseline decisions
- Overall status as a "Yellow: Some Concerns":
  - Two of the issues (parallel reporting and pension assets) have significant impacts on the financials

Workshop Follow-up

- Workshops held for significant work-streams:
  - Property Plant and Equipment
  - Revenue
  - Program Inventory
  - Employee Benefits
  - Leases
  - Financial Statements / Financial Disclosure
  - Consolidations
  - Provisions

Workshop Follow-up

- The workshops have continued to provide considerable traction to the Project:
  - Technical accounting issues are being raised, discussed and addressed
  - Potential process issues and/or changes are being discussed and documented
  - Documentation to support Position Paper creation has commenced

Project Issues (Critical & High)

	Description	Impact	Severity	Status	Progress
1	SAP: How will parallel reporting for the period of April 1, 2010 to March 31, 2011 be performed?	Necessary for the conversion to IFRS; could impact the delivery timeline and resource requirements	High	In-progress	Proposed solution being tested.
2	Interpretation of the Balance Sheet Asset limit under IFRIC 14	Determines the Defined Benefit Asset to be recognized on the Balance sheet	High	In-progress	Mercer calculating impacts and Deloitte researching IFRIC 14 application.
3	Impact of IFRS capitalization rules (I.e. componentization) on funding and the budgeting process.	Capital budgeting process will need to be addressed	High	In-progress	PPE Senior Management Advisory Committee formed to discuss.

IFRS Accounting Policy Decisions

Policy Decisions

- Summary
- Decisions deferred (standards are currently evolving):
  1. Employee Benefits – Defined benefit plan treatment
  2. Employee Benefits – IFRS 1 Election
  3. Financial instruments – IFRS 1 Election on designation
  4. Financial instruments – Available-for-sale designation
  5. Financial instruments – Fair Value designation
- Today's decisions:
  1. Investment property – Cost v Fair Value
  2. Inventories – FIFO v Average Cost
  3. Consolidation – IFRS 1 Election for different transition date subsidiaries

Policy Decision Summary

Choices	Decisions			
	Total	Prior	Today	Deferred
Total Available	47			
Not applicable to CBC/Radio-Canada	(23)			
	24			
Disclosure only choices	(10)	0	7	3
Policy choices	14	6	3	5

Executive Summary

Decisions being proposed today:

1. Investment Property – Cost v Fair Value
   - *Proposal:* Cost basis
2. Inventories – FIFO v Average Cost
   - *Proposal:* Average Cost
3. Consolidation – IFRS 1 Election for Subsidiaries with Different year-ends
   - *Proposal:* Use CBC/Radio-Canada's year end
4. Disclosures decisions
   - *Proposal:* To adopt choices mirroring existing disclosures to reduce change and allow ongoing comparability

Decision background and information

Please note:

The information hereafter is provided as background materials that will be presented during the Audit Committee meeting. Review prior to the meeting is optional.

IFRS Accounting
Deferred Decisions

Deferred Decisions

ACCOUNTING POLICY CHOICES

1. Employee Benefits – Defined benefit plan treatment
2. Employee Benefits – IFRS 1 Election

The impacts and options available to CBC/Radio-Canada under IFRS are currently under evaluation by Mercer.

Deferred Decisions

ACCOUNTING POLICY CHOICES

3. Financial instruments – IFRS 1 Election on designation
4. Financial instruments – Available-for-sale designation
5. Financial instruments – Fair Value designation

The IFRS standards are in the process of being updated by the IASB. We will address the impacts in detail with the issuance of the new standards and guidelines.

Investment Property (IAS 40) Cost vs Fair Value

Background:

- IAS 40 sets out the accounting for investment property:
  - Definition:
    - Land, building, part-of or both
    - Held for rental or capital appreciation or both
- IAS 40 sets out a choice of treatment as either:
  - ***Depreciated cost*** (if this policy is selected the Fair Value is still required to be disclosed in the financial report by way of a note)
  - ***Fair Value*** with movements taken to the income statement
    - As distinct from Property, Plant & Equipment which can be revalued with movements taken to an equity reserve rather than through the income statement
    - Also investment property at fair value is not depreciated between valuations (different to Property, Plant & Equipment)

Investment Property (IAS 40)
Cost vs Fair Value

Background (cont):

- Based on our current assessment, a proportionate share of the Vancouver and the Toronto Broadcast Centre buildings may likely be considered as Investment Property under IFRS.

Investment Property (IAS 40)
Cost vs Fair Value

Benchmarking:

- Europe:
  - *Public companies:* A major portion of Real Estate entities, where the primary business is holding investment properties, have a policy of fair value. Outside the Real Estate sector, the majority use the cost basis.
- Australia:
  - *Public companies:* A major portion of Real Estate entities, where the primary business is holding investment properties, have a policy of fair value. Outside the Real Estate sector, the majority use the cost basis.
  - *Government entities:* All investment property is under the fair value model since this aligns to government statistical reporting requirements in Australia.
- Canada:
  - Only one other Crown believed they "may" have an investment property.
  - Canadian real-estate companies are are using the cost basis.

Investment Property (IAS 40)
Cost vs Fair Value

Preliminary Policy Decision:

- Investment Properties:
  - land & buildings must be consistently treated:
    - *Cost basis*

IAS 2 – Inventories

Background:

- CBC has the following classes of inventory:
  - Programming and broadcast rights
  - Merchandizing
- Programming and broadcast rights are the significant inventories and are amortized based on intent of use:
  - A program that will be telecast only once is amortized 100% (e.g. programs with acquired rights for only one telecast, awards shows etc.)
  - Programs that will be telecast 2 or more times are amortized 70/30 (most drama series, miniseries, documentaries, most variety)
  - Movies are amortized 50/30/20 unless limited by the rights
  - Some variety and drama series that are intended to be telecast 3 times are amortized 50/30/20
  - Children's programming is amortized 20/20/20/20/20

IAS 2 – Inventories

Preliminary Policy Decisions:

- Programming and broadcast rights
  - No change: Recorded at their cost on an individual basis and amortized using the aforementioned policy
- Merchandising inventory:
  - No change: Recorded at their average cost.

Consolidation – IFRS 1 Election for different transition date subsidiaries

Background:

- If a subsidiary, associate or joint venture adopts IFRS later than the parent that subsidiary, associate or joint venture shall measure its assets and liabilities based on either:
  1. The carrying amounts as determined by the parent's date of transition; or
  2. The carrying amounts as determined by the date of transition of the subsidiary, associate or joint venture
- What does this mean?
  - IFRS 1 has choices at transition such as the Deemed Cost Election for PP&E – these values could be those determined as at the parent's transition date or the date of the subsidiary, associate or joint venture.

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Consolidation – IFRS 1 Election for different transition date subsidiaries

Background:

- CBC/Radio-Canada's investments:
  - Sirius Canada Inc (Associate)
    - Aug-31 year-end
    - Still in assessment by Sirius
  - ARTV (Associate)
    - Aug-31 year-end
    - Not intending to transition to IFRS
  - Broadcast Centre Trust (Subsidiary)
    - Mar-31 year-end
    - Irrespective of transition – same year-end

Consolidation – IFRS 1 Election for different transition date subsidiaries

Preliminary Policy Decision:

- Sirius Canada Inc (Associate)
  - Adopt Option 1 – Parent's transition date
- ARTV (Associate)
  - Adopt Option 1 – Parent's transition date
- Broadcast Centre Trust (Subsidiary)
  - Adopt Option 1 – Parent's transition date

IFRS Financial Disclosure Decisions

Deferred Decisions

ACCOUNTING DISCLOSURE CHOICES

1. Income Statement - Expenses classified by **function** rather than nature

Analysis in progress as to potential systems impact. In addition, benchmarking in progress to assess how our counterparts will classify on their statements.

2. Income Statement - A **single statement of comprehensive income** as opposed to two separate statements (one income statement and one statement of other comprehensive income)

Decision deferred until the impacts of Pensions may be assessed.

3. Cash Flow Statement - The **Indirect method** as opposed to the direct method

Analysis in progress with respect to systems impact.

Financial Reporting Disclosures
Cash Flow Statement

NO CHANGES FROM CURRENT PRACTICE:

1. Net cash flow from operating activities determined by **adjusting net profit** as opposed to revenue and expenses
2. Interest and dividends received to be shown as an **investing cash flow** as opposed to an operating cash flow
3. Interest paid to **be shown as a financing cash flow** instead of an operating cash flow

Financial Reporting Disclosures
Notes

NO CHANGES FROM CURRENT PRACTICE:

4. Tax – **Reconciliation between tax expense** and the product of accounting profit multiplied by the applicable tax rate as opposed to a reconciliation between the average effective tax rate and the applicable tax rate
5. Grant income – Deferred capital funding will be **disclosed gross** from the capital asset to which it was provided as opposed to net with the asset
6. Grant income – Income funding will be **disclosed as a credit** to the income statement as opposed to net with the expense to which the funding relates
7. The financial report will be reported in Canadian Dollars as opposed to another currency

Board of Directors

(November 18-19-20, 2009)

Subject matter

- Abolition of Human Resources Policy 2.2.12 entitled "Departure".
- Revision of Human Resources Policy 2.2.04 entitled "Compensation".

Background

The Corporation's policies are reviewed and revised, from time to time, in order to adjust to new business practices and changing market conditions.

A review of Human Resources Policy 2.2.12 entitled "Departure" has revealed that such a policy is no longer required. Any residual language concerning this policy will be captured within Human Resources Policy 2.2.04. entitled "Compensation".

Information on the matter

See attached document - pages 17 to 19.

For decision: X **For information:**

Prepared by

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

Date: **November 2, 2009**

Management recommendation

The abolition of Human Resources Policy 2.2.12 entitled "Departure", effective December 31, 2009.

The revision of Human Resources Policy 2.2.04 entitled "Compensation", effective January 1, 2010. The revised policy has been amended to include language concerning Long Service Recognition and Non-Unionized Termination Without Cause.

Last discussed at the Board

Date: **n/a**

Decision made: **n/a**

Next steps

Communication of the abolition of Human Resources Policy 2.2.12 entitled "Departure", effective December 31, 2009, as well as the revision of Human Resources Policy 2.2.04 entitled "Compensation", effective January 1, 2010.

Resolution

IT IS RESOLVED THAT the Human Resources and Compensation Committee recommends to the Board of Directors, the abolition of Human Resources Policy 2.2.12 entitled "Departure", effective December 31, 2009, as well as the revision to Human Resources Policy 2.2.04 entitled "Compensation", effective January 1, 2010.

CURRENT POLICY

Policy 2.2.04: Compensation

EFFECTIVE DATE: January 1, 2003
REVISED: June 25, 2007

- Statement
- Application
- Description
- Responsibility
- References
- History
- Procedures

Content

- General Principals
- Internal Relativity and Equity
- Management, APS and Confidential Jobs
- Unionized Jobs

Salary Determination

- External Competitiveness
- Management, APS and Confidential Salary Determination and Review
- Confidential Staff - Time Worked Beyond Normal Schedule
- Bargaining Units' Salary Determination and Review
- Other Considerations (All Groups)
- Extra Compensation Adjustments (All Groups)
- Additional Remuneration Contracts
- Lump Sum Payments
- Overtime Buy-Out Contracts
- Discretionary Salary Adjustments

REVISED POLICY

* Revisions see pages 17 to 19

Policy 2.2.04: Compensation

EFFECTIVE DATE: January 1, 2010
REVISED: October 2009

- Statement
- Application
- Description
- Responsibility
- References
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Allowances

- Isolated Locations Allowances
- Foreign Allowances
- Special Meal Allowances

STATEMENT

It is the policy of the CBC/Radio-Canada to provide its employees with fair and equitable compensation for work performed.

APPLICATION

Applies to all CBC/Radio-Canada employees. The governing policies and procedures for unionized employees are found in the applicable collective agreements.

DESCRIPTION

The Corporation recognizes that a fair and equitable compensation program is important in attracting and retaining individuals with skills and abilities required to carry out its objectives. The compensation program, which reflects internal equity, external competitiveness and individual performance, is designed to include an appropriate balance of cash compensation, a wide range of benefits and paid time off. The Corporation is committed to the principles of pay equity.

The Corporation follows established procedures to review salaries on a periodic basis, and upon promotion, reclassification or transfer, including provisions to address unusual circumstances in which discretionary salary adjustments may be authorized.

CBC/Radio-Canada also provides allowances such as those to employees

Allowances

- Isolated Locations Allowances
- Foreign Allowances
- Special Meal Allowances
- Long Service Recognition
- Non-Unionized Terminations Without Cause

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CBC/Radio-Canada also provides allowances such as those to employees

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who work in isolated locations and foreign postings to enable them to meet extra expenses normally incurred as a result of living in these locations.

RESPONSIBILITY

The Vice-President of People and Culture is accountable for the establishment of compensation principles and developing compensation policies. National Compensation is responsible for the interpretation of the policy and Human Resources Directors and Managers are responsible for its application, as well as all CBC/Radio-Canada Managers.

Managers should seek guidance from Human Resources representatives in dealing with unusual situations. Managers must not make commitments that deviate from compensation policies before an appropriate review process has occurred and the required approval has been received.

REFERENCES

- Canada Labour Code
- Canadian Human Rights Act
- Human Resources Policy 2.2.1 - *Staffing*
- Human Resources Policy 2.2.7 - *Income Protection*
- Human Resources Policy 2.2.12 - *Departure*
- Human Resources Policy 2.2.6 - *Leave*
- Human Resources Policy 2.2.9 - *Performance Management*
- Handbook on Accountability for the Management of Human Resources (164kb Acrobat .pdf)

HISTORY

Replaces previous Human Resources Policies:

- Compensation no. 3.0
- MS Job Evaluation no. 3.1
- Extra Compensation no. 3.2
- Salary on promotion, reclass and transfer no. 3.3
- Discretionary Salary Adjustments no. 3.4
- MS Salary Review no. 3.5

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- Controlled Salary no. 3.6
- Above scale salary no. 3.7
- Allowances and Expenses – Isolated Locations no. 9.3
- Allowances – Foreign Locations no. 9.4
- Special Meal Allowances no. 9.7
- and functional Corporate policy: HR-1 Management of overtime

PROCEDURES ON COMPENSATION POLICY 2.2.4

GENERAL PRINCIPLES

1. All employees are normally paid within the established salary range for the job they are performing. Under certain circumstances, however, individual salary rates above the range may be considered.

2. Most employees are eligible to receive compensation for hours worked beyond the normal workday and/or workweek. They may also be eligible to receive compensation resulting from the manner in which they were scheduled or assigned to work. The types of payments, their amounts, and the terms and conditions under which they may be earned are described below, in relevant collective agreements, and/or the Canada Labour Code.

3. When employees accept additional duties and responsibilities for defined periods of time, demonstrate excellence in the performance of their duties or possess exceptional abilities and qualifications for their role, it is the CBC/Radio-Canada's practice to recognize and reward them.

INTERNAL RELATIVITY AND EQUITY

CBC/Radio-Canada maintains systems to ensure that the relative value of all jobs, roles and functions are correctly ranked in relation to one another in an equitable, gender neutral, consistent and effective manner, and properly recognize those aspects of work which are valued by CBC/Radio-Canada.

MANAGEMENT, APS AND CONFIDENTIAL JOBS

The job evaluation plan used for Management, APS and Confidential jobs is

- Controlled Salary no. 3.6
- Above scale salary no. 3.7
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MANAGEMENT, APS AND CONFIDENTIAL JOBS

The job evaluation plan used for Management, APS and Confidential jobs is

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the "Decision Band Method". Also called DBMTM. This method is based on six broad decision bands in support of the Corporation's objective of broadening jobs to reflect its work organization.

UNIONIZED JOBS

For unionized jobs, where applicable, job evaluation is the method used to determine fair and equitable relationships among jobs at CBC/Radio-Canada. Each job is evaluated on the basis of objective criteria as determined within each of the applicable plans.

SALARY DETERMINATION

EXTERNAL COMPETITIVENESS

In order to establish and/or verify the competitive position of its salary ranges, CBC/Radio-Canada regularly participates in external surveys and acquires other available data. From time to time, CBC/Radio-Canada will conduct its own surveys, particularly if data required for specific purposes are not available through the normal sources.

MANAGEMENT, APS AND CONFIDENTIAL SALARY DETERMINATION AND REVIEW

1. CBC/Radio-Canada's compensation philosophy for Management, APS and Confidential employees is designed to help the Corporation fulfill its mandate. Its objectives are to:
   - help the Corporation retain and attract the people required to fulfill its mandate;
   - help all employees focus on the results and behaviors needed for the Corporation to succeed;
   - promote a sense of shared accountability for the success of the Corporation.

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2. Its guiding principles include: • line management ownership; • flexibility; • compensation opportunities reflecting contribution; and; • compensation opportunities, which are generally, market competitive.	2. Its guiding principles include: • line management ownership; • flexibility; • compensation opportunities reflecting contribution; and; • compensation opportunities, which are generally, market competitive.
3. It is linked to Performance Management: The compensation program is designed to support the performance management process. Performance management focuses on defining mutual expectations, getting feedback, and adjusting performance towards continuous improvement. More flexible compensation provides an opportunity (within a predefined budget) to recognize growth in performance and contribution. Overall performance over time will be one of the factors influencing compensation levels and it will be considered along with other factors including growth in skills and competencies, contribution to the team, demonstrating values important to the Corporation, etc.	3. It is linked to Performance Management: The compensation program is designed to support the performance management process. Performance management focuses on defining mutual expectations, getting feedback, and adjusting performance towards continuous improvement. More flexible compensation provides an opportunity (within a predefined budget) to recognize growth in performance and contribution. Overall performance over time will be one of the factors influencing compensation levels and it will be considered along with other factors including growth in skills and competencies, contribution to the team, demonstrating values important to the Corporation, etc.
4. Pay Bands The Management, APS and Confidential compensation system uses pay bands. The Pay Bands are a tool for managing individual salaries and represents the range of salary opportunities available for jobs evaluated at a given band. They are intended to provide the ability to recognize differences in individual contribution within a competitive framework that reflects both the external market value and internal value of jobs (through the job evaluation process). Pay bands are reviewed periodically against the market to determine if an adjustment is needed to maintain CBC/Radio Canada's relative competitiveness. As to base salary, it will be reviewed by managers once a year at a common salary review date to determine whether a salary increase and/or lump sum award is appropriate.	4. Pay Bands The Management, APS and Confidential compensation system uses pay bands. The Pay Bands are a tool for managing individual salaries and represents the range of salary opportunities available for jobs evaluated at a given band. They are intended to provide the ability to recognize differences in individual contribution within a competitive framework that reflects both the external market value and internal value of jobs (through the job evaluation process). Pay bands are reviewed periodically against the market to determine if an adjustment is needed to maintain CBC/Radio Canada's relative competitiveness. As to base salary, it will be reviewed by managers once a year at a common salary review date to determine whether a salary increase and/or lump sum award is appropriate.
5. New Hires	5. New Hires

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Initial positioning of a new hire in the salary band is a function of the qualifications and experience the individual brings to the role and the anticipated contribution in the role. An individual who has the basic qualifications but has not performed in a similar role before should normally be hired in the Entry zone or the bottom of the Reference zone. In some cases, an incumbent who is being hired for specific expertise and/or experience may require a higher positioning within the salary band. Naturally, the relationship with current staff and their level of contribution is an important consideration. A Human Resources representative can provide guidance in this respect. Hiring a new employee into the Reference Plus zone requires the approval of the Media or Function Vice-President, on the advice of their respective Network/Corporate Human Resources Director, and in some cases the approval of the Vice-President of People and Culture.	Initial positioning of a new hire in the salary band is a function of the qualifications and experience the individual brings to the role and the anticipated contribution in the role. An individual who has the basic qualifications but has not performed in a similar role before should normally be hired in the Entry zone or the bottom of the Reference zone. In some cases, an incumbent who is being hired for specific expertise and/or experience may require a higher positioning within the salary band. Naturally, the relationship with current staff and their level of contribution is an important consideration. A Human Resources representative can provide guidance in this respect. Hiring a new employee into the Reference Plus zone requires the approval of the Media or Function Vice-President, on the advice of their respective Network/Corporate Human Resources Director, and in some cases the approval of the Vice-President of People and Culture.
6. Higher Band When an employee is promoted to a job in a higher pay band, the salary position should be reviewed relative to the band (i.e. what zone it falls in) and relative to others in the same pay band. Normally the salary of an incumbent who is new in a role should be positioned in the Entry zone or at the beginning of the Reference zone. Other considerations are the length of time it is expected to take the incumbent to fulfill all the requirements of the job, the contribution relative to others in the same band and the salaries of any new subordinates. On this basis, salary increases reflecting promotions to a higher pay band can be made up to 10% of current salary. Increase recommendations of more than 10% require the approval of the Media/Function Vice-Presidents, on the advice of their respective Human Resources Directors and in some cases the approval of the Vice-President of People and Culture. (Refer to the Accountability for the Management of Human Resources Handbook.)	6. Higher Band When an employee is promoted to a job in a higher pay band, the salary position should be reviewed relative to the band (i.e. what zone it falls in) and relative to others in the same pay band. Normally the salary of an incumbent who is new in a role should be positioned in the Entry zone or at the beginning of the Reference zone. Other considerations are the length of time it is expected to take the incumbent to fulfill all the requirements of the job, the contribution relative to others in the same band and the salaries of any new subordinates. On this basis, salary increases reflecting promotions to a higher pay band can be made up to 10% of current salary. Increase recommendations of more than 10% require the approval of the Media/Function Vice-Presidents, on the advice of their respective Human Resources Directors and in some cases the approval of the Vice-President of People and Culture. (Refer to the Accountability for the Management of Human Resources Handbook.)
7. Same band Job changes within the same band may not warrant any change in salary.	7. Same band Job changes within the same band may not warrant any change in salary.

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However, circumstances may present themselves where the move is at the department's request and provides opportunities to broaden and enhance the employee's required skills, and where a salary increase may be appropriate. Again, the major considerations are the current positioning within the band, the anticipated contribution in the new role, and the relativity with the salaries, experience and contribution of other employees in similar roles.	However, circumstances may present themselves where the move is at the department's request and provides opportunities to broaden and enhance the employee's required skills, and where a salary increase may be appropriate. Again, the major considerations are the current positioning within the band, the anticipated contribution in the new role, and the relativity with the salaries, experience and contribution of other employees in similar roles.
8. Lower band An employee who moves to a job in a lower salary band should be appropriately positioned in the band over a period of time. Normally this will be accomplished through curtailing base salary increases. Cases of this nature should be reviewed with a designated Human Resources representative.	8. Lower band An employee who moves to a job in a lower salary band should be appropriately positioned in the band over a period of time. Normally this will be accomplished through curtailing base salary increases. Cases of this nature should be reviewed with a designated Human Resources representative.
9. Other Situations Normally, the pay bands used by the Corporation should enable compensating employees competitively (using base pay and lump sums), and with appropriate internal relativity. Occasionally a special market situation, which is short term in nature, or a specific term assignment, may occur, and can effectively be addressed through an additional periodic payment over a limited period. Such arrangements must have the approval the Media/Function Vice-President, on the advice of their respective Network/Corporate Human Resources Director and, in certain cases, that of the Vice President Human Resources. (Refer to the Accountability for the Management of Human Resources Handbook.)	9. Other Situations Normally, the pay bands used by the Corporation should enable compensating employees competitively (using base pay and lump sums), and with appropriate internal relativity. Occasionally a special market situation, which is short term in nature, or a specific term assignment, may occur, and can effectively be addressed through an additional periodic payment over a limited period. Such arrangements must have the approval the Media/Function Vice-President, on the advice of their respective Network/Corporate Human Resources Director and, in certain cases, that of the Vice President, People and Culture. (Refer to the Accountability for the Management of Human Resources Handbook.)
CONFIDENTIAL STAFF - TIME WORKED BEYOND NORMAL SCHEDULE Overtime accumulated during regular work week shall be paid or banked at the basic hourly rate for all work performed between 36 ¼ and 40 hours per week and at 1 ½ times for all work performed in excess of 40 hours per week. Work performed on a first scheduled day off or on a Legal Holiday shall be paid or banked at 1 ½ times for all hours' worked with a minimum of 7.25	**CONFIDENTIAL STAFF - TIME WORKED BEYOND NORMAL SCHEDULE** Overtime accumulated during regular work week shall be paid or banked at the basic hourly rate for all work performed between 36 ¼ and 40 hours per week and at 1 ½ times for all work performed in excess of 40 hours per week. Work performed on a first scheduled day off or on a Legal Holiday shall be paid or banked at 1 ½ times for all hours' worked with a minimum of 7.25

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hours. Similarly, work performed on a second scheduled day off shall be paid or banked at double time for all hours' worked with a minimum of 7.25 hours. For work performed on a Declared Holiday, all hours worked shall be paid or banked at straight time with a minimum of 7.25 hours.

In rare circumstances for work performed between the hours of 00:00 and 07:00, a 15% night differential premium will be paid.

BARGAINING UNITS' SALARY DETERMINATION AND REVIEW

Compensation rules and guidelines are set out in the appropriate collective agreements.

OTHER CONSIDERATIONS (ALL GROUPS)

1. Effective dates for promotion, reclassification and salary adjustment are designated as either the date that the employee is assigned to commence duties in the new or reclassified position or, if promoted to another location, the day following the last day of work at the releasing location.

2. Temporary Assignments:

   a) For temporary assignments within affiliation, the anniversary date will be the same as for the employee's basic position. In cases where the employee has reached the top of their scale on their basic position, the anniversary date for the temporary assignment will be the month of the assignment to the temporary duties. When a temporary assignment is made permanent with no break in service, the anniversary date is adjusted back to the original date of the temporary assignment to allow for total continuous service in that level, unless the employee has already received an anniversary increase in the temporary assignment.

   b) Broken periods of temporary assignments (minimum of six (6) continuous months) may be considered when calculating the promotional formula at the time of a promotion to the same level as previously temporarily assigned. An extra step on the promotional formula may be awarded. The anniversary date will be recognized in the month of the promotion.

   c) For temporary assignments between affiliations, a separate anniversary date is given for the temporary assignment, effective the date of the

hours. Similarly, work performed on a second scheduled day off shall be paid or banked at double time for all hours' worked with a minimum of 7.25 hours. For work performed on a Declared Holiday, all hours worked shall be paid or banked at straight time with a minimum of 7.25 hours.

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   c) For temporary assignments between affiliations, a separate anniversary date is given for the temporary assignment, effective the date of the

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assignment. d) The minimum qualifying period for temporary assignment is 1 full day.	assignment. d) The minimum qualifying period for temporary assignment is 1 full day.
3. Transfer between affiliations: Salary rates on transfer between affiliations will be determined on the same basis as for hiring a new employee, i.e., the minimum rate for the job classification will apply except where experience and qualifications warrant a higher rate. The anniversary date will be recognized within the month of the appointment.	3. Transfer between affiliations: Salary rates on transfer between affiliations will be determined on the same basis as for hiring a new employee, i.e., the minimum rate for the job classification will apply except where experience and qualifications warrant a higher rate. The anniversary date will be recognized within the month of the appointment.
4. Management of Overtime: a) Overtime is authorized time worked by an employee in excess of the standard daily or weekly hours of work, and for which the employee may be entitled to compensation pursuant to the provisions of a collective agreement, the Canada Labour Code or CBC/Radio-Canada compensation practices. b) Overtime is to be authorized only when management is satisfied that doing the work or providing the service is essential, and that overtime is the most appropriate way of doing the required work or providing the necessary service. Overtime is to be authorized in accordance with the provisions of collective agreements and the terms and conditions governing non-affiliated employees. c) Compensation for overtime is generally provided only when the overtime work is authorized in advance by management, or is worked in accordance with standard operating instructions. d) This section covers all CBC/Radio-Canada employees. The terms of the collective agreements control entitlements within this policy. **Note**: Overtime costs will be charged to the budget authority requesting the work or service. In general, Plant/Service Managers will be responsible for scheduled overtime, and Producers/Users will be accountable for unscheduled overtime. Authority for the authorization and management of overtime must be clearly delegated. Those with delegated authority will be accountable for compliance with management directives and for the cost-effective use of overtime under their control.	4. Management of Overtime: a) Overtime is authorized time worked by an employee in excess of the standard daily or weekly hours of work, and for which the employee may be entitled to compensation pursuant to the provisions of a collective agreement, the Canada Labour Code or CBC/Radio-Canada compensation practices. b) Overtime is to be authorized only when management is satisfied that doing the work or providing the service is essential, and that overtime is the most appropriate way of doing the required work or providing the necessary service. Overtime is to be authorized in accordance with the provisions of collective agreements and the terms and conditions governing non-affiliated employees. c) Compensation for overtime is generally provided only when the overtime work is authorized in advance by management, or is worked in accordance with standard operating instructions. d) This section covers all CBC/Radio-Canada employees. The terms of the collective agreements control entitlements within this policy. **Note**: Overtime costs will be charged to the budget authority requesting the work or service. In general, Plant/Service Managers will be responsible for scheduled overtime, and Producers/Users will be accountable for unscheduled overtime. Authority for the authorization and management of overtime must be clearly delegated. Those with delegated authority will be accountable for compliance with management directives and for the cost-effective use of overtime under their control.

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5. Change of Employee Type:

Salary rates in moving from temporary to regular employee type will be determined by following the hiring procedures, i.e., the salary step will be based on experience and qualifications. If the salary is increased upon change of employee type, it will result in a new anniversary date.

6. Controlled Salary (Red Circle):

a) Controlled Salary occurs when an employee's position level has changed as a result of limited performance due to illness or accident, or when an employee's position is reclassified to a lower grouping in the course of an organizational or technological change. (Note: Controlled Salary is not applicable to Management, APS and Confidential Groups. Refer to Management, APS and Confidential Salary Determination – Lower Band).

b) Managers should fully document controlled salary treatment, submit each recommendation for authorization in accordance with the prescribed Delegation of Authority and advise the employee in writing of the conditions of the new status.

c) There are three main categories of Controlled Salary:

i. Red Circle – Frozen Salary

When an employee's performance becomes limited due to serious illness or accident, that employee may be moved to a lower level position without loss of pay. The salary is frozen and during the time that the salary remains above the scale for the position occupied, the employee is not eligible for any increase. Such action is processed as a demotion, although without loss of salary. (In some instances collective agreements provide for lump sum payments.)

ii. Red Circle – Frozen Maximum

When a position is reclassified to a lower grouping due to re-evaluation of the job or when an employee is assigned duties of a more junior nature due to organizational change, the employee maintains the eligibility for salary progression, up to an identified maximum dollar value equal to the top of the salary range for the group level in which the employee was classified prior to the action. The employee is then placed on the new salary scale, while retaining his/her current salary and anniversary date. The employee will

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remain eligible for any form of salary increase (or portion thereof), until the salary reaches the identified maximum. For the purpose of anniversary salary progression, the increment will be equal to that in the employee's former group as published at the time of the action. When the salary reaches the identified maximum value, the salary rate becomes Red Circle - Frozen Salary.	remain eligible for any form of salary increase (or portion thereof), until the salary reaches the identified maximum. For the purpose of anniversary salary progression, the increment will be equal to that in the employee's former group as published at the time of the action. When the salary reaches the identified maximum value, the salary rate becomes Red Circle - Frozen Salary.
iii. Red Circle – Technological Change	iii. Red Circle – Technological Change
When an employee is reassigned to a position with a lower salary range due to technological change, the employee's salary is identified as Red Circle - Technological Change. Even though the employee now occupies a position in either a lower group or with a lower salary range, the employee's salary rate and range remain the same as before the reassignment. The employee's salary will be adjusted automatically following salary scale increases. (Refer to the appropriate collective agreements for technological change provisions.)	When an employee is reassigned to a position with a lower salary range due to technological change, the employee's salary is identified as Red Circle - Technological Change. Even though the employee now occupies a position in either a lower group or with a lower salary range, the employee's salary rate and range remain the same as before the reassignment. The employee's salary will be adjusted automatically following salary scale increases. (Refer to the appropriate collective agreements for technological change provisions.)
d) Other Controlled Salary Circumstances	d) Other Controlled Salary Circumstances
There may be other circumstances when controlled salary is appropriate. Cases of this nature should be reviewed with a designated Human Resources representative.	There may be other circumstances when controlled salary is appropriate. Cases of this nature should be reviewed with a designated Human Resources representative.
7. Above Scale Treatment:	7. Above Scale Treatment:
When, upon Management decision, an employee is to be paid at a salary higher than the top of the salary range for the position occupied, without specifying a higher group level, the amount above the salary range shall be identified as Above Scale Treatment. Each time the salary range is updated, such Above Scale Salary will not change unless a specific review is made and appropriate authorization received. (Specific conditions apply to Management, APS and Confidential, see section on Salary Determination.)	When, upon Management decision, an employee is to be paid at a salary higher than the top of the salary range for the position occupied, without specifying a higher group level, the amount above the salary range shall be identified as Above Scale Treatment. Each time the salary range is updated, such Above Scale Salary will not change unless a specific review is made and appropriate authorization received. (Specific conditions apply to Management, APS and Confidential, see section on Salary Determination.)
8. Special Authorization:	8. Special Authorization:
Special prior authorization is required if the total of the basic salary plus extra compensation (see below) exceeds $175,000.	Special prior authorization is required if the total of the basic salary plus extra compensation (see below) exceeds $175,000.
EXTRA COMPENSATION ADJUSTMENTS (ALL GROUPS)	**EXTRA COMPENSATION ADJUSTMENTS (ALL GROUPS)**

Upon receiving the required authorization (see Accountability for the Management of Human Resources Handbook), extra compensation may be granted to employees who are asked to take on additional duties and responsibilities for defined periods of time, are assigned to special projects, demonstrate excellence in the performance of their duties or possess critical skills, abilities and qualifications. Extra compensation payments are not pensionable earnings and do not change benefit coverage, but are subject to union dues, if applicable, and any deductions required by law (such as taxes and Employment Insurance, etc.). The supervisor must inform the employee of these implications. Extra Compensation Adjustments are to be reviewed periodically to determine their continued pertinence. **ADDITIONAL REMUNERATION CONTRACTS** 1. Additional remuneration contracts can be used to recognize unique individual talents or qualities, or significant special responsibilities or contributions expected of an employee for a defined period of time. Collective agreements may include guidelines on specific criteria which must be followed. The additional remuneration process is also the mechanism by which employees are paid for the performance of roles specifically defined in collective agreements. In such cases, when the roles and the corresponding amounts payable for fulfilling those roles are clearly stipulated in the collective agreements, formal contracts for additional remuneration are not required. 2. When an employee is asked to perform work of an exceptional nature and/or at an identifiable higher level on a sustained basis, the manager should carefully consider whether the most appropriate method of rewarding this performance is additional remuneration or a temporary upgrade to a higher pay category. Since this decision often requires careful interpretation of both compensation policy and collective agreement language, managers should seek guidance from their local Human Resources representative. 3. In submitting a request for an additional remuneration contract, the	Upon receiving the required authorization (see Accountability for the Management of Human Resources Handbook), extra compensation may be granted to employees who are asked to take on additional duties and responsibilities for defined periods of time, are assigned to special projects, demonstrate excellence in the performance of their duties or possess critical skills, abilities and qualifications. Extra compensation payments are not pensionable earnings and do not change benefit coverage, but are subject to union dues, if applicable, and any deductions required by law (such as taxes and Employment Insurance, etc.). The supervisor must inform the employee of these implications. Extra Compensation Adjustments are to be reviewed periodically to determine their continued pertinence. **ADDITIONAL REMUNERATION CONTRACTS** 1. Additional remuneration contracts can be used to recognize unique individual talents or qualities, or significant special responsibilities or contributions expected of an employee for a defined period of time. Collective agreements may include guidelines on specific criteria which must be followed. The additional remuneration process is also the mechanism by which employees are paid for the performance of roles specifically defined in collective agreements. In such cases, when the roles and the corresponding amounts payable for fulfilling those roles are clearly stipulated in the collective agreements, formal contracts for additional remuneration are not required. 2. When an employee is asked to perform work of an exceptional nature and/or at an identifiable higher level on a sustained basis, the manager should carefully consider whether the most appropriate method of rewarding this performance is additional remuneration or a temporary upgrade to a higher pay category. Since this decision often requires careful interpretation of both compensation policy and collective agreement language, managers should seek guidance from their local Human Resources representative. 3. In submitting a request for an additional remuneration contract, the

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manager is to obtain the required authorization, describe in writing the reason for the contract, and identify its start and end dates. When the contract expires, the extra compensation ceases to be paid to the employee, unless the contract is renewed.	manager is to obtain the required authorization, describe in writing the reason for the contract, and identify its start and end dates. When the contract expires, the extra compensation ceases to be paid to the employee, unless the contract is renewed.
4. If an employee has been awarded additional remuneration contracts for three years, the supervisor should review the employee's current job and consider whether or not a new job description is required. This does not apply if payment is mandatory according to the applicable collective agreement.	4. If an employee has been awarded additional remuneration contracts for three years, the supervisor should review the employee's current job and consider whether or not a new job description is required. This does not apply if payment is mandatory according to the applicable collective agreement.
LUMP SUM PAYMENTS	**LUMP SUM PAYMENTS**
1. Lump sums may be used to recognize significant contributions, which are typically outside the scope of, or in addition to, the employee's regular duties. Lump sum payments may also be used to recognize superlative performance of an employee's regular duties, but this would most often occur in the context of a salary or merit review program. Collective agreements may include guidelines for recognizing excellence or compensating extra duties, or a minimum percentage payable for specific assignments, and these must be followed.	1. Lump sums may be used to recognize significant contributions, which are typically outside the scope of, or in addition to, the employee's regular duties. Lump sum payments may also be used to recognize superlative performance of an employee's regular duties, but this would most often occur in the context of a salary or merit review program. Collective agreements may include guidelines for recognizing excellence or compensating extra duties, or a minimum percentage payable for specific assignments, and these must be followed.
2. A recommendation for a lump sum payment must contain written details of the significant contribution and indicate the effective date on which the lump sum is to be paid. The requesting manager must obtain the required level of authority and then forward the request to Human Resources for implementation. Lump sums are paid after the contribution has been made.	2. A recommendation for a lump sum payment must contain written details of the significant contribution and indicate the effective date on which the lump sum is to be paid. The requesting manager must obtain the required level of authority and then forward the request to Human Resources for implementation. Lump sums are paid after the contribution has been made.
OVERTIME BUY-OUT CONTRACTS	**OVERTIME BUY-OUT CONTRACTS**
1. Overtime buy-out contracts replace some or all overtime earnings, which employees would expect to receive in the course of their usual duties, with a series of payments provided on their regular pay schedule.	1. Overtime buy-out contracts replace some or all overtime earnings, which employees would expect to receive in the course of their usual duties, with a series of payments provided on their regular pay schedule.
2. Overtime buy-out contracts are available only to those employees for whom their collective agreements make special provision.	2. Overtime buy-out contracts are available only to those employees for whom their collective agreements make special provision.

3. Once the manager and the employee have reached agreement on the value of the contract, the manager must prepare a recommendation, which justifies the contract on a value-for-money basis, and must obtain the required level of authority. On receipt of the necessary authority, the request must be forwarded to Human Resources for implementation. As outlined in the Canada Labour Code, overtime worked beyond the provisions of the contract shall be justly compensated.

DISCRETIONARY SALARY ADJUSTMENTS

1. There may be circumstances in which an employee's basic salary should be permanently adjusted outside of the regular salary progression or merit review process. In such cases, a recommendation may be authorized for a discretionary salary adjustment (see Accountability for the Management of Human Resources Handbook). Before recommending discretionary salary adjustments, managers should seek guidance from their Human Resources representative.

2. Since Discretionary Salary Adjustments are changes to basic salary, they are pensionable earnings and modify benefits coverage. They are also subject to union dues, if applicable, and to any deductions required by law (i.e.: taxes and Employment Insurance, etc.). It is the responsibility of the supervisor to inform the employee of these implications.

ALLOWANCES

ISOLATED LOCATIONS ALLOWANCES

1. Isolated locations allowances are provided in order to assist the Corporation in:
   - hiring qualified people required to provide service to isolated locations;
   - ensuring equitable treatment for locally hired employees and those hired or transferred from outside the isolated location;
   - maintaining an employee/employer relationship in isolated locations

3. Once the manager and the employee have reached agreement on the value of the contract, the manager must prepare a recommendation, which justifies the contract on a value-for-money basis, and must obtain the required level of authority. On receipt of the necessary authority, the request must be forwarded to Human Resources for implementation. As outlined in the Canada Labour Code, overtime worked beyond the provisions of the contract shall be justly compensated.

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   - maintaining an employee/employer relationship in isolated locations

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which distances the Corporation from involvement in the personal lives of the employees and which is consistent with the intent of Human Rights legislation; • supporting the integration of Corporation employees into the local community. 2. Human Resources representatives in areas, which include isolated locations, are responsible for determining the eligible employees at such locations and advising of the rate payable and effective date for changes in the amount of allowances. 3. Complete details on the provisions and application of these allowances are described in the CBC/Radio-Canada Isolated Locations Allowances and Expenses Plan, which can be obtained through Human Resources representatives.	which distances the Corporation from involvement in the personal lives of the employees and which is consistent with the intent of Human Rights legislation; • supporting the integration of Corporation employees into the local community. 2. Human Resources representatives in areas, which include isolated locations, are responsible for determining the eligible employees at such locations and advising of the rate payable and effective date for changes in the amount of allowances. 3. Complete details on the provisions and application of these allowances are described in the CBC/Radio-Canada Isolated Locations Allowances and Expenses Plan, which can be obtained through Human Resources representatives.
FOREIGN ALLOWANCES 1. The Corporation provides its Foreign Correspondents assigned abroad on a long-term basis with a program designed to reimburse living costs, which differ from those costs incurred while living in Canada. Foreign allowances enable the Foreign Correspondent accepting an assignment outside of Canada to meet extra expenses normally incurred as a result of living abroad. 2. Complete details on the provisions and application of these allowances are described in the CBC/Radio-Canada Foreign Allowances Program, which can be obtained through National Compensation.	**FOREIGN ALLOWANCES** 1. The Corporation provides its Foreign Correspondents assigned abroad on a long-term basis with a program designed to reimburse living costs, which differ from those costs incurred while living in Canada. Foreign allowances enable the Foreign Correspondent accepting an assignment outside of Canada to meet extra expenses normally incurred as a result of living abroad. 2. Complete details on the provisions and application of these allowances are described in the CBC/Radio-Canada Foreign Allowances Program, which can be obtained through National Compensation.
SPECIAL MEAL ALLOWANCES 1. Special meal allowances are provided to employees required to work extended periods of time during a tour of duty. 2. For unionized employees, refer to the applicable collective agreements. 3. For all other employees, special meal allowances may be paid in the following circumstances, provided that prior authorization has been obtained:	**SPECIAL MEAL ALLOWANCES** 1. Special meal allowances are provided to employees required to work extended periods of time during a tour of duty. 2. For unionized employees, refer to the applicable collective agreements. 3. For all other employees, special meal allowances may be paid in the following circumstances, provided that prior authorization has been obtained:

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a) where a tour of duty extends to nine or more hours, exclusive of meal periods, a second meal allowance may be claimed;

b) where a tour of duty extends to more than 12 hours, including travel time, and where four hours have elapsed since the second meal, an additional allowance may be paid;

c) in exceptional circumstances, and only when they are clearly "reasonable and justifiable", a department head may authorize expenses incurred by meals at an employee's home location. Such circumstances could include:

- week-end attendance at conferences/meetings/seminars;
- during collective bargaining;
- during intensive task force and committee work;
- other exceptional situations where meals are not provided.

4. Employees on travel status should refer to the Corporate Policy 2.3.23 *Travel Management* expenses for the meal per diem. Employees claiming meal per diem are not entitled to claim special meal allowances.

5. Current rates applicable to special meal allowances can be obtained through Human Resources representatives.

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LONG SERVICE RECOGNITION

A long service gratuity will be paid in accordance with the terms and conditions outlined below on submission of a retirement with immediate pension or on submission of a properly authorized document for the death of an employee. Long service gratuity payments to employees covered by collective agreements will be governed by their particular agreement.

An employee may be entitled to severance pay or long service gratuity, not both.

1. Employees hired on or after April 1, 2005 or contract employees who became permanent on or after April 1, 2005 will not be entitled to long service gratuity when they retire from CBC/Radio-Canada.

2. Employees who were both permanent and hired before April 1, 2005 will be

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	entitled, upon retirement with immediate pension or death before retirement, to long service gratuity as follows : a) Employees with three (3) to ten (10) years service . Employees who have reached as at March 31, 2005 between three (3) and ten (10) years of service will receive long service gratuity at the rate of one (1) weeks' salary for each nine (9) months of service, not to exceed a maximum of thirteen (13) weeks' salary. Entitlement will be frozen as at March 31, 2005 and payment will be paid out when the employee retires. Upon retirement, the long service gratuity will be processed at the salary rate as at March 31, 2005. b) Employees with ten (10) or more years of service : Employees who have reached as at March 31, 2005 ten (10) or more years of service, will be entitled to continue to accumulate service towards long service gratuity purposes as follows: three (3) calendar months' salary for the completion of ten (10) years of continuous service and for each subsequent year of continuous service an additional one fifth (1/5) of one (1) month's salary, provided that in no case shall the total maximum exceed six (6) months' salary. Upon retirement, the long service gratuity will be processed at the salary rate as at March 31, 2005. 3. Employees eligible for long service gratuity may, on retiring from staff, elect to take in lieu of cash payments for long service gratuity the equivalent or part of the payment in time off. 4. Long service gratuity may also be allocated, up to a maximum of $25,000, towards the cost of Retiree Supplementary Health Care Plan premiums under the Premium Continuance Program. 5. Long service gratuity, severance pay or other pay in lieu of reasonable notice will not be offered to employees who resign or who are terminated for cause.

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	3. Employees who have accumulated 25 years of active service will receive recognition of their years of service Employees who have accumulated more than 34 years of active service will, at time of retirement, receive further recognition of their years of service The periods of service do not need to be consecutive for employees to qualify. It should be noted that, depending on the value, the acknowledgement may be considered a taxable benefit. **NON-UNIONIZED TERMINATIONS WITHOUT CAUSE** For non-unionized individuals whose employment will end without cause, reasonable notice will be provided. Depending on the individual circumstances, including the operational or programming needs of CBC/Radio-Canada, reasonable notice will either be provided as working or non-working notice or pay in lieu of notice (or some combination). The amount of reasonable notice will be assessed, on a case-by-case basis, taking into consideration a variety of factors including, but not limited to: an employee's age, years of service, salary, seniority and expertise.

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Board of Directors

November 18-20, 2009

Subject matter

- Introduction of a new policy on Violence Prevention in the Workplace.
- Abolition of Human Resources Policy 2.2.15 entitled "Harassment", replacing it with a new Human Resources Policy 2.2.15 entitled "Anti-Discrimination and Harassment".

Background

Violence Prevention Policy

- In May 2008 the federal government passed a new regulation on Violence Prevention in the Workplace under Part II of the Canada Labour Code. This regulation requires that all federal employers develop a policy on the subject, in consultation and participation, with the Health and Safety Policy Committee of the Corporation.
- The definition of workplace violence in the regulation is any action, conduct, threat or gesture of a person towards an employee in their workplace that can reasonably be expected to cause harm, injury or illness to that employee.

Anti-Discrimination and Harassment Policy

- Discriminatory and sexual harassment are specific forms of discrimination under the *Canadian Human Rights Act*. Therefore, this new policy serves to clarify the relationship between discriminatory harassment, workplace violence and other forms of harassment as well as to provide an adequate reporting system.

Information on the matter

See attached documents.

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

Prepared by

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

Date: **November 9, 2009**

Management recommendation

- The approval of the new Violence Prevention in the Workplace Policy, effective February 1, 2010.
- The abolition of Human Resources Policy 2.2.15 entitled "Harassment" and the replacement of this policy with the newly revised Human Resources Policy 2.2.15 entitled "Anti-Discrimination and Harassment", effective February 1, 2010.
- It is recommended that the enclosed resolution be approved by the Human Resources and Compensation Committee, and subsequently recommended to the Board of Directors for final approval.

Last discussed at the Board

Date: **n/a**

Decision made: **n/a**

Next steps

Communication of revised "Anti-Discrimination and Harassment" Policy 2.2.15 and introduction of new Violence Prevention in the Workplace Policy.

Resolution

IT IS RESOLVED THAT the Human Resources and Compensation Committee recommends to the Board of Directors, the approval of the Violence Prevention in the Workplace Policy, effective February 1, 2010; the abolition of Human Resources Policy 2.2.15 entitled "Harassment" effective January 31, 2010; and the revision to Human Resources Policy 2.2.15 entitled "Anti-Discrimination and Harassment, effective February 1, 2010.

Policy X.X.XX: Prevention of Work Place Violence

Available In: EN FR

EFFECTIVE DATE: February 1, 2010

- Statement
- Application
- Description
- Responsibility
- References
- History

Content:

- Prohibited Conduct
- The Scope of this Policy
- CBC/Radio-Canada's Obligations
- Responsibilities of Employees
- Responsibilities of Management
- Non-Retaliation
- The Internal Complaint Procedure
- Investigation Process
- Record Keeping
- Confidentiality and Protection of Privacy

Appendices:

- Appendix A – Hazards or Complaint Form

STATEMENT

This Policy seeks to prevent Work Place Violence ("WPV"), as prescribed by the requirements under Part XX of the Regulations entitled *Violence Prevention in the Work Place*, Canada Labour Code, Part II ("Regulations").

These Regulations have defined WPV to include:

"*any action, conduct, threat or gesture of a person towards an employee in their work place that can reasonably be expected to cause harm, injury or illness to that employee*".

APPLICATION

All CBC/Radio-Canada employees.

For unionized employees, any additional requirements contained in the applicable collective agreements shall be respected.

Note: The "Investigation Process" section of this Policy does not apply in the event that the WPV:

a. was caused by a non-employee,

b. was reasonably considered to be a normal condition of employment, and

c. could be addressed by effective procedures and controls put in place by the CBC/Radio-Canada, such as the Hostile Environment Guidelines.

DESCRIPTION

The CBC/Radio-Canada is committed to:

- Provide a safe, healthy and violence-free work place;
- Dedicate sufficient attention, resources and time to address factors that contribute to WPV as well as to prevent and protect against WPV;
- Communicate to its employees information in its possession about factors contributing to WPV; and
- Assist employees who have been exposed to WPV.

RESPONSIBILITY

All CBC/Radio-Canada employees, including managers with supervisory responsibilities, local/regional Human Resources ("HR") Representative, the national Policy (Health & Safety) Committee and the local Work Place (Health & Safety) Committee.

REFERENCES

- Canada Labour Code, Part II
- Part XX-Violence Prevention in the Work Place, Regulation 86-304- Canada Occupational Health and Safety Regulations
- Policy (Health & Safety) Committee Terms of Reference and Rules of Procedure
- Policy 2.2.18. Crisis Management
- Policy 2.2.15. Anti-Discrimination and Harassment
- Guidelines Criminal Harassment/Stalking
- Hostile Environment Guidelines

HISTORY

New. Does not replace any prior CBC/Radio-Canada policy.

PROHIBITED CONDUCT

1. No employee shall subject any other person to WPV or any conduct known to contribute to WPV. Engaging in WPV or in conduct known to contribute to WPV is strictly prohibited and shall not be tolerated under any circumstances.

2. Examples of this prohibited conduct include, but are not limited to:

   a. **Physical Attacks:** hitting, pushing, kicking, punching or otherwise physically assaulting someone.
   b. **Threatening behaviour:** physical intimidation (shaking fists), throwing objects, property destruction, possessing a prohibited dangerous weapon or other anger-related acts.
   c. **Conduct Contributing to WPV:** bullying, harmful teasing, abusive and other aggressive behaviour.

3. If it is determined that an employee has engaged in this prohibited conduct listed above, this employee will be subject to disciplinary action appropriate to the severity of the incident, up to and including the immediate termination of employment.

THE SCOPE OF THIS POLICY

1. The scope of this Policy is limited to the prohibited conduct listed above occurring in the course of employment over which the CBC/Radio-Canada has control.

2. This Policy applies irrespective of whether the WPV:

   a. is caused by an employee or non-employee, and

   b. originates in the work place and carries over to an employee's personal life or vice versa.

3. "Work place" is defined in the Regulations to mean "*any place where an employee is engaged in work for the employee's employer*" and includes:

   a. Any location where an employee is providing a service under the CBC/Radio-Canada's direction; and

   b. Any mode of transportation (i.e. train or plane) where the employee is required to travel in the course of business.

4. Specific circumstances must be carefully considered in determining work-relatedness (i.e: an employee working on his/her blackberry on the weekend and receives a threatening email from another employee).

5. Conduct involving criminal harassment (stalking) as well as discriminatory or sexual harassment should also be reported in accordance with the CBC/Radio-Canada's Policy 2.2.15: Anti-Discrimination and Harassment and Guidelines on Criminal Harassment/Stalking.

6. For employees who are assigned to an area where there may be a known or suspected hostile environment, please refer to the CBC/Radio-Canada's Hostile Environment Guidelines for additional guidance.

CBC/RADIO-CANADA'S OBLIGATIONS

1. The CBC/Radio-Canada will carry out its obligations as required by the Regulations. These obligations shall be carried out in consultation with and the participation of the national Policy (Health & Safety) Committee, a joint union and management committee, whose duties include addressing health and safety matters that apply to the CBC/Radio-Canada.

2. These obligations require the CBC/Radio-Canada to:

   a. Review and update this Policy at least every three (3) years (with date of last review indicated on the Policy).

   b. Identify all factors that contribute to WPV within the CBC/Radio-Canada.

   c. Assess the potential for WPV using the factors identified as contributing to WPV.

   d. Develop and implement systematic controls to eliminate or minimize WPV or a risk of WPV, to the extent reasonably practicable and no later than 90 days after the risk of WPV has been assessed.

   e. Establish procedures for appropriate follow-up maintenance and corrective measures, including measures to promptly respond to unforeseen risks of WPV.

   f. Review the effectiveness of these prevention measures and update them whenever there is a change that compromises their effectiveness, but at least every 3 years.

   g. Provide education and training to employees on the factors that contribute to WPV that are appropriate to the work place of each employee who is exposed to WPV or a risk of WPV.

   h. Ensure that this education and training be provided:
      - Before an employee is assigned to any new activity with a risk of WPV;

- When new information on WPV becomes available; and
- At least every 3 years.

i. Review and update this education and training at least every 3 years and when:
   - There is a change in respect to the risk of WPV; or
   - New information on WPV becomes available.

RESPONSIBILITIES OF EMPLOYEES

CBC/Radio-Canada employees have the following responsibilities to:

1. Report any incidents of WPV, experienced or observed, to their immediate manager;
2. Report any factors not yet identified as contributing to WPV to their immediate manager; and
3. Cooperate in the investigation process and the resolution of WPV incident.

RESPONSIBITILITIES OF MANAGEMENT

CBC/Radio-Canada managers have the following responsibilities to:

1. Promote a violence-free work place, which includes developing work place arrangements that minimize WPV;
2. Ensure this Policy is explained to all employees that they manage and ensure that this Policy is posted and accessible;
3. Report any incidents of WPV to local/regional HR representative;
4. Resolve WPV to the best of its ability and, if it cannot be resolved, have a competent person conduct an investigation which shall include recommendations for corrective action; and
5. Provide support for employees affected by WPV.

NON-RETALIATION

The CBC/Radio-Canada will protect any employee from retaliation who, in good faith, raises a concern in accordance with this Policy. In other words, employees will not be penalized or disciplined for making a complaint in good faith.

However, intentional false or frivolous complaints will not be tolerated and will be subject to disciplinary action.

THE INTERNAL COMPLAINT PROCEDURE

1. All employees must, where appropriate, inform the person inflicting the behaviour that it is unwanted/unwelcome behaviour.

2. All employees must report to their immediate manager any WPV or risk of WPV that they either witness or experience:

   a. If the complaint involves their direct manager, then they must report to the local/regional HR representative.

   b. Foreign Correspondents must report any incidents directly to their assignment desk, as per the Hostile Environment Guidelines.

3. All employees must complete a Hazards or Complaint Form, thereby ensuring that all events, including time, date and names are properly documented.

4. This immediate manager will then immediately contact their local/regional HR representative, who will attempt to resolve this incident internally between the parties as soon as possible.

5. The HR representative, the local/regional Security (Operations & Security Management, Real Estate Services) ("Security") or, if not possible, the immediate manager shall report all WPV incidents to the local police under the following three circumstances:

   a. Actual physical assault is involved;

   b. The employee(s) involved have requested it; or

   c. When the circumstances warrant it, which shall be assessed by the HR representative and Security on a case-by-case basis.

6. If the local police are investigating an incident, the Work Place (Health & Safety) Committee, involved in addressing the local health and safety issues that apply to individual work places ("local Work Place Committee"), shall be notified of their investigation, unless such notification is prohibited by law.

7. For incidents involving an emergency or imminent danger, where it is not possible to contact one's immediate manager, the employee shall:

   a. CALL 9-1-1 (Note: in Toronto and Montreal offices, Security will be contacted automatically when 911 is called from a CBC/Radio-Canada telephone);

   b. As soon as practically possible, call Security (except for the Toronto and Montreal security offices);

c. Depending on the circumstances, it may be necessary to follow the Crisis Management, Policy 2.2.18.

8. All employees who have witnessed or experienced WPV shall be encouraged to call the CBC/Radio-Canada's Employee Assistance Program (EAP).

INVESTIGATION PROCESS

1. If the incident cannot be resolved internally to the Employee's satisfaction, then depending on the individual circumstances, the CBC/Radio-Canada shall determine whether an HR Representative (other than the employee's regional/local HR representative) or an outside, third party Investigator will be appointed to conduct an investigation to resolve this incident.

2. For the purposes of conducting the investigation, the CBC/Radio-Canada shall provide this Investigator with any relevant information whose disclosure is not prohibited by law and that would not reveal the identity of the persons involved without their consent.

3. This Investigator will be a "Competent Person", within the meaning of the Regulations, and therefore means a person who:

   a. Is impartial and is seen by the parties to be impartial;

   b. Has knowledge, training and experience in issues relating to WPV; and

   c. Has knowledge of the relevant legislation.

4. Upon completion of this investigation, the Investigator shall draft an Investigation Report, which shall include conclusions and recommendations.

5. On the condition that disclosure is not prohibited by law and does not reveal the identity of persons involved without their consent, the Investigation Report will be provided to the local Work Place Committee as well as to the CBC/Radio-Canada for review.

6. Based on the review of the Investigation Report, the CBC/Radio-Canada shall adapt or implement, as the case may be, controls referred to in its mandate listed above, to prevent a recurrence of the WPV.

RECORD KEEPING

In addition to keeping the Investigation Reports, the CBC/Radio-Canada shall also keep and make readily available for examination by a Health & Safety Officer (as designated by the Minister of Labour), written or electronic records of findings following the review of WPV prevention measures for a period of three (3) years.

The CBC/Radio-Canada shall create signed records (written or electronic) of all the education and training provided to each employee.

These signed records shall be retained for a period of two (2) years after the date the employee ceases to perform an activity with a risk of WPV.

CONFIDENTIALITY AND PROTECTION OF PRIVACY

Confidentiality is needed to properly investigate a WPV incident and to offer proper support to those adversely affected. Failure to respect privacy and confidentiality could compromise an investigation making it less effective.

The CBC/Radio-Canada, when consulting with the local Work Place Committee shall not disclose information whose disclosure is prohibited by law or could reasonably be expected to threaten the safety of individuals.

Further, the CBC/Radio-Canada and the Investigator shall not disclose the circumstances surrounding the incident nor identity of the individual who raised the incident, unless disclosure is necessary for the purposes of conducting the investigation, resolving the WPV, obtaining legal advice or otherwise required by law.

Policy 2.2.15: Anti-Discrimination and Harassment

Final: November 3, 2009

Available In:
EFFECTIVE DATE: February 1, 2010
Statement
Application
Description
- **Definitions**
- **Mechanisms for Redress**
- **Discipline and Reprisals**
- **Confidentiality**
- **Chain of Communication for Addressing Concerns or Complaints**

Responsibility
References
History

STATEMENT

CBC/Radio-Canada's Commitment:
CBC/Radio-Canada is committed to:

- provide an inclusive workplace environment free of discrimination and harassment, including sexual harassment,
- support the productivity, personal goals, dignity and self respect of all its employees and potential employees, and
- promote sensitivity to individual differences.

CBC/Radio-Canada will make every reasonable effort to ensure that no employee is subjected to discrimination and harassment in the workplace. In particular, CBC/Radio-Canada accepts responsibility to ensure that its policies, practices, work arrangements and facilities do not have unlawful discriminatory effects on those individuals protected under the *Canadian Human Rights Act*.

Further, CBC/Radio-Canada will not tolerate any behaviour, including from independent contractors and other individuals with whom CBC/Radio-Canada does business, that conflicts with the spirit or intent of the *Canadian Human Rights Act*, or any other human rights laws that are applicable to CBC/Radio-Canada's operations within or outside Canada.

APPLICATION

This policy applies to all CBC/Radio-Canada employees.

DESCRIPTION
The CBC/Radio-Canada considers all forms of discrimination, including discriminatory and sexual harassment, to be unacceptable; will not tolerate its occurrence; and will make every reasonable effort to ensure that no employee is subjected to it.

As per the definitions below, discriminatory and sexual harassment are specific forms of discrimination.

Further, for any violence or threats of violence in the workplace, please refer to CBC/Radio-Canada's Workplace Violence Policy.

Definitions:

1) *Discrimination* means:

- denying an individual employment, or goods and services, based on a prohibited ground as described below; or
- differentiating adversely between individuals in the course of employment, or in the provision of goods and services, based on a prohibited ground as described below.

Prohibited grounds are described as:

Age	Family status
Race	Marital status
Colour	Sexual Orientation
Religion	Pardoned conviction
National or Ethnic Origin	Mental or physical disability
Sex (including pregnancy and childbirth)	

2) *Discriminatory Harassment* means:

Any conduct, comment, gesture or contact based on any of the prohibited grounds, listed above:

- that is likely to cause offence or humiliation to any employee or customer, or
- might reasonably be perceived as placing a condition on employment, employment opportunities (e.g. training, promotion) or the provision of goods and services.

Discriminatory harassment will have taken place if it is known or ought to have reasonably been known that the behaviour in question was unwelcome or inappropriate in the workplace.

Examples include:

- unwelcome remarks, jokes or taunts about an individual's racial background, colour, place of birth, citizenship or ancestry (or other prohibited ground);
- display of derogatory, racist or offensive pictures or material
- the refusal to work with an individual on the basis of his or her racial background (or other prohibited ground)

For other forms of harassment that do not involve one of the prohibited grounds listed above, please refer to CBC/Radio-Canada's Policy 2.2.21: Code of Conduct and/or where applicable, the *Respect in the Workplace* provisions contained in one's collective agreement.

3) *Sexual Harassment* means:

As defined in the *Canada Labour Code* :

> *" any conduct, comment, gesture or contact of a sexual nature that is likely to cause offence or humiliation to any employee; or that might, on reasonable grounds, be perceived by that employee as placing a condition of a sexual nature on employment or on any opportunity for training or promotion."*

Sexual harassment, which is a specific form of discriminatory harassment, is generally comprised of objectionable and offensive behaviour that may occur once or repeatedly.

Examples include:

- unwelcome advances, flirtations, jokes or propositions of a sexual nature;
- unwanted requests for sexual favours by a person in a position to confer, grant or deny a benefit or advancement;
- sexually degrading words, images or other material;
- conduct of a sexual nature, including leering, pinching, touching and patting.

Mechanisms for Redress:

Where remedial action is recommended, it will be implemented as soon as reasonably possible after the conclusion of a thorough internal investigation. Depending on the circumstances, there may also be longer-term initiatives, such as the development and implementation of Corporate or Departmental wide education and training activities.

The *Canadian Human Rights Act* also gives an employee the right to legal redress. A complaint for any form of discriminatory practice, including harassment, may be made before the Canadian Human Rights Commission.

Further, a unionized employee may instead opt to file a grievance according to the relevant collective agreement.

Discipline and Reprisals:
Any employee whose actions are found to be in breach of this policy will be subject to a full range of disciplinary action, which may include: education and training for the various parties involved, adjustments to the work environment, various forms of apology, undertakings, warnings, suspensions, job transfers of either party or, when the circumstances warrant it, immediate termination.

If an employee raises a concern relating to discrimination, including harassment, in good faith, s/he will not be subject to retaliation nor reprisals for bringing forward his or her concern. Therefore, any person who threatens or takes actions against an employee for invoking this policy and/or for participating in the related investigation process is strictly prohibited and will be disciplined up to and including termination.

Confidentiality:
All concerns relating to discrimination, including discriminatory and sexual harassment, will be dealt with confidentially as reasonably possible.

An employee's identity, or the circumstances regarding any concern or complaint, will not be disclosed unless disclosure is necessary for the purposes of conducting an investigation or for taking disciplinary action.

Chain of Communication for Addressing Concerns or Complaints:

Employees can address concerns or complaints relating to discrimination based on a prohibited ground, including harassment, by using the following chain of communication:

1. If it is appropriate, the employee should tell the person who is acting in a discriminatory/harassing manner that it is offensive and request that s/he immediately stop. In some cases, this informal discussion may resolve the problem.

2. If this is inappropriate or if the informal discussion is not resolved, then the employee should advise his or her immediate supervisor (or, if unionized, his or her union representative and/or supervisor, depending on terms of the applicable collective agreement), who shall, in turn, notify the Human Resources Manager.

3. If advising the immediate supervisor is difficult, inappropriate or otherwise unsuccessful, then the employee should contact his or her CBC/Radio-Canada HR Manager directly.

4. The employee will then be asked to prepare a written complaint, outlining the nature of the allegations and any important details or facts (including the name(s)

of the alleged harasser(s), witnesses, dates and location of the incidents) that may assist the subsequent investigation.

5. Upon receipt of this written complaint, the Human Resource Manager will immediately acknowledge its receipt to the employee and will meet with the employee as soon as reasonably possible.

6. The Human Resources Manager will exercise its discretion as to whether an internal investigation is warranted and to determine its scope. Where appropriate, the Human Resources Manager may conduct an investigation even if the employee refuses to submit a written complaint.

7. For specific information regarding the investigation process, please refer to CBC/Radio-Canada's **Guidelines to Investigation of Wrongdoing.**

RESPONSIBILITY
Human Resources Managers.

REFERENCES
Canadian Human Rights Act
Canada Labour Code
Policy 2.2.21 : *Code of Conduct*
Policy X.X.XX : *Prevention* of *Work Place Violence*
Guidelines to Investigation of Wrongdoing.

HISTORY
Replaces previous HR Policy:

- Policy 2.2.15 : *Harassment*
- Personal Harassment no. 1.1

Board of Directors

November 9, 2009

Subject matter

Recovery Plan - Update

Background

The Board of Directors approved the 2009-2010 Business Plans and Operating and Capital budgets at the March 20, 2009 meeting.

Information on the matter

The attached presentation provides the Board of Directors with an update on the status of the Recovery Plan implementation.

For decision **For information X**

Prepared by

Name: S.Morris
Date: November 9, 2009

Management recommendation

N/A

Last discussed at the Board

Date: September 21-22, 2009
Decision made: N/A

Next steps

Keep Board of Directors informed on progress.

Recovery Plan - Update

Board of Directors
November 19-20, 2009

Table of Contents

- Summary
- Workforce Adjustment Process and Tracking
- Recovery Plan Update
- Update on 2009/10 Commercial Revenues
- 2009/10 Year-end Forecast
- Cash Flow Forecast

Summary

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

A0023640_4-001336

Workforce Adjustment Tracking to Plan

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

Estimated savings and severance costs are on track and within budget. Project plan is on time.

ACTION		# OF FTE/STAFF	ESTIMATED SAVINGS (000's)	ESTIMATED DOWNSIZING (000's)
VRIP (YTD and Future Dated)	English Services			
	French Services			
	Corporate Services			
	TOTAL			
Layoffs in Progress (YTD and Future Dated)	English Services			
	French Services			
	Corporate Services			
	TOTAL			
Redundancy Notices in Progress	English Services			
	French Services			
	Corporate Services			
	TOTAL			
Other FTE Cost Reductions Required (Contract non-renewal, abolished positions, etc.)	English Services			
	French Services			
	Corporate Services			
	TOTAL			
Outplacement Costs				
TOTAL				
Target				

A0023640_5-001337

2009-2010 Recovery Plan Update - English Services (full year impact)

	NETWORK		REGIONS		TOTAL	
	FTE's	$000's	FTE's	$000's	FTE's	$000's
Television						
News Restructuring and Renewal						
Current Affairs - reduction in service (see note 1)						
Sports - reduction in service						
Network Schedule/Production and Resources						
Support areas - reduction						
Discretionary reductions						
Reserves - reduced		s.18(a)				
		s.18(b)		-		
		s.68.1		-		
Radio						
Small Stations						
Regional Noon Shows						
Regional Music Resources						
CBC North						
Radio One						
Radio 2						
Radio 3						
Discretionary reductions						
Total Updated Plan - English Services						
Total per Previous (September 2009) Plan - English Services						

Note 1: Current Affairs re-organized as a Content Group as part of the News Renewal. Budget cuts are being managed within News.

A0023640_6-001338

2009-2010 Recovery Plan Update – French Services (full year impact)

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

	NETWORK		REGIONS		TOTAL	
	FTE's	$000's	FTE's	$000's	FTE's	$000's
Television						
News						
Arts and Entertainment						
Production and Resources						
Réseau de l'information						
Regional Operations						
Support Services						
Radio						
News						
Première chaîne						
Espace musique						
RCI						
Regional Operations						
Internet						
Internet and Digital Services						
Total Updated Plan - French Services						
Total per Previous (September 2009) Plan - French Services						

A0023640_7-001339

Update on 2009-2010 Commercial Revenues

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

s.21(1)(b)

A0023640_8-001340

2009-2010 Year-end Forecast

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

$ 000's

	Assuming $125M Sale of Assets August 2009 Forecast	Assuming $150M Sale of Assets September 2009 Forecast
Expected 2009-2010 Year-end Surplus / (Deficit):		
English Services		
French Services		
Total Media Services		
Downsizing funds ($57M available from sale of assets)		
Compensation changes		
Galaxie proceeds (carryover from 2008-2009)		
Unencumbered corporate surplus from 2008-2009		
Impact of sale of ONTREA delayed to January 2010		
Other Services miscellaneous surplus		
Surplus funds from sale of assets		
Total Reserves and Other Services		
Expected 2009-2010 Year-end Surplus / (Deficit)		

A0023640_9-001341

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

2009-2010 Cash Flow Forecast

A0023640_10-001342

Schedule A

Board of Directors
(November 18-19, 2009)

Subject matter

Development of the Corporation's Annual Report for 2009-2010.

Background

The current norm in annual reports is to produce a clear accountability tool containing reliable, quantitative information and a vision for the future, rather than, as in the past, a hybrid report combining marketing efforts with reporting about the year's business. Corporate Communications produced CBC/Radio-Canada's 2008-2009 Annual Report, entitled *Great Successes. Greater Challenges*, in keeping with the contemporary model of reporting, and it proposes to pursue that direction again with the 2009-2010 Annual Report. As described below, the single-volume, bilingual Report will comprise an in-depth detailed President's message with tables and graphs; clear Board of Directors, governance and public accountability sections; crisply worded programming and business highlights; a management discussion and analysis section containing detailed tables denoting key performance indicators and media lines' targets and results; and a lengthy, audited financial section. The Annual Report will respond to the requirements of the Auditor General of Canada and the stipulations of the *Broadcasting Act*.

Information on the matter

See attached proposal.

For decision ☐ **For information** ☒

Prepared by

Name: Martine Ménard and Bill Chambers
Date: October 27, 2009

Recommendation

That Corporate Communications proceed with the 2009-2010 Annual Report as proposed.

Last discussed at the Board

Date: June 2009 for the 2008-2009 Annual Report.
Decision made: Approval to submit the 2008-2009 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 2009-2010 ANNUAL REPORT

BACKGROUND

Over the years of producing CBC/Radio-Canada's Annual Reports, Corporate Communications has been moving in step with contemporary expectations of corporate accountability. Whereas companies often combined their marketing efforts and financial reporting into one document in the past, the norm is now to produce a clear accountability tool containing reliable, concrete information and statistics, as well as a vision for the future.

In keeping with this model of reporting, CBC/Radio-Canada's 2008-2009 Annual Report, entitled *Great Successes. Greater Challenges*, steered away from marketing content and put its efforts into strongly delivering the Corporation's messages through a more in-depth detailed President's message with tables and graphs; clear Board of Directors, governance and public accountability sections; crisply worded programming and business highlights; a management discussion and analysis section containing detailed tables denoting key performance indicators and media lines' targets and results; and a lengthy, audited financial section.

The Corporation's Annual Reports respond to the requirements of the Auditor General of Canada and the stipulations of the *Broadcasting Act*. Corporate Communications makes every effort to find efficiencies in the production of the Report and to produce it within a modest budget. We have also trimmed the number of printed copies of the Annual Report over the years, encouraging readers to view it on the corporate website.

PROPOSAL

s.21(1)(a)

s.21(1)(b)

Page 1345

is withheld pursuant to sections

est retenue en vertu des articles

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

of the Access to Information Act

de la Loi de l'accès à l'information

APPENDIX ONE

ANNUAL REPORT SPECIFICATIONS: 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 subsection 131(4) of the *Financial Administration Act*,

(b) the annual auditor's report referred to in section 132 of the *Financial Administration Act*,

(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 or 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.

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
September 29, 2009

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Linda Black	
Mr. Peter Charbonneau	
Mr. George Cooper	
Mr. Peter Herrndorf	
Ms. Patricia McIver	
Ms. Trina McQueen	
Mr. Brian Mitchell	
Mr. Rémi Racine	
Ms. Edna Turpin	

REGRETS:

Mr. John Young

ALSO ATTENDING:

Mr. Pierre Nollet, Vice-President, Corporate Secretary and Chief Legal Officer
Ms. Maryse Bertrand, Vice-President Real Estate, Legal Services and General Counsel
Mr. Steven Guiton, Chief Regulatory Officer
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
September 29, 2009

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

The Chair called the meeting to order at 2:00 p.m. (EDT).

CORPORATE POLICY ON POLITICAL ADVERTISING

Steven Guiton introduced the topic, referencing the documentation provided to Directors in advance of the meeting. He reviewed the background and the current situation vis-à-vis political advertising at CBC/Radio-Canada, noting that the present practice is to accept political advertisements only during general elections.

Mr. Guiton then outlined the rationale for management's proposal, citing the desire to ensure that CBC/Radio-Canada 's corporate policies are aligned with the values embodied in the *Canadian Charter of Rights and Freedoms* and consistent with recent court decisions on point. In particular, he noted that recent case law suggests that the Corporation should permit as much free speech as is possible while still preserving its editorial credibility and programming independence.

The President and CEO thanked Board members for their advice.

CONCLUDE

There being no further business, the meeting concluded at 2:25 p.m.

A0023648_2-001348

Schedule A

Board of Directors

(November 18-19-20, 2009)

Subject Matter

Next Generation Converged Network (NGCN) Project

Background

CBC/Radio-Canada's current leased Television and Radio network agreements terminate on May 31, 2011. Our production workflows are now evolving to the point where the network infrastructure must support the access, sharing and manipulation of content in a ubiquitous and seamless fashion.

In advance of the termination of our network agreements, CBC/Radio-Canada must migrate to a new network platform that satisfies these production needs. This new network is called the Next Generation Converged Network (NGCN).

Information on the matter

The goal of the NGCN is to modernize CBC/Radio-Canada's network infrastructure through the implementation of a scalable, national network that cost-effectively supports core business requirements for content exchange.

This includes the exchange of: "live" or "real-time" Media content traffic; file-based and streaming "non-real-time" content and data traffic for corporate applications.

CBC/Radio-Canada issued a Request for Information (RFI) to industry in June 2008 with the goal of obtaining the best technical solutions to support real-time and non-real-time Television and Radio traffic. Proposals had to be based on proven technology and be cost effective.

Based on the RFI process and subsequent detailed consultations with English Services' and French Services' Television, Radio and Digital Programming clients, a formal Request for Proposals (RFP) was issued on August 14, 2009 and proposals were received on October 20, 2009.

CBC/Radio-Canada is currently evaluating proposals received from both a technical and financial perspective. It is expected that a detailed recommendation addressing all aspects of this initiative will be presented to the Board at its January 2010 meeting

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

Prepared by

Name:	George Smith, Dany Harrison and John Lee
Date:	November 5, 2009

Management recommendation

Management's recommendation is to continue progressing with the Next Generation Converged Network project, as it:
- supports the sharing of evolving HD television and radio content between sites;
- aligns with the Medias' integrated TV/Radio/Digital Programming (web) production model;

NGCN's flexibility and scalability supports ongoing organic growth of Media and Corporate traffic.

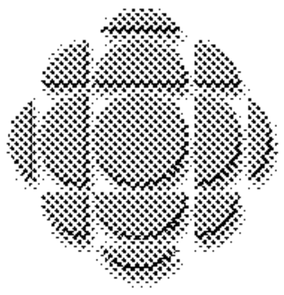
Management will make appropriate recommendations to the Board on this project at its January 2010 meeting.

Last discussed at the Board

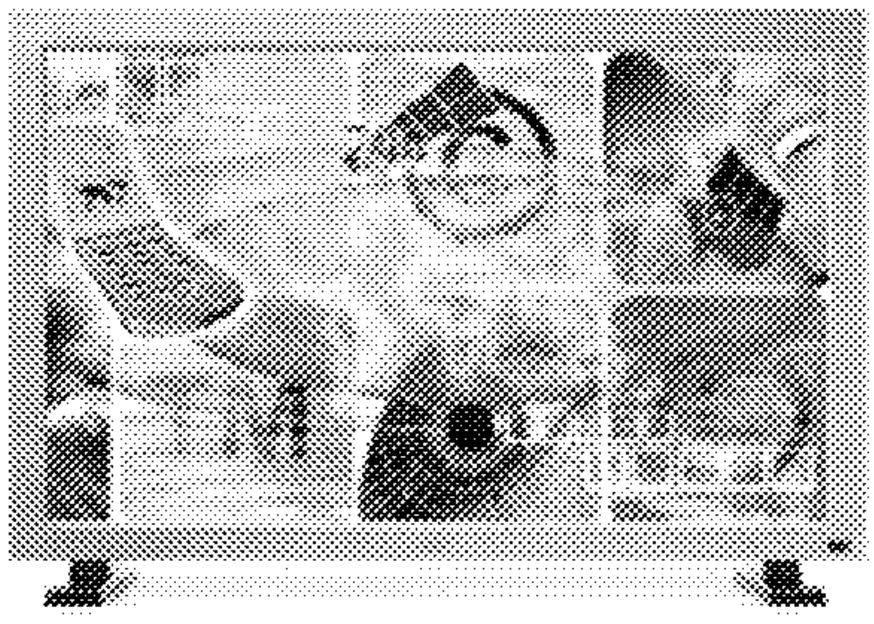
Date:
Decision made:

Anticipated project completion date: March, 2011
(If contract, indicate date of expiry): _____

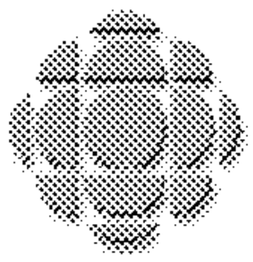
Board Presentation – November 2009



Next Generation Converged Network (NGCN) Project



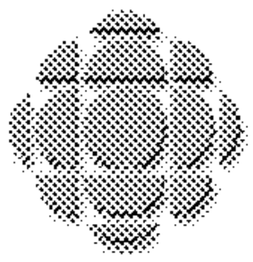
Contents



1. NGCN Overview
2. The Broadcasting Process and Networks
3. NGCN Project – Detailed Information
4. Financial Information
5. Conclusion

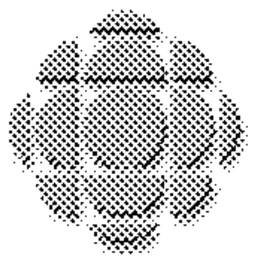
1. NGCN - Overview

Media Business Environment



- The future of media companies is the content company.
- Content companies succeed based on their ability to meet the needs of their consumers on the consumer's terms, flexibly, economically and most of all, effectively.
- Content companies succeed at this when they enable content workers to access, manipulate and share content in a ubiquitous and seamless fashion.
- A good metaphor for this desired end-state is "drag and drop " - where a content worker can find, browse, access, create, manipulate, and publish content simply and effectively without barriers.
- The NGCN is a core enabler of this essential functionality and from the content worker's viewpoint a "cloud of connectivity" into which one reaches and finds content that is useful in meeting our consumer's needs.

NGCN Project – Mandate

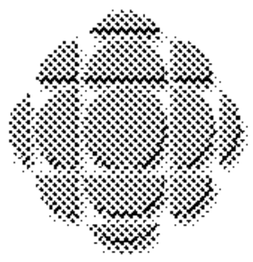


Modernize CBC/Radio-Canada's network infrastructure through the implementation of a scalable, national network that cost-effectively supports core business requirements for content exchange.

This includes the exchange of:

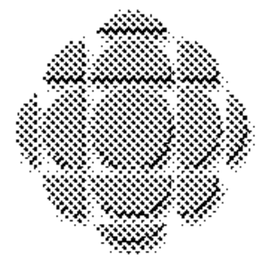
- "Live" or "Real-Time" Media content traffic.
- File-based and streaming "Non-Real-Time" content.
- Data traffic for corporate applications.

NGCN Project – Current Situation



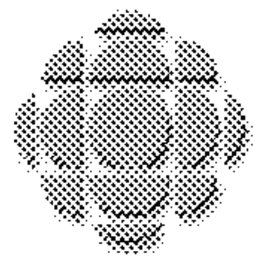
1. Technological Changes in Media Processes – TV and Radio File-Based Workflows:
   - Continued requirement:
     - Real-Time collection traffic.
   - New requirement:
     - Sharing media content files between production locations. (i.e. file-based collection traffic)
2. Convert telecommunications networks to support migration to HD video traffic.
3. Telecom Network Contracts – Imminent Termination Dates:
   - Broadcast Networks Contract – May 31, 2011
   - Corporate Data Network (WAN) – May 31, 2012

NGCN Project: Current Situation Offers Opportunity



- Serve Media and Corporate telecommunications network requirements using a single *Next Generation Converged Network (NGCN).*
- Benefits of one converged network:
  - Economies of scale:
    - Increased buying power for network capacity
  - Network operating efficiencies:
    - Use the network capacity more efficiently (TV content files during business day; execute Groupwise server backups overnight).
    - Simplicity of single network to manage.
    - Control on-going network operating expenses.
  - Better control on network capital investment.

Other Canadian Broadcasters



CTV:

- Currently has a single converged network
- Has moved from outsourced to in-sourced operations.
- In-house media software applications development team.

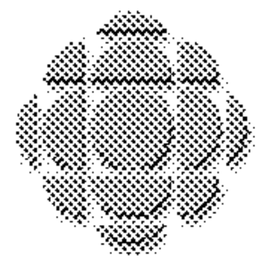
Canwest Global:

- Currently has a single converged network.
- Has moved from outsourced to in-sourced operations.

Note:

Canadian francophone broadcasters (e.g., TVA , V – previously TQS) and Télé-Québec) do not have network installations of equivalent scale.

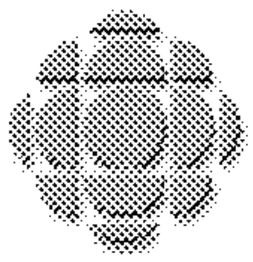
NGCN Project: Inter-Project Dependencies



Other active projects dependent on the NGCN include:

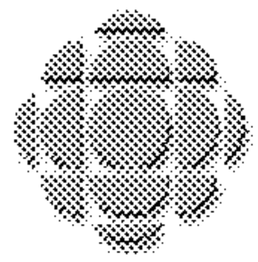
1. DeskTop Television (DTV) "Drag & Drop" Project:
   - Television and Radio operations have evolved from from tape-based to file-based.
   - Media content files are stored locally on servers and shared within buildings over the Local Area Network (LAN).
   - Radio users can share audio files between sites securely and reliably using the current Wide Area Network (WAN).
     - This functionality is referred to as DeskTop Radio (DTR) "Drag & Drop" .
   - Digital Programming (web) currently uses the WAN to share content files and stream content between sites.
   - Greater network capacity is required to be able to move Television's larger video files between sites.
     - i.e. to support Desktop TV "Drag & Drop"
   - The new, secure and reliable NGCN network will allow both Desktop TV, Desktop Radio and Digital Programming (web) to exchange content between sites.

NGCN Project: Inter-Project Dependencies (Continued)



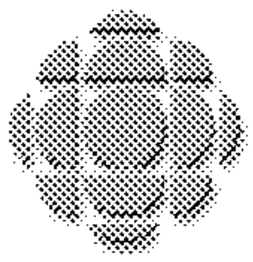
2. Migration of transmitters from SD to HD
   - Migrate selected collection traffic from specific satellite channels to new terrestrial network (NGCN).
   - Cost avoidance achieved by:
     - Repurposing channels to distribute HD video traffic to transmitter sites and cable/BDUs.
     - Optionally transporting selected HD presentation feeds to DTV transmitters terrestrially over NGCN, when cost effective.

NGCN Project: Inter-Project Dependencies (Continued)



3. Radio Centralization
   - Implementation of centralized Radio Master Control and presentation operations for English and French Services.
     - Cost avoidance associated with capped investment in regional Master Control operations.
     - Master Control efficiencies associated with simplified, centralized operational approach.
   - Collect feeds from regional sites to Toronto and Montreal over new, terrestrial network (NGCN).

NGCN Project: Risks



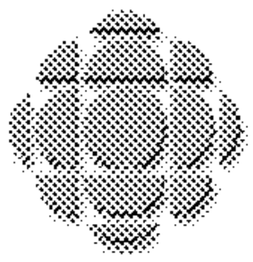
Risks	Strategies
Network Failures	• Network service/equipment redundancy and resiliency.
Integration of Network Management Systems (NMS) & TV/Radio Scheduling Software	• Off-the-shelf NMS software is to have standards-based interoperability with other software applications.

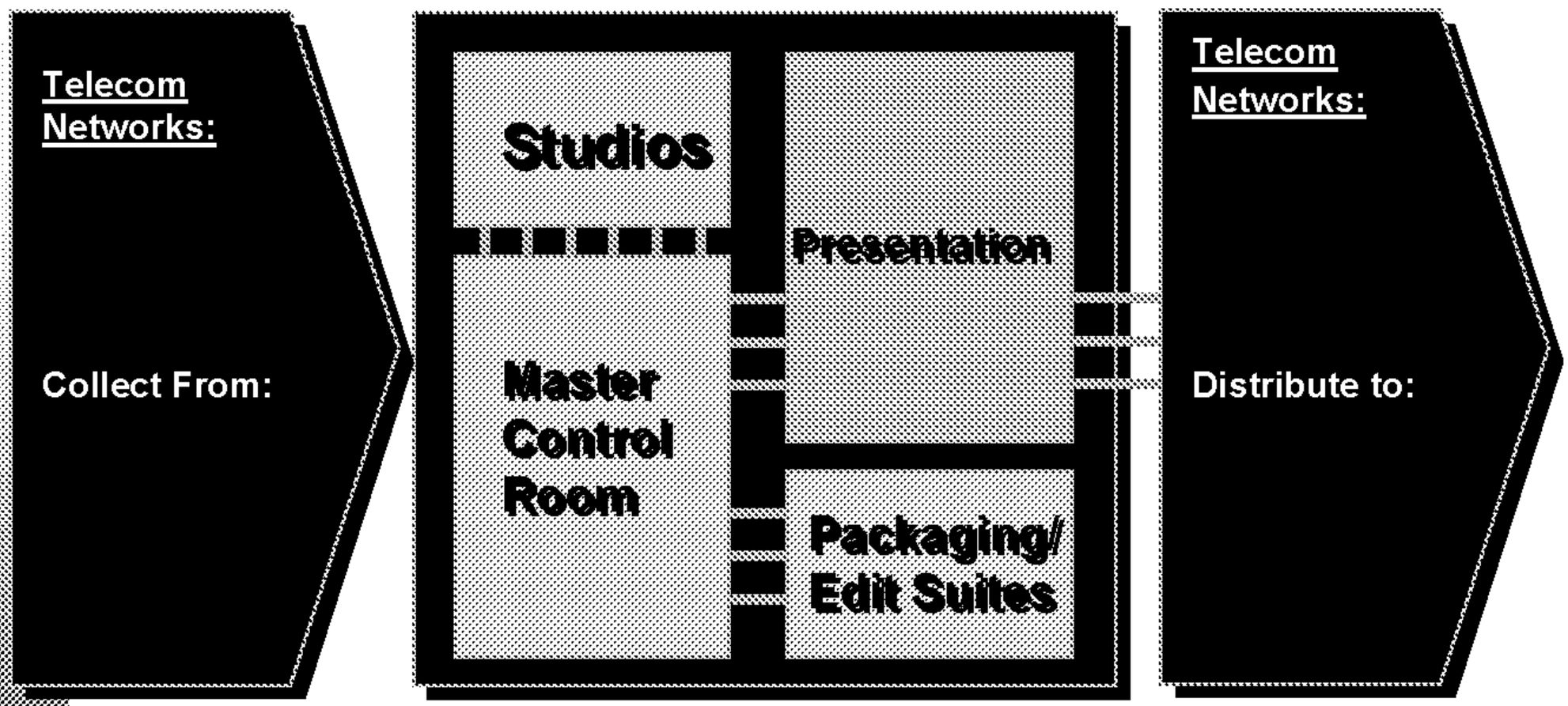
Project Delays	• Strategic implementation planning:
	  • Negotiate cost-effective parallel operations with winning Supplier.
	  • Consider T&C's of existing contracts when cancelling/extending existing network services.

Supplier(s) do not Deliver as per Contracted Performance Requirements	• RFI & Technology Proof of Concept Trial completed. • RFP for standards-based solutions. • Critical Technology Field Trial of selected solution.
Cost Overruns	• CAPEX: Review and adjust final service requirements with Media clients. • OPEX: Review cost-effective options for in/outsourcing of operations processes.

2. The Broadcasting Process and networks

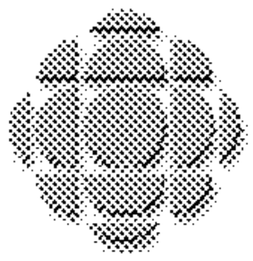
The Broadcasting Process





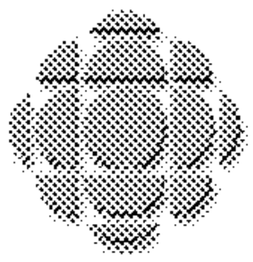
s.18(b)
s.20(1)(b)

Sample Network Architecture



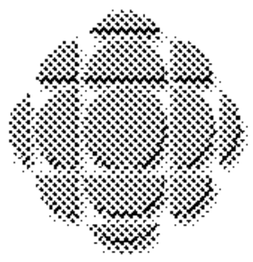
3. NGCN Project – Detailed Information

NGCN Project Governance



- Steering Committee:
  - English Services (Fred Mattocks)
  - French Services (Dany Harrison)
  - Media Technology Services (John Lee)
- Working Groups:
  - Television
  - Radio
  - Digital Programming

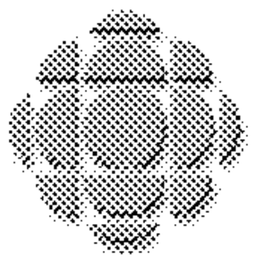
NGCN Project Milestones



RFI/RFP/Business Case:

- RFI – Completed November 2008.
- RFP Issued to Industry – August 14, 2009.
- RFP Responses – Received October 20, 2009.
- RFP Analysis – October/November 2009.
- Submit Business Case for SET and Board Approval – January 2010.

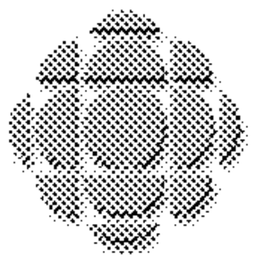
NGCN Project Milestones (Continued)



Network Implementation:

- Finalize implementation plan – February 2010
- Define operations model and implement – May 2010
- Implement broadcast network services
  - Phase 1 (Montreal-Toronto-Ottawa-Quebec City) – Sept. 2010.
  - Remaining phases by March 2011.
- Implement all data network services - May 2012.

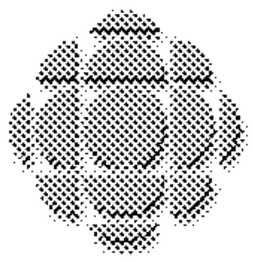
RFP Evaluation Process (SET Slide)



- The Technical Responses are to be reviewed and scored by:
  - English Services & French Services
    - TV, Radio and Digital Programming representatives.
  - Media Technology Services (MTS)
    - Telecommunications team representatives.
  - Other technology subject-matter experts, as required.
- The Pricing Responses are to be reviewed and analyzed by:
  - Head Office Finance.
- Final consolidated technical and financial review with Working Group and Steering Committee.
- TSB review and approval.

4. NGCN Project – Financial Information

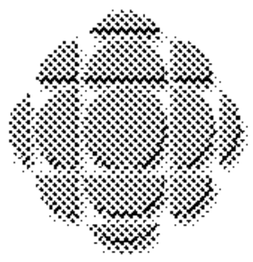
Capital Plan (SET SLIDE)



s.18(a)

s.18(b)

Current Telecom Annual OPEX (Order of Magnitude)

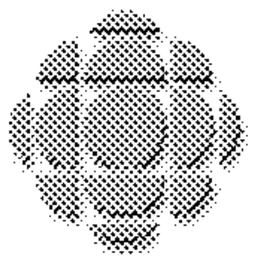


s.18(a)

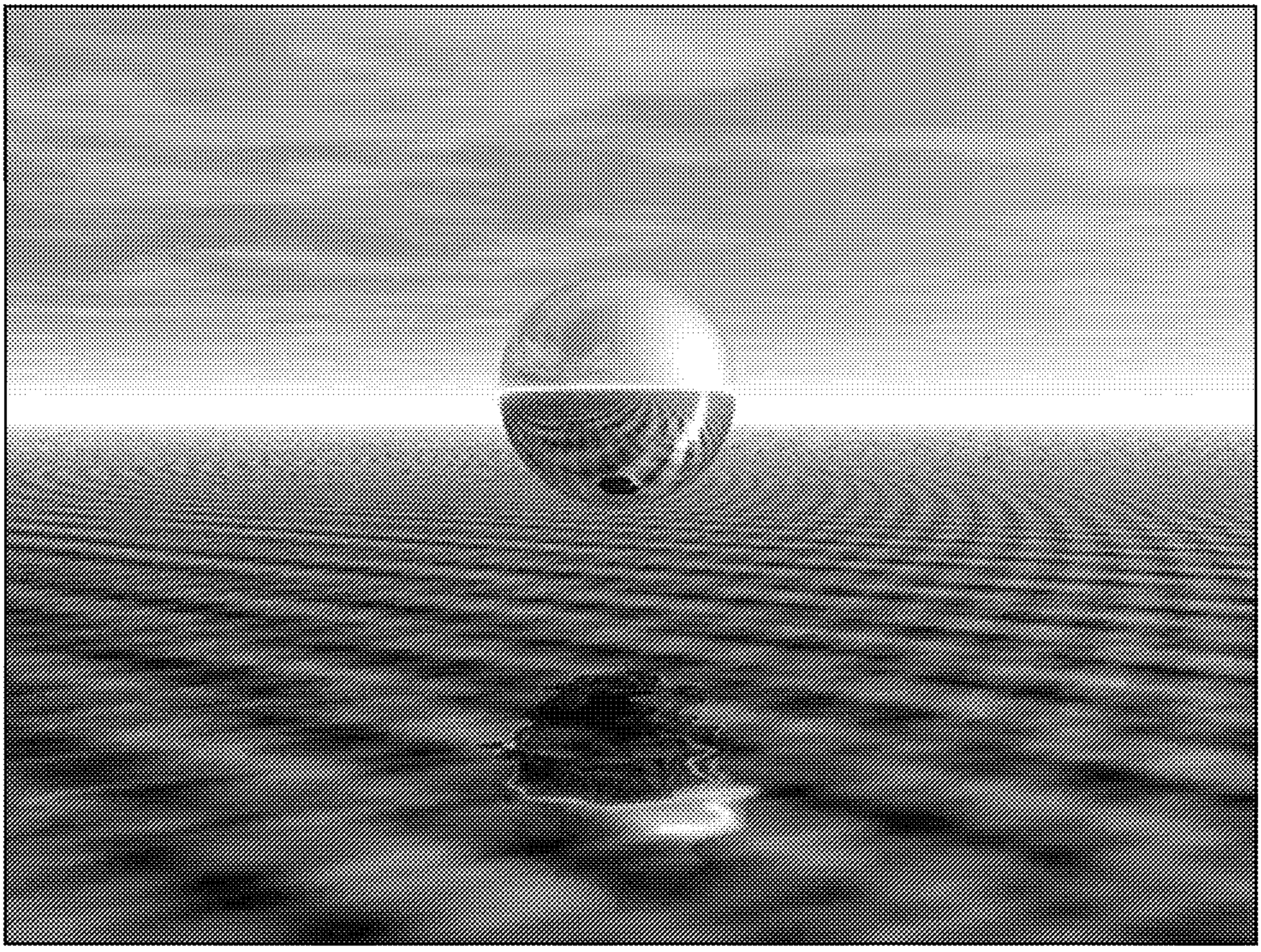
s.18(b)

4. NGCN Project – Conclusion

Conclusion

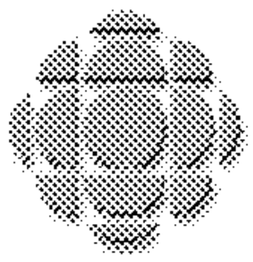


- NGCN supports requirement for sharing of evolving HD television and radio content between sites.
- NGCN aligns with the Medias' integrated TV/Radio/Digital Programming (web) production model.
  - Single network that efficiently shares capacity.
  - Single network operations team to support Media clients.
- NGCN's flexibility and scalability supports ongoing organic growth of Media and Corporate traffic.
  - The network is dynamic and re-configurable to support the clients' changing and growing telecom requirements.

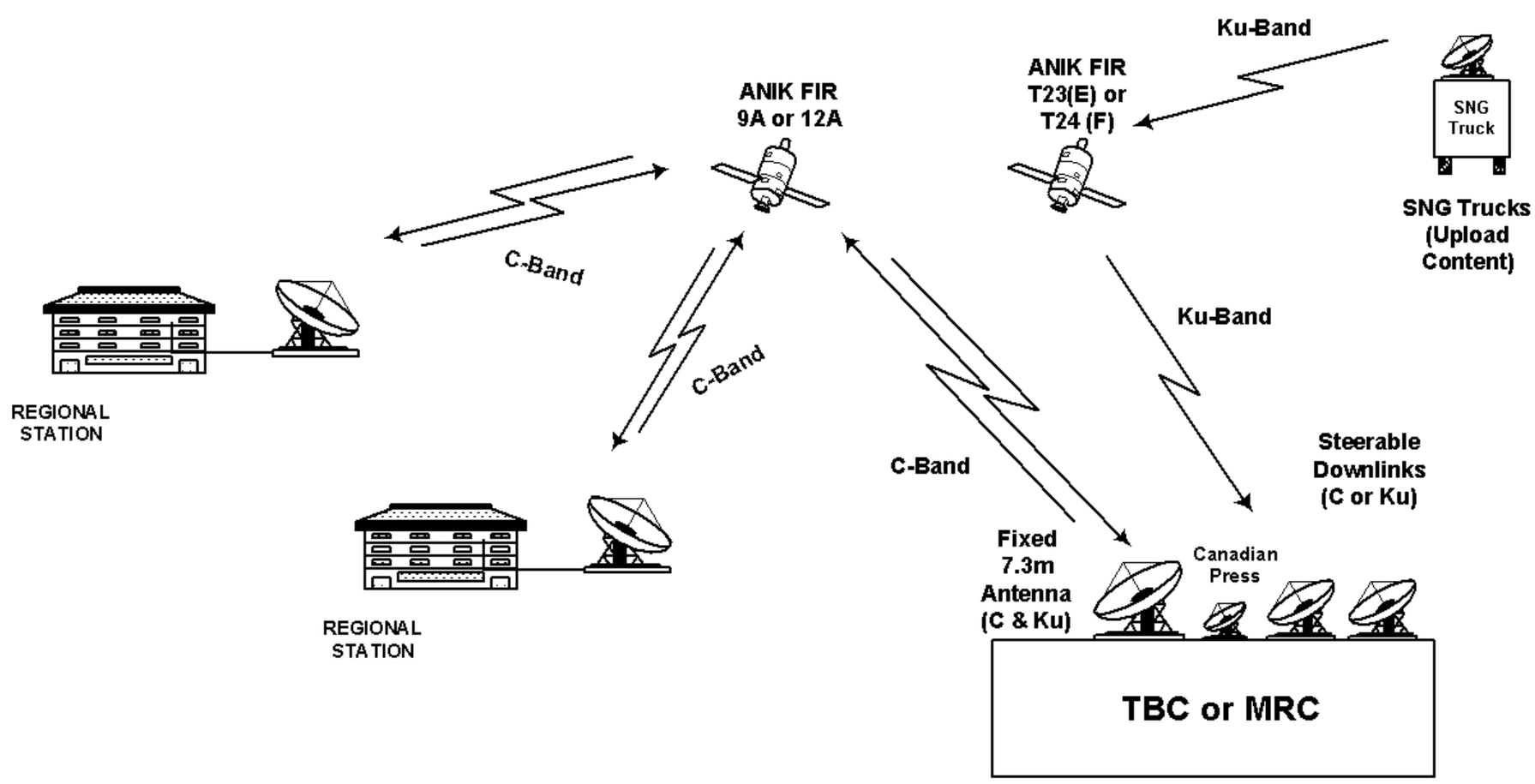


NGCN Project – Backup Slides

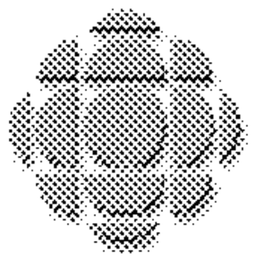
Real-Time Television Content Collection/Contribution



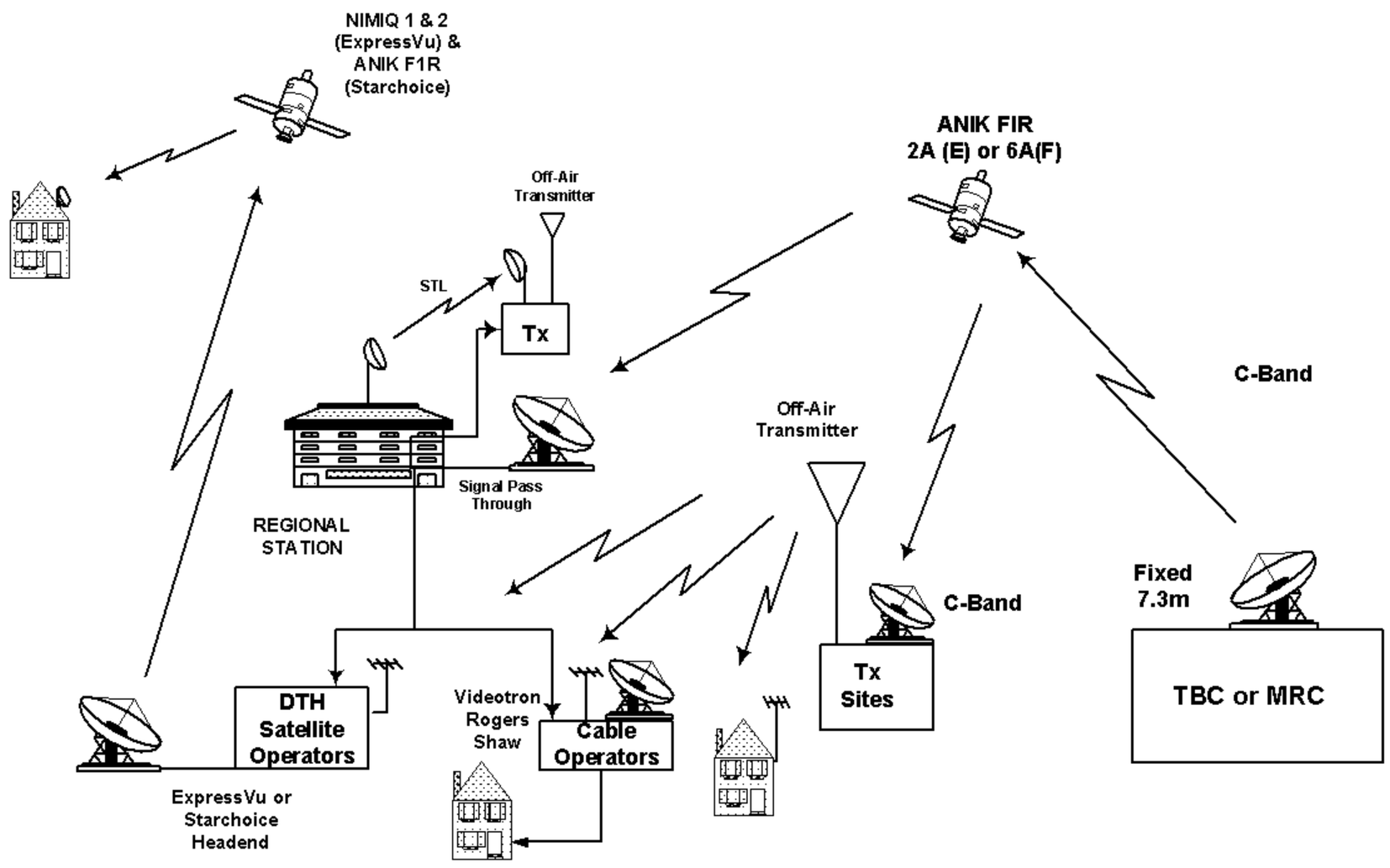
CBC/Radio-Canada: Satellite TV Collection Network



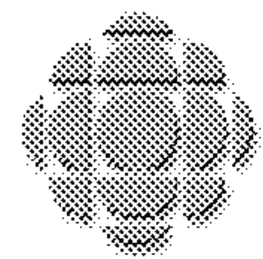
Real-Time Television Centralized Distribution



CBC/Radio-Canada: Satellite TV Distribution Network



NGCN Project Risks & Mitigation Strategies



	Risk	Likelihood	Severity	Mitigation Strategy
1. Technical & Operational Risks				
1.1	Single Points of Failure in a Converged Network	Low	High	• In a converged network, network failures impact all users. • To minimize the risk of single points of failure, the technical/architectural network design must have inherent redundancy and resiliency. Ensure sufficient funding.
1.2	Difficult to Integrate NGCN Management Software with TV and Radio Scheduling Software	Medium	Medium	• RFP requested standards-based interoperability network management systems. • Depending on the solution selected, the integration with scheduling systems will be assessed and phased.
2. Project Risks				

2.1	Project Delays	High	High	Adopt a strategic approach when developing the implementation plan.
				• Stage equipment and minimize the travel and number of site visits.
				• Consider the terms and conditions of the current contracts with respect to extensions and cancellation penalties.
				  • Negotiate cost-effective parallel operations with successful Service Provider.
				  • Migrate most expensive networks first.
				  • Migrate networks to NGCN as quickly as possible to minimize the time that we are paying for the parallel operation of legacy broadcast networks/WAN and NGCN.
				  • Minimize cancellation penalties paid as networks are migrated to the NGCN.
				  • Extend contract for least expensive networks, if required.

2.2	Supplier(s) Do Not Deliver on Contracted Performance Requirements	Medium	Medium	• RFI provided initial information concerning network services and equipment available from industry. • Technical Proof of Concept Trial was included in the RFI evaluation process. • RFP is based on standardized technology. This should minimize equipment and control software interoperability issues. • Before beginning network implementation, a Critical Technology Field Trial will be undertaken to ensure the overall integrated technical solution is viable.
2.3	Higher Costs than Forecasted	Medium	Medium	Capital Funding Requirements • Review funding gap with Media clients and re-assess site service requirements initially defined. Operational Funding Requirements • Review funding gap and assess alternate methods of operating. (i.e. examine range of options between fully outsourced operations and fully in-sourced operations.)

Schedule A

BOARD OF DIRECTORS

November 18-19-20, 2009

Subject matter

CALENDAR OF MEETINGS 2010

Background

At its May 2009 meeting, the Board approved a proposal that all Board meetings be held in Ottawa for the balance of 2009 and for 2010, as a cost saving measure, and confirmed the dates. At the June 2009 meeting, a change to the June 2010 date was made to address issues related to the availability of year-end financial statements and annual audit results.

Information on the matter

Following discussion at the September 2009 meeting, the locations for the November 2009 and January 2010 meetings were changed to Toronto and Montreal respectively and the dates for each extended by one day. The attached 2010 calendar reflects the new dates and location for the January 2010 meeting. The Board is asked to approve this calendar, together with any further changes the Board may choose to make.

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

Prepared by

Name: Maryse Bertrand
Date: October 30, 2009

Recommendation

THAT the revised 2010 calendar of meetings be approved.

Last discussed at the Board

Date: June 22-23, 2009
Decision made: The revised 2010 calendar of meetings was approved.

Next steps

Distribute new calendar of meetings for 2010.

Annexe A

CONSEIL D'ADMINISTRATION

18-19-20 novembre 2009

Sujet

CALENDRIER DES RÉUNIONS DE 2010

Contexte

À sa réunion de mai 2009, le Conseil a approuvé une proposition voulant que toutes les réunions du Conseil aient lieu à Ottawa pour le reste de 2009 et pour 2010, comme mesure d'économies, et en a confirmé les dates. À la réunion de juin 2010, une modification a été apportée à la date de la réunion de juin 2010 en raison du moment de la disponibilité prévue des états financiers de fin d'exercice et des résultats de la vérification annuelle.

Renseignements connexes

Après discussion à la réunion de septembre 2009, les lieux pour les réunions de novembre 2009 et de janvier 2010 ont été changés à Toronto et Montréal respectivement et les dates de chacune ont été prolongées d'un jour. Le calendrier 2010 ci-joint reflète les nouvelles dates et le nouveau lieu pour la réunion de janvier 2010. On demande au Conseil d'approuver ce calendrier ainsi que tout nouveau changement qu'il voudrait envisager.

Pour décision [X] **Pour information** [ ]

Préparé par

Nom : Maryse Bertrand
Date : 30 octobre 2009

Recommandation

QUE le calendrier révisé des réunions de 2010 soit approuvé.

Dernière réunion au Conseil

Date : 22-23 juin 2009
Décision prise : Le calendrier révisé des réunions de 2010 avait été approuvé.

Prochaines étapes

Distribuer le nouveau calendrier des réunions de 2010.

MEETINGS OF THE BOARD OF DIRECTORS
RÉUNIONS DU CONSEIL D'ADMINISTRATION

REVISED / RÉVISÉ
2010

January 18 19 – 20 / 18 – 19 – 20 janvier	Montréal
March 16 – 17 / 16 – 17 mars	Ottawa
May 11 – 12 / 11 – 12 mai	Ottawa
June 22 – 23 / 22 – 23 juin	Ottawa
September 21 – 22 / 21 – 22 septembre	Ottawa
November 16 – 17 / 16 – 17 novembre	Ottawa

Approved /Apprové 06/09
Revised/Révisé : 11/09

Audit Committee
(November 12, 2009)

Subject matter

Nominees to the CBC Pension Board of Trustees for calendar year 2010.

Background

Role of the Board of Trustees

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 or such other Corporate Executive of the Corporation as designated by the President and CEO of the Corporation and approved by the Board of Directors of the Corporation.
- 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 to serve on the Board of Trustees for the year 2010 as follows:

- Claude Godin representing the French Services, and
- Jon Soper up to and including March 31, 2010 and Robert Fisher from April 1, 2010, both representing the English Services.

The Pensioners' Association has also recommended their candidate, Paul Gaffney, to serve on the Board of Trustees for the year 2010.

Mr. Godin, Mr. Soper and Mr. Gaffney currently serve as Trustees on the Pension Board of Trustees.

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

Prepared by

Name: Katya Laviolette, Vice-President, People and Culture
Date: October 27, 2009

Management recommendation

BE IT RESOLVED THAT Claude Godin and Paul Gaffney be and are held hereby appointed to the Pension Board of Trustees for the period of January 1, 2010 to and including December 31, 2010 or until the nomination of a successor;

AND THAT Jon Soper, for the period of January 1, 2010 to and including March 31, 2010, and Robert Fisher for the period of April 1, 2010 to and including December 31, 2010, be and are held hereby appointed to the Pension Board of Trustees or until the nomination of a successor.

Last discussed at the Board

Date: November 17, 2008
Decision made: Approved

Next steps

Letter of acceptance to be sent to each appointee by the President & CEO.

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

Board of Directors
Human Resources and Compensation Committee
(October 14, 2009)

Subject Matter:

Final collective bargaining agreement with the Syndicat des communications de Radio-Canada (SCRC).

Background:

The collective agreement between the SCRC and CBC/Radio-Canada expired March 29, 2009.

Information on the Matter:

N/A

For Decision: ☒ **For information:** ☐

Prepared By:

Name: Katya Laviolette
Date: October 14, 2009

Management 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:

- The renewal of a collective agreement for a term of 3½ years (expiry date September 30, 2012).

Last Discussed at the Board:

Date: March 16/17, 2009
Decision made: Yes – see document from March 16/17, 2009, Board.

Anticipated project completion date: October 14, 2009

Pages 1387 to / à 1404

are withheld pursuant to sections

sont retenues en vertu des articles

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

of the Access to Information Act

de la Loi de l'accès à l'information

SUPPLEMENTARY RESOLUTION

APPROVAL OF LEASE AT TORONTO BROADCAST CENTRE

WHEREAS:

A. 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 "Toronto Broadcast Centre");

B. The Corporation has received a conditional offer to lease ("Offer") from 1804211 Ontario Inc. (the "Tenant") for approximately 9,000 square feet of retail space on the ground and mezzanine levels at the Toronto Broadcast Centre (the "Leased Premises"), to permit the Tenant to operate a licensed, casual dining sit-down, take-out and delivery restaurant and sports-themed bar operated under the name "BOSTON PIZZA" under franchise from Boston Pizza International Inc.;

C. The terms and conditions of the Offer are set forth in Exhibit "A" hereto to be more fully set forth in a formal lease to be executed and delivered between the parties (the "Lease");

D. The Offer, once accepted by the Corporation will be subject to the approval of the Governor in Council, in accordance with the relevant provisions of the *Broadcasting Act*;

E. The Board deems the Lease to be incidental and conducive to the attainment of the objects of the Corporation;

F. Under the *Broadcasting Act*, the Governor in Council will have to authorize the Corporation to enter into the Lease with the Tenant.

IT IS RESOLVED THAT:

1. **(Approving Signing of the Offer)** The Corporation be and is hereby authorized to accept the Offer, provided it is substantially on the terms and conditions set forth in Exhibit "A", and that the Vice President, Real Estate, Legal Services and General Counsel, or her delegate, for and on behalf of the Corporation is hereby authorized to sign and accept the Offer on behalf of the Corporation.

2. **(Approving Lease)** Subject to the Corporation obtaining all necessary approvals of the Governor in Council, the Corporation be and is hereby authorized to rent the Leased Premises to the Tenant.

3. **(Seeking Order in Council)** The Corporation be and is hereby authorized to seek the approval of the Governor in Council pursuant to Section 48(2)(b) of the *Broadcasting Act* to enter into the Lease and retain for its own corporate use the proceeds of the rent.

4. **(Approving Negotiation of Lease)** Subject to the approval by the Governor in Council under Section 48(2)(b) of the *Broadcasting Act*, the Corporation be authorized to negotiate and eventually enter into, whether under the corporate seal of the Corporation or otherwise, a Lease in respect of the Leased Premises substantially on the terms and conditions set forth in Exhibit "A" with such changes thereto as any two of either the President and CEO, the Vice President, Real Estate, Legal Services and General Counsel, or the Vice President and Chief Financial Officer, (hereafter the "officers") shall determine and otherwise in form and substance acceptable to such officers of the Corporation, the execution and delivery of any such Lease in accordance with the

provisions of this paragraph being conclusive evidence of such determination and acceptance.

5. (**Approving the signing of the Treasury Board Submission**) Any one of the President and CEO, or the Vice President, Real Estate, Legal Services and General Counsel, together with the Vice President and Chief Financial Officer, or their respective delegates, for and on behalf of the Corporation be and are hereby authorized to sign and file the Treasury Board submission to obtain the required Order in Council.

6. (**Approving the signing of the Lease Documents**) Subject always to the forgoing approval, any one of the President and CEO, or the Vice President, Real Estate, Legal Services and General Counsel, together with the Vice President and Chief Financial Officer, or his or her delegate, for and on behalf of the Corporation be and are hereby authorized to sign and execute on behalf of the Corporation the Lease.

7. (**Further authority**) The President and CEO, the Vice President, Real Estate, Legal Services and General Counsel, or the Vice President and Chief Financial Officer, or their respective delegates are hereby authorized for and on behalf of the Corporation to take any and all action, to do all things, to execute under the corporate seal of the Corporation or otherwise such instruments and documents and to deliver all instruments, documents and materials as are necessary or desirable or convenient and proper to give effect to the foregoing resolutions.

Exhibit "A"
SUMMARY OF OFFER TERMS

s.18(a)

Landlord: Canadian Broadcasting Corporation ("CBC") s.18(b)

Tenant: 1804211 Ontario Inc.

Location: Toronto Broadcast Centre, 250 Front Street West, Toronto, Ontario, M5V 3G5 (the "Building").

Leased Premises: Total of 9,089 rentable square feet on two floors of the Building:

Ground level: approximately 2,744 square feet; and

Mezzanine level: approximately 6,345 square feet.

Commencement date: 6 months after fixturing period. Fixturing period of 180 days, starting October 1, 2010

Use: Licensed, casual dining sit-down, take-out and delivery restaurant and sports-themed bar operated under the name "Boston Pizza".

Term: 20 years, starting on the Commencement Date, above.

Annual Basic Rent: Years 1-5

Years 6-10

Years 11-15

The annual basic rent payable by Tenant during Years 16-20 shall be at the then prevailing market rates for similar restaurant premises in the Toronto downtown area.

Additional Rent: Operating expenses for 2009 are deemed to b per square foot, with annual CPI increases Taxes estimated at per square foot, with annual increases.

Approvals: CBC: Lease conditional on:

1. approval by CBC Board of Directors, Federal Minister of Finance (if necessary) and the Treasury Board of Canada and/or the Governor in Council within 60 days from date of offer to lease; and
2. CBC, Tenant and Boston Pizza International Inc. ("Franchisor") signing a trademark licensing and marketing agreement on terms and conditions satisfactory to CBC.
3. Tenant providing personal guarantees from three principals of Tenant and a corporate guarantee from a related company of the Tenant.

Tenant: Lease conditional, for a period of 45 days, on approval of Offer by board of directors of Tenant and on suitable financing obtained by Tenant to operate the Leased Premises.

Right to Extend: Tenant may extend the Lease for two 5-year terms.

Rent during the extension terms at prevailing market rents for similar restaurant premises in downtown Toronto and in any event no less than the Net Rent at the end of the previous term.

Option for Patio: Exclusive use of patio of 661 square feet
Tenant responsible for construction and maintenance.

Signage: One sign on the Building above Tenant's storefront.

Landlord's work: Cost of CBC work estimated a

Assignment/ Tenant may not assign the Lease, sublet, part with or share possession of the Leased Premises or

Subletting:	any part thereof without CBC approval.
Additional provisions	Offer to make arrangements for Tenant to rent up to 2 short-term employee or small delivery vehicle parking spaces in adjacent Simcoe Place at the prevailing market rates. Liquor and other licenses and their maintenance, cleaning, grease collection, odours and extermination is responsibility and expense of Tenant. CBC is granted security interest over Tenant's collateral in Canada subordinate , however, to bank financing required by Tenant to operate the Leased Premises..

* * * * *

Strategic Planning Committee (Monday September 21st) • My views on Strategic Planning (Michel Tremblay conversations) • Environmental Scan • Challenge Us 2009	

Governance (Monday September 21st)
11:30 am
 	
• Board evaluation questionnaire Approval (20 min)
• Update on Skills matrix and Conflict of Interest reporting (5 min)
	Board (Tuesday September 22nd)
	8:00 am
	
	• In camera (60 min)
	• Pension Fund Overview (training) (60 min)
	• Update Recovery Plan and Sale of Assets (30 min)
	• Report on Government Strategic Review (15min)
	• Strategic Planning Process (15 min)
	• Report on Summer Outreach Activities from Directors (30 min)
	• Communication Plan with Stakeholders (10 min)
	• Ombudsman Report (30 min)
	• Post-Mortem of Previous Board Decisions:
	  • International Sales
	  • Coronation Street
	  • Broadband Children services
	  • Current International Partnership

Standing (Monday September 21st) 13:30 pm • Lancement Télévision Française (60 min) • English TV Launch (60 min) • Regulatory Agenda (Overview of key issues, fall agenda, CBC/RC positions (90 min)	**Human Resources (Monday September 21st)** • Update on Review of Bonus Plan
Audit (Wednesday September 16, 2009) • Project Management • DSA and President Signing Authority changes • Cost Overruns management • Procurement exception reporting	**Annual Public Meeting (Wednesday September 23rd)**

Schedule A

Board of Directors

September 21-22, 2009

Subject matter

ANNUAL REPORT OF CBC/RADIO-CANADA RE THE ADMINISTRATION OF THE ACCESS TO INFORMATION ACT

Background

The *Access to Information Act* provides that an annual report be prepared and submitted to Parliament by the Corporation with respect to the administration of the Access to Information Act within CBC/Radio-Canada. This is the first report since CBC/Radio-Canada became subject to the legislation on September 1, 2007 and covers two periods: September 1, 2007 – March 31, 2008 and April 1, 2008- March 31, 2009.

Information on the matter

A copy of the report is appended.

For decision ☐ **For information** ☒

Prepared by

Name:	Meg Angevine
Date:	August 28, 2009

Management recommendation

Last discussed at the Board

Date: N/A Decision made: N/A

Next steps

Submit report to the Minister of Canadian Heritage for tabling in Parliament as required by the legislation

CBC Radio-Canada

Report on the Administration of the *Access to Information Act* for the Fiscal Years 2007-2008 and 2008-2009

Introduction

Purpose of the Access to Information Act

The *Access to Information Act* describes its purpose as follows:

The purpose of this Act is to extend the present laws of Canada to provide a right of access to information in records under the control of a government institution in accordance with the principles that government information should be available to the public, that necessary exceptions to the right of access should be limited and specific and that decisions on the disclosure of government information should be reviewed independently of government.

CBC/Radio-Canada Mandate

The Corporation's mission is set out in paragraphs 3(1)(l) and 3(1)(m) of the *Broadcasting Act*, which provide:

> *(l)* the Canadian Broadcasting Corporation, as the national public broadcaster, should provide radio and television services incorporating a wide range of programming that informs, enlightens and entertains;
>
> (*m*) the programming provided by the Corporation should
>
> > (i) be predominantly and distinctively Canadian,
> >
> > (ii) reflect Canada and its regions to national and regional audiences, while serving the special needs of those regions,
> >
> > (iii) actively contribute to the flow and exchange of cultural expression,
> >
> > (iv) be in English and in French, reflecting the different needs and circumstances of each official language community, including the particular needs and circumstances of English and French linguistic minorities,
> >
> > (v) strive to be of equivalent quality in English and in French,
> >
> > (vi) contribute to shared national consciousness and identity,
> >
> > (vii) be made available throughout Canada by the most appropriate and efficient means and as resources become available for the purpose, and
> >
> > (viii) reflect the multicultural and multiracial nature of Canada;

Business Activities

In fulfillment of its mandate, the Corporation delivers programming in news and current affairs, arts and entertainment, and sports, as well as programs for children and youth. CBC/Radio-Canada delivers these programs through the following activities.

- **Television Services**: National, regional and local television broadcasting services are provided in English and French through CBC Television, Télévision de Radio-Canada, Réseau de L'information de Radio-Canada (RDI), CBC Newsworld, Bold, Documentary, ARTV, TV5Monde, and CBC NORTH | RADIO-CANADA NORD.

- **Radio and Satellite Services**: Radio and satellite services are provided in English and French through CBC Radio One, Première Chaîne, CBC Radio 2, Espace Musique, CBC Radio 3, Bande a Part, Première Plus, Sports Extra, Radio Canada International (RCI), RCI Plus, and CBC North | Radio-Canada Nord.

- **Internet Services**: CBC.ca, Radio-Canada.ca, CBC Radio 3, Bande a part, RCI Viva, Espace Classique, Espace Jazz Galaxie, CBC News / RDI Express

- **Other Services**: CBC Records | Les Disques SRC
  Mobile Services | Services Mobiles

Board of Directors

The Corporation is governed by a Board of Directors composed of 12 members, including the Chair, and the President and CEO. The Board of Directors is responsible for the management of the businesses, activities and other affairs of the Corporation. The key responsibilities of the Board are to approve the strategic direction, corporate and business plans for the Corporation, to assess the Corporation's progress in achieving its strategic and business objectives, and to oversee the plans and policies in place to ensure effective communication with Parliament, the public and stakeholders.

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Organizational Structure to Fulfill *Access to Information Act* Responsibilities

CBC/Radio Canada's Access to Information and Privacy (ATIP) Office reports to the Vice-President, Corporate Secretary and Chief Legal Officer through the Compliance Officer and Associate Corporate Secretary. The Compliance Officer and Associate Corporate Secretary is the Corporation's Access to Information Coordinator. The Access to Information Office has a staff of eight employees.

The Corporation has also established a formal network of ATIP liaison officers covering all of the Corporation's business areas. The liaison officers are responsible for retrieving records and providing initial release recommendations to the ATIP Office.

Delegation Order

Pursuant to section 73 of the *Access to Information Act* the President and CEO of CBC/Radio-Canada has designated individuals occupying the following positions to perform certain of his functions as they relate to the administration of the *Access to Information Act* within CBC/Radio-Canada:

- Vice President, General Counsel and Corporate Secretary;
- Coordinator, Access to Information and Privacy;
- Project Manager, Access to Information and Privacy

A copy of CBC/Radio Canada's delegation order signed December 11, 2007 by the then President and Chief Executive Officer is appended to this report as Annex A.

Statistical Reports

Statistical reports submitted to the Treasury Board Secretariat on the administration of the *Access to Information Act* have been completed and are appended to this report as Annexes B, C, D, and E.

Interpretation of Statistical Reports

CBC/Radio-Canada became subject to the *Access to Information Act* on September 1, 2007.

By the end of Fiscal Year 2007-2008 (March 31, 2008) the Corporation had received 547 requests, most of which were received in the first three months of the period. Distribution of these requests among the categories designated (as to their origin) for reporting purposes by the Treasury Board Secretariat is as follows:

- Media – 6% (33)
- Academia – 0%
- Business – 88.7% (485)
- Organization – 0%
- Public – 5.3% (29).

During Fiscal Year 2008-2009, 221 requests were received. The distribution of these requests among the designated categories is as indicated below:

- Media – 25% (56)
- Academia – 1% (2)
- Business – 43% (96)
- Organization – 2 % (4)
- Public – 29% (63).

Given that CBC/Radio-Canada had only been subject to the *Access to Information Act* for a very brief period (19 months) as of March 31, 2009, there are no useful conclusions to be drawn at such an early stage in the Corporation's experience with the legislation.

Education and Training Activities

During Fiscal Year 2007-2008, briefings were delivered by the Corporation's General Counsel and other members of his staff to the management teams of each major business unit and to regional centres across the country. More detailed training sessions were offered to those more directly involved in the retrieval of records to respond to requests. In addition, members of CBC/Radio-Canada staff participated in external training offered by Treasury Board, and other ATIP organizations on specific aspects of the ATIP process and legislation. Individual meetings between the ATIP Coordinator and each Vice-President also took place to explain the details of the legislation, the process at CBC/Radio-Canada, and the role of senior management.

During Fiscal Year 2008-2009 the Director, Access to Information and Privacy met with the Corporation's Vice Presidents and key members of their senior staff to update them on the experience and activities of the ATIP Office during its first year of operation, and to outline the objectives for the 2008-2009 year.

Complaints

The early and rapid influx of an unexpectedly large number of requests created a situation where the Corporation and its newly established ATIP Office could not respond within the timeframes set out in the *Access to Information Act.* This led to the submission of numerous complaints to the Office of the Information Commissioner. Complaints received since September, 2007 relate to late replies, fees charged to search for records, and the non-release of information under various exemption and exclusion provisions contained in the *Act*. Officials in CBC/Radio-Canada's ATIP Office continue to work diligently with investigators from the Commissioner's office to deal with outstanding complaints.

Court Applications

Three judicial review applications were commenced in Federal Court and served upon CBC/Radio-Canada in May 2008. The style of cause and status of each matter is noted below.

Statham (Applicant) and President of the Canadian Broadcasting Corporation (Respondent) and Information Commissioner of Canada (Intervenor), T-782-08 *(Heard June 3, 2009 - Decision reserved)*

Statham (Applicant) and President of the Canadian Broadcasting Corporation (Respondent) and Information Commissioner of Canada (Intervenor), T-783-08 *(Discontinued on terms)*

Statham (Applicant) and Canadian Broadcasting Corporation (Respondent), T-784-08 (Dismissed)

Annex A – Delegation Order

CBC/Radio-Canada Access to Information Act Delegation of Authorities

I, Robert Rabinovitch, President and CEO of CBC/Radio-Canada, do hereby delegate and exercise the authority conferred upon me as follows:

Sections	Powers, Duties or Functions	Vice-President, General Counsel and Corporate Secretary	Coordinator, Access to Information and Privacy	Project Manager Access to Information and Privacy
7 (a)	To notify applicant and to give access to the record..		X	
8(1)	To transfer to another institution or to accept transfer from another institution.		X	
9(1)	To extend time limits and to issue notice to applicant.		X	
9(2)	To notify Information Commissioner of extension exceeding 30 days.		X	
11(2), (3)	To require additional payment before access is given.			X
11(4)	To require deposit before search or production of record.			X
11(5)	To notify applicant of payment required.			X
11(6)	To waive requirement for payment or to refund.		X	
12(2)(b)	To have record translated in the public interest.		X	

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CBC/Radio-Canada Access to Information Act Delegation of Authorities

Sections	Powers, Duties or Functions	Vice-President, General Counsel and Corporate Secretary	Coordinator, Access to Information and Privacy	Project Manager Access to Information and Privacy
12(3)	To have record made accessible in alternative format.			X
13(1)	To exempt information obtained in confidence from another government.		X	
13(2)	To disclose with consent of the other government.		X	
14	To exempt information re: federal - provincial affairs.		X	
15	To exempt information re: international affairs and defence.		X	
16	To exempt information re: law enforcement and investigations.		X	
17	To exempt information re: safety of individuals.		X	
18	To exempt information re: economic interests of Canada.		X	
19(1)	To exempt personal information.		X	
19(2)	To disclose personal information in accordance with Privacy Act.		X	

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CBC/Radio-Canada Access to Information Act Delegation of Authorities

Sections	Powers, Duties or Functions	Vice-President, General Counsel and Corporate Secretary	Coordinator, Access to Information and Privacy	Project Manager Access to Information and Privacy
20(1)(a)	To exempt trade secrets of third party.		X	
20(1)(b)	To exempt confidential third party information.		X	
20(1)(c)	To exempt financially information about a 3rd party.		X	
20(1)(d)	To exempt information that would interfere with third party negotiations.		X	
20(3)	To provide written explanation of testing methods.		X	
20(5)	To disclose with consent of third party.		X	
20(6)	To disclose in the public interest.		X	
21	To exempt information re: advice and recommendations.		X	
22	To exempt information re: testing procedures, tests and audits.		X	
23	To exempt information re: solicitor client privilege.		X	

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CBC/Radio-Canada Access to Information Act Delegation of Authorities

Sections	Powers, Duties or Functions	Vice-President, General Counsel and Corporate Secretary	Coordinator, Access to Information and Privacy	Project Manager Access to Information and Privacy
24	To exempt information re: statutory prohibitions.		X	
25	To sever exempt information from records and to disclose the remaining information.			X
26	To refuse access when information is to be published.		X	
27(1)	To extend time limit for third party notification process.			X
27(4)	To notify third party of intent to disclose.		X	
28(1)	Review representations of third parties.		X	
28(2)	To waive the requirement of third parties providing representations in writing.		X	
28(4)	To notify third party of decision.		X	
29	To notify applicant and third party when Information Commissioner recommends disclosure.		X	

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CBC/Radio-Canada Access to Information Act Delegation of Authorities

Sections	Powers, Duties or Functions	Vice-President, General Counsel and Corporate Secretary	Coordinator, Access to Information and Privacy	Project Manager Access to Information and Privacy
33	To advise Information Commissioner of third party involvement.			X
35(2)	To have the right to make representations to the Information Commissioner.		X	X
37(4)	To provide access to complainant pursuant to Information Commissioner's recommendation.		X	
43(1)	To provide notification to third party (application to Federal Court for review).		X	
44(2)	To notify applicant that third party has applied for Court review.		X	
52(2) and (3)	Special rules for hearings.		X	
68.1	To exclude information pertaining to journalistic, creative of programming activities of CBC	X		

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CBC/Radio-Canada Access to Information Act Delegation of Authorities

Sections	Powers, Duties or Functions	Vice-President, General Counsel and Corporate Secretary	Coordinator, Access to Information and Privacy	Project Manager Access to Information and Privacy
69	To exclude information pertaining to confidences of the Queen's Privy Council.		X	
71(2)	To exempt information severed from manuals.		X	
72(1)	To prepare annual report to Parliament.			X
77	Responsibilities conferred on the head by the regulations made under section 77 which are not included above.		X	

Robert Rabinovitch

December 11, 2007.

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Annex B – Statistical Report for Fiscal Year 2007/2008

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Government of Canada / Gouvernement du Canada

REPORT ON THE ACCESS TO INFORMATION ACT
RAPPORT CONCERNANT LA LOI SUR L'ACCÈS À L'INFORMATION

Institution	CBC / Radio-Canada			Reporting Period / Période visée par le rapport: 2007-04-01 to/à 2008-03-31	
Source	Media / Médias: 33	Academia / Secteur universitaire: 0	Business / Secteur commercial: 485	Organization / Organisme: 0	Public: 28

I Requests under the Access to Information Act / Demandes en vertu de la Loi sur l'accès à l'information

Received during reporting period / Reçues pendant la période visée par le rapport	546
Outstanding from previous period / En suspens depuis la période antérieure	0
TOTAL	546
Completed during reporting period / Traitées pendant la période visée par le rapport	85
Carried Forward / Reportées	329

II Disposition of requests completed / Disposition à l'égard des demandes traitées

1.	All Disclosed / Communication totale	18	6.	Unable to process / Traitement impossible	0
2.	Disclosed in part / Communication partielle	49	7.	Abandoned by applicant / Abandon de la demande	0
3.	Nothing disclosed (excluded) / Aucune communication (exclusion *	18	8.	Treated informally / Traitement non officiel	0
4.	Nothing disclosed (exempt) / Aucune communication (exemption)	0	TOTAL		85
5.	Transferred / Transmission	0			

* section 68.1

III Exemptions invoked / Exemptions invoquées

S. Art. 13(1)(a)	0	S. Art. 16(1)(a)	0	S. Art. 18(b)	5	S. Art. 21(1)(a)	2
(b)	0	(b)	0	(c)	0	(b)	1
(c)	0	(c)	0	(d)	0	(c)	1
(d)	0	(d)	0	S. Art. 19(1)	42	(d)	2
S. Art. 14	0	S. Art. 16(2)	27	S. Art. 20(1)(a)	0	S. Art. 22	0
S. Art. 15(1) International rel. / Relations Intern.	0	S. Art. 16(3)	0	(b)	1	S. Art. 23	2
Defence / Défense	0	S. Art. 17	0	(c)	0	S. Art. 24	0
Subversive activities / Activités subversives	0	S. Art. 18(a)	0	(d)	0	S. Art. 26	0

IV Exclusions cited / Exclusions citées

S. Art. 68(a)	0	S. Art. 69(1)(c)	0
(b)	0	(d)	0
(c)	0	(e)	0
S. Art. 69(1)(a)	0	(f)	0
(b)	0	(g)	0

V Completion time / Délai de traitement

30 days or under / 30 jours ou moins	10
31 to 60 days / De 31 à 60 jours	10
61 to 120 days / De 61 à 120 jours	8
121 days or over / 121 jours et plus	57

VI Extensions / Prorogations des délais

	30 days or under / 30 jours ou moins	31 days or over / 31 jours ou plus
Searching / Recherche	0	1
Consultation	0	1
Third party / Tiers	0	0
TOTAL	0	2

VII Translations / Traduction

Translations requested / Traductions demandées		0
Translations prepared / Traductions préparées	English to French / De l'anglais au français	0
	French to English / Du français à l'anglais	0

VIII Method of access / Méthode de consultation

Copies given / Copies de l'original	68
Examination / Examen de l'original	0
Copies and examination / Copies et examen	0

IX Fees / Frais

Net fees collected / Frais net perçus			
Application fees / Frais de la demande	$1,120.00	Preparation / Préparation	$0.00
Reproduction	$0.00	Computer processing / Traitement informatique	$0.00
Searching / Recherche	$1,240.00	TOTAL	$2,360.00
Fees waived / Dispense de frais		No. of times / Nombre de fois	$
$25.00 or under / 25 $ ou moins		0	$0.00
Over $25.00 / De plus de 25 $		0	$0.00

X Costs / Coûts

Financial (all reasons) / Financiers (raisons)	($ 000)
Salary / Traitement	0
Administration (O and M) / Administration (fonctionnement et maintien)	0
TOTAL	0
Person year utilization (all reasons) / Années-personnes utilisées (raisons)	
Person year (decimal format) / Années-personnes (nombre décimal)	0.00

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Annex C – Supplemental Reporting Requirement for Fiscal Year 2007/2008

Part III – Exemptions invoked

Section 13		
Subsection 13 (e)		0
Section 14		
Subsections	14(a)	0
	14(b)	0

Part IV – Exclusions cited

Section 68.1	20
Subsection 69.1(1)	0

Annex D – Statistical Report for Fiscal Year 2008/2009

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Government of Canada / Gouvernement du Canada

REPORT ON THE ACCESS TO INFORMATION ACT
RAPPORT CONCERNANT LA LOI SUR L'ACCÈS À L'INFORMATION

Institution	CBC / Radio-Canada			Reporting Period / Période visée par le rapport: 2008-04-01 to/à 2009-03-31	
Source	Media / Médias: 56	Academia / Secteur universitaire: 2	Business / Secteur commercial: 96	Organization / Organisme: 4	Public: 63

I Requests under the Access to Information Act / Demandes en vertu de la Loi sur l'accès à l'information

Received during reporting period / Reçues pendant la période visée par le rapport	221
Outstanding from previous period / En suspens depuis la période antérieure	329
TOTAL	550
Completed during reporting period / Traitées pendant la période visée par le rapport	442
Carried Forward / Reportées	108

II Disposition of requests completed / Disposition à l'égard des demandes traitées

1.	All Disclosed / Communication totale	59	6.	Unable to process / Traitement impossible	45
2.	Disclosed in part / Communication partielle	180	7.	Abandoned by applicant / Abandon de la demande	48
3.	Nothing disclosed (excluded) / Aucune communication (exclusion)	97	8.	Treated informally / Traitement non officiel	0
4.	Nothing disclosed (exempt) / Aucune communication (exemption)	13	TOTAL		442
5.	Transferred / Transmission	0			

III Exemptions invoked / Exemptions invoquées

S. Art. 13(1)(a)	1	S. Art. 16(1)(a)	0	S. Art. 18(b)	42	S. Art. 21(1)(a)	21
(b)	0	(b)	0	(c)	0	(b)	38
(c)	0	(c)	0	(d)	0	(c)	18
(d)	0	(d)	0	S. Art. 19(1)	117	(d)	8
S. Art. 14	0	S. Art. 16(2)	73	S. Art. 20(1)(a)	1	S. Art. 22	1
S. Art. 15(1) International rel. / Relations intern.	0	S. Art. 16(3)	0	(b)	44	S. Art. 23	29
Defence / Défense	1	S. Art. 17	0	(c)	10	S. Art. 24	0
Subversive activities / Activités subversives	0	S. Art. 18(a)	30	(d)	3	S. Art. 26	0

IV Exclusions cited / Exclusions citées

S. Art. 68(a)	2	S. Art. 69(1)(c)	0
(b)	0	(d)	0
(c)	0	(e)	0
S. Art. 69(1)(a)	0	(f)	0
(b)	0	(g)	0

V Completion time / Délai de traitement

30 days or under / 30 jours ou moins	146
31 to 60 days / De 31 à 60 jours	22
61 to 120 days / De 61 à 120 jours	37
121 days or over / 121 jours et plus	237

VI Extensions / Prorogations des délais

	30 days or under / 30 jours ou moins	31 days or over / 31 jours ou plus
Searching / Recherche	0	6
Consultation	0	4
Third party / Tiers	0	4
TOTAL	0	14

VII Translations / Traduction

Translations requested / Traductions demandées		0
Translations prepared / Traductions préparées	English to French / De l'anglais au français	0
	French to English / Du français à l'anglais	0

VIII Method of access / Méthode de consultation

Copies given / Copies de l'original	239
Examination / Examen de l'original	0
Copies and examination / Copies et examen	0

IX Fees / Frais

Net fees collected / Frais net perçus			
Application fees / Frais de la demande	$2,210.00	Preparation / Préparation	$0.00
Reproduction	$0.00	Computer processing / Traitement informatique	$0.00
Searching / Recherche	$0.00	TOTAL	$2,210.00
Fees waived / Dispense de frais		No. of times / Nombre de fois	$
$25.00 or under / 25 $ ou moins		21	$105.00
Over $25.00 / De plus de 25 $		0	$0.00

X Costs / Coûts

Financial (all reasons) / Financiers (raisons)	($ 000)
Salary / Traitement	528
Administration (O and M) / Administration (fonctionnement et maintien)	176
TOTAL	704
Person year utilization (all reasons) / Années-personnes utilisées (raisons)	
Person year (decimal format) / Années-personnes (nombre décimal)	7.62

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Annex E – Supplemental Reporting Requirement for Fiscal Year 2008/2009

Part III – Exemptions invoked

Section 13		
Subsection 13 (e)		0
Section 14		
Subsections	14(a)	0
	14(b)	0

Part IV – Exclusions cited

Section 68.1	121
Subsection 69.1(1)	0

Report on Various Governance Matters

I Annual Conflict of Interest Declarations

The Corporate Secretary confirms that all Board members have filed their annual Conflict of Interest declarations as requested in May 2009. Board members are reminded that they should report any additions, deletions or other changes to their annual declaration to the Corporate Secretary as soon as possible to ensure that the Corporate Secretariat records are accurate and complete.

II Board of Directors Skills Matrix

The Corporate Secretary confirms that every Board member has completed his/her individual component of the Directors skills matrix as requested. A copy of the completed document has been circulated to each Board member under separate cover and Board members are asked to review the document and advise the Corporate Secretary of any corrections.

Pierre Nollet
Vice-President, Corporate Secretary and Chief Legal Officer
September 2009

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The French version of this annual report may be found on the Web at:
www.radio-canada.ca/apropos/ombudsman

OFFICE OF
THE OMBUDSMAN

French Services

ANNUAL REPORT
2008-2009

CBC Radio-Canada

A0023691_2-001432

INTRODUCTION

"Neither a prosecutor, nor an advocate for the listeners or journalists, the 'mediator' [ombudsman] is the advocate for the news, the defender of good journalistic practices. His weapons (and limits) are the power of the spoken word, the written word and conviction. His strength is his independence from the editorial hierarchy.[1]"

Loïc Hervouet, *Radio France* international mediator

[1] *Les cahiers du journalisme*, No. 18, "La médiation de presse," spring 2008 (http://www.cahiersdujournalisme.net/cdj/18.htm).

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It was an exceptional and difficult year for Radio-Canada News and Current Affairs. Our time and energy were monopolized by two elections in two months—one federal and one in the province of Quebec. During these two election campaigns, the number of complaints received by the Office of the Ombudsman more than tripled. I tried to respond to allegations of bias or unfairness as quickly as possible, since during these democratic exercises it was essential for voters to feel confident that Radio-Canada was impartial or that it would correct itself if necessary.

It was also a difficult year for the public broadcaster. The year ended in March 2009 with the announcement that 335 positions were to be eliminated in the French services (85 in News and Current Affairs) as a result of the shortfall in advertising revenue. Radio-Canada gave a great deal of coverage to the cuts affecting it, not always with the necessary distance and neutrality.

Moreover, Radio-Canada stood out with its investigative reports – solid pieces of journalism that had an impact on public opinion.

My Office received 150 complaints from Ontario and Acadian listeners, who were very worried about how program cuts could affect the survival of their fragile Francophone minority communities. As the Ombudsman, this issue is of concern to me.

A0023691_6-001436

Highlights

The Office of the Ombudsman received 768 different news-related complaints and comments from the public. This does not include the recurrent complaints about episodes of the RDI programs *Enquête* and *Les grands reportages* (table on page 8). There was thus a large increase over 2007–08, when 567 complaints and comments were received. This was due in part to the federal and Quebec elections. Efforts to make the Office of the Ombudsman better known may also have played a part. In September and October 2008, there were 4,000 visitors to my website (www.radio-canada.ca/apropos/ombudsman).

I do not feel that there is anything alarming in this increase in the number of complaints. On the contrary, the accountability and transparency of this process are unique. Radio-Canada is the only Francophone media in Canada to have an ombudsman, and is thus the only one that publishes the number of complaints received and independent reviews of these complaints.

I considered that 406 of these complaints were serious enough to merit a response from the departments and journalists concerned. This, too, was a significant increase, up 17% over 2007–08.

Half of these serious complaints were about TV news (233). The Web (84) and radio (61) came next, but far behind[2]. The most common reproach was lack of fairness, followed by inaccuracy.

I received 35 requests for reviews, compared to 26 the previous year. In 11 cases, the complaints were completely or partially founded. I published the

[2] Appendix I: table on Complaints Forwarded for Departmental Response.

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reviews within an average of 16 days, compared to a response time of 25 days in 2007–08[3]. The News department also responded much more quickly to complainants this year, averaging 14 days[4].

COMMUNICATIONS RECEIVED BY THE OFFICE OF THE OMBUDSMAN

	News/Information Programming	General Programming	Total
2008–09	**768** **(+ 54: investigating reports on Total Biology and Falun Gong + 155: *Paix et propagande* + 22: map of Kurdistan[5])**	**681**	**1,449**
2007–08	567 (+ 37: expression "*catholiques intégristes*" (fundamentalist Catholics)	473	1,020
2006–07	548 (+ 1,234: leaders' debate)	422	970
2005–06	814 (+ 111: F. Parenteau + 69: Israeli "*colons*" (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: lock-out at Radio-Canada)	395	821
2001–02	315 (+ 584: suspension of N. Lester)	477	792

[3] Appendix III: table on Complaints That Involved a Request for Review by the Ombudsman.
[4] Appendix II: table on Response Time—Responses from Departments.
[5] In parentheses, recurrent complaints on the same subject, requiring a single response.

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Elections

It was a busy election year, with Canadians going to the polls on October 14, 2008 and Quebecers on December 8, 2008. I received 172 complaints about the two election campaigns. Of the 9 reviews conducted, I concluded in only one case that there had been a breach of the *Journalistic Standards and Practices*: a Radio-Canada analyst had recorded a message in favour of cultural grants on an anti-Harper website.

A few observations: Canadians are no longer willing to let media bosses and the major parties decide behind closed doors, based on shifting criteria, which politicians will be allowed to participate in the leaders' debates on TV. Thanks to the Internet, citizens mobilized and managed to have the Green Party leader, Elizabeth May, included in the federal leaders' debate. The absence of the Green Party from Réseau de l'information's (RDI) daily panels was criticized. For the Quebec election, the News department received 600 complaints about the Green Party and Québec solidaire being excluded from the leaders' debate. In all my reviews on this subject, I said I would like there to be more transparency in Radio-Canada's selection criteria, given the public's growing sensitivity to this perceived exclusion. These criteria could even be made public at the beginning of the campaign, as is done in the United States.

> "If we're speaking of a modern, democratic Quebec, it seems essential to me to allow two parties that ran a hundred candidates each and that received a substantial percentage of the votes [7.5%] to participate in this debate."
>
> *Jérémie V.*

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> "Like most young people, I will not watch the leaders' debate if it includes only the three main leaders. Their ideas no longer inspire me, point any way forward, or offer anything new for society."
>
> *Daniel C.*

Among other noteworthy things, I received a score of complaints alleging that Radio-Canada hosts or journalists were biased against the Harper government, and another 9 saying that coverage of the NDP was definitely inadequate. In comparison, only 5 citizens felt that Radio-Canada mistreated the Bloc québécois. I should note that these statistics do not constitute a survey; they are only the perceptions of citizens who contacted my office.

> "Why do the journalists keep attacking Stephen Harper? I deeply regret that the profession of journalist has become so unobjective."
>
> *Marguerite L.*

> "Your Crown corporation is largely dependent on public funding, which explains an increased sensitivity to the demands of artists (...). The News department no longer gives us neutral, quality news."
>
> *Michel B.*

> "This evening, you mentioned the Conservative gathering of 500 people in Longueuil. That's fine. However, there were twice as many of us, almost a thousand, who gathered at Club Soda in Montreal to welcome Jack Layton. And yet you did not mention this event. Why?"
>
> *Alexandre B.*

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> "I would like to know if you think it's okay for a Radio-Canada TV journalist to be on a federal politician's Facebook social networking site."
>
> *Francis B.*

At my request, six citizen advisory panels examined the radio/television/Web coverage of the federal and provincial elections. These reports, submitted to the CBC/Radio-Canada Board of Directors, represent the opinion of 30 citizens of various stripes on what they saw, heard and read. They criticized the lack of space devoted to the smaller parties and the lack of diversity in the issues dealt with or the spokesperson chosen. They all approved of the "reality check" reports verifying whether the politicians' slogans were reflected in the facts. The citizens noted the journalists' overall rigour but they also had certain criticisms:

> **Television Advisory Panel—2008 federal campaign:**
> "With regard to the "culture cuts, as Radio-Canada called them, we had the clear impression that the journalists, who are 'buddies' of the Montreal arts community, were following the issue very closely and that the Corporation's employees even participated in the demonstrations ... One would expect more restraint on the part of the Corporation's employees."
>
> **Radio Advisory Panel—2008 federal campaign:**
> "Our assessment is not as positive with regard to the campaign coverage spilling over into non-news programs. We were particularly concerned about four things: political interviews that were overly accommodating, stars expressing points of view that lacked balance, bias shown by the hosts ..."

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Web Advisory Panel—2008 federal campaign:

"It's too content-heavy; there's too much text; the site isn't visually interesting or appealing to younger users ... The daily discussions between visitors [on online forums] led to often interesting and sometimes hard-hitting dialogue without any censorship from a moderator."

Radio-Canada.ca

The main subject of complaint regarding the website was that of inaccuracy. Some 40 Internet users pointed out spelling mistakes, poorly chosen words or inaccurate figures. These problems were usually corrected quickly.

> "I have just read (...) the title of one of your articles on Guadeloupe: "A First Death in Guadeloupe." (...) Could you tell me what justifies the use of the words 'a first'? Do you have information that there will be more deaths?"
>
> *Emile B.*

> "I find it insulting that the public news corporation's site uses the word '*degraissage*' to describe the layoff of automobile workers." [Note: "dégraissage" can mean cutbacks, but it also means "grease removal."]
>
> *Louis L.*

> "I would like to inform you that it is totally wrong to say that TELUS's head office is in Quebec, instead of Vancouver, as the company's annual report states on p. 33."
>
> *Maxim T.*

> "There is a factual error in the map on your website. There is a region called Kurdistan in Iraq, but there is no such region in Turkey. Your map is very offensive for Turks."
>
> *A. A.*

The Web team willingly agreed to remove texts from the Radio-Canada.ca archives at the request of four citizens who had good arguments. Only 10 or so Internet users complained to my Office that their comments were not published on the website.

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Feeding prejudices?

About 60 complainants said that journalists were contributing to prejudices against visible or religious minorities, either by the treatment chosen or simply by mentioning the origin, race or religion of a person. In only one case did I conclude that an interview on contraband cigarettes had helped feed prejudices against Aboriginal people.

I received 16 complaints alleging that Radio-Canada on-air staff had an anti-Catholic bias. Some people felt that groups opposing the new ethics and religious culture course in Quebec schools, which gives students information on different religions, were not invited on the air often enough.

> "It seems obvious that the opinion of the journalists, the program, and ultimately Radio-Canada, is that those who oppose the ethics and religious culture course are afraid, misinformed and simply averse to change (...). Thank you R-C for helping to spread simplistic prejudices against narrow-minded people who do not share the open-mindedness of R-C and the right-thinking people who know what's good for us."
>
> *Bruno D.*

> "Publicly saying that Canada considers it [the Church of Scientology] a sect is a lie, in addition to being discriminatory and offensive."
>
> *Phillippe D.*

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Feeding prejudices?

"The host then asked a clearly leading question, as if the answer were self-evident: 'He was of Algerian origin, you were married to him, could one say that you were controlled by that man?' If Mr. Lépine's father had been Québécois or Thai, that type of questionable correlation would likely not have been made."

Kheira I.

"How come you never talk about the positive aspects of Aboriginal people? Pure chance? That's hard to believe. And yet, 80% of Wendake's population works during the year (...)."

Michèle F.

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Israeli-Palestinian Conflict

As usual, this was a divisive subject for our listeners and viewers. I received more than 200 complaints about this, including 156 about a single documentary broadcast on RDI, *Paix, propagande et Terre promise (Peace, Propaganda and the Promised Land)*. This pro-Palestinian documentary, which was acquired by Radio-Canada, contained anachronisms and should not have been shown.

Israel's 22-day offensive in the Gaza Strip elicited strong reactions: 10 complaints accused Radio-Canada of partisanship towards Israel, while 18 alleged that the coverage favoured the Palestinians. It should be noted that the pro-Israel media watch group *HonestReporting* (and its Quebec ally, *Regroupement Québécois pour un journalisme informé, honnête et responsable*) systematically criticizes Radio-Canada's coverage.

> "To set the tone, the host even spoke to us of Israeli 'war crimes' (...). I did not hear the reporter speak to us of teaching hate against Israel in Gaza schools."
>
> *Edmond S.*
>
> "You never mention that Hamas uses the civilian population as a human shield, which is a war crime."
>
> *François M.*
>
> "Your journalists are badly prepared and inexperienced and thus incapable of maintaining a reasonable balance, always giving in to the manipulations of Hamas, Hezbollah or other terrorists."
>
> *Francisco G.*

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And in the other camp:

> "I am sorry to see that Radio-Canada is at the service of the Zionists."
>
> *Antonio S.*
>
> "What exactly happened at Radio-Canada during this aggression? Hundreds of children martyred by the insanity of the Israeli machine, that's not enough to stir the conscience of our journalists?"
>
> *Mohamed N.*
>
> "Whenever there is mention of Israeli bombings that killed and injured hundreds of Palestinian civilians, you always bring up the story of harmless rockets (…)."
>
> *Yvon M.*

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Corrections on TV and Radio

The radio and TV News departments occasionally issue corrections or publish responses to complaints on the website at www.radio-canada.ca/misesaupoint/. This Web page is very inconspicuous. It can be accessed if one notices that one of the grey tabs on the left of the "Information" (News) pages is labelled "*Mises au point*" (Clarifications). If the departments want this site to become a way of publicly correcting errors, these clarifications must be more visible on Radio-Canada.ca. The title of the site should be clearer: e.g. "*Corrections et précisions*" or "*Erreurs et omissions*." However, when reputations are at stake, a correction on the Web is not and never will be the same as a correction broadcast on radio or television.

There is resistance among managers to publicly and visibly correcting errors. I would like to note one outstanding exception. Following a listener's complaint to the Ombudsman, the Ottawa regional station quickly recognized its error and apologized on air, putting an end to the matter.

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COMPLAINTS REVIEWED BY THE OMBUDSMAN

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CLAUDE DUMAS

Première Chaîne newscast

Claude Dumas, the president and CEO of the electric motor company TM4, considered that his company's reputation had suffered as a result of a "misleading" news item delivered by reporter Daniel Bordeleau.

Management felt that listeners clearly understood that we were criticizing the car's electric battery and not the TM4-designed motor. It did not see why a correction was in order.

Review (May 2, 2008)

Daniel Bordeleau conceded that his live stand-up contained inaccurate information. These inaccuracies, coupled with his choice of clip, could indeed have led some listeners to believe that TM4's motor technology had been deemed "obsolete," which is not the case. The complainant was correct on this point. That said, I have no reason to believe that the reporter intended to harm the company's reputation. **Complaint partially justified**

MICHEL BEAUMONT

Le téléjournal and RDI

Michel Beaumont complained about Radio-Canada's "inaction" on the night that Quebec City's Manège militaire burned down. In his view, the Montreal newsroom failed to give the fire the prominence it deserved, since it occurred in Quebec City.

Management acknowledged that there had been delays and errors in assessing the fire coverage. It added that these issues had nothing to do with Radio-Canada's being uninterested in the story.

A0023691_24-001454

Review (May 16, 2008)

Radio-Canada acknowledged its mistake. But is this proof that the news is too Montreal-centric? I found nothing to suggest that the delay was part of a deliberate effort to ignore an event occurring far from the big city. Under CBC/Radio-Canada's *Journalistic Standards and Practices:* "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). The Quebec City area is fairly visible on the national network. For example, over a five-and-a-half-month period, the Quebec City station produced 68 reports for *Le téléjournal,* far more than all of the regional Quebec newsrooms combined. Meanwhile, 441 reports originated in Montreal. **Complaint partially justified**

TIBOR EGERVARI

TV and radio news

Tibor Egervari felt that Radio-Canada ignores right-wing or centre-right viewpoints. In his opinion, journalists only invite experts who share their views, which tend to be left-leaning.

Management replied that Radio-Canada makes an effort to present varied opinions and viewpoints. For instance, from January 1 to mid-March 2008, over 1,500 people were invited on the three programs *Maisonneuve en direct*, *Désautels*, and *Dominique Poirier en direct*. Furthermore, Ottawa regional management had severed its relationship with analyst Roger Blanchette, who had made unacceptable comments on air.

A0023691_25-001455

Review (May 27, 2008)

The examples cited by the complainant do not prove that Radio-Canada has a left-wing bias, or that right-wing opinions are ignored. Demonstrating this would entail viewing and dissecting dozens of programs on the same topic, not just those that struck Mr. Egervari.

On the whole, the programs viewed adhered to the *Journalistic Standards and Practices*, with one notable exception: analyst Roger Blanchette made false, offensive and unsubstantiated remarks about Canadian forces on the radio show *Divines tentations*. It took 45 minutes before he retracted them on air.

The complainant is correct to point out the danger of inviting too often the same guests. The high number of on-air appearances by former Quebec Greenpeace director Steven Guilbeault in 2007 – a total of 120 – gives pause for thought.

Complaint partially justified

MONSIEUR X

Première heure, CBV 106.3 FM

The complainant wrote that, since the start of the *Journal de Québec* lockout, the press digest on *Première heure* had ignored all columns and editorials at the daily, as well as all content from *Le Journal de Montréal*. He alleged that summaries of editorials in *Média-Matin*, the locked-out employees' newsletter, were aired frequently.

Quebec City regional management replied that the *Journal de Québec* lockout had not changed their approach. If the show made little mention of *Le Journal de Montréal*, it was because Montreal topics are of lesser interest to Quebec City listeners.

A0023691_26-001456

Review suspended (August 29, 2008)
Management requested that I temporarily suspend my review so that it could send a second response to the complainant. I agreed, since I always support any attempt at mediation between Radio-Canada and its audience. The second response satisfied the complainant, who asked that I terminate the review process.

RICHARD HAMEL
Le téléjournal Mauricie

Richard Hamel felt that an item on the Gentilly II nuclear power plant was confusing, since the reporter signed off "in Trois-Rivières" instead of "in Bécancour."

Reporter Édith Parizeau replied that she had chosen to sign off in Trois-Rivières because it is where she had reported from; she had not gone to Bécancour. She had used video and interviews gathered by a colleague who had been on site.

Review (June 6, 2008)
On watching this report, it was perfectly clear to me that the plant was located in Bécancour. Édith Parizeau fully adhered the accuracy principle central to CBC/Radio-Canada's *Journalistic Standards and Practices* by signing off the report from Trois-Rivières. **Complaint rejected**

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CHARLES BINAMÉ AND RÉMY GIRARD

Le téléjournal Montréal, Télévision de Radio-Canada

Director Charles Binamé and actor Rémy Girard complained about the review of their movie *The American Trap*. They felt that the meaning of an interview and a film clip had been distorted to serve the reporter's ends.

Management replied that the interview was not at all misleading to viewers, and that the reporter had used the clip to make a humorous reference that was clear to all.

Review (June 20, 2008)

As an arts reporter, Claude Deschênes enjoys a great deal of freedom in reviewing the movies he sees. This freedom is not being challenged here. The chosen interview clips could be misconstrued: you cannot tell whether Jean-Pierre Charbonneau is referring to historical fact or to the film. But this lack of clarity is not intentional.

In the selected film clip, actor Rémy Girard says "It doesn't work, it's a mess, it's poorly organized." The clip is used purposely out of context to bolster the critic's negative opinion of Charles Binamé's production. This approach is not consistent with CBC/Radio-Canada's *Journalistic Standards and Practices*. **Complaint partially justified**

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DENIS VALLÉE

Désautels, Première Chaîne

Denis Vallée felt that reporter Liliane Roy misled listeners by saying that the 49th International Eucharistic Conference had opened amid controversy and that social issues had been struck from the agenda.

Management replied that the journalist had merely reported the facts: the conference had indeed been criticized and some Catholics would have liked more discussion of social issues.

Review (July 11, 2008)
There are real tensions between "progressive" and "traditionalist" Catholics. Liliane Roy said that some believers were uncomfortable with the conference's focus – another indisputable fact.

The reporter added that, in the more progressive camp, "people wanted to talk about social justice." There is nothing false or inaccurate about this statement, but it could suggest that the conference disregarded this issue. So although it would have been preferable to qualify the remark, it did not constitute an error per se. **Complaint rejected**

WILL DUBITSKY

Les coulisses du pouvoir, Télévision de Radio-Canada

The complainant was convinced that the political analysts on the show *Les coulisses du pouvoir* do not present a range of views, treating politics as a superficial battle between liberals and conservatives. He also found that panellist Patrice Roy had been condescending toward NDP leader Jack Layton.

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Management replied that Radio-Canada journalists who act as analysts do not convey their political views. It therefore did not see how their presence could stifle the diversity of opinions. In all the news content it airs, Radio-Canada strives to give opposition parties a level of visibility in proportion to their popularity and relevance to specific issues.

Review (September 12, 2008)
Although the format of the Jack Layton interview was a bit unconventional, journalist Patrice Roy was not condescending. The three panellists on *Les coulisses du pouvoir* (Patrice Roy, Michel C. Auger and Chantal Hébert) deal with party strategies and the political game, not the content of major social issues. It is not my place to interfere in these editorial decisions. The panel affords a certain range of opinion, especially through Chantal Hébert, who talks about the other provinces. That said, there are fewer ideological and cultural differences among panel participants than their counterparts on CBC's *At Issue*. This is partly due to Quebec being a smaller society. Extra effort should be made to promote a greater variety of viewpoints. **Complaint rejected**

LYNDA HASSOUN
TV newscasts

Lynda Hassoun criticized Radio-Canada for overemphasizing the July 2 bulldozer attack by a Palestinian in Jerusalem, while ignoring the fact that a bound Palestinian prisoner was wounded by an Israeli soldier three weeks later. In her opinion, this illustrated Radio-Canada's lack of objectivity in the conflict.

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Management replied that the hardships of West Bank and Gaza Palestinians have received regular, extensive coverage by the news department over the years.

Review (September 17, 2008)
Radio-Canada mentioned the bulldozer attack six times on its network. The video of the Palestinian prisoner being gratuitously shot by an Israeli soldier had not been ignored, as RDI had aired a report on it. In the month of July, Radio-Canada broadcast five other copy stories and/or reports on a range of topics related to the Israeli–Palestinian conflict. The coverage had therefore been balanced, as prescribed by the Corporation's *Journalistic Standards and Practices*. **Complaint rejected**

MARIE MARTINE BÉDARD
Élections Canada 2008, RDI

Ten viewers complained about the Green Party being excluded from the *Élections Canada 2008* broadcast. The complainants thought it unfair that only the four main parties were represented on this program.
Management replied that fair does not necessarily mean equal. Election coverage depends on the actual significance of parties. That is why Elizabeth May was not invited to all of the panel discussions, but did receive invitations to a number of other events.

Review (September 25, 2008)
No act or regulation compels Radio-Canada to include representatives from all parties on political panels. These journalistic decisions fall under freedom of the

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press. I found nothing to indicate that the Green Party had received less than its fair share of airtime up to that point in the RDI schedule. I asked the people in charge to periodically review the composition of these panels as the campaign progressed, so that they reflected the range of significant viewpoints—a principle contained in CBC/Radio-Canada's *Journalistic Standards and Practices*.

Complaint rejected

FRANÇOIS MIVILLE-DESCHÊNES

Le téléjournal

François Miville-Deschênes considered that three *Téléjournal* reports about the 49th International Eucharistic Conference illustrated Radio-Canada's anti-Catholic bias.

Management replied that the reports complied with its *Journalistic Standards and Practices*. It clarified that while anchor Bernard Derome had made a play on words during an intro, he intended no disrespect toward Catholics.

Review (September 30, 2008)

The anchor Geneviève Asselin was right to say that the conference did not enjoy the full support of local Catholics; this dissention is a fact. François Cormier's piece on the clergy's reaction to abuses in Aboriginal residential schools met CBC/Radio-Canada's *Journalistic Standards and Practices* on all but one point: the reporter described the "long" silence preceding Cardinal Ouellet's response. Six seconds of silence is not particularly long.

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Finally, there is no rule against using Biblical phrases to inject a bit of humour into a newscast. In doing so, the anchor was not engaging in mockery or disrespect. **Complaint rejected**

NICOLAS GOYETTE

Le téléjournal, Télévision de Radio-Canada

Nicolas Goyette maintained that Radio-Canada made Green Party of Canada leader Elizabeth May look bad by airing a shot of her fidgeting in front of the camera. He therefore felt the report was biased.

Management replied that the camera operator did not have time to take more conventional shots of Ms. May. It was a rush situation, because she had just found out she would be participating in the leaders' debate.

Review (October 1, 2008)

The shot in question showed the candidate shuffling around to be properly framed for a television interview. In the same shot, you see the camera and the camera operator's outstretched arm directing Ms. May to move. The scene is easy to understand. This three-second shot was the best one available at editing time, and did not cast the candidate in a negative light. **Complaint rejected**

ROBERT MORIN

Newscast, Première Chaîne radio

Robert Morin was convinced that reporter Nathalie Babin-Gagnon had preconceived notions and chose a journalistic approach that allowed her to belittle the importance of a protest by the Mouvement Montréal français.

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Management replied that journalists should not be satisfied with simply reporting what event spokespeople say. Their role is to provide as honest an account as possible of what they saw in the field and that is precisely what Nathalie Babin-Gagnon did.

Review (October 3, 2008)

Under freedom of the press, journalists have all the leeway they need to choose story angles, provided they are not biased in their approach. Nathalie Babin-Gagnon interviewed young people who were not involved in the protest to find out their views on the language issue. This is common practice and it proves that journalists are more than simply mouthpieces for governments or pressure groups. I found nothing to indicate that the reporter was biased. Given the protest's low turnout, Ms. Babin-Gagnon devoted half of her report to non-politicized young people, which is perfectly valid. **Complaint rejected**

SYLVAIN LARIVIÈRE

Newscasts, Première Chaîne radio

Sylvain Larivière believed that Radio-Canada had been sensationalist and lacking balance in airing unsubstantiated allegations by pro-life demonstrators. The group was protesting Dr. Henry Morgentaler's appointment to the Order of Canada.

Management replied that the report's goal was not to debate this controversial topic, but to cover a news event. Airing the comments of pro-lifers served to clarify the reasons for their opposition.

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Review (October 9, 2008)

Given that the item went to air quickly, reporter Gilles Taillon did not have to check the veracity of the two pro-lifer claims (i.e., that Henry Morgentaler had "killed" half-a-million children and that abortion was "torture" for the fetus). He attributed these controversial statements and did justice to the protestors' position. However, the reporter could have presented these shocking accusations in a more subtle manner. When journalists have a bit more time, some fact-checking is in order. The report in question lacked balance, as it failed to cite a survey released that very day showing that two-thirds of Canadians were in favour of Dr. Morgentaler receiving the Order of Canada. **Complaint partially justified**

ARIEL FENSTER

Découverte, Télévision de Radio-Canada

Dr. Ariel Fenster from McGill University wrote that the *Découverte* episode on the dangers of microwaves was alarmist and flouted studies showing that electromagnetic fields were not hazardous.

Management replied that the report was not alarmist, but rather highlighted concerns about the biological effects of microwaves—concerns stemming from a large number of laboratory studies.

Review (October 31, 2008)

The episode relied heavily on the comments of a single expert who is firmly convinced of the dangers of microwaves. The rest of Michel Rochon and Pierre Tonietto's report should have sought to balance these opinions. Yet the report

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failed to mention that the scientific community was divided on the issue, that the worrisome studies cited were not conclusive and that, in the end, no causal relationship had been proved between electromagnetic fields and the symptoms observed in humans. The report lacked balance and thus did not meet CBC/Radio-Canada's *Journalistic Standards and Practices.* **Complaint justified**

PIERRE LAPOINTE

RDI

Pierre Lapointe felt that an RDI reporter had been inaccurate in saying that a minister had to apologize for making tasteless jokes. Conservative Gerry Ritz had made a quip about Canadians who had died following the listeriosis outbreak. Mr. Lapointe asked for a retraction.

Management replied that the reporter's statements were not inaccurate and that the minister had indeed had to apologize.

Review (November 7, 2008)

Although the minister's joke was ostensibly aimed at a Liberal opponent, it was a "humorous" response to the news of a death caused by the listeriosis outbreak. The victims' families perceived it as disrespectful. It was therefore not inaccurate to say that the joke was about listeriosis victims. The reporter used a form of journalistic shorthand to encapsulate the details of the affair, but the practice of referring to past controversies in a few evocative words is characteristic of the electronic media. **Complaint rejected**

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BENOÎT DESJARDINS-AUCLAIR

Enquête, Télévision de Radio-Canada

Detective sergeant Desjardins-Auclair criticized *Enquête* for airing school pictures of the two police officers involved in the fatal shooting of Freddy Villanueva in Montreal North. In the detective sergeant's view, it is irresponsible to publish photos that could compromise the safety and integrity of the officers in question.

Management said it was confident that the report had not affected the officers' safety and integrity. It added that the officers' identities had already been revealed in a daily newspaper.

Suspension of review (November 10, 2008)

I suspended my review because Radio-Canada was served notice twice regarding the same topic as the complaint.

LEADERS' DEBATE, 2008 QUEBEC ELECTION

Télévision de Radio-Canada

I received 21 complaints about the November 25, 2008, leaders' debate during the Quebec election campaign. Two smaller parties were not invited: Québec solidaire and the Parti vert du Québec. The complainants considered this exclusion to be anti-democratic and contrary to CBC/Radio-Canada's *Journalistic Standards and Practices*.

Management replied that the leaders' debate is a current-affairs program, making it legitimate to restrict this journalistic exercise to the main political parties. The

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Broadcasters' Consortium, which made the decision, added that Québec solidaire and the Parti vert du Québec have no MNAs and had not obtained four percent of the votes in the previous election.

Review (November 21, 2008)

Nothing in existing legislation or the *Journalistic Standards and Practices* compels Radio-Canada to include all parties in a leaders' debate. These choices fall under freedom of the press and, in this instance, the absence of Québec solidaire and the Parti vert du Québec did not constitute a violation of the fairness principle. Fairness does not mean equal coverage in the Canadian journalistic tradition. That said, given the growing public sentiment to end this perceived exclusion, as well as the changing social and political context, it would be advisable to come up with new, more transparent ways of making these choices.

Complaint rejected

LUC FOUCAULT

Le téléjournal

Luc Foucault felt that the Bloc québécois should have been entitled to the same treatment as the other major parties on the 10 p.m. *Téléjournal*. In his opinion, Radio-Canada had demonstrated partiality by keeping the Bloc québécois out of the first 10 minutes of the newscast.

Management replied that the order of news items depends on their relative importance and notions of public interest. Journalists base their choices on a range of criteria.

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Review (November 27, 2008)
Le téléjournal often divides reports on party leaders into two blocks. The order and choice of reports is a matter of press freedom. The newscasts I screened (September 29–October 12, 2008) twice led off with stories on the Bloc québécois. Gilles Duceppe appeared regularly in the first electoral block. I also referred to statistics on the number of minutes devoted to each party during the campaign. I found nothing to indicate that the Bloc québécois had been unfairly treated on the *Le téléjournal*. **Complaint rejected**

QUEBEC-ISRAEL COMMITTEE AND HONESTREPORTING
Les grands reportages, RDI

Most of the 156 complainants who criticized the documentary *Peace, Propaganda, and the Promised Land* had responded to the appeal of the pro-Israeli pressure group *HonestReporting Canada*. They believed it was a piece of pro-Palestinian propaganda, rife with factual errors.

Management acknowledged that the intro of this "clearly Pro-Palestinian" point-of-view documentary was inappropriate. The broadcast had failed to mention that the film was a "partial update" of a documentary shot four years earlier, when Israel still occupied Gaza.

Review (December 8, 2008)
Peace, Propaganda, and the Promised Land is a Pro-Palestinien point-of-view documentary on US media coverage of the Middle East conflict. Under its *Journalistic Standards and Practices*, when Radio-Canada airs this type of

documentary, it must abide by a number of rules, which was not done in this case. The documentary in question dated back to 2003; its running time had been reduced, but it had not been updated in any way. And yet the situation had changed in the intervening period. The documentary was produced by the Media Education Foundation. None of these aspects was mentioned in the introduction. The documentary itself contained anachronisms (it mentioned that Gaza was still colonized by Israel). The fact that the documentary is favourable to the Palestinian cause is not at issue here. But given the circumstances and the noted shortcomings in Radio-Canada's editorial oversight, I concluded that the report should not have aired. **Complaint justified**

Note: The content of this review was challenged by seven Quebec university professors, the documentary's US producer, a media monitoring organization, and various pro-Palestinian groups. Complaints were published and sent to the Radio-Canada management team requesting a "review" of my conclusions and/or a retraction on my part. Management replied that the Office of the Ombudsman is an independent body and its reviews cannot be appealed.

PHILIPPE GOSSELIN, ALAIN PROVENCHER

Enquête, Télévision de Radio-Canada

I received 23 complaints about this hard-hitting investigative report on Total Biology. Messrs. Gosselin and Provencher claimed that the report was tendentious and slanderous.

Management replied that the report was not about the benefits and limitations of traditional versus alternative medicine. Rather, it condemned the fact that nearly

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every Total Biology practitioner and teacher interviewed by Radio-Canada disparaged conventional medicine.

Review (December 15, 2008)
Guy Gendron's investigative piece was not a classic report that relates everyone's point of view then lets viewers make up their own minds. Here, it was about getting to the truth of the matter. The use of a hidden camera helped reveal practices that were dubious and sometimes even dangerous for patients. After conducting such exhaustive research, a reporter is entitled to draw conclusions. The proponents of Total Biology have not provided any scientific proof or credible example of its healing powers. I watched all of the hidden-camera footage to see if the team had been fair toward the therapists. I found one questionable omission: physician Elizabeth Reichel had recommended that her patient continue medical treatment. I also had reservations about two effects used by producer Germain Thibault and about the sarcastic tone employed by Guy Gendron with one therapist. Apart from that, I concluded that it was an example of thorough, incisive journalism, and not a slanderous, tendentious report. **Complaint rejected**

PHILIPPE SAID

Newscast, Première Chaîne radio

Philippe Said wondered why reporter Marie-Paul Rouleau had mentioned that a Democratic candidate was Jewish. He found there were too many gratuitous references to a person's Jewishness, something not done for other religions.

Management replied that a person's religion is generally not mentioned, except when it contributes to understanding the subject matter. In this case, the candidate's religion was relevant to grasping his brand of humour.

Review (December 17, 2008)
There was a misunderstanding between the complainant and Radio-Canada. Philippe Said had not heard the reporter's short sentence in the item explaining why she had mentioned candidate Al Franken's Jewish background. This mention was necessary for listeners to understand why his quip about Adolf Hitler had been met with laughter by the crowd (the candidate had said that he would have wanted to be Hitler to call off the Holocaust and World War II).
Complaint rejected

YVES GRENIER
24 heures en 60 minutes, RDI

Yves Grenier felt that host Anne-Marie Dussault had lacked objectivity, letting her personal opinions show when she interviewed Action démocratique du Québec (ADQ) MNA Richard Merlini. The interview was about ADQ leader Mario Dumont's controversial remark to the effect that *Tout le monde en parle* had given Jean Charest an unfair advantage by preparing the questions in advance with the premier's media advisers.

Management replied that Ms. Dussault had performed her interviewing duties with the requisite professionalism and objectivity.

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Review (December 17, 2008)
Host Anne-Marie Dussault asked more or less the same question three times. If she appeared insistent, it is because from a journalistic perspective, it was relevant to know whether the ADQ leader would substantiate his claim or retract it. The host felt that Mario Dumont had made serious allegations, since they questioned the reputation of host Guy A. Lepage. A seasoned journalist is entitled to judge the significance of a statement; this does not equate to giving her opinion. Her insistence did not turn into badgering. Citizens would be ill-served if interviewers did not repeat the question when public figures refuses to answer. I found nothing to indicate that the host had revealed her personal political views in this interview. **Complaint rejected**

MONSIEUR X
La facture

The complainant criticized *La facture* for overdramatizing the limited risks of Zonolite vermiculite insulation, for giving in to sensationalism, and for tarnishing the reputation of real-estate agents.

Management replied that vermiculite contamination incident related on *La facture* was hardly a unique case, since 3,000 people had launched a class-action suit against the company.

Review (December 19, 2008)
The reporter used published figures on vermiculite-insulated houses, adding that no one knew how many of them posed a health hazard. Nothing in the report suggested that the real-estate agent had acted improperly. I did not find anything sensationalist or biased in this report: the *Journalistic Standards and Practices* were upheld. **Complaint rejected**

A0023691_43-001473

RÉJEAN GRENIER

Le téléjournal

Réjean Grenier pointed out two errors in a report on the 10 p.m. *Téléjournal*. The number of francophones living in St. Boniface was inaccurate and the item described St. Boniface as being the largest French-speaking community west of the Outaouais.

Management replied that the anchor had tried to correct the error live and that the context was sufficiently clear for viewers to understand that the report was referring to francophones west of Ontario and not west of Quebec.

Review (December 19, 2008)

The complainant was absolutely right. The figure of 13,000 referred to the federal riding of St. Boniface and not the district of the same name. This neighbourhood does not house the largest French-speaking community west of Quebec; Toronto and Sudbury have more native French-speaking residents. The copy editor's mistake was not caught by the desk editor. Editors are journalists too and they have a duty to check the facts when editing copy. This was a significant error, because one cannot presume that a Quebec audience is aware of this reality.

Complaint justified

SERGE ROY

CBVT, CBV 106.3 FM

Québec solidaire spokesperson Serge Roy criticized Radio-Canada for excluding the Québec solidaire candidate from two panel discussions in the run-up to the by-election in Québec's Jean-Talon riding. He felt this was both illegal and anti-democratic.

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Management replied that it was false to claim that it had violated the Quebec *Election Act*: a debate is a current-affairs show and the broadcaster is entitled to restrict the number participants based on their relative popularity among voters.

Review (January 9, 2009)
Radio-Canada did not violate any acts or regulations. The free airtime offered to political parties during election campaigns has nothing to do with journalistic interviews. Under the fairness principle stated in its *Journalistic Standards and Practices*, Radio-Canada must ensure that it presents the widest possible range of viewpoints, reflecting their relative weight and significance. Because Québec solidaire had obtained 4.47% of the riding's votes in the 2007 election, the news manager decided not to invite the party's representative to the panel discussion. Outside the panel discussions, Radio-Canada had given Québec solidaire limited coverage in its newscasts. **Complaint rejected**

FRANÇOIS BEAUDRY
Radio-Canada.ca

François Beaudry believed that *Radio-Canada.ca* had lacked neutrality by not posting the full speech of former Quebec premier Jacques Parizeau, who was reacting to the comments of French President Nicolas Sarkozy on Quebec sovereignty.

Internet and Digital Services management replied that its department did not have the full recording of Jacques Parizeau's conference. Moreover, it said it had posted the bulk of the positive and negative reactions to Sarkozy's comments, based on available sources.

A0023691_45-001475

Review (January 26, 2009)
The speech was not available to Internet and Digital Services because it had not aired on radio or television. *Radio-Canada.ca* obtains its audio and visual content from other platforms. The TV and radio decisions to air only short clips and not the full content of Jacques Parizeau's speech are a matter of press freedom. So there was no unfairness or lack of neutrality on *Radio-Canada.ca*'s part, because other sovereignists had received more extensive coverage. **Complaint rejected**

FALUN DAFA ASSOCIATION OF CANADA
Enquête, Télévision de Radio-Canada

This association of Falun Gong practitioners believed that the investigative report "Malaise dans le Chinatown" was erroneous, manipulative and propagandistic, and had unjustly misrepresented, demeaned, maligned and discriminated against the spiritual practice of Falun Gong.

Management replied that the report aimed to explore the extent of the Falun Gong organization outside China and its impact on Chinese-Canadian communities. Radio-Canada deemed this angle of public interest given the myriad lawsuits involving Falun Gong and numerous calls to police over the group's actions.

Review (January 27, 2009)
The report spent 1 minute 50 seconds off the top explaining that the Chinese government was seeking to eradicate Falun Gong. The association would have liked the entire report to focus on the persecution suffered by its practitioners. However, journalists are at liberty to choose their story angles under the principle

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of freedom of the press. To be sure, by criticizing the tactics and truthfulness of Falun Gong's discourse, "Malaise dans Chinatown" undermined the credibility of the movement. But this is not a sufficient reason to disregard an issue of public interest. I voiced reservations about the choice of two interview clips and the wording of one question, but the report was otherwise based on serious research, journalistic observations in the field, and analysis by recognized experts. The piece would have been more balanced had it contained reactions from Falun Gong spokespeople, but the latter refused to be interviewed on camera. **Complaint rejected**

GUY ROY

Radio-Canada.ca

Guy Roy felt he had been a victim of censorship because the comment he had submitted to *Radio-Canada.ca* had not been posted. In his comment, Mr. Roy was critical of Radio-Canada.

Internet and Digital Services management refuted the charges of censorship. It wrote that the email was off-topic and that Radio-Canada reserves the right not to post messages, as stated in two clauses of its Netiquette document (forum posting rules).

Review (February 4, 2009)
Radio-Canada is responsible for the content of the comments it posts and freedom of the press allows it not to post certain user messages, provided it does not engage in censorship.

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Mr. Roy wrote that Radio-Canada has "its hands tied by sponsors of dubious calling," and that it was "not surprising that Mr. Lafrance would be sent to perfect his neo-liberal knowledge at Harvard University." The relevant Internet and Digital Services manager told me that these statements contained insinuations bordering on the slanderous and personally targeted an individual. They also violated clauses 6 and 7 of the Netiquette document. Furthermore, I have neither the time nor the resources within the scope of this review to check whether comments about the public broadcaster have been deleted more often than others over the past couple of years. **Complaint rejected**

MICHÈLE FISET

Le téléjournal and RDI

Michèle Fiset wrote that the reports and interviews on cigarette smuggling and Inuit justice feed prejudice against First Nations peoples. She criticized Radio-Canada for never discussing the positive aspects of Aboriginal life.

Management replied that the journalist's duty is to inform the public as fully as possible, which involves asking tough questions that authorities do not always want to answer.

Review (February 16, 2009)

The *Téléjournal* reports on Inuit justice and cigarette smuggling adhered to the *Journalistic Standards and Practices.* However, on RDI, the questions that reporter Christian Latreille asked the police officer suggested that cigarette smuggling occurs primarily on the Kahnawake reserve. Yet smuggled cigarettes are distributed all over Quebec and the business is controlled mostly by whites,

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according to police sources. This interview did not observe the principle of fairness central to CBC/Radio-Canada's *Journalistic Standards and Practices.* The interviewer's questions were likely to fuel prejudices toward Aboriginal peoples. **Complaint partially justified**

EDMOND SILBER

(Regroupement Québécois pour un journalisme informé, honnête et responsable)

Le téléjournal

Edmond Silber considered the intro to a report on Gaza to be erroneous. He also believed that the content of Luc Chartrand's piece was biased, since it only mentioned alleged war crimes committed by Israel.

Management replied that the reason Palestinians condemning the actions of Israeli soldiers in Zeitoun were the only ones heard in the report was because Israeli army spokespeople refused to be interviewed. It added that the reporter had been careful to state that these were only allegations and that time would be needed to shed light on these tragic events.

Review (February 18, 2009)

Mr. Silber was right on one point: writer Patrick Grandjean had made a mistake in adding: "Incidentally, some instances of war crimes are now being documented." At this stage, there were merely allegations of war crimes, which is quite different. As for the report on Gaza, Luc Chartrand did everything he could to obtain an Israeli response. He also took some precautions to avoid being manipulated. The complained-about aspects of the report adhere to the *Journalistic Standards and Practices.* **Complaint partially justified**

A0023691_49-001479

SYLVAIN CARON

Première heure, CBV 106.3 FM

Sylvain Caron believed there was an anti-conservative, pro-union, sovereignist, and feminist bias at Radio-Canada. In his opinion, arts reporter Isabelle Guilbeault's posting on the anti-Harper website *unissonsnosvoix.ca* was proof.

Management replied that it expected its employees to observe CBC/Radio-Canada's *Journalistic Standards and Practices*, but added that its discussions with Ms. Guilbeault were of a private nature.

Review (February 23, 2009)

During the federal election campaign, arts reporter Isabelle Guilbeault voiced her opposition to the Conservatives' budget cuts to the arts by posting comments on a website aimed at bringing down the Harper government. The *Journalistic Standards and Practices* state that, to preserve CBC/Radio-Canada's credibility, on-air personnel must avoid publicly identifying themselves in any way with partisan statements or actions on controversial matters. Ms. Guilbeault admitted that she showed poor judgment. She failed to observe the Corporation's *Journalistic Standards and Practices*. I recommended that CBC/Radio-Canada clarify the scope of its *Standards* for non-News employees like Isabelle Guilbeault. **Complaint justified**

A0023691_50-001480

MOHAMED NEKILI

Television news

Mohamed Nekili felt that Radio-Canada knowingly omitted to air footage of dead children in Gaza. He wondered whether Radio-Canada had been pressured into censoring the sequences showing "hundreds of children martyred by the madness of the Israeli machine."

Management replied that Radio-Canada was aware that several children had been among the civilian casualties: "We do everything in our power to provide coverage that is as neutral as possible, without shying away from the facts of a story, no matter how harsh they may be."

Review (February 25, 2009)

Under its *Journalistic Standards and Practices,* Radio-Canada is obliged to faithfully reflect reality, while respecting its viewers' sensibilities when airing gory footage. This balance is difficult to strike. Télévision de Radio-Canada has covered this conflict remotely, relying on footage provided by the wire services to which it subscribes. Radio-Canada has no agreement with Al Jazeera to broadcast its footage.

Half of the reports I watched showed scenes of dead or wounded children in Gaza. I found nothing to suggest there had been political censorship or orders to play down this reality on air. **Complaint rejected**

A0023691_51-001481

JEAN-GUY BOURGEOIS

RDI

Jean-Guy Bourgeois was convinced that journalist Isabelle Richer had unjustly blamed a public school by reporting that a student had warned the principal that she was afraid of being assaulted.

Management replied that the reporter had not wanted to assign blame and had used qualifiers when reporting unconfirmed information.

Review (March 18, 2009)

In preparing her daily piece, Isabelle Richer had spoken to the reporter who had covered the event in the field. The reporter in question had interviewed four different sources about the incident. It was the alleged victim's grandmother who told Radio-Canada that her granddaughter had warned the school before the fight. This woman appeared credible to the reporter. The school board neither confirmed nor denied this information, and the school principal did not grant an interview. Lacking independent confirmation, Isabelle Richer used appropriately qualified language. A journalist's role is not to protect a school's reputation, but to report on information of public interest. The *Journalistic Standards and Practices* were upheld. **Complaint rejected**

JACQUES DESJARDINS

Désautels, Première Chaîne radio

Mr. Desjardins felt that host Michel Désautels had unjustly accused France of playing a major role in the Cambodian genocide.

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Management replied that neither Michel Désautels nor reporter François Brousseau had intended to hold France responsible for the Khmer Rouge massacres just because Pol Pot had studied in Paris.

Review (24 mars 2009)

The host said the following on air: “Paris played a major role in shaping this horrible drama.” He was not referring to the French government, but rather to the city of Paris. This wording is a bit of journalistic shorthand, because in actual fact, it was the indoctrination of Pol Pot and his fellow Cambodians during their student years in Paris that had a key influence on what followed. Taken out of context, the host’s choice of words could be open to interpretation. However, the context here is essential. The program *Désautels* did not mislead the public, since all the required clarifications were provided later in the interview. **Complaint rejected**

CONCLUSION

"What underpins the credibility and effectiveness of the position [ombudsman – "*mediator*"] is its visibility for the readers and editorial staff. A regular column or program is crucial.[6]"

Yves Agnès, former editor of *Le Monde*

[6] *Les cahiers du journalisme*, No. 18, "La médiation de presse," spring 2008.

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My mandate requires me to report on "actions, if any, taken by management as a result of the Ombudsman's findings."

I have been informed of actions taken as a result of my investigations in only three cases:

- Before I published my review on the error made in a radio report on the company TM4, the News department, in conjunction with the Web team, ensured that all references to the incorrect information was removed from Radio-Canada.ca.

- The News department published a correction after saying on *Le Téléjournal* that Saint-Boniface was the largest Francophone community west of the Outaouais. This correction was printed on the site www.radio-canada.ca/misesaupoint/.

- The program *Découverte* took the initiative of posting my critical review on the Web page for the report on the dangers of microwaves, which lacked balance.

For all the other reviews, either management took no action or it forgot to inform me about actions taken. Not having the dialogue I would have liked, I recommend that management provides a summary of its actions, if any, taken as a result of the Ombudsman's reviews. This would ensure that the Board of Directors is better informed.

In conclusion, a glance at what is happening elsewhere. In France, the États généraux de la presse écrite recommended that citizens have access to an ombudsman ("*mediator*") in all press undertakings. Meanwhile, in the United States, a dozen public representative positions were simply eliminated in one

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year at newspapers that are struggling to survive. We thus see two trends developing: some media, wanting to maintain the trust of their readers or viewers, are trying to improve their content by submitting it to the public gaze and criticism via an ombudsman. At the same time, to cope with the crisis affecting them, several press undertakings have had to make cuts not only in their editorial staff, but also in their quality control and client relations.

Thank you for your attention.

Julie Miville-Dechêne
Ombudsman, French Services
Société Radio-Canada

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APPENDIX I

COMPLAINTS FORWARDED TO DEPARTMENTS FOR A RESPONSE

BY MEDIA LINE

	Main TV Network	RDI	Radio	Web	Radio-Web-TV [1]	Total Complaints
2008-09	**157**	**76**	**61**	**84**	**28**	**406**
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

[1] These complaints cover multiple platforms.

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APPENDIX II

RESPONSE TIME

RESPONSE FROM DEPARTMENTS

	Complaints Processed	Average Response Time (In Days)
2008-09	**406**	**14**
2007-08	335	27
2006-07	294	18
2005–06	222	12
2004–05	263	18

MANAGEMENT RESPONSE TIMES IN 2008–09

	Total Cases Processed	Average Number of Days
TV / Radio / Current Affairs (News)	294	14
Radio-Canada.ca (News)	84	11

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APPENDIX III

REVIEWS BY THE OMBUDSMAN

	Complaints Processed	Average Response Time (in Days)
2008-09	**35** [1]	**16**
2007-08	26	25
2006-07	21	16
2005–06	21	18
2004–05	21	12

REVIEW OUTCOMES

	Unfounded Complaints	Partially Founded Complaints	Founded Complaints
2008-09	**22**	**7**	**4**
2007-08	13	7	4
2006-07	19	1	3
2005–06	18	0	3
2004–05	16	3	2

RESPONSE TIME

Breakdown for 2008–09

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
406 departmental responses	229	53	59	39	11	6		9	406
35 reviews by ombudsman	11	8	10	3	1			2	35

[1] 35 reviews completed, 2 reviews aborted at the complainants' request.

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APPENDIX IV

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.

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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.

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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

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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

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OFFICE OF THE OMBUDSMAN

English Services

ANNUAL REPORT 2008-2009

CBC Radio-Canada

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III Review of complaints about the alleged sharing of questions with the Opposition

IV Chart: Number of communications received

V Mandate of the Office of the Ombudsman

THE OMBUDSMAN'S REPORT
2008-09

It was a record year. The bare numbers support that hypothesis: 2,666 complaints, communications and expressions of concern, including 1,618 about information programming. We received a record of 1,048 complaints, communications and expressions of concern about general programming and non-programming matters, including 186 about what we call "User Generated Content" on CBCNews.ca.

Within that overall number, the single topic that generated the most interest was a column by Heather Mallick on Sarah Palin: 415 items; 357 against Ms. Mallick; 58 in support.

However, the fiscal year also encompassed a Canadian federal election, a Presidential election in the U.S., and a major conflict in the Middle East, as well as continuing hostilities in Iraq and Afghanistan. Advocates for all sides of all those issues are becoming increasingly sophisticated in using electronic communications to advance points of view and to try to influence journalistic coverage.

A minority Parliament in Canada has also sharpened partisan viewpoints. We receive a notable number of communications from regular critics of CBC journalism. Since many of these people view the world through partisan lenses, they assume that everyone else does, as well. They have great difficulty in accepting the notion that, while errors are made (and noted by this office), by and large CBC journalists attempt to report events as fairly as possible.

Some will never be convinced otherwise, but it is still important for the Information Service to be vigilant in applying our basic values of accuracy, fairness and integrity to every story that is produced.

The volume has placed a strain on the resources of this office, as well as those we deal with in the News area. I have noted previously that the physical workload in the Ombudsman's office has increased dramatically: by more than 800 percent since the start of my predecessor's first term. We remain one Ombudsman and one assistant and our budget has been reduced significantly over the last three years.

I should note that the News Department not only answers complaints directed from my office, but many that arrive directly. Of course, the resources available in that area have also been cut significantly. However, I am sure the News Department is capable of making its own case.

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I would like to point out, though, that this office would dwindle in effectiveness were it not for the cooperation and respect accorded by the News Department. In my three and a half years in this post, I have not had occasion to doubt the sincerity of the News Service's commitment to the fundamental task of the Office of the Ombudsman. There have been occasional outbursts of opposition or resentment from individuals, but senior producers and managers have always treated recommendations from the Ombudsman's office with respect.

Their attitude could serve as a model for other news managements in this or other organizations. From meetings with fellow ombudsmen from around the world I find that the cooperative relationship that exists between the English network News Service and the Office of the Ombudsman is not universal.

On policy matters, several recent reviews have highlighted issues that the Board may wish to take into consideration. One in particular relates to the policy on Broadcasts of National Importance. The policy can be found in Appendix B of our Journalistic Standards and Practices. I hasten to note that it appears the policy is roughly the same as the policy in force when I was the Head of TV News in 1980. Corporate policy on these matters was last updated in 1994. Suffice it to say that a lot has happened in the last 15 years, not to mention the last 30!

The policy lays out "certain events of national importance" that warrant full or extended television coverage "on the networks," including pre-emption of other programming. These events are:

- Opening of Parliament
- Leaders Day in the Throne Speech Debate
- Budget Speech
- Federal-Provincial First Ministers' conferences
- State occasions: Royal visits, State funerals, major commemorative occasions
- Bona fide leadership conventions for the major federal political parties.

The policy goes on to point to "other events which may be of sufficient importance that it would be appropriate to accord them live coverage, including pre-emption of programming."

Examples given include major parliamentary debates, policy conventions of the major federal political parties, interprovincial First Ministers' conferences. The policy goes on to point out that there must be a "harmonization between the

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English and French services, so that the two networks broadcast the events in an approximately equivalent manner."

I should point out that the first list appears to be prescriptive while the second is descriptive, and that the "networks" referred to are clearly the main CBC/Radio-Canada television and radio networks.

The confusion about this policy was made evident in two instances, one related to the federal election call, the other related to the prorogation of Parliament. In the first instance, the main English network ceased coverage of events surrounding the election call after Mr. Harper's announcement and a reaction from one national party leader. Coverage continued on Newsworld.

In the second instance, the announcement of the prorogation appeared on the main network only in conjunction with a regularly scheduled CBC News program at the noon hour. Obviously, it only appeared in some time zones. At the end of the hour, the main network reverted to normal programming and coverage continued on Newsworld.

The issues are these: once the election call programming started, by policy it should have continued until "approximately equivalent" time was given to other national party leaders. (It appeared to me that network and news department managements might not have been fully aware of the existing policy.) In the second case, it appears either that the subject of a "broadcast of national importance" was not raised, or it was decided that the historically first prorogation of a newly elected Parliament was not a matter of national importance. I would suggest that either explanation is faulty.

I understand that the main policy book is undergoing revision. However, this takes time. As we are faced with continued uncertainty on the domestic political scene, I would suggest some urgent thought about the existing policy. It was written before the full implementation of Newsworld and the rise of the web. The Corporation should decide whether its prescriptions (and descriptions) stand up in the current broadcasting environment. I would also point out that the people who complained pointed to the fact that Newsworld does not have the penetration or audience of the main network, a matter that drafters should take into consideration in formulating policy for a public network.

The new fiscal year promises to be as "interesting" as the previous.

Vincent A. Carlin
Ombudsman, English Services

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RAPPORT DE L'OMBUDSMAN DES SERVICES ANGLAIS
2008-09

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COMPLAINTS REVIEWED BY THE OMBUDSMAN

D.A.
CBC Compass, Charlottetown

D.A. complained that CBC Compass announcer Sara Fraser referred to Egmont riding as "considered one of the safest Liberal seats in the country." He said that the statement was "unverifiable," "completely baseless" and that Compass was "ethically and morally obliged to apologize to PEI viewers for this display of bias and partisanship."

Henk van Leeuwen, Managing Editor of CBC News for PEI, replied that Egmont has been held by the Liberals for 28 years which, in formal political parlance, would qualify it as a "safe" seat, and went on to say that CBC News would "probe all four of PEI's federal riding contests in a thorough, fair and balanced way."

Review (April 22, 2009)

All across the country in the run-up to elections, experienced journalists provide viewers, listeners and readers with facts and explanation. Such conclusions are not based on partisan view, but on analysis of previous election results. All reference to election districts must be taken as background, but not as predictive. It would be a violation of policy if the announcer had said that the Liberals were going to win, but that is not what she said. She said that the riding was "considered" safe. There was no violation of CBC's Journalistic Standards and Practices.

D.A. and J.H.
Viewpoint, CBCNews.ca

D.A. and J.H. complained separately about Robert Smol's Viewpoint article, "The attention-deficit excuse," which was posted on CBCNews.ca on February 24, 2009. Mr. Smol presented an alternative view on the prevalence of attention-deficit/hyperactivity disorder (ADHD). At one point he wrote: "And while I do not doubt that there may be some genuine case out there, we should not fool ourselves into thinking that ADHD is not an excuse by many students and their parents to avoid taking full ownership of their problems." D.A., J.H. and others felt that Mr. Smol's views were an insult to families dealing with ADHD.

Mark Mietkiewicz, interim Director of Digital Media, CBC News, responded that Mr. Smol's column was an opinion piece, that it did not represent the views of the CBC and that countervailing opinions were freely available.

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Review (March 31, 2009)

In this case we had something clearly labeled "opinion" which dissented from the more generally held view on ADHD. Mr. Smol recognized that there is such a condition but said, in his experience, it is overused as an "excuse" for behaviours that could be controlled by discipline. Any parent trying to deal with a child with ADHD would naturally have a strong reaction to that view. However, such an understandable reaction cannot be used to shut down alternative views. Mr. Smol's opinion was just that – an opinion. It was not illegal, or hateful, and did not appear to deny basic facts. He was entitled to hold it, and the CBC was entitled to transmit that opinion, along with the myriad views to the contrary. There was no violation of CBC Journalistic Standards and Practices.

W.A.
TV News, New Brunswick

W.A. complained about a series of reports on New Brunswick auto insurance reforms that were broadcast in September, 2006. He felt that the reporter, Robert Jones, had made a number of errors in his reporting.

Both Robert Jones and the Fredericton bureau chief, Dan Goodyear, responded at various points, attempting to rebut W.A.'s claims and offering to pursue some of his points for further stories.

Review (Sept. 24, 2008)

Mr. Jones's reports were an attempt to elucidate the broader circumstances surrounding the automobile insurance reform introduced in New Brunswick. The two reports needed to be taken in context with other reporting on the issue in order to judge whether the journalist was fair in dealing with the issues. The fact base appeared to have been sound. Some of the conclusions or inferences, such as how to characterize the size and nature of the profits enjoyed by the companies before the true nature of the loss rate became known, may have been arguable. But the reporting appeared to me to be a sound contribution to public knowledge and debate on the question.

B.B.
The National

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B.B. complained about a report by Adrienne Arsenault on the December 31, 2007, edition of The National, concerning the aftermath of the assassination of Benazir Bhutto. B.B. wrote that he was "disgusted and appalled" that footage of the murder was included in the item; that using it was beyond the "furthest boundary of good taste."

Jonathan Whitten, Executive Producer of The National, responded that, while it was not the CBC's practice to "gratuitously broadcast upsetting footage, there are occasions when including some material of that nature is relevant and important to the understanding of the event."

Review (July 4, 2008)

Benazir Bhutto was the most public of figures and her death was a serious matter of public interest, not just in Pakistan, but around the world. The manner and means of her death were subject to debate and it was important to present material that might aid our understanding of the matter. My review indicated that Ms. Arsenault and her editors and producers handled the material as delicately as possible in the circumstances and clearly demonstrated within the item the relevance of the footage to the larger question. The item was produced within the bounds of CBC Journalistic Standards and Practices, although a warning would have helped those who did not wish to see the material.

C.B.
CBC Radio News

C.B. complained about a report that CBC correspondent Connie Watson filed to The World At Six on January 4, 2008. The item concerned the growth of the soy industry in Argentina. It began with the family of Adolfo Grobocopatel, apparently the largest soy growers in the country. Ms. Watson translated some of Adolfo's reminiscences about his family – poor Jewish migrants who took up the offer of land in Argentina to escape the more hostile social and economic environment in Europe. C.B. complained that the item, perhaps unconsciously, pandered to "negative Jewish stereotypes."

Jane Anido, Director of CBC Radio News Programming, replied that the report "was not intended in any sense to disparage the Globocopatels, their company or its activities."

Review (March 12, 2009)

In discussing how a family or company came to be the leading organization in a particular field, in whatever country, it is not bizarre to reflect a bit on its history. In this case, not only was background appropriate to a fuller understanding of the story, the family involved brought the information out with, apparently, justifiable pride in its accomplishments. It seemed clear that they did not believe recounting their history encouraged anti-Jewish sentiment. The fact that the family was part of the so-called "Jewish Gauchos" only underlined the historic interest at play. While C.B. took "moneylending" to be, in effect, code for "Shylock –like piranhas," I was reminded of the long history of European exclusion of Jews from so many crafts and professions that financial activity was one of the few avenues of success open. The item also made mention of the family's support of some 1500 smaller businesses, hardly the image of rapacious piranhas. There was no violation of CBC's Journalistic Standards and Practices.

M.B.
CBC Radio News

M.B. complained about a report by Dave Seglins on January 14, 2008, concerning new assertions by some First Nations leaders about land on either side of the Grand River in southern Ontario. He felt that the report was not balanced, that views of the band were given too much attention.

Jane Anido, Director of CBC Radio News Programming, replied that the report was on the latest development in a continuing story, and that the government's position was noted as well as the views of someone who represents the area. She said that the report was one of a continuing series of stories about the land claims situation.

Review (July 29, 2008)

The item fell well within policy guidelines on balance. While there is a requirement for balance, that requirement is neither mathematical nor instantaneous. It is definitely not a "clip for clip" requirement, certainly not within a single news piece in continuing coverage. The opposing view was not ignored, but noted in the context of the new development: the warning of further action in the land claim dispute. Were this the only story on the matter, there would be cause for concern about balance. However, in the overall arc of coverage, paraphrasing the government's overall position and having a 'clip' of the local representative certainly fitted into the policy framework.

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P.B.
Cross Country Checkup

P.B. complained about the December 17, 2007, edition of Cross Country Checkup, on the topic of the Canadian mission in Afghanistan, with guest General Rick Hillier, the Chief of the Defence Staff. He felt that there was insufficient attention given to the arguments against the mission, that General Hillier was allowed to speak at length, and that host Rex Murphy did not place the issue in sufficient context.

Senior Producer Charles Shanks responded that the program was not actually a debate on the mission, that, in any event, a number of callers took an opposing position, and that Rex Murphy's job was to draw the guest out, not to debate with him.

Review (June 19, 2008)

General Hillier was the guest for the entire program that day. Listeners were told that the discussion was wide open. Many callers were complimentary to General Hillier and/or the mission in Afghanistan. A substantial minority of callers took issue with aspects of the mission. Rex Murphy appeared to treat General Hillier with kindness and deference, not necessarily negative qualities, but I did not note the other side -- the pointing up of areas of inconsistency and conflict. Had this been the only examination of the mission or General Hillier on CBC Radio, or on Cross Country Checkup, it might have been seen as a serious fault. However, both the man and the mission had been the subject of intense examination by CBC News, so the program could be viewed as part of the mosaic of coverage. While I would have preferred that the host had been less in the spirit of the holiday time in which the program took place, his performance did not violate CBC's policies. Callers had adequate time to take opposing views and the producers appeared to have ensured that a spectrum of views was presented.

R.B.
CBC Radio News

R.B. took issue with an item by CBC Radio reporter Greg Rasmussen in October, 2008, concerning activities in a Vancouver café that caters to marijuana users. In the report Mr. Rasmussen described the operation of a machine called a vapourizer which he said "sends smoke into a large plastic bag, ready for inhaling." R.B. complained about the use of the word "smoke," saying that "the 'Volcano' – the

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brand-name of the vapourize – does not produce 'smoke'…it heats up the pot but doesn't burn it. That is the point of the volcano."

Mr. Rasmussen replied that the dictionary definition of the word is "a cloud of fine particles suspended in a gas," and that his use was correct. In a subsequent note R.B. said that "your assertion suggests that people using a volcano are exposing themselves to the same dangers as smoke, like tar and other carcinogens. This suggests that the volcano is about as dangerous as a bong or joint, which isn't true."

Review (April 30, 2009)

Mr. Rasmussen did not violate CBC's Journalistic Standards and Practices in his casual use of the word "smoke" to describe what the substance in the Volcano bag looked like. However, he would have been even more precise had he said that "it looked like smoke" or described it as "vapour." In a story about the claimed medical properties of the device, the latter usages would have been appropriate. In a general item like the one presented, I could not really find fault with Mr. Rasmussen's language.

J.C.
CBC News: Sunday

J.C. complained about an item that appeared on CBC News: Sunday on January 6, 2008. It concerned a woman in North Bay named Maureen Boldt who was sentenced to house arrest by a judge for what were termed "willful" violations of a court order. It was found that she had been, in effect, practicing law without a license. J.C. complained that the story contained "inaccuracies," although the main one appeared to be a reference to Ms. Boldt being convicted by the Law Society. In fact, as the producer admitted, Ms. Boldt, as noted elsewhere in the story, was convicted by a judge. The heart of the complaint appeared to be the absence of documentation of what J.C. called "the wreckage" left behind by Ms. Boldt's activities.

Executive Producer Patsy Pehleman responded, admitting that the reference to the Law Society was "sloppy" and inaccurate. She also pointed out that efforts were made to convince North Bay lawyers to be interviewed on the subject and, presumably, talk about the "wreckage," but that no one, including J.C., would speak on camera.

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Review (March 10, 2009)

The bulk of the item was about the effects on Ms. Boldt of her conviction, rather than a debate about the conviction. I presumed that J.C. was not arguing that Ms. Boldt or the CBC did not have the right to discuss these issues. The item was largely unexceptional – a "profile" of a person apparently properly convicted of contempt of court whose actions appeared to highlight some anomalies in the law, and who has received substantial public support despite her conviction. The item was marred by the sloppy and inaccurate reference to the nature of Ms. Boldt's conviction. The remainder of the item did not violate CBC's Journalistic Standards and Practices.

Sue Clark-Wittenberg, Director, International Campaign to Ban Electroshock
CBCNews.ca

Ms. Wittenberg complained about a CBCNews.ca report concerning a protest against electro-shock therapy (ECT) that she staged on Parliament Hill in May, 2008. She felt that it was "unfair and biased" in that, in her view, it did not allow sufficient space and time to opponents of the therapy.

Mary Sheppard, Executive Producer of CBCNews.ca, replied that appropriate coverage was given to both sides of the controversy, although she acknowledged that the story did contain an error: the wrong first name of one of the anti-ECT researchers.

Review (March 19, 2009)

Rather than ignoring the claims of those opposed to ECT, the story reported those views, not only Ms. Clark-Wittenberg's but also those of a psychiatrist in the field. The story also pointed out that broad opinion in respected medical circles is opposite. With the exception of the mistake already acknowledged, the story was well within the parameters of CBC's Journalistic Standards and Practices.

Susan Corkum-Greek, General Manager, Training Ship Picton Castle
The Fifth Estate ("Overboard")

Susan Corkum-Greek complained about The Fifth Estate's program, "Overboard," which was originally broadcast on November 28, 2007. It told the story of Laura Gainey, who was swept to sea during a storm while crewing on the tall ship,

Picton Castle. Ms. Corkum-Greek raised questions about the use of footage from an earlier voyage, suggesting that its use was misleading within the context of the Gainey tragedy; the use of other slow-motion footage used to illustrate events on board the ship at the time of the tragedy and its mixing with footage actually shot on board by a member of the crew. She also took issue with the style of the program, particularly its use of lighting.

Review (Dec. 10, 2008)

The use of stock footage, recreations and music has become commonplace in longer format broadcast journalism, a development that I, personally, have not always greeted with open arms. Concerning the footage from an earlier voyage, the voice-over narration clearly identified what the footage was. While I found the brief "recreation" shot to have been unnecessary to the item, the use of other broadcasting techniques appeared to be within the guidelines laid out in CBC's Journalistic Standards and Practices. As I found in another review (T.G., which I shared with Ms. Corkum-Greek), the journalistic substance of the item was borne out by the report of the Transportation Safety Board.

S.D.
The National

S.D. complained about a report on The National on August 12, 2008, by the CBC's Moscow correspondent, Alexandra Szacka, from the city of Gori, Georgia, where there had been intense fighting between Russian and Georgian troops. He felt that information should have been provided from the other side of the conflict as well. "If no footage was available from the other side of the conflict, CBC should not have broadcasted one-sided reports and limited itself to coverage of facts." In a subsequent e-mail he complained that an online story about the bombing of a bridge on the Kvari River was not properly sourced.

Mark Harrison, Acting Executive Producer of The National, replied that The National carried stories about the conflict every evening since it began and for days afterward. He also pointed out that while their reporters could travel – although at some risk – in parts of Georgia, they were not permitted to travel in South Ossetia or behind Russian lines.

Review (March 30, 2009)

I found that The National's report was complete, fair and accurate given the limitations of access and airtime. It is unreasonable for a listener or a viewer to

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expect that CBC News will have equal access to both sides in an armed conflict. Ms. Szacka and her crew showed great courage in entering a war zone and obtaining the footage that aired on The National. But is it not unreasonable to expect that every effort would be made to present in as fully and as contextual a way as possible all aspects of a story. This may be impossible to do in one newscast. But over time and with the resources of CBC.ca this should be possible.

CBCNews.ca should be more vigilant in assuring that information posted on the site is credible and properly sourced. S.D.'s concerns on this point were justified. The reference to the Kvari River bridge incident should be removed from the website due to a lack of a second source on the story. I suggested that CBC News look into methods of using its website more effectively in explaining the background to complicated events. And I suggested that the archiving of stories on CBC.ca be brought up to date so that search results appear chronologically.

M.F.
CBCNews.ca (Where is God Today?)

M.F. complained about a column that appeared on CBC.ca under the general heading "Where is God Today?," a personal reflection on Hinduism by Rod Banerjee. His complaint centred on the question of why Mr. Banerjee was chosen and of whether his comments had been properly "vetted": "How could a religious fundamentalist slip through the screening process?… Once accepted, what kind of proofreading and fact-checking process was the article submitted to?" The "facts" which he suggested needed to be checked were Mr. Banerjee's assertions about his view of Hinduism.

Review (Jan. 28, 2009)

It appeared that the column, after publication, was found to contain some factual errors and was edited to correct them. Other assertions are just that – opinions of the author. M.F. seemed to feel that since Mr. Banerjee is, in his view, a "fundamentalist" he should be precluded from appearing on the page. This is a notion that presents great difficulty, since establishing what is a "fundamentalist" in any religion is often a matter of individual judgment. But even if one were able to clearly identify a "fundamentalist" position, it is certainly arguable whether that should remove the expression of that view from the public. Another aspect of this was where these views appeared: in a personal column on the website, an area which invited comment and correction; which has the characterizations of a self-correcting fluid dialogue. The website should continue its mission of providing

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interesting, even controversial views on a wide range of subjects, including religion. There was no violation of CBC's Journalistic Standards and Practices.

T.F.
The National

T.F. initially had concerns about why a projected interview with him was not done for an item which aired on The National in March, 2007. He said that whether he was interviewed or not, the item was not balanced. It concerned the controversy surrounding the work of Christine Tell, who was then planning to run as a candidate for the Saskatchewan Party. She was also a member of the Saskatchewan Judicial Appointments Committee. Some felt that she should resign from the committee. Others did not.

Jonathan Whitten, Executive Producer of The National, responded by describing the circumstances surrounding the listing, cancellation and resurrection of the item that evening.

Review (June 17, 2008)

The item, as broadcast, presented differing views on the matter. The subject of the story, Christine Tell, was reflected through both a clip and quotations, and the Federal Minister, Rob Nicholson, was also heard. I was unable to find a violation of CBC's Journalistic Standards and Practices, although the programmers acknowledged that there should have been better communication with T.F.

Peter Fitzpatrick, Manager of Media Relations for Central Canada, Air Canada
CBC News: Here and Now, St. John's

Mr. Fitzpatrick complained about a report concerning a complaint from a family that the body of their recently deceased family member had been off-loaded in Toronto and was not put on the appropriate flight to St. John's. The family was forced to postpone a wake. On April 7, 2008, a CBC reporter asked Mr. Fitzgerald to look into the matter, but he and his staff were unable to find details about that particular shipment. At 6 p.m. that day the reporter contacted him again, saying that she had had the wrong name This led Mr. Fitzgerald to believe that he would have more time to respond before the story went to air, but he arrived at work on Tuesday morning "to find CBC had broadcast the story without Air Canada being given a proper opportunity to present its side. The report

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contained misinformation that we could have corrected had we been given a chance to look into the matter."

Janice Stein, Managing Editor of Radio and TV News in Newfoundland, responded, in part by saying: "I believe that Ms. Ray tried the best she could within her story to achieve balance, given that an interview with an Air Canada spokesperson was unavailable…she certainly indicated that Air Canada was looking into the incident…"

Review (Sept. 24, 2008)

It seemed clear that Air Canada was provided with inaccurate information when a response was sought. Correcting that information shortly before air-time and expecting a coherent response seemed unreasonable. Airing the story with the implication that the company had failed to respond promptly was unfair. The item did not meet the standards of CBC's Journalistic Standards and Practices. Every effort should be made to guide reporters in dealing fairly with sources. If the story remains in archives, a correction should be posted along with the story.

L.G.
Land and Sea, Newfoundland & Labrador

L.G. complained about the use of the word "hijacked" in a Land and Sea documentary about the history of the Churchill Falls hydro-electric project. He said it was not attributed to anyone, but stated as a fact.

Diane Humber, at the time the Regional Director for Newfoundland and Labrador, responded that "our story took poetic license with the word 'hijacked' in explaining the difficulties encountered by the government of Newfoundland and Labrador, and the private company (BRINCO) to deliver Churchill Falls power across Quebec territory to markets in the United States." She continued: "To this day in Newfoundland and Labrador, the legacy of Churchill Falls is one of disappointment and frustration with the fact that the province of Newfoundland owned the resource but was stymied in getting it to market. These points were made in the Land and Sea program."

Review (April 29, 2009)

In an otherwise fine documentary on the history of the beginnings of the Churchill Falls project, the program characterized the project as being "hijacked." The word clearly carries the meaning of something unlawful or unethical, something done by

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subterfuge. That may be the view of many Newfoundlanders, but there are countervailing opinions of substance. I could not issue a license for that bit of poetry. If the documentary is to be repeated, it should be edited to remove the word "hijacking" as a statement of fact.

T.G.
The Fifth Estate ("Overboard")

T.G. complained about The Fifth Estate program, "Overboard," which was originally broadcast on November 28, 2007. It told the story of Laura Gainey, who was swept to sea during a storm while crewing on a tall ship. T.G. wrote at length about what he perceived as serious errors in the program. David Studer, the executive producer of The Fifth Estate, responded at length.

Review (Dec. 10, 2008)

The program "Overboard" was a careful examination of the occurrence based on information available at the time. It was noteworthy that all the major conclusions of the program were supported by the lengthy and thorough examination conducted by the Transportation Safety Board. I did note failure to directly contact several of the crew members who might have been able to provide further detail had they been willing to be interviewed. However, in the end, the program appeared to have been adequately sourced.

E.H.
Radio Noon, Montreal

E.H. complained about the September 18, 2007, edition of Radio Noon. He said that the guest, Ali Abunimah, an author of Palestinian descent, was allowed to "present at length strongly biased views about the Israeli-Palestinian conflict which sounded to me as contrary to the CBC declared policy principles: accuracy and fairness. Although listeners were allowed to question the guest speaker, he largely dominated the show…"

Patricia Pleszczynska, Regional Director of Radio and Television for CBC Montreal, responded that Mr. Abunimah's views were certainly "controversial, even provocative" but that other points of view were aired during that program, as well as on other editions of Radio Noon; that in fact, one week later other significant and diverging views were heard on the same general subject.

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Review (June 18, 2008)

It is a bedrock of long-format journalism such as Radio Noon to deal with a wide range of views on controversial subjects. Some of those views may be themselves controversial. Were they the only views presented, that would be a serious violation of policy. However, as part of continuing coverage of world affairs, a program elucidating those views was entirely appropriate. I could find no violation of CBC's Journalistic Standards and Practices.

G.H.
Metro Morning, CBC Radio, Toronto

G.H. complained about a comment made by Andy Barrie, host of Metro Morning, in September, 2008, during the federal election campaign. Mr. Barrie made reference to the possibility that opponents of the NDP could do financial damage to the party by clicking constantly on the NDP ad which appeared when a net user googled Gilles Duceppe or Stéphane Dion. The party could be charged $6 per click, according to Mr. Barrie. G.H. said that this was tantamount to giving advice on how to destroy a party. He used the analogy of publishing the details of how to construct a weapon. He felt that CBC had breached its mandate in doing this, moving to active partisanship.

Executive Producer Joan Melanson disagreed with G.H.'s contentions, saying that the producers felt the story was "interesting" and that Mr. Barrie did not urge anyone to do what could be done.

Review (Jan. 23, 2009)

Had Mr. Barrie shown any signs of manipulating public opinion for his own private purposes, I would have been in agreement with G.H. However, he showed no such signs. It is improbable in the extreme that he was the only person to realize that a potential "smoking gun" was already out there. In fact, he was telling a cautionary tale that apparently motivated the potential "victim," the NDP, to protect itself. Rather than a violation of CBC's Journalistic Standards and Practices, the item was in the best tradition of the policies.

G.H.
News Special

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G.H. complained about the abrupt termination of the broadcast of Prime Minister Stephen Harper speaking from outside Rideau Hall on December 4, 2008. Mr. Harper had just announced the prorogation of Parliament and was taking questions from reporters. G.H. acknowledged that the broadcast may have continued on Newsworld but said that many Canadians, including him, did not have access to Newsworld.

Jennifer McGuire, interim Publisher of CBC News, responded: "While CBC Newsworld is designed to have the flexibility to carry developing news stories like this one, CBC's main channel has a fixed schedule of programs intended to appeal to a cross-section of viewers with a broad range of interests." She also pointed out that the commercial break had been cancelled in order to extend the time period as late as possible.

Review (April 16, 2009)

Scheduling issues are generally outside my purview except when they intersect with journalistic policy, in this case *Broadcasts of National Importance* in the CBC's Journalistic Standards and Practices. Prorogation of Parliament is not on the list of events warranting "*full or extended live coverage on the networks, including pre-emption of other programming*"; since it had not happened before under these circumstances, it would have been difficult for policy writers to foresee it. However, I thought it was clear that this unprecedented Parliamentary event deserved special coverage. In addition, it appeared that there was no real warning to viewers on CBC that the coverage was ending or that it was continuing on Newsworld. While I cannot, nor should not, dictate network scheduling, I think I can speak for the viewers in wanting, at a minimum, information on which to base viewing of such an important event.

N.H.
The National

N.H. complained about what he felt was the "biased nature" of The National's At Issue panel on November 19, 2008.

Mark Harrison, acting 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.

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Review (March 30, 2009)

I screened a wide range of At Issue panels. 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. From time to time other voices are added for particular regional or topic reasons. If the At Issue panel were the only source of information on broad policy issues, there might be an argument for its restructuring. However, any fair observation of The National, not to mention the dozens of hours of news and current affairs programming on CBC Television and CBC Newsworld, would indicate that effort is made to cover a wide range of issues and opinions. 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.

Cliff Jenkins, Councillor, City of Toronto
Radio News, Toronto

Councillor Cliff Jenkins complained about a news report of May 15, 2008, by reporter Jamie Strashin regarding Mossgrove Park. He said that the report contained inaccurate information which could have been avoided had the reporter carried out "the most minimal due diligence" by obtaining a copy of the Mossgrove Park Police Safety Audit which recommended the removal of a certain number of trees in order to provide clearer and more secure sight-lines into the park.

Executive Producer Joan Melanson responded, saying that Mr. Strashin had been unable to contact the officer who actually sat on the Safety Audit committee and, instead, spoke with a superior officer. She said further that, despite claims to the contrary, Mr. Strashin had not been offered a copy of the Police Constable's report.

Review (March 11, 2009)

The main point at issue was an interview done by Jamie Strashin with a police officer who was not involved in the study concerning the park. He appeared to speak authoritatively on the matter, but he was not conversant with the matter and was contradicted by a higher authority. The CBC failed to verify that fact, even when it was brought to their attention. The story left the impression that the Toronto Police Service did not support the actions taken in clearing trees in the

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affected area. This was incorrect. I recommended that any version of the story accessible by any means should be corrected to reflect this fact. I was later advised that the online story had been modified and a correction posted, and the link to the original radio story was pulled.

It was unclear why the reporter did not have a copy of the report since other journalists had one. I was unable to reach a definitive conclusion as to whether Mr. Strashin was offered a copy of the report. However, I found that the issue was irrelevant since he should have made his own efforts to secure a copy, or at least an authoritative version from a participant.

A.K.
Radio, TV & CBCNews.ca

A.K. complained about reports concerning a single mother who said that she was refused an opportunity to rent an apartment because she had a baby. As someone with direct knowledge of the building, A.K. said that "the woman in this story was nowhere near the top of the list of people who had already applied for the apartment… There are two sides to every story and the root of journalistic integrity should be an unbiased approach to reporting on any subject."

Liz Hughes, News Director for CBC British Columbia, responded that the reporter tried to contact the building manager directly, but could not, nor could she get more response from the building's owner, save a comment that "there was no discrimination." In regard to the 12-person waiting list, Ms. Hughes said "that may be true, that was not what she was told." The ostensible reason given was that an 8th floor apartment is too high up for someone with a baby.

Review (March 30, 2009)

The story that the reporter told appeared to be accurate as far as it went. She reported what the woman claimed and she attempted to get responses from building management and ownership. She reflected their views as best she could. However, once it became clear that children had been in the building, it might have served as an alarm bell that all was not as clear as one might have thought and that further investigation might be appropriate. The reporter appeared to have tried to proceed in accordance with policy and her reports, as far as they went, met the required tests. However, once information came to the fore showing that there might have been other sides to the story, some follow-up should have been undertaken to meet the test of fairness.

S.K.
Politics

S.K. complained about Don Newman's June 4, 2008, interview with James Moore, a Conservative Member of Parliament. He found the interview "antagonistic" and that it "clearly showed that Don Newman and 'Politics' were biased in this case."

Sharon Musgrave, the senior producer of Politics, responded by saying, "as he does every day, Mr. Newman challenged the assumptions, tested the facts and identified the spin. He then thanked Mr. Moore and invited him back in the future. Mr. Moore said he would like to return."

Review (Oct. 31, 2009)

The exchange illuminated the talents of both men: Mr. Moore's skill at avoiding those specific questions that might undermine his claim, and Mr. Newman's skill in pursuing those questions. The interview was a vigorous testing of controversial statements by a party spokesman and entirely within the bounds of CBC's Journalistic Standards and Practices.

Akim Adé Larcher, Equity and Diversity Co-ordinator, Egale Canada
Newsworld

Mr. Larcher complained about a comment made by reporter Julie Van Dusen during a live "q & a" with a Newsworld host on October 15, 2008. She said: *"It was his (Dion's) first campaign. He got better and better as he went along. He improved after the debates, but the bottom line is he lost 19 seats, kind of all over the place. And, so, it is what it is. And politics is not a game for sissies. So, I'm sure people are sitting there going, 'Stéphane, you're a nice guy, you're unfailingly polite and everything else, but this is what happened... '"* Mr. Larcher objected to the use of the word "sissies" as pejorative.

Cynthia Kinch, Director of CBC Newsworld, replied that to say politics is not a game for sissies "is a platitude, but it is not specifically referring to Mr. Dion. A 'sissy' is commonly defined as someone who is timid, shy or unassertive, a coward. And politics is not a good place for the timid…"

Review (Feb. 9, 2009)

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Language changes constantly and a responsible news organization must keep current with how meanings change without falling into a form of "political correctness." The word "sissy" has been used in other instances in an ironic and humorous sense. Elements in the gay community celebrate the qualities of the "sissy" in order to reclaim behaviour that the straight community might find objectionable. So the word does have a sub-cultural context. We see that in other communities as well, where some words may be acceptable within the group, but are inappropriate or harmful when used by others. But the use of "sissy" in a CBC News report was meant to diminish the character of Mr. Dion by associating his electoral loss and his inevitable political downfall as essentially unmanly. It may have been inadvertent, but it was clearly part of the reporting. The word "sissy" has had a long tradition of being used to bully and as a schoolyard epithet. While Ottawa politics may be brutal, that doesn't mean that CBC News' political reporting must adopt those negative qualities. The use of the word "sissies" violated the standards of good taste in CBC's Journalistic Standards and Practices. CBC News management, as it has done in the past on language issues respecting various groups and communities, should provide appropriate guidance on issues around the GLBTQ community.

V.L.
The National

V.L. complained about a documentary on The National titled Dying for Attention, about the life and death of Kimveer Gill, the young man who went on a shooting spree at Dawson College in Montreal. It was broadcast on September 10 and 11, 2007. V.L. said, among other things, that it was a "character assassination" of Kimveer Gill's mother.

Producer Lynn Burgess responded to V.L., pointing out that he may have misheard some of the material.

Review (Sept. 5, 2008)

My viewing of the documentary showed that no blame was laid on Kimveer Gill's parents. Dying for Attention appeared to be in the best tradition of CBC journalistic work, a careful and thoughtful analysis of a situation that could have been all too easily wrenched out of context. I found no violation of CBC Journalistic policy.

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V.L.
Metro Morning, CBC Radio, Toronto

V.L. complained about several things related to coverage of the federal election campaign on CBC Radio's Metro Morning, including Andy Barrie's interview with Conservative Bill Fleck in the wake of Stephen Harper's comments on "galas" and "subsidies." He felt that the producers had "set the stage to get the results they wanted" by selecting Mr. Fleck, "who is probably one of the few Conservative members who would not applaud some reductions in certain sections of the arts which are tasteless, wasteful of taxpayers dollars, seedy and even vulgar." V.L. also complained about Mr. Barrie's reference to a "wonderful" essay by Margaret Atwood about culture and its importance to Canadians in that morning's Globe and Mail.

Executive Producer Joan Melanson replied that Bill Fleck is an expert on the arts and the night before had received an award for his work on Business and the Arts. She said that Mr. Fleck had defended Mr. Harper and brought some perspective to the discussion. She further said that Mr. Barrie's comments on the Atwood piece were stimulated by his interest in the subject and his desire to share that interest with the audience.

Review (Sept. 25, 2008)

The notion that another Conservative should have had equal time with Mr. Fleck bore little weight. Mr. Fleck's credentials were well established; he defended the Conservatives' record on the subject, but did offer some perspectives of his own. Were this the only coverage of the matter on CBC Radio V.L. might have had a point, but the subject was covered throughout the campaign on various programs. The segment was an appropriate exploration of the issue and was consistent with CBC's Journalistic Standards and Practices.

Concerning the "wonderful" article by Margaret Atwood, were the article a work of fiction, or even a dispassionate analysis of the matter, the comment would have been unexceptional. But since it was a rather vigorous attack on Mr. Harper, it fell into a different category. Had Mr. Barrie said: "You might be interested in this…" or similar sentiments, I would have had no problem with the comments. However, characterizing the piece as "wonderful" without any other qualification appeared to be an endorsement of her conclusions and not appropriate for a CBC journalist.

B.M.
Politics

B.M. felt that it was unacceptable for Politics host Don Newman to describe a dispute between Elections Canada and the Conservative Party of Canada as a "Robert Mugabe moment."

Sharon Musgrave, Senior Producer of Politics, replied that Mr. Newman did not refer to the actions of the Conservative Party or government in those terms. He was referring to possible outcomes if independent organizations are undermined.

Review (April 30, 2008)

I agreed with B.M. that, on its own, the phrase was not a fair characterization of the situation we faced in Canada. It appeared to me that Mr. Newman, indulging, in my view, in hyperbole, was pointing to the dangers of undermining national institutions, particularly those related to elections. However, having reviewed the bulk of the coverage on Politics over several days, I noted that substantial and appropriate opportunity was given for various points of view. The coverage of the matter on Politics was, over the course of days, insightful and fair. Mr. Newman handled a very complex story with skill and sophistication, with the lone exception noted. His brief excursion into hyperbole during hours of mainly live broadcasting did not rise to the level of a policy violation.

D.M.
CBC News: Morning

D.M. felt that there was a lack of balance in a report by Nahlah Ayed from the West Bank on May 8, 2008. He said she "simply repeated the arguments of the demonstrators, to the point where she herself took the position of the demonstrators."

Review (May 27, 2008)

Ms. Ayed did, indeed, report what the Palestinians were saying. It appears that D.M. wished for her to dispute and/or refute the views of the Palestinians rather than report on them. But the function of a reporter in a brief item is to reflect the reality in front of them. A reporter in Jerusalem describing celebrations or ethical controversies was no more taking sides on those events than Ms. Ayed was in telling us what the Palestinian demonstrators were claiming. We may not like or agree with their views, but we must know what they are. Ms. Ayed's report was a clear and succinct recapitulation of the views of the Palestinians who were

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demonstrating on that day. There was no violation of CBC's Journalistic Standards and Practices.

D.O.
CBC Radio News & CBCNews.ca

D.O. complained about several related stories concerning a protest against electro-convulsive therapy (ECT) staged on Parliament Hill in May, 2008. He felt that the reports were "unfair and biased" in that, in his view, they did not allow sufficient space and time to opponents of the therapy.

Mary Sheppard, Executive Producer of CBCNews.ca, replied that appropriate coverage was given to both sides of the controversy, although she acknowledged that the story did contain an error: the wrong first name of one of the anti-ECT researchers.

Review (March 19, 2009)

Rather than ignoring the claims of those opposed to ECT, the stories reported those views, not only of the Director of the International Campaign to Ban Electroshock, but also at least one medical researcher in the field. The stories also pointed out that the broad opinion in respected medical circles is opposite. With the exception of the mistake already acknowledged, the stories were well within the parameters of CBC's Journalistic Standards and Practices.

R.O.
CBC Radio News

R.O. was "disappointed by several faults" in a report by Iris Makler on The World at Six on August 26, 2008. The report concerned the arrest and subsequent deportation by Israeli authorities of Victor McDiarmid, a Canadian student who had taken part in a protest held in the Israeli occupied West Bank as a member of the International Solidarity Movement.

Jane Anido, Director of CBC Radio News Programming, replied in detail to the points R.O. raised.

Review (March 19, 2009)

R.O.'s claim that the report failed to explain the mission of the International Solidarity Movement was correct. If time permitted, the controversies surrounding the ISM should also have been mentioned. Given the time restrictions, the description in the report was sufficient.

R.O.'s claim that the report unfairly implied that the Palestinians were responsible for the violence around the anti-barrier protests was incorrect. The report correctly stated that the barrier has been a flashpoint for protests and as such its construction is also a provocation.

The report lacked Mr. McDiarmid's version of events that led up to his arrest. This was an important missing element.

The term "security barrier," if not a misnomer, certainly has attributes of softening the impact of the structure. The report was remiss in using what is the preferred Israeli description.

The report was unable to give a complete picture of the lives of Palestinians affected by the barrier. However, that was not the focus of the report and CBC News was correct in not including it because of time constraints.

U.O.
The National

U.O. complained about a "Reality Check" by Terry Milewski in October, 2008, during the federal election campaign. The item pointed out that while the Liberals had removed a candidate who appeared to question the official explanation for the 9-11 attacks in the United States, the NDP was standing by candidate Bev Collins who, the item said, had made remarks which could be construed as supporting the notion that the U.S. might have been complicit in the attacks. U.O. made a number of points: that The National linked Ms. Collins with another candidate whose views some might interpret as anti-Semitic; that the item was "lifted" from a Liberal blogger; that the item did not clarify that Ms. Collins "has not made comments or remarks that could be interpreted as anti-Semitic"; that the item did not explain that Jack Layton, the NDP leader, may have been friends with well-known "9-11 Truther" Barry Zwicker but did not endorse his views.

Mark Harrison, acting Executive Producer of The National, responded that the two items were separated by several days and that the removal of the Liberal candidate was referenced as context for the Milewski item. He also said that Mr. Milewski was unaware of the Liberal blog until after he did the item; that the item did not

state or imply that Ms. Collins's views were "anti-Semitic"; and that the item pointed out Mr. Layton's long-term friendship with Mr. Zwicker and gave Mr. Layton an opportunity, which he took, to distance himself from Mr. Zwicker's views.

Review (April 30, 2009)

It seemed that Mr. Milewski accurately reported Ms. Collins's previous statements, sought and received appropriate comment from Mr. Layton and provided context for the viewer to judge the issues involved. The item conformed to the principles of CBC's Journalistic Standards and Practices.

Allison Patrick, Professor, Collaborative Nursing Program, George Brown College, Toronto
White Coat, Black Art

Allison Patrick, who was interviewed for CBC Radio's White Coat, Black Art, complained about an introductory blog posted by the host of the program, Dr. Brian Goldman. She said that despite the range of topics covered in the interview, the blog entry narrowed the focus this way: "So we thought it only fair that this week we talk about nurses… Our panel of veteran nurses complaining about the work ethic of their younger colleagues." Ms. Patrick felt that "this was not the topic of our interview and misleads the listeners with the suggestion that our discussion focused on complaining about the work ethic of younger colleagues."

The producer of the program replied that "the panel did indeed complain about younger nurses, so I think that statement is fair enough. Of course you are right in saying that your interview with Brian (some 40 minutes long, as recorded) was not limited to that topic. But it was certainly an important topic in the interview, so important that the edited interview – the one that listeners heard – focused on it…"

Review (Jan. 23, 2009)

The podcast introduction, while "grabby" and dramatic, appeared to be unfair in its use of such phrases as "blood on the floor" and "spill the beans." The views of the other participant, another experienced Registered Nurse, might have led to that shorthand, but I thought a fair hearing of Ms. Patrick's views, which seemed to be nuanced and less judgmental, would lead to another conclusion. While the item itself conformed with CBC's Journalistic Standards and Practices, the podcast introduction was misleading in its characterization of Ms. Patrick's views and, therefore, not "fair."

B.P.
Metro Morning, CBC Radio, Toronto

B.P. complained about a reference that host Andy Barrie made on September 18, 2008, to a "trenchant" essay that a listener had sent to him. Mr. Barrie read part of it on the air and directed interested listeners to a link posted on Metro Morning's website. The essay was written by Tim Wise, who is well known in the United States for anti-racism activities. Mr. Barrie cited a paragraph from Mr. Wise's book, "White Like Me." B.P. complained that the excerpt detailed "how only white people are racists," that "it is entirely inappropriate to single out white people as this can lead to hatred towards this identifiable group…I do not want my children growing up thinking the colour of their skin, white, makes them inferior to others."

Executive Producer Joan Melanson replied that "white privilege" is a sociological concept, albeit a controversial one. She pointed out that the CBC was mandated to carry a range of views on controversial subjects.

Review (April 29, 2009)

A reading of the essay did not support the notion that it was racist against white people. In fact, the point of the article, written by a white person, was that being white has its privileges; that people may view similar actions differently when carried out by people of different races. While it is not an opinion with which everyone will agree, it is not one that meets any definition of which I am aware of racist language. Nor did the essay suggest that white people are inferior to others. It is important that programs search out the widest possible range of views on subjects of controversy. Mr. Barrie, as an experienced and thoughtful journalist, has the right to point his listeners toward items of interest. But the program's producers should ensure that other opinions are found on CBC's websites and programs.

P.P.
Metro Morning, CBC Radio, Toronto

P.P. complained about an interview on Metro Morning with Deb Mathews, Ontario's Minister of Children and Youth Services. During the interview Ms. Mathews said, in response to a question from host Andy Barrie, that she had been inviting "a broad range of people" to consultations aimed at developing a

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workable and effective anti-poverty strategy. When pressed on exactly who had been invited, she mentioned, among others, OCAP. P.P. stated that, in fact, OCAP had not been invited.

Executive Producer Joan Melanson responded by saying that "while CBC has a clear obligation to be accurate in the information conveyed in the stories it broadcasts…that obligation does not extend to the determination of the truth or falsity of everything an interview subject might say."

Review (April 16, 2009)

It is not reasonable to expect CBC journalists to prove every assertion made by interview subjects. The obligation is to report those assertions accurately and, during longer-format programs like Metro Morning, provide adequate context in the interview. In this case, Mr. Barrie, a skilled and experienced interviewer, did not let Ms. Mathews' statements go without challenge. Ontario Courts have found in recent years that it is, indeed, unreasonable to expect journalistic organizations to prove the truth or falsity of every allegation made by an interview subject. As Ms. Melanson pointed out, were it the case, reporting on most controversial issues would cease. Mr. Barrie's interview was appropriate to the circumstances and well within CBC's Journalistic Standards and Practices.

S.P.
TV News, Charlottetown

S.P. complained about a possible conflict of interest on the part of legislative reporter John Jeffery. He noted that three years ago Mr. Jeffery had participated in a rather complicated program that matched Prince Edward Island businesses with immigrants who wanted to move to the Island and invest. Mr. Jeffery and his family owned a farm that they wished to turn into a so-called Agri-Tourism site. S.P. variously referred to the grants as "interest-free loan," "gifts" and "bribes." He questioned the propriety of Mr. Jeffery's reporting further on legislative matters.

Henk van Leeuwen, Managing Editor of CBC News in PEI, responded, saying that Mr. Jeffery's potential conflict had been revealed to program management in a timely fashion; that S.P. had mischaracterized the nature of the program and the funding; that the government program had not been the subject of stories until Mr. Jeffery brought information to the public's attention, and that the negative reporting on the program would certainly not benefit Mr. Jeffery's outside business.

Review (Dec. 9, 2008)

Mr. Jeffery was free to apply for government funds in the program since there was no apparent connection to the CBC at the time he did so. He was the person, as S.P. admitted, who broke the story concerning political complications within the program; hardly the work of someone protecting his own interests. Mr. Jeffery disclosed his private business arrangements to his superiors when it appeared there may be the perception of conflict. They made the judgment, having sought advice from network supervisors, that Mr. Jeffery could continue his reporting activities under close and continuing supervision. There was no violation of CBC policy.

C.R.
The National

C.R. complained about a feature story on The National on April 16, 2008, prepared by Mark Kelley, on the East Coast seal hunt. C.R. felt that the item was biased against seal hunt protesters.

Richard Stursberg, Executive Vice-President of English Services, responded, disagreeing with C.R.'s assessment, saying "there was nothing here intended to 'belittle' the anti-sealing movement or anyone else for that matter… Mr. Kelley presented three perspectives on the hunt, I believe in a fair and even handed fashion.

Review (Apr. 22, 2009)

My task was not to decide the future of the seal hunt but to test the item against the guidelines contained in CBC's Journalistic Standards and Practices. Quite often in my work I note that viewers and listeners often ask too much of relatively brief items – demanding hundreds of years of background in short items which are, at base, mere updates of the latest information. In this case, however, the item was, in broadcast terms, substantial: approximately 18 minutes long. One could have hoped for some solid, factual reporting rather than an impressionistic tour of some of the pro-and anti-sealing highlights. Mr. Kelley is an intelligent journalist with an engaging manner, but with this item we rarely saw substance. C.R. raised some very interesting specifics in his complaint, all of which would bear scrutiny in a documentary of substance on the hunt. The report failed to provide sufficient context for a viewer to form any coherent opinion about the seal hunt. While I did not find that it was organized to create a false impression of the anti-hunt activists, it did little service to viewers trying to come to grips with the substance beneath the shouting.

D.R.
The National

D.R. complained about a report by Keith Boag, CBC's Senior Parliamentary Reporter. During a report about a proposed government measure and its status as a matter of "confidence," Mr. Boag stated that the government would not be defeated on this particular measure. He continued: "Still, the government does seem to be coming up with some novel ideas about how to engineer its own defeat." D.R. felt that this was merely an opinion that should have been labeled as such, or not included in the report.

Jonathan Whitten, Executive Producer of The National, responded that CBC journalists are free to make judgments based on fact.

Review (Jan. 9, 2009)

CBC policy states that "In providing comprehensive coverage, reporters may want to offer some context to news events. To do this, they may present an explanation of the background to the event based on careful research. They must not, however, express or reflect their personal opinion or bias. In other words, they must keep their personal views separate from their reporting." Mr. Boag's conclusion that the government was hoping to engineer its own demise appeared to me to be clearly a contextual judgment based on the facts as he knew them. He didn't say that the moves the government was making were good or bad, merely that they existed. The report was appropriate, contextual journalism and did not violate CBC's Journalistic Standards and Practices.

R.W.
The National

R.W. complained about Rex Murphy's Point of View on the January 3, 2008, edition of The National. Mr. Murphy's commentary was about a complaint made to the BC, Ontario and Canadian Human Rights Commissions about an article in Macleans magazine which the complainants felt was "flagrantly Islamophobic." R.W. said that Mr. Murphy said that complainants were trying to "shake down" publications and that his commentary was "defamatory" in regard to people like himself who work with Human Rights Commissions.

Jonathan Whitten, Executive Producer of The National, disagreed with R.W.'s assessment, saying: "In this broadcast, Mr. Murphy expressed the view that human rights is a 'large and noble idea' associated with death, torture and debasement, not getting 'ticked off' by something printed in a newspaper and taking it to a human rights tribunal…Viewers were free to draw their own conclusions about what he had to say and arrive at their own opinions about the value of his views, as you have."

Review (May 27, 2008)

Mr. Murphy's commentary was 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. The CBC did not endorse Mr. Murphy's view, indeed it carried dozens of contrary opinions. The item and The National's handling of the response appeared to be well within CBC's Journalistic Standards and Practices, which states that "The guest commentator is by definition engaged to pass judgment on public affairs. Because of its character as a publicly-owned institution, the CBC does not adopt as its own the opinion of those commentators whom it invites to articulate the various shades of current opinion on a given subject. The CBC's concern is to ensure the presentation of a wide spectrum of opinion, particularly when the matter is sharply controversial…"

R.W. & Anonymous
Quirks & Quarks

R.W. and a person who wished to remain anonymous complained, separately, about an interview on Quirks & Quarks on March 8, 2008, with Dr. Edward Shorter, the Hannah Chair in the History of Medicine at McGill University. The substance of the interview was the book "Shock Therapy" that Dr. Shorter had co-authored. It briefly covered the history of Electro-Convulsive Therapy (ECT), its portrayal in popular media, particularly the movie "One Flew Over the Cuckoo's Nest" and its more recent resurgence as an effective therapy for certain severe psychiatric disorders. They felt that the program did not provide an accurate or fair perspective on ECT.

Jim Handman, Senior Producer of Quirks & Quarks, replied that the interview was "a standard Quirks & Quarks interview with a scientist who has written a book. It is not our practice to invite an author onto our program in order to attack them or question their book's basic premise. We do try, wherever possible, to ask some

challenging questions, but we are in no position to criticize his research…" He also pointed out that the program solicited other views and experiences of ECT.

Review (March 30, 2009)

The interview conducted by Bob McDonald was a clear and understandable discussion of a complex topic. There was no doubt that Dr. Shorter was of the view that, properly administered, ECT was an effective therapy for some severe psychiatric disorders. The interview met the parameters of CBC's Journalistic Standards and Practices and, by giving the opportunity to those who disagreed with the main thrust of the interview, Quirks & Quarks fulfilled the obligation to acknowledge other points of view.

Complaints about Neil Macdonald's report about Vice-Presidential candidate Sarah Palin (The National, September 2, 2008)

About fifty people complained about a report by Washington correspondent Neil Macdonald from the Republican National Convention on September 2, 2008. It centered on rumours circulating on the floor of the convention concerning the announced nominee for Vice-President, Governor Sarah Palin. The complainants felt that the report was not an accurate reflection of what was happening that day at the convention, that it contained unproven and, in at least one case, false information about Ms. Palin. Many writers claimed that Mr. Macdonald had a clear, anti-Republican or anti-conservative agenda.

Mark Harrison, acting Executive Producer of The National, responded that the item accurately reflected what was circulating on the floor, with the exception of the suggestion that Ms. Palin had been a member of the Alaska Independence Party. Mr. Harrison acknowledged that this latter point was inaccurate and that it was corrected on the next night's broadcast of The National.

Review (Sept. 26, 2008)

The item, as broadcast, failed to meet the tests of both accuracy and fairness in its treatment of the subject. The National should insure that its editorial processes, especially during critical times, are operating at the highest standard. This was not Mr. Macdonald's finest work and the one item does not meet the test of accuracy and fairness, but I found no basis for the more general assaults on his integrity.

The complete review may be found in Appendix I.

Complaints about Heather Mallick's column of September 5, 2008

This office received about 350 complaints concerning a column by Heather Mallick entitled "A Mighty Wind Blows Through the Republican Convention" (CBCNews.ca, September 5, 2008). The column concerned the nomination of Governor Sarah Palin as Vice-Presidential candidate of the Republican Party. Ms. Mallick wondered why Ms. Palin was selected.

A consistent theme of the complainants was that Ms. Mallick, as what they called "a CBC journalist," should not be allowed to publish comments that were called, among other things, "hateful," "shameful," "slanderous," "a smear." Many objected to Ms. Mallick's comments about the Palin family, as well as her references to the physical appearances of Ms. Palin and one of her daughters. A number of complainants said that Ms. Mallick should be taken before a Human Rights Commission. Many writers also saw the column as part of general trend of "left-wing" commentary and argued that columns taking a "right wing" point of view would never be allowed.

CBCNews.ca responded by saying that: "…as the section heading – *Analysis & Viewpoint* – suggests, our pages…contain clearly identified viewpoint and opinion. We invite some of the best and, yes, controversial writers in the country, Ms. Mallick among them, to offer their views on the events of the day… It is CBC's mandate, part of its obligation under the federal Broadcasting Act, to offer a range of views on matters of public interest and concern. And I believe we are doing that…"

Review (Sept. 25, 2008)

Portions of Ms. Mallick's column did not meet the standards set out in policy for a point-of-view piece since some of her "facts" were unsupportable. CBCNews.ca should address its editing standards to ensure that vigourous opinion thrives while ensuring that journalistic and quality standards are met. Opinion and analysis should be clearly labeled and not lumped together. If an item is meant to be satiric, it should be labeled as such. CBCNews.ca should have appropriate resources to ensure that a wide range of opinion and analysis is available.

The complete review may be found in Appendix II.

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Complaints about the alleged sharing of questions with the Opposition

This office received 66 complaints about a reporter supposedly feeding questions to a member or members of the Liberal Party during a committee hearing featuring testimony by former Prime Minister Brian Mulroney.

John Cruickshank, at the time Publisher of CBC News, replied to the complainants saying: "Following an investigation by senior management of CBC News, we have determined that our reporter Krista Erickson did, in fact, provide questions to a Member of Parliament in the lead up to the Ethics Committee meeting in December. Those actions, while in pursuit of a journalistically legitimate story, were inappropriate and inconsistent with CBC News policies and procedures… Our investigation determined there was no bias in related news coverage. However, our reporter, acting on her own, used inappropriate tactics as a result of journalistic zeal, rather than partisan interest."

Review (Dec. 3, 2008)

Trading information in developing stories is not, per se, a violation of policy. However, when trading can be viewed as direct prompting to action by someone else, CBC's policy on Credibility comes into play since such an action could cause "a reasonable apprehension of bias." It was clear, however, that there was no bias at play, no matter how perceived by partisan interests.

CBC News lacks sufficiently clear guidelines on conduct within legislative press galleries.

Before promotion, CBC journalists should be able to demonstrate a grasp of the ethical requirements of the position for which they are being considered.

The complete review may be found in Appendix III.

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APPENDICES

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Appendix I

Review of complaints about Neil Macdonald's report about Vice-Presidential candidate Sarah Palin (The National, September 2, 2008)

About fifty people wrote to complain about a report by Washington correspondent Neil Macdonald from the Republican National Convention, on The National on September 2, 2008. It centered on rumours circulating on the floor of the convention concerning the announced nominee for Vice-President, Governor Sarah Palin.

The complainants felt that the report was not an accurate reflection of what was happening that day at the convention, that it contained unproven and, in at least one case, false information about Ms. Palin. Many writers claimed that Mr. Macdonald had a clear, anti-Republican or anti-conservative agenda.

The acting Executive Producer of The National, Mark Harrison, responded that the item accurately reflected what was circulating on the floor, with the exception of the suggestion that Ms. Palin had been a member of the Alaska Independence Party. Mr. Harrison acknowledged that this latter point was inaccurate and that it was corrected on the next night's broadcast of The National.

REVIEW:

The Ombudsman's role is not to pass judgment on news judgment—the selection or slotting of items in a newscast, unless there is a pattern which suggests bias. My role is to review the items broadcast against the policies contained in CBC's Journalistic Standards and Practices. So whether or not I would necessarily agree with carrying a particular item is not the standard. Whether the item, as broadcast, met the policy is the operative principle.

It might be useful to review some of the basic policies which we expect CBC's journalists to follow:

JOURNALISTIC PRINCIPLES
Information programs must reflect established journalistic principles:

Accuracy
The information conforms with reality and is not in any way misleading or false. This demands not only careful and thorough research but a disciplined use of language and production techniques, including visuals.

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Integrity
The information is truthful, not distorted to justify a conclusion. Broadcasters do not take advantage of their power to present a personal bias.

Fairness
The information reports or reflects equitably the relevant facts and significant points of view; it deals fairly and ethically with persons, institutions, issues and events.

Application of these principles will achieve the optimum objectivity and balance that must characterize the CBC's information programs.

CREDIBILITY
In an open society, credibility is an essential attribute of a journalistic organization. The credibility of the organization and that of its journalists are interdependent, flowing one from the other. Credibility is dependent not only on qualities such as accuracy and fairness in reporting and presentation, but also upon avoidance by both the organization and its journalists of associations or contacts which could reasonably give rise to perceptions of partiality. Any situation which could cause reasonable apprehension that a journalist or the organization is biased or under the influence of any pressure group, whether ideological, political, financial, social or cultural, must be avoided. In the engagement and assignment of persons working in information programs, the organization must be sensitive to their published views, their personal involvements and their associations and backgrounds in order to avoid any perception of bias or of susceptibility to undue influence in the execution of their professional responsibilities. In order to maintain their own credibility and that of the CBC, on-air personnel, as well as those who edit, produce or manage CBC programs, must avoid publicly identifying themselves in any way with partisan statements or actions on controversial matters.

These are the principles that provide the basis for my review.

The item was a roundup of some of the questions surrounding Ms. Palin's personal life that had surfaced over the previous weekend, driven largely, but not exclusively, by bloggers, with some additional material from such outlets as the Anchorage Daily News. These questions related to the circumstances of Ms. Palin's giving birth to her youngest child and the possibility that Ms. Palin's daughter had actually been the baby's mother. There also was, as noted, a reference to her alleged membership in a party arguing for Alaska's independence. This latter was phrased in such a way as to presume its accuracy. The item also contained reference to the extent of "vetting" carried out by John McCain's organization.

Some writers said that rumours should not be treated at all—that broadcasting them was tantamount to a "smear." It should be noted that rumours that circulate on the floor of major conventions often have an impact on the work of the convention. This one was no different. The notion that the child was not Ms. Palin's—previously unreported by the CBC, prompted the party to announce that Ms. Palin's daughter was then 5 months pregnant. In effect, this would prove that the rumour was untrue. Clearly, both the rumour and the reaction were appropriate for journalistic treatment. Of course, the way in which the matters are treated would summon up policy implications.

From the research I have been able to do, it seems clear that these stories had been "around" for some time. However, two blog sites crystallized them on the eve of the convention's major activities. One, a video blogger, showed pictures that were presumed to show Ms. Palin looking remarkably thin for a pregnant woman. However, by Monday, this blogger admitted that the pictures shown were from a much earlier time period. In a second video blog, he admitted that the story was probably not accurate and that he would cease pursuing it.

The other blog, carried on the popular liberal site Daily Kos, covered much the same ground. By Sunday evening, though, the blogger had decided that the information was not substantive. In a note on Sunday evening, 48 hours before The National item, this blogger wrote: "Flogging this rumor in light of what seems to be pretty solid counter-evidence is just squandering whatever credibility we have. In the words of Janor Hypercleats, 'They's laughin' at you, boy.' There is so much more that we could be highlighting regarding Palin; we don't want that to be tarred with 'from the same people who smeared Palin's teenage daughter.'"

It is a reality of journalism today that attention must be paid to what is being said on blogs, but the other reality is that the basic principles of professional journalism must be applied to the information found on those sites.

The item that appeared on Tuesday evening's The National appears to have had an interesting gestation. Despite the bloggers standing down, stories were still circulating on the floor of the convention. It should be kept in mind that Ms. Palin was not the obvious choice of many of the delegates and many of them expressed their puzzlement and frustration to reporters, including Mr. Macdonald. That being said, he proposed a more general item to the editors on the "desk" in Toronto. The convention was in a rather unusual situation: its early proceedings disrupted by the attention given to the major hurricane that appeared to be threatening New Orleans. Then, the surprise choice of Ms. Palin absorbed considerable attention and attracted controversy, not least among Republicans.

Although other components of CBC News had, by Tuesday, moved on to other questions, those in charge of The National felt that the persistent rumours were still worthy of attention since delegates on the floor were still worried about them. Although I might disagree with that notion, the editors were perfectly free to make those judgments. The question for me is whether the ensuing item met the tests of policy.

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I have already noted The National's admission that at least part of the story was inaccurate. I should also note that the "correction" the next day used the passive voice in saying: "A lot has been reported about Palin in the last few days, including that she was a member of the Alaska Independence Party. That was based on information from the party itself, erroneous information, as it turns out. Palin's husband was a member, but she was not."

In my many years of watching The National, I have found that when the broadcast makes an error, it is usually corrected quickly and clearly. I was surprised by the formulation "a lot has been reported." A more direct formulation would have been: "Last night, The National reported…." The fact that others reported inaccurate information is pertinent information, but does not excuse CBC journalists from responsibility.

As to the rest of the item, Mr. Macdonald correctly noted that these were questions that were being asked on the floor of the convention. He also attributed other information to appropriate sources (The Anchorage Daily News). So it can be argued that, save the Independence Party reference, the story was "accurate." However, even "accurate" information must be reported fairly. That implies that such information be placed in appropriate context and countervailing information be given appropriate weight.

In this case, little context was given. The rumours were, more or less, strung together without solid reference either to the reliability of the sources or the currency of the material by Tuesday evening. Mr. Macdonald's reporting earlier in the day reflected a wider view of the day's events and a more nuanced handling of the rumours. However, it appears that the editors of The National that evening wanted an item narrowly concentrating on the rumours. I note that the next morning The Washington Post and the New York Times, in their coverage of the events of Tuesday, concentrated on legitimate questions raised by the surprise nomination. In the Post's case, they relegated the earlier baby rumours to the last two paragraphs of a lengthy story. The Post did return to them later in the week in the context of a lengthy analysis item.

Some writers have suggested that Mr. Macdonald was on some kind of personal vendetta against Republicans or conservatives. Any journalist who reports regularly and aggressively on sensitive matters is prone to these types of accusations. Of course, as a human being, he or she is also liable to make mistakes from time to time. I note that many (but not all) of the complaints appear to have been prompted by a columnist in the National Post. The Post, like all journalistic outlets, has made corrections from time to time for errors it commits. It is noteworthy that those complaining about Mr. Macdonald on a more general basis did not bring forward specific items to prove their points, but a more generalized condemnation (" he never reports rumours about the Democrats…" and similar comments).

However, my perusal of Mr. Macdonald's work during the long U.S. electoral process shows that all significant items that arose during the primary campaigns were reported appropriately. It should be borne in mind that Ms. Palin was a virtual unknown quantity

on the national scene until that weekend. Other candidates have had their lives examined fully over long periods of time. For example, controversies surrounding Mr. Obama's relations with the Rev. Jeremiah Wright were fully reported, as were stories about his possible involvement with lobbyists.

The surprise announcement of Ms. Palin's nomination as Vice-Presidential candidate telescoped the usual reporting into a few days. Legitimate journalistic questions arise as to the process followed by Mr. McCain in vetting Ms. Palin. In fact, those questions persist.

I should also note that Mr. Macdonald did two other versions of this story that had a wider ambit than the item that ran on The National. Those stories appear to be proper journalistic treatment of the maelstrom surrounding the Palin announcements.

It is not the first time that some have suggested that Mr. Macdonald has some hidden agenda in his reporting—other than the aggressive pursuit of underlying truths. During his time in the Middle East, there were aggressive campaigns denigrating his work because he did not accept the party "line" of any of the parties to the conflicts in the Middle East. My predecessor, David Bazay, conducted a number of reviews of Mr. Macdonald's work during his time in the Middle East. He found, time and again, that Mr. Macdonald aggressively questioned all sides involved and did not show bias in his reporting.

CONCLUSION:

The item, as broadcast, failed to meet the tests of both accuracy and fairness in its treatment of the subject. The National should insure that its editorial processes, especially during critical times, are operating at the highest standard. For the reasons cited, this was not Mr. Macdonald's finest work and the one item does not meet the test of accuracy and fairness, but I find no basis for the more general assaults on his integrity.

Vince Carlin
CBC Ombudsman
September 26, 2008

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Appendix II

Review of complaints about Heather Mallick's column of September 5, 2008

This office received about three hundred complaints concerning a column by Heather Mallick entitled "A Mighty Wind Blows Through the Republican Convention" (CBCNews.ca, September 5, 2008). The column concerned the nomination of Governor Sarah Palin as Vice-Presidential candidate of the Republican Party. Ms. Mallick wondered why Ms. Palin was selected. She wrote:

> "It's possible that Republican men, sexual inadequates that they are, really believe that women will vote for a woman just because she's a woman. They're unfamiliar with our true natures. Do they think vaginas call out to each other in the jungle night? I mean, I know men have their secret meetings at which they pledge to do manly things, like being irresponsible with their semen and postponing household repairs with glue and used matches. Guys will be guys, obviously."

Also:

> "Palin has a toned-down version of the porn actress look favoured by this decade's woman, the overtreated hair, puffy lips and permanently alarmed expression. Bristol has what is known in Britain as the look of the teen mum, the "pramface." Husband Todd looks like a roughneck; Track, heading off to Iraq, appears terrified. They claim to be family obsessed while being studiously terrible at parenting. What normal father would want Levi "I'm a fuckin' redneck" Johnson prodding his daughter?"

Further:

> "I know that I have an attachment to children that verges on the irrational, but why don't the Palins? I'm not the one preaching homespun values but I'd destroy that ratboy before I'd let him get within scenting range of my daughter again, and so would you. Palin's e-mails about the brother-in-law she tried to get fired as a state trooper are fizzing with rage and revenge. Turn your guns on Levi, ma'am."

Many of the complaints were thoughtful attempts to refute Ms. Mallick's points, often saying that they defended her right to have an opinion, but most took exception to her opinions being published on CBCNews.ca, funded by taxpayers.

A healthy percentage of the complaints appear to have been further prompted by several other commentators: initially, Jonathan Kay's columns in the National Post. He urged

readers to write to complain. Then the subject was picked up by the U.S. outlet, Fox News. On at least three different programs, commentators denounced the column in vociferous terms; one commentator, Greta Van Susteren, referred to Ms. Mallick as a "pig," a comment picked up by several correspondents in their notes to me. Subsequent to the Fox programs, this office and Ms. Mallick received an alarming number of truly vicious and vituperative messages that I will not quote here.

A consistent theme was that Ms. Mallick, as what they called "a CBC journalist," should not be allowed to publish comments that were called, among other things, "hateful," "shameful," "slanderous," "a smear." Many objected to Ms. Mallick's comments about the Palin family, as well as her references to the physical appearances of Ms. Palin and one of her daughters. A number of complainants said that Ms. Mallick should be taken before a Human Rights Commission.

Others, from both the U.S. and Canada, referred to the CBC as "government-owned" and felt that Ms. Mallick's views had no place on an outlet funded by the public. I even received a phone call from the Fox News web outlet inquiring whether the views expressed represented the position of Canadians and "the Government of Canada."

Many writers also saw the column as part of a general trend of "left-wing" commentary and argued that columns taking a "right-wing" point of view would never be allowed. Many also said that references such as "white trash" and "sexually inadequate" Republican men would never be allowed if such derogation were applied to other ethnic or socio-political groups.

CBCNews.ca responded by saying that:

> "…as the section heading – *Analysis & Viewpoint* – suggests our pages…contain clearly identified viewpoint and opinion. We invite some of the best and, yes, controversial writers in the country, Ms. Mallick among them, to offer their views on the events of the day. That is as it should be. It is CBC's mandate, part of its obligation under the federal *Broadcasting Act*, to offer a range of views on matters of public interest and concern. And I believe we are doing that…She is widely recognized as an insightful, witty – and controversial – observer of the political and cultural scenes. But although we encourage commentators to express different points of view, I should be clear that the opinions they express are their own. We do not expect all our readers will share them. Certainly, they are not the opinions of CBC NEWS.CA."

The response also noted that many people disagreed with Ms. Mallick in the Comments section of the website.

A large number of complainants asked me to review the matter.

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REVIEW:

First off, I will briefly review the relevant polices found in CBC's Journalistic Standards and Practices.

Under Range of Subjects we find:

> "The CBC would fail to live up to its mandate if, in the attempt to upset no one, to disturb no institution, it undertook to limit the comprehensiveness of its reporting on contemporary society…"

In a subsequent section on Range of Opinions it says:

> "A journalistic organization, to achieve balance and fairness, should ensure that the widest possible range of views is expressed. Almost any opinion may contain a grain of truth that helps to illuminate the whole truth…If the media are to do their work of reflecting and revealing reality properly, there will at times be tensions between the media and different elements of society. This should not inhibit the CBC, so long as the Corporation in its information programming is carrying out this essential task of informing the public in accordance with its established journalistic standards."

It is probably worth noting that many of CBC's Journalistic Standards and Practices were codified before the incredible rise of the Internet and the swift evolution of CBC.ca into a major journalistic presence. However, there are standards that, by implication, would apply to works of opinion on the web. I have established that those in charge of CBC.ca agree that the "Point-of-View" policies formulated for radio and television apply to the work appearing on CBC.ca. The policies state:

> "The phrase 'point-of-view' is…used at times to describe a work of clear opinion, advocacy, or a factually-based polemic which argues a specific remedy or perspective in a controversial matter. While factually based, the work does not fairly portray the range of opinions involved in the issue or story….Programmers should apply the following tests and procedures (Note: I have omitted those that apply strictly to broadcast productions):
>
> "Such production should be prominently identified as a work of opinion at the beginning and at the end….
>
> "Even in a work of opinion, facts should be respected and arguments should reasonably flow from these facts. The CBC cannot abdicate its responsibility for the accuracy of the facts presented…and has the obligation to ensure that the argument presented does not rest on false evidence…
>
> "In most cases, the (transmission) of a clearly partisan (item) from a single perspective obligates the CBC to provide an appropriate reflection of other

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> pertinent points of view, so that the audience may see that different conclusions may also be drawn from the same facts. The CBC should also avoid cumulative bias over time by guarding against one perspective frequently appearing in a highly-produced form."

As I said, these guidelines were generated to cover point-of-view documentaries, but are clearly applicable to the "production" of CBCNews.ca. In fact, the difference in medium should, in theory, make it easier for CBC.ca to meet those standards than supervisors of very expensive, highly produced documentaries.

With the foregoing as background, I will try to deal with a number of the issues.

Opinion

Quite a few complainants argued that the CBC should not be carrying opinion pieces, or at least not sharply pointed ones. The policy framework clearly indicates otherwise. Just because taxpayers pay for the CBC does not mean that nothing offensive to a significant constituency should be published or broadcast. However, public funding is one of the reasons the CBC has fairly elaborate policies—there is an obligation to acknowledge the necessity of operating differently than a private entity. As the policy implies, the CBC should not shy away from pointed opinions, but it should seek out the broadest range that can be found.

Quite a few people argued that since they were paying for the CBC, it should not be carrying views with which they disagreed. Of course, governments fund all kinds of activities, some of which any single tax payer might disagree with—subsidies to private industries, arts and culture funding for challenging work, mail subsidies for some publications.

My point is not to criticize those measures, but to point out that governments decide how taxpayers money is to be used for the general good. The CBC operates under legislation that calls on it, in effect, to provide the widest-range of journalism and opinion possible within the budgetary limitations.

Most crucially, the CBC should be seeking out the widest range of opinions and defending the right of those individuals to transmit those opinions. Ms. Mallick has a perfect right to hold and transmit her opinions, and the CBC to carry them, as long as they meet the tests of CBC's Journalistic Standards and Practices.

"Employee"

Many complainants cited what they presumed to be Ms. Mallick's status as a "CBC employee." In fact, Ms. Mallick is a freelancer and not an employee of the CBC. Since she is writing as an opinionated columnist, she does not have the obligations of impartiality that a CBC journalist would have.

Neighbours
Some argued that the CBC should not be carrying opinionated journalism about the U.S. presidential race since it is not our country and neighbourliness implies a measure of neutrality. This view was expressed by a number of people from the U.S., but also by a number of people in Canada. The U.S., of course, has an enormous impact on the world at large, and this country in particular. It is not logical to conclude that being outside the U.S. implies silence since the effect of U.S. policies is felt with particular impact north of the 49th parallel.

For the Ombudsman, the main issue has to be whether the item met CBC's standards and whether the service that carried it is meeting its obligations.

Policy calls for opinions to be based on fact. Ms. Mallick's item generally stays in the opinion column but she does offer some flat statements that appear to offer "facts" without any backup. For instance, there is no factual basis for a broad scale conclusion about the sexual adequacy of Republican men. In fact, that type of comment, applied to any other group, would easily be seen as, at best, puerile. Similarly, the characterization of Palin supporters as white trash lacks a factual basis. I asked Ms. Mallick to explain the basis for these characterizations. In a note she explained her opinions of Ms. Palin, but did not provide a factual justification for the statements.

Ms. Mallick is free to draw her own conclusions about Ms. Palin's appearance, as irrelevant as that might be to her worth as a public official, but a similar sortie against one of her children is, at best, in poor taste. Had Ms. Mallick's article been labeled "satire," there might have been scope for such descriptions and conclusions—they have a certain cartoonish tinge—but even the best and most pointed editorial cartoonists have, at some point, run afoul of sensible editorial authority. There is a significant difference between censorship and appropriate editorial oversight. CBC journalists are required to exercise appropriate oversight over material that appears on CBC outlets. Ms. Mallick is entitled to her opinions, and those opinions should not be censored, but those opinions must also be expressed in a manner that meets our Journalistic Standards and Practices. Liberty is not the same as license.

Ms. Mallick has the liberty to hold whatever views she wishes. And the CBC has both the right, and the obligation, to exercise appropriate editorial supervision. Interestingly, had Ms. Mallick's column been written in the spirit of her note to me, it would still have been pointed and provocative but, with a broader context, would probably not have failed to meet editorial standards.

But there is another significant aspect to our policy. As mentioned, it calls on CBC outlets to touch on the widest range of views possible. On CBCNews.ca, there does not appear to be a wide range of "pointy" views. For instance, many of those who complained claimed that there is no one of an opposite ideological viewpoint readily apparent on the service. Unfortunately, this appears to be true. As I observed in an earlier review concerning CBC Newsworld programming, the CBC should not

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necessarily avoid having people of strong views on the air, but we must ensure that people of differing views are given a fair opportunity.

It has been argued by some who have supported Ms. Mallick that the comments that have been carried in the Comments section provide balance on the subject. I disagree. The prominent space and highlighting of columnists implies a different status compared to users who comment on the various stories. Appropriate space should be given to a wider range of views.

It is a truism in legal circles that bad cases make bad law. It would be easy to surrender to an impulse to suppress opinions that cause upset, or to issue a blanket defense of freedom of opinion. However, our policies call for me to be clear and precise about policy matters.

CONCLUSION:

Portions of Ms. Mallick's column do not meet the standards set out in policy for a point-of-view piece since some of her "facts" are unsupportable. She may, of course, resubmit her column taking account of our editorial standards. The editors are free to, in fact obliged to, exercise appropriate editing standards.

It is not my job to agree or disagree with Ms. Mallick's opinions or the tone in which they are expressed. She is free to craft them as she chooses.

CBCNews.ca should address its editing standards to ensure that vigorous opinion thrives while ensuring that journalistic and quality standards are met.

Opinion and analysis should be clearly labeled and not lumped together. If an item is meant to be satiric, it should be labeled as such.

CBCNews.ca should have appropriate resources to ensure that a wide range of opinion and analysis is available.

Vince Carlin
CBC Ombudsman
September 25, 2008

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Appendix III

Review of complaints about the alleged sharing of questions with the Opposition

The CBC's Office of the Ombudsman received 66 complaints about a reporter supposedly feeding questions to a member or members of the Liberal Party during a committee hearing featuring testimony by former Prime Minister Brian Mulroney.

The main complaint came from the Director of Political Operations for the Conservative Party, Doug Finley. He encouraged other Conservatives to join in the complaint and many did.

The Publisher of CBC News, John Cruickshank, replied to the complaints saying:

> "Following an investigation by senior management of CBC News, we have determined that our reporter Krista Erickson did, in fact, provide questions to a Member of Parliament in the lead up to the Ethics Committee meeting in December. Those actions, while in pursuit of a journalistically legitimate story, were inappropriate and inconsistent with CBC News policies and procedures…Our investigation determined there was no bias in related news coverage. However, our reporter, acting on her own, used inappropriate tactics as a result of journalistic zeal, rather than partisan interest."

In addition, he began disciplinary action against the journalist in question, Krista Erickson. While many of the complainants asked me to review the matter, I was constrained from doing so until the disciplinary matter was settled. Since that has now happened, I will proceed with the review.

REVIEW:

Most complaints I receive are about material that has appeared on-air. In this case, the complaints centre on the alleged actions of a CBC journalist in gathering material.

Even in a book as extensive as CBC's Journalistic Standards and Practices, it is difficult to set down rules for every possible action by a journalist. In fact, to attempt to do so would probably be an inhibition to good journalism.

That being said, there are a number of general propositions that will come into play in this review. For instance, in the policy book are these general guidelines relating to Credibility:

> **3. CREDIBILITY**
> In an open society, credibility is an essential attribute of a journalistic organization. The credibility of the organization and that of its journalists are

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interdependent, flowing one from the other. Credibility is dependent not only on qualities such as accuracy and fairness in reporting and presentation, but also upon avoidance by both the organization and its journalists of associations or contacts which could reasonably give rise to perceptions of partiality. Any situation which could cause reasonable apprehension that a journalist or the organization is biased or under the influence of any pressure group, whether ideological, political, financial, social or cultural, must be avoided. In the engagement and assignment of persons working in information programs, the organization must be sensitive to their published views, their personal involvements and their associations and backgrounds in order to avoid any perception of bias or of susceptibility to undue influence in the execution of their professional responsibilities. In order to maintain their own credibility and that of the CBC, on-air personnel, as well as those who edit, produce or manage CBC programs, must avoid publicly identifying themselves in any way with partisan statements or actions on controversial matters.

Also:

4. PROTECTION OF SOURCES
4.1 ETHICAL ASPECTS
The Corporation strongly upholds the principle of freedom of information and considers the protection of a journalist's sources to be an important element of this principle. Information about which the public should know is sometimes only available through a confidential source. Off-the-record discussions with journalists, for example, are often held by public figures and others. If the confidentiality of sources were not respected as a matter of principle this would inhibit the free flow of information which is essential to the vitality of a democratic society. Information from a source who does not wish to be publicly identified may be used if the source is known to the journalist and has a *prima facie* credibility. However, to avoid the possibility of being manipulated to broadcast inaccurate or biased information, the journalist must carefully check the reliability of the source and must obtain corroborative evidence from other pertinent sources. The identity and *bona fides* of a confidential source must be made known prior to broadcast to at least one senior editorial supervisor acceptable to the senior officer in information programming. Disclosure of sources within the journalistic line of responsibility should not be confused with public disclosure of sources.

In the general run of reporting, journalists do not often establish the type of close connections with their story subjects that might summon up concern for credibility. However, in all kinds of "beat" reporting, and in Parliamentary reporting in particular, the situation is considerably different. In legislatures, especially on Parliament Hill in Ottawa, members and journalists work in close proximity in what can be described as a "symbiotic" relationship—journalists need information and analysis from legislators;

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legislators need the press to transmit their messages. Of course in recent decades, the latter has come to be called "spin," but, in fact, there is a legitimate need for the public to have accurate reporting of both fact and opinion from any legislative centre.

It is common, and usually ethically acceptable, for journalists and parliamentarians to discuss privately the issues of the day, test hypotheses, dig for further information that might illuminate a subsequent story. The task for journalists is to carry out those background discussions in a manner that does not compromise their and their employers' ethical standards.

A bit of background: when I was sent to Ottawa by CBC Television News in 1976 to become the Bureau Chief, I discovered a culture both within and beyond the CBC that emphasized close cooperation between journalists and Members of Parliament. Reporters from all media, including the CBC, routinely fed questions to MPs to ask during Question Period. At the time, the main recipients of those questions were members of the Progressive Conservative Party and the NDP, the parties in opposition to the governing Liberals. I asked our reporters to cease that practice, since I felt that it went beyond the normal hallway conversations ("What do you hear? What might you do? What might they do?"). It seemed to me that the direct step of fashioning questions to be asked clearly breached the somewhat malleable boundary between seeking information and directly prompting action.

Some of the reporters of the time disputed my contention as naïve and out of touch with the prevailing practice. After consultation with other senior journalists, it was decided that our Bureau would, indeed, cease the practice. After interviewing all those who have occupied that position since, I have been assured that the policy remains in effect. However, neither I nor they ever inscribed that policy in print, either locally or in the national book—a significant lapse for which I can take a fair measure of responsibility since I subsequently became the Chief News Editor of CBC Television and helped craft one of the original compilations of CBC's Journalistic Standards and Practices.

All that being said, it has become clear in my conversations with current journalists and supervisors in the Ottawa Bureau that the practice of directly writing questions for Parliamentarians is considered to be inappropriate for CBC Journalists. I also note that other journalists from respectable media do, on occasion, feed questions to Parliamentarians of all parties. For me, the question is not whether other organizations tolerate the practice, but whether, if it occurred, it was appropriate for CBC journalists.

Krista Erickson arrived in the Bureau in the fall of 2006. She had worked for the CBC, on contract and on staff in Winnipeg for about 6 years. Starting as an intern, her assignments moved through research positions into reporting until she became anchor of the Winnipeg supper hour newscast in 2004. She remained in that position until appointed to the Ottawa Bureau in late 2006.

By all accounts I have heard, Ms. Erickson proved herself to be a journalist of exceptional energy and tenacity. I do note that she had not actually spent a great deal of

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time as a "street" reporter and, as far as I can tell, had never covered a legislature on an on-going basis. Neither of those factors is necessarily a barrier to being a Parliamentary reporter, but in earlier years, the Bureau was usually staffed with people who had already served as National reporters or who had established significant track records as journalists in one of CBC's regional centers.

All of which is prelude to the events of November and December, 2007. Ms. Erickson, with her usual energy, began to develop a story that was, in effect, an off-shoot of the controversy surrounding former Prime Minister Brian Mulroney and his various relationships. Ms. Erickson developed sources who told her that Mr. Mulroney may have had conversations with a Conservative Industry Minister, Maxime Bernier, about telecommunications issues. Mr. Mulroney was on the board of Quebecor, a company with significant telecommunications interests. It was suggested that Mr. Mulroney's meeting could be interpreted as lobbying, although he was not registered as a lobbyist. After confirming the story with other sources, almost all allied to the governing party, Ms. Erickson broadcast two stories on the matter in late November.

The story was clearly of public interest: not only in relation to the activities of the former Prime Minister, but also in relation to Prime Minister Harper's call for Conservatives to avoid speaking with Mr. Mulroney until the matters relating to Mr. Karlheinz Schreiber were settled. It is worth noting that no one has suggested that there were inaccuracies in these stories. And it should be noted that her sources in developing the material were of different political persuasions, including Conservative.

It was a very busy time in Ottawa in the late fall of 2007. The Parliamentary atmosphere was becoming increasingly heated, even dysfunctional. All parties were preparing for a possible election. Ms. Erickson felt that there was more to the story than she had been able to report and was encouraged by senior journalists to keep developing her information. In the course of her further reporting, she received from a source a series of questions that had not yet been answered in the Mulroney-Bernier matter. Through journalistic inclination, and with encouragement from other journalists, she widened her circle of discussion to find out whether the Liberals intended to follow up her stories in some way, and whether they had significant information to add. After a discussion with one source, Ms. Erickson agreed to send a note that included her major concerns about the story. In this process, she added to her note the questions sent to her by the non-Liberal source. She had removed any identifying information before sending.

Ms. Erickson was informed that the Liberals intended to pursue this aspect of the story during a committee meeting called to investigate the Mulroney-Schreiber matter. In fact, she was told that questions would be asked by a specific committee member. Subsequently, she was given two other names as the likely questioner. In the end, the questions were posed by Liberal Member of Parliament Pablo Rodriguez. Some of the questions are quite similar to those posed by Ms. Erickson's source which she shared with sources in the Liberal party and discussed with other sources of both Conservative and NDP sympathies.

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These varied communications could be seen as the stock-in-trade of Parliamentary reporting—"what do you know, here's what I know." Indeed, that is what Ms. Erickson says they were: the kind of reporting done by most reporters on the Hill. However, when she told more senior journalists that some of her "trading" was in the form of direct questions, some said it was a mistake to do that and she should inform her supervisors, which she did.

Although several people with knowledge of her first conversation with CBC News management say that Ms. Erickson admitted that she may have "crossed the line," in subsequent meetings Ms. Erickson has maintained that she did not knowingly commit an error.

Later that day (December 13) a former Member of Parliament, Jean Lapierre, now a radio host, said on the Mike Duffy Live program on CTV that Mr. Rodriguez had been fed the questions from a CBC journalist. Another participant on the program, NDP member Joe Comartin, inquired as to why Lapierre and Duffy were so interested in this, since "it" happens all the time; that, in fact, reporters from CTV had approached him with questions. The program did not pursue that aspect of the story further.

Indeed, the CBC holds itself to different standards than other journalistic organizations and should be judged by those standards, not by what everyone else does.

Parliament Hill is one of the most difficult assignments for a journalist. He or she is under constant pressure from employers to cover the fast-moving events of the day—particularly difficult in a minority Parliament—while also providing fresh insights, breaking news from the centre of national power. Even the most experienced journalists may find themselves overwhelmed by the task. It takes journalists of intelligence and confidence, as well as experience, to weather the storms.

The Hill also presents an ethical minefield, as I know first-hand, albeit in a quieter time. The journalist's job is to find out things and tell the viewers, listeners and readers about them. To do that effectively, he or she must cultivate sources within all parties and within the bureaucracy in order to receive insight and guidance on the events of the day. The parties, on the other hand, see their job as promoting their own interests, supplying positive information on their activities, negative comment on their opponents. The journalist, by and large, receives information—using appropriate pieces to construct an accurate and understandable narrative.

Journalists and politicians work in extremely close proximity. In the "old" days, many organizations maintained offices inside Parliament in almost constant, direct contact with the people they were covering. It could be argued that this produced deeper insight and a broader range of information. However, even as late as the 60s it also produced what would be seen today as egregious conflicts of interest: journalists serving as informal advisors to Parliamentarians. In fact, in earlier decades, working members of the Press Gallery were known to write speeches for members of Parliament, including Ministers of the Crown. In my first experience with a Canadian press gallery—Quebec City in

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1970—I was surprised to learn that some members of the gallery had routinely received "gifts" from the government at holiday time—gifts of cash, among other things.

Happily, those practices have largely disappeared as journalistic organizations began to recruit journalists with better training and heightened ethical perspective. As a long-time teacher of journalistic ethics (which I do not believe is oxymoronic), I have often said that ethics is not a list of do's and don'ts; it is a habit of mind. It is impossible to write up a list of things one should not do covering all circumstances. Thought, good training and careful policy should provide a solid basis for being able to make quick, ethically sound decisions. However, when one of those elements is missing, the journalist can easily go astray.

In talking with Ms. Erickson, she carefully and vigorously defended her actions by saying that what she had done was the normal give and take of Parliamentary reporting that she saw all around her. In truth, that may indeed be the case outside the CBC bureau. She pointed out that Parliamentarians "leaked" material to her. She asked whether that, too, is unethical. My reply would be that Parliamentarians could look after their own ethical standards—the journalist's job is to get information, test it and publish it, within ethical parameters. Our job is to share information with the public, not to assist any party or government in doing what it is perfectly capable to doing on its own.

The reaction to this episode does little credit to most of the parties involved: the Conservatives who complained loudest appeared to be trying to distract attention from the solid reporting that Ms. Erickson had done, raising questions that have still not been answered. They would, of course, have been fully aware of their own dealings with Parliamentary reporters outside the CBC, yet the tone of some (but not all) of the complaints implied that dealings like this were foreign to the exercise of democracy.

The issue was further complicated by CBC News management's reaction to the matter, moving to disciplinary action against the journalist involved.

In my reading of policy, both written and unwritten, Ms. Erickson clearly did go "over the line" in allowing the appearance that she was providing "script" for certain sources to use. However, it appears to me that she lacked the experience and sensitivity to realize where the line was. There is absolutely no evidence of any partisan interest on her part—she is an aggressive reporter who will pursue a story no matter whose interests are at stake. But, as I found in a previous conversation with her, she is not fully versed on the CBC's Journalistic Standards and Practices. She should not have been placed "in harm's way" without a better understanding of CBC policy and proper background or training in the difficult business of Parliamentary reporting.

In addition, News management, going back to my time in a position of authority, should have taken steps to elaborate a clear policy and apply it to all CBC personnel who cover legislative bodies. I note that the Globe and Mail policy manual has the simple and direct statement, "No reporter or editor should plant questions with members of any federal,

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provincial or municipal legislature or council for any purpose without the prior approval of a senior editor."

To sum up: Ms. Erickson was pursuing a legitimate and newsworthy story. In her desire to expand her "source" base, she unwisely sent questions to a Liberal source who appears to have moved them through the Liberal Research Bureau. They formed the background for the questioning of Mr. Mulroney, as they might have had she broadcast those questions in a report. I should note that Pablo Rodriguez appears to have written his own questions based on material supplied to him by his colleagues. Due to the nature and specificity of the subject matter, it is not surprising that the language would be similar to the original questions shared by Ms. Erickson.

There is no explicit prohibition in CBC policy of the conduct in question, although it has been the practice of the CBC Ottawa Bureau for the last 30 years to avoid such conduct.

The sections of the policy on Credibility provide general guidance for journalists in thinking about the effects of their actions. The CBC must insure that its journalists understand the implications of the policy in their daily reporting lives. If journalists do appear not to have an understanding of ethical behaviour, they should be closely supervised, or not assigned to the most difficult postings.

CONCLUSION:

Trading information in developing stories is not, per se, a violation of policy. However, when trading can be viewed as direct prompting to action by someone else, CBC's policy on Credibility comes into play since such an action could cause "a reasonable apprehension of bias." It is clear, however, that there was no bias at play, no matter how perceived by partisan interests.

CBC News lacks sufficiently clear guidelines on conduct within legislative press galleries.

Before promotion, CBC journalists should be able to demonstrate a grasp of the ethical requirements of the position for which they are being considered.

Vince Carlin
CBC Ombudsman
December 3, 2008

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Appendix IV

2008-2009

NUMBER OF COMMUNICATIONS RECEIVED

	INFORMATION PROGRAMMING	GENERAL PROGRAMS/ OTHER	TOTAL	REVIEWED	REVIEW UNDER WAY/CARRIED OVER
2008-09	**1618**	**1048**	**2666**	**44**	**31**
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

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Appendix V

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.

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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

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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.

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371st MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
Ottawa, Ontario – September 21 - 22, 2009

Monday, September 21, 2009

ITEM	START TIME	REPORT BY	MOTION REQUIRED	DOCUMENT
1. In Camera with President and CEO	16:30	ALL		
Adjournment	17:30			

Tuesday, September 22, 2009

2. Approval of minutes of June 22-23, 2009 meeting and of the conference call meeting of July 14, 2009	11:00	Timothy Casgrain	YES	YES
3. Matters arising from previous meetings				
4. Chair's Report		Timothy Casgrain		
5. Update on Recovery Plan and Sale of Assets		Hubert T. Lacroix Suzanne Morris Richard Stursberg Sylvain Lafrance Katya Laviolette Michel Tremblay		YES
6. Report on Government Strategic Review		Suzanne Morris Bill Chambers		
7. Update on Strategic Direction re: Broadcasting Infrastructure		George Smith		YES
LUNCH				
8. Pension Fund Overview		Debra Alves		YES
9. Environment Outlook and Update		Michel Tremblay Suzanne Morris Bill Chambers Steven Guiton		YES
10. Report on Summer Outreach Activities		Bill Chambers		
11. Ombudsmen Reports		Vince Carlin Julie Miville-Dêchene		YES
12. Management's Response to Ombudsmen Reports		Hubert T. Lacroix		YES
13. Audit Committee Report		Peter Charbonneau		
• Delegation of Signing Authorities			YES	YES
• IFRS – Accounting Policy Decisions			YES	YES
14. Human Resources and Compensation Committee Report		Edna Turpin		

15. Annual Public Meeting **Next meeting –** November 18 - 19, 2009 Ottawa, Ontario		Timothy Casgrain Bill Chambers		
Conclude	17:30			

UPDATES/INFORMATION

a) Summary of Government Funding (10 year operating & capital) – Suzanne Morris
b) Labour Relations Update – Michel Hamelin
c) Workforce Distribution – Katya Laviolette
d) Quarterly Financial Management Report – June 2009 – Suzanne Morris
e) Report on the Administration of the Access to Information Act – Meg Angevine
f) Report on the Administration of the Privacy Act – Meg Angevine

Schedule A

Audit Committee
September 16, 2009

Subject matter

Proposed Process for Governance and Monitoring of Variances on Board Approved Project Budgets

Background

Follow-up from May 6, 2009 Audit Committee meeting.

Information on the matter

The attached Practice document has been prepared following feedback received from the Audit Committee on a proposed process for monitoring small variances in the budgets of Board approved projects.

For decision ■ **For information** ☐

Prepared by

Name:	Suzanne Morris
Date:	September 4, 2009

Recommendation

Approve the proposed practice and resolution.

Last discussed at the Board

Date:	May 6, 2009
Decision made:	N/A

Next steps

To review with the committee the proposed practice and list of projects, including recommended transitional items, for proposed approval by the Board.

Resolution
Board of Directors Meeting
September 22, 2009

Approval of New Practice for Managing Capital Project Expenditures

WHEREAS the Audit Committee has reviewed a proposed new practice with respect to the management, monitoring and governance of Capital Project expenditures;

WHEREAS the Audit Committee has recommended to the Board approval of the practice:

IT IS RESOLVED THAT on the recommendation of the Audit Committee, the Board of Directors hereby approves that:

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

s.21(1)(b)

Practice for Governance and Monitoring
Board Approved Project Budgets

Context:

- Good project management practices dictate that:
  - The project budget should be tight but attainable;
  - Excessive contingencies should not be maintained on the project.
- Currently the Board approves the capital projects' annual budget and also approves each individual project over and above the threshold.
- When Board approval is granted for individual projects above it is expressed in limits "up to" a dollar value.
- In executing Board approved projects, occasionally the project forecast may show a deficit, which cannot be addressed by the project contingency (e.g. currency fluctuation, change in market conditions, unforeseen expenditures).
- These projected deficits are relatively small in consideration of the total project budget and do not affect the decision point or business drivers for the original project approval.
- Management and the Board require an efficient means by which activity can continue on Board approved projects with small projected deficits.
- Large project deficits or material changes to the original scope of a project will continue to be presented to and approved by the Board separately. (ie. project).

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

Practice:

-
-

Page 1565

is withheld pursuant to sections

est retenue en vertu des articles

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

of the Access to Information Act

de la Loi de l'accès à l'information

Board approved projects with forecasted deficits
As at XXXXX, 2009 ($000's)

Appendix A

Projects with deficits requiring small supplements in the quarter

Project A								
Project B								
Total ≤ $2.0 M		-	-	-	-	-		

Explanation for deficits:

Board approved projects with forecasted deficits
As at July 31, 2009 ($000's)

Appendix B

Projects with deficits requiring small supplements in the quarter

Explanation for deficits:

s.18(a)

s.18(b)

s.21(1)(b)

Pages 1568 to / à 1570

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

of the Access to Information Act

de la Loi de l'accès à l'information

As at July 31, 2009

(' 000$)

Projects		Overall						
	Approval Date	Approved BOD	Addendum	Total BOD Approved	Budget Released	Estimate at completion /Actual	Surplus (deficit) $	Surplus (deficit) % over Budget released
Active projects								
Upgrade CDI Montreal Vancouver	2005/06	54,241	28,322	82,563	82,563	80,989	1,574	2%
Cogeco Disaffiliation								
Desktop Radio								
Ottawa Content Management								
Electronic News Systems - Content Management								
Sintec/Vision Project								
Quebec Consolidation								
Edmonton Consolidation								
Talent management								
Desktop TV Toronto								
HDTV Mobile Toronto								
HD Mobile								
Centralized Radio Master Control								
Upgrade Network Operation Center								
HD Presentation								
DROP Project								
Sub-total active projects								
Non Active Projects								
Presentation Optimization Plan/Centralisation M.E.O.(Phase Ouest) 1								
CTV Affiliate Purchase								
Shared Services Organization								
Centre for Drama Production								
Studio 42,47,48,HD & studio 43,45 SD								
Upgrade studio 42 to HD								
St-John consolidation								
Upgrade studio 55 and control room 52 to HD								
Sub-total closed projects								
Total								

Information sources is coming from Corp finance year end reports for projects >$5m

s.18(a)

s.18(b)

CBC Radio-Canada

Schedule A

Audit Committee
September 16, 2009

Subject matter

Amend the budgets of 3 Board approved projects

Background

Following the approval of the Proposed Process for Governance and Monitoring of Variances on Board Approved Project Budgets, amend 3 previously approved project budgets as part of the transitional requirements to move to the new practice.

Information on the matter

See Audit Committee presentation "Proposed Process for Governance and Monitoring of Variances on Board Approved Project Budgets".

For decision ■ **For information** ☐

Prepared by

Name: Suzanne Morris
Date: September 11, 2009

Recommendation

Approve the resolution in Appendix B to amend 3 project budgets.

Last discussed at the Board

Date: May 6, 2009
Decision made: N/A

Next steps

Recommend to the Board that they approve the amendment of 3 project budgets.

Practice for Governance and Monitoring Board Approved Project Budgets

s.18(a)

s.18(b)

Context:

- As part of the new practice for governance and monitoring Board approved project budgets, the 3 projects in **Appendix A** require their budgets to be amended.
- In the case of Edmonton and Quebec Consolidation projects, the revised budget will be amended to the value of the July 31, 2009 forecast.
- In the case of the Ottawa project the budget will be amended to representing the full value of the budget currently released to the project for management purposes.

Action:

- Approve the resolution in **Appendix B**.

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18(a), 18(b)

of the Access to Information Act

de la Loi de l'accès à l'information

Capital Projects to be Supplemented

WHEREAS the Audit Committee has reviewed a proposed new practice with respect to the management, monitoring and governance of Capital Project expenditures;

WHEREAS the Audit Committee is recommending to the Board the approval of the new practice;

WHEREAS the new practice should be applied to existing active Capital Projects;

WHEREAS in order to transition to the new practice, the budget of three Board Approved Capital Projects requires the Board to approve supplements;

IT IS RESOLVED THAT the Audit Committee recommends to the Board, the Approval of a Budget of for the **Quebec Consolidation Project**:

IT IS RESOLVED THAT the Audit Committee recommends to the Board, the Approval of a Budget of or the **Edmonton Consolidation Project:**

IT IS RESOLVED THAT the Audit Committee recommends to the Board, the Approval of a Budget of for the **Ottawa Consolidation Project:**

s.18(a)

s.18(b)

Board of Directors

September 22, 2009

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 August 27, 2009. The approved reference levels for 2010-2011 and beyond are also provided.

Information on the matter

See attached.

For information [X]

Prepared by

Name:	Suzanne Morris
Date:	August 27, 2009

Management recommendation

Not required.

Last discussed at the Board

Date:	June 23, 2009
Decision made:	N/A

Next steps

Not required.

Anticipated project completion date: _____

(If contract, indicate date of expiry): _____

CBC'S PARLIAMENTARY APPROPRIATIONS
($ Thousands)

										Current	***Forecast***		
	2000/01	**2001/02**	**2002/03**	**2003/04**	**2004/05**	**2005/06**	**2006/07**	**2007/08**	**2008/09**	**2009/10**	**2010/11**	**2011/12**	**2012/13**
Operating Appropriation (Note 1)	789,666	852,821	861,744	862,460	914,197	955,410	955,722	955,731	1,009,121	1,002,661	1,016,415	1,016,415	1,016,415
One-time funding adjustments:													
Transfer from Capital appropriation	13,090			3,636	1,112	9,277	9,277	9,277	9,276	9,276	0	0	0
Transfer to Capital appropriation	(13,298)	(15,170)	(7,459)	(40,921)	(10,538)	(8,456)	(42,676)	(27,344)	(13,622)	(8,575)	(9,233)	(9,941)	(10,704)
Funding for PILT increases	300												
Program Integrity Funding - Asbestos	4,000												
Funding to strengthen & revitalize programs		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000			
Transfers from Cdn. Heritage (CCOL) (Note 2)		2,500	2,120	2,000	2,000	0	2,000	1,900	2,000				
Reprofiling		(60,000)	20,000	40,000	(20,000)	0			20,000				
Cost increases for 2002 Canada Day			1,027										
Funding for RCI (Note 3)				15,520									
Expenditure Review Reduction (Budget 2003)				(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Expenditure Review Reduction (Budget 2007)									(6,638)	(9,483)	(11,854)	(14,680)	(14,680)
Unavoidable new costs (Note 4)	300	253											
Total Operating Appropriation	794,058	840,404	857,432	872,695	936,771	1,006,231	974,323	989,564	1,020,137	1,043,879	996,323	981,794	991,931
Capital Appropriation	101,809	100,311	97,631	92,331	92,331	92,331	92,331	92,331	92,331	92,331	92,331	92,331	92,331
One-time funding adjustments:													
Transfer to Operating appropriation	(13,090)			(3,636)	(1,112)	(9,277)	(9,277)	(9,277)	(9,276)	(9,276)			
Transfer from Operating appropriation	13,298	15,170	7,459	40,921	10,538	8,456	42,676	27,344	13,622	8,575	9,233	9,941	10,704
Reprofiling of vote from 99/00 to 00/01	25,000												
Reprofiling of vote from 00/01 to 01/02	(23,000)	23,000											
Reprofiling of vote from 04/05 to 05/06					(6,000)	6,000							
Reprofiling of vote from 05/06 to 06/07						(10,000)	10,000						
Total Capital Appropriation	104,017	138,481	105,090	129,616	95,757	87,510	135,730	110,398	96,677	91,630	101,564	102,272	103,035
Working Capital Appropriation	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
TOTAL APPROPRIATION	902,075	982,885	1,046,522	1,066,311	1,036,528	1,097,741	1,114,053	1,103,962	1,120,814	1,139,509	1,060,892	1,088,066	1,099,966
Less Reprofiling Decision (Capital)	**(2,000)**	**(23,000)**			**6,000**	**4,000**	**(10,000)**						
Less Reprofiling Decision (Operating)		**60,000**	**(20,000)**	**(40,000)**	**20,000**				**(20,000)**				
TOTAL APPROPRIATION AVAILABLE FOR REGULAR OPERATIONS	900,075	1,019,885	1,026,522	1,026,311	1,062,528	1,101,741	1,104,053	1,103,962	1,100,814	1,139,509	1,060,892	1,088,066	1,099,966

Note 1 The operating appropriation includes retroactive and in-year salary funding adjustments up to and including 2010-11.

Note 2 Expected CCOL funding was not transferred from Canadian Heritage in 2005-06.

Note 3 Funding for RCI was previously provided through a contribution agreement with Canadian Heritage. Starting in 2003-04, funding forms part of CBC's appropriation and is shown in the base appropriation in 2004-05 and future years.

Note 4 Permanent funding adjustments for unaviodable new costs, merit and salary increases are reflected in the base operating appropriation.

A0023705_2-001577

Schedule A

Board of Directors

(September 21 & 22, 2009)

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: **Michel Hamelin**

Date: **September 1st, 2009**

Management recommendation

Not applicable

Last discussed at the Board

Date: **May 13, 2009**

Decision made:

Next steps

Anticipated project completion date: ____N/A____

(If contract, indicate date of expiry) : _____

Industrial Relations Update for the Board of Directors' Meeting
September 21 & 22, 2009

AGREEMENTS PRESENTLY BEING NEGOTIATED

SYNDICAT	Effective Date	# of Members	Central Issues
FRENCH FILE			
SCRC (Syndicat des communications de Radio-Canada)	**Mar. 27, 2006– Mar. 29, 2009** **s.18(b)** **s.21(1)(c)**	**approx 1,390**	Bargaining began on March 10, and the parties have met twenty-five times to date. The key issues on the table are integration, management of temporary staff, workloads, and benefits. Despite two intensive bargaining sessions, the parties have yet to reach an agreement. Bargaining continues in a civilized environment as part of a traditional approach.
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 residual rights.
ENGLISH FILE			
WGC (Writers Guild of Canada) **Television and Radio Agreement**	**Sept. 1, 1998– August 31, 2000**	**N/A**	

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	

s.18(b)

s.21(1)(c)

NEGOCIATED 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	The American Federation of Musicians of the United States and Canada (AFM)	April 1, 2006 – March 31, 2010	N/A
ENGLISH FILE			
CMG	Canadian Media Guild	April 1, 2009– March 31, 2014	5,141
ACTRA	Alliance of Canadian Cinema, Television and Radio Artists (Performers)	July 1, 2005– June 30, 2010	N/A
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 1, 2009 – March 31, 2012	1,335
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
SCFP	Canadian Union of Public Employees	October 1, 2007 – September 26, 2010	662

Board of Directors

(Sept 21-22, 2009)

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: Katya Laviolette
Date: August 27, 2009

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

(21 et 22 septembre 2009)

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 : Katya Laviolette
Date : le 27 août 2009

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 : July / juillet 2009
(Aug. 2, 2009 / Le 2 aout 2009)

	Permanent (a,b)	Temporary Temporaire (a,b)	Contract Contractuel (a,b)	Short term Court terme (d)	TOTAL *	TOTAL Begin. FYR 2009/10 Début de l'exercice 2009/10 **	Variance Écart
English Services/ Services anglais	3 190	103	301	353	3 947	4 224	-278
French Services/ Services français	2 790	287	336	678	4 091	4 443	-352
Corporate/ National	991	51	163	16	1 221	1 263	-43
TOTAL	**6 971**	**441**	**800**	**1 047**	**9 258 ***	**9 930 ****	**-672**

* 9,258 FTE/EPT = 9,934 head count / effectifs réels.
** March 29, 2009: 9,930 FTE/EPT = 10,722 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.

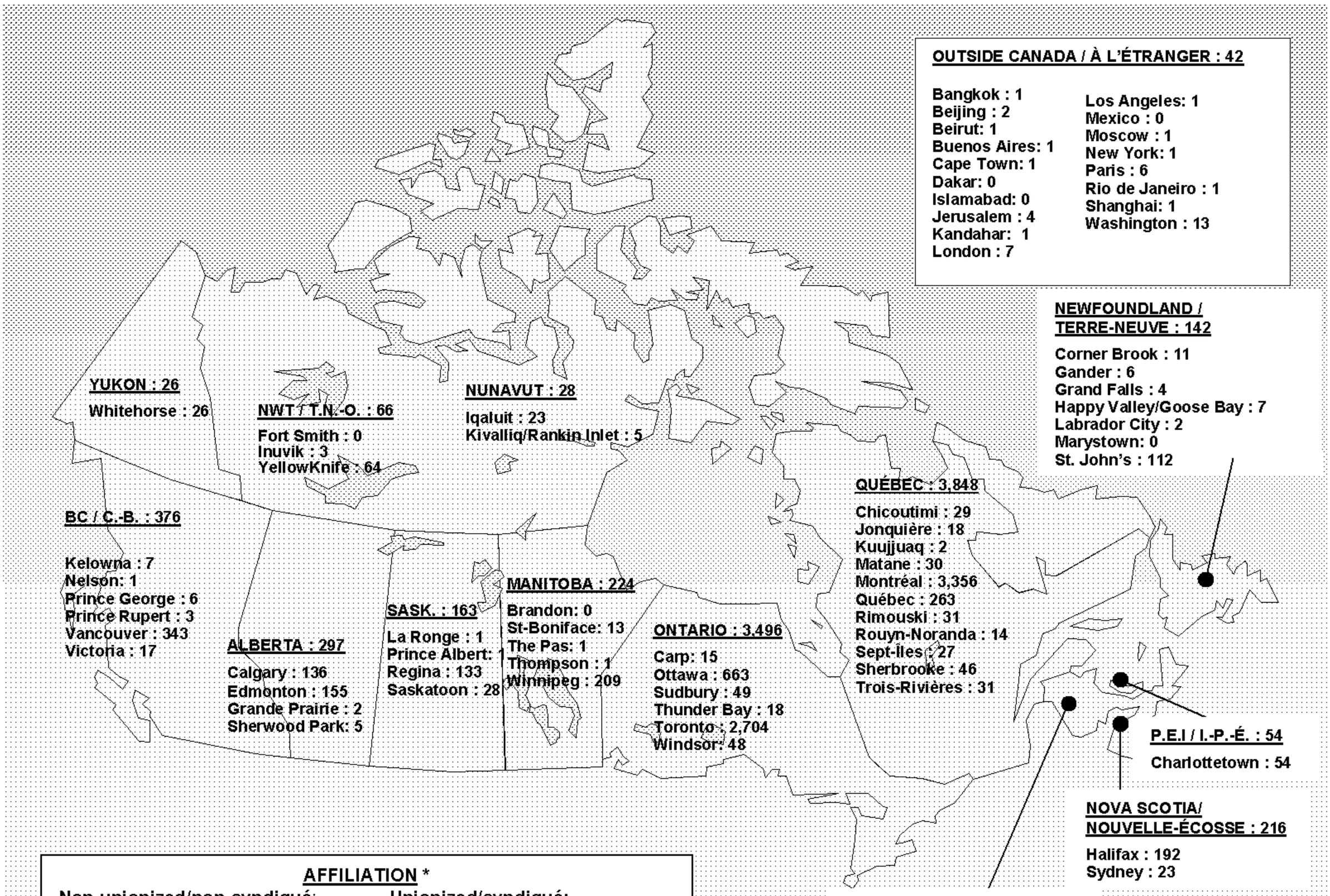
The sum of the details may not balance with the totals due to rounding / La somme du détail peut différer des totaux en raison de l'arrondissement.

Prepared by: Shared Services / Corporate Reporting.

CBC Map / Carte de la SRC

Full Time Equivalent / Équivalent temps plein

July 2009 / juillet 2009



AFFILIATION *

Non-unionized/non-syndiqué:		Unionized/syndiqué:	
Unaffiliated:	23	APS:	689
Executives:	59	CMG:	3985
MS:	1029	SCRC:	1383
Confidential:	183	STARF:	1060
SUBTOTAL:	1,294 (14%)	SCFP:	541
		AR:	307
		SUBTOTAL	7,964 (86%)
GRAND TOTAL:	9,258		

Total FTE/ETP 9,258 = Head count / effectifs réels 9,934

* 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

A0023713_4-001585

CBC Radio-Canada

2009/2010
QUARTERLY FINANCIAL MANAGEMENT REPORT
1st quarter ended June 30, 2009

July 17, 2009

Confidential

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MANAGEMENT'S DISCUSSION AND ANALYSIS

For the three months ended June 30, 2009 and 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 and amortisation 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.21(1)(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 three months ended June 30, 2009 and 2008 is presented on both a government-funding basis and in accordance with GAAP.

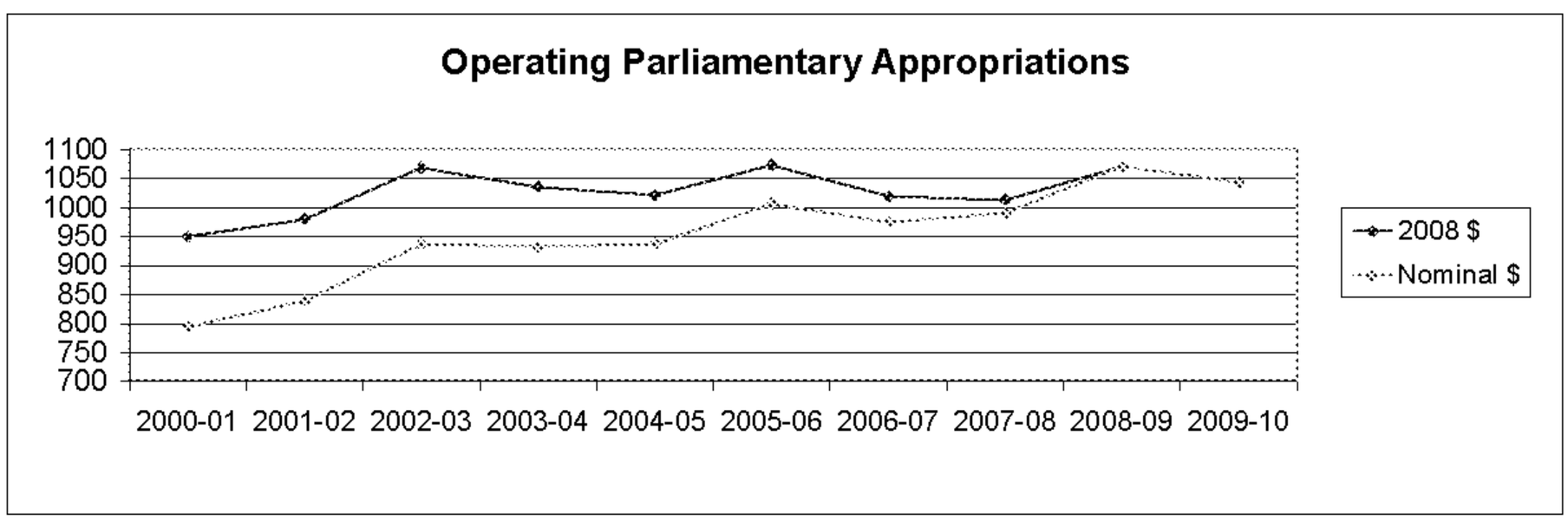
This report presents and analyses segmented results of operations for the three months ended June 30, 2009, compared to the year-to-date budget, and to the year-to-date results for the same period in 2008/2009 on government-funding basis. Segmented results are presented for English and French media services and other operations.

Financial statements prepared on a GAAP basis are also presented for the period ended June 30, 2009 and compared with the results for the same period in 2008/2009. A reconciliation of GAAP results to the results on a government-funding basis is provided on page 10. Significant changes in Balance Sheet amounts between the periods are also explained on page 11.

Monthly financial statements do not include revised estimates of employee future benefits, as actuarial valuations are prepared annually. The monthly financial statements are unaudited and do not include full note disclosure. They should be read in conjunction with the 2008/2009 audited consolidated financial statements, which provide full note disclosure in accordance with GAAP.

A0023715_5-001590

Financial Highlights for the first quarter ended June 30, 2009



s.18(a)

s.18(b)

s.18(a)

s.18(b)

s.18(a)

s.18(b)

Overview of three months ended June 30, 2009
(in $000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	Actuals	Variance to Budget	Annual Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS						
Parliamentary Appropriation						
Prior Year Carryover						
Government Funding and Carryover						
Revenues						
Sale of Assets						
Commercial Revenues:						
English Television						
French Television						
Commercial Revenues						
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						

A0023715_8-001593

Segmented Results

s.18(a)

s.18(b)

Consolidated English Services
For the three months ended June 30
(in $000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	Actuals	Variance to Budget	Annual Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS						
Parliamentary Appropriation						
Sale of Assets						
Revenues						
English Television-Commercial						
English Television-Miscellaneous						
Newsworld						
bold						
English Radio						
Revenues						
SOURCE OF FUNDS						
APPLICATION OF FUNDS						
English Television						
Newsworld						
bold						
English Radio						
APPLICATION OF FUNDS						
NET POSITION						

A0023715_9-001594

s.18(a)

s.18(b)

s.68.1

Consolidated French Services
For the three months ended June 30
(in $000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	Actuals	Variance to Budget	Annual Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS						
Parliamentary Appropriation						
Sale of Assets						
Revenues						
French Television-Commercial						
French Television-Miscellaneous						
Réseau de l'information						
French Radio						
Radio Canada International						
Revenues	-					
	-					
	-					
SOURCE OF FUNDS	-					
APPLICATION OF FUNDS						
French Television						
Réseau de l'information						
French Radio						
Radio Canada International						
APPLICATION OF FUNDS	-					
	-					
NET POSITION						

A0023715_10-001595

s.18(a)

s.18(b)

s.68.1

Other Services
For the three months ended June 30
(in $000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	Actuals	Variance to Budget	Annual Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS						
Parliamentary Appropriation						
Prior Year Carryover						
Government Funding and Carryover						
Sale of Assets						
Revenues						
CBC Transmission and Distribution						
Real Estate Division						
Mobile Division-External Rentals						
Merchandising Division						
Corporate Management and Support Services						
Revenues						
SOURCE OF FUNDS						
APPLICATION OF FUNDS						
CBC Technology						
CBC Transmission and Distribution						
Real Estate Division						
Mobile Division						
Mobile Division-Recoveries from medias						
Merchandising Division						
Corporate Management and Support Services						
APPLICATION OF FUNDS						
NET POSITION						

s.18(a)

s.18(b)

Reconciliation of Net Results of Operations to Government Funding Basis

A6023715_12-001597

s.18(a)

s.18(b)

s.68.1

Balance Sheet Analysis
(June 30, 2009 compared to June 30, 2008)

Assets

A6023715_13-001598

s.18(a)

s.18(b)

s.68.1

Unaudited

Consolidated Balance Sheet

As at June 30

(in $000's)

	2009	2008	
ASSETS			
Current			
Cash and cash equivalents			
Accounts receivable			
Inventory			
Prepaid expenses			
Net investment in sales-type leases			
Derivative financial instruments			
Long-term			
Property and equipment			
Long-term receivables			
Net investment in sales-type leases			
Deferred charges			
Long-term investments			
LIABILITIES			
Current			
Accounts payable and accrued liabilities			
Employee-related liabilities			**s.18(a)**
Bonds payable			**s.18(b)**
Deferred revenues			
Derivative financial instruments			
Deferred operating vote drawdown			
Long-term			
Long-term investments			
Deferred revenues			
Employee-related liabilities			
Bonds payable			
Deferred capital funding			
Minority interest			
EQUITY			
Retained earnings (deficit)			
Accumulated other comprehensive income (loss)			

Commitments and contingencies (notes 5 and 6)

The accompanying notes form an integral part of the consolidated financial statements.

A6023715_15-001600

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

Unaudited

Consolidated Statement of Operations

For the period ended June 30

(in $000's)

	2009	2008
Revenues		
Advertising		
Specialty services		
Other income		
Financing income		
Expenses		
Television and radio services costs		
Specialty services		
Amortisation of property and equipment		
Transmission, distribution and collection		
Corporate management		
Payments to private stations		
Operating loss before Government funding, non-operating revenues and minority interest		
Government funding		
Parliamentary appropriation for operating expenditures		
Parliamentary appropriation for working capital		
Amortisation of deferred capital funding		
Net results before non-operating revenues and minority interest		
Non-operating revenues		
Galaxie non-operating revenues		
Net results before minority interest		
Minority interest		
Net results for the period		

The accompanying notes form an integral part of the consolidated financial statements.

s.18(a)

s.18(b)

Unaudited

Consolidated Statement of Cash Flows

For the period ended June 30

(in $000's)

	2009	2008
CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES		
Net results for the period		
Items not involving cash:		
Loss on disposal of equipment		
Change in 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 long-term receivables		
Change in employee-related liabilities [current]		
Change in minority interest		
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		
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		

The accompanying notes form an integral part of the consolidated financial statements.

A0023715_17-001602

Unaudited

Consolidated Statement of Comprehensive Income (Loss)

For the period ended June 30

(in $000's)

	2009	2008
Net results for the period		
Other comprehensive income		
Net changes in cash flow hedges:		
Gain on derivatives designated as cash flow hedges (net of income tax of $0)	–	
Total other comprehensive income		
Total comprehensive income (loss) for the period		

The accompanying notes form an integral part of the consolidated financial statements.

s.18(a)

s.18(b)

Unaudited

Consolidated Statement of Changes in Equity

For the period ended June 30

(in $000's)

	2009	2008
Retained earnings (deficit)		
Balance, beginning of the year		
Net results for the period		
Retained earnings (deficit), end of the period		
Accumulated other comprehensive Income (loss)		
Accumulated other comprehensive income (loss), beginning of the year		
Other comprehensive income for the period		
Accumulated other comprehensive income (loss), end of the period		
Total equity		

The accompanying notes form an integral part of the consolidated financial statements.

A0023715_18-001603

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE PERIOD ENDED JUNE 30, 2009

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 and Official Languages.

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

In February 2008, the CICA issued Section 3064 Goodwill and Intangible Assets which provides guidance on the recognition, measurement, presentation, and disclosure for goodwill and intangible assets, other than the initial recognition of goodwill or intangible assets acquired in a business combination. The standard is effective for fiscal years beginning on or after October 1, 2008, and requires retrospective application to prior period financial statements. The impact of this new standard will be reflected in our consolidated financial statements as of March 31, 2010.

A6023715_19-001604

4. FINANCIAL INSTRUMENTS

A. Financial Risk Management

The Corporation's activities are exposed to a variety of financial risks: market risk, credit risk and liquidity risk. The Corporation's overall risk management program focuses on the unpredictability of financial and economic markets and seeks to minimise potential effects on the Corporation's financial performance. The risk management is carried out through financial management practices in conjunction with the overall Corporation's governance. The Board of Directors is responsible for overseeing the management of financial risk.

B. Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Corporation is exposed to currency risk and interest rate risk.

(i) Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The Corporation is exposed to limited foreign exchange risk on revenues and expenses denominated in a foreign currency. The majority of these transactions are denominated in US dollars, Euros and British Pounds. The Corporation's primary objective in managing currency risk is to preserve cash flows and reduce variations in performance. The Corporation policy on currency risk requires to minimise currency risk to protect the value of foreign cash flows both committed and anticipated from the negative impact of exchange rates fluctuation. The Corporation mitigates this risk by entering into forward exchange contracts. Accordingly, the Corporation has limited sensitivity to changes in foreign exchange rates.

(ii) Interest Rate Risk

Interest risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market interest rates. The Corporation's short-term investments, 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.

The Corporation manages its interest rate risk by spreading the maturity dates of investments over the fiscal year.

C. Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Corporation is exposed to credit risk through its cash and cash equivalents, investments, accounts receivable, long-term receivables, and forward exchange contracts.

The maximum exposure to credit risk of the Corporation at June 30, 2009, is the carrying value of these assets.

4. FINANCIAL INSTRUMENTS (continued)

(i) Cash and Cash Equivalents and Investments

The Corporation has deposited cash with reputable financial institutions (members of the Canadian Payments Association or local Cooperative Credit Societies that are members of a Central Cooperative Credit Society having membership in the Canadian Payments Association or subject to the approval of the Minister of Finance, any financial institutions outside Canada), from which management believes the risk of loss to be remote. Cash equivalents are guaranteed by the Government of Canada.

The Corporation's investments are managed via an investment policy which guides the Corporation in its investment decisions. The Corporation invests surplus funds to earn investment income with the objective of maintaining safety of principal and providing adequate liquidity to meet cash flow requirements. The investments must be 100 per cent guaranteed by the Government of Canada to ensure that the Corporation has negligible exposure to credit risk.

(ii) Accounts Receivable

The Corporation's accounts receivable are mainly derived from sale of advertising airtime. Credit risk concentration with respect to trade receivables is limited by following a program of credit evaluation and by limiting the amount of customer credit where deemed necessary. The Corporation does not believe that it is exposed to an unusual or significant level of credit risk.

The Corporation establishes an allowance for doubtful accounts that reflects the estimated impairment of accounts receivable. The Corporation has a specific policy on credit and collections and guidelines that provides for how the allowance should be determined. The Corporation establishes a general allowance and an additional allowance that is based on specific accounts and is determined by considering the Corporation's knowledge of the financial condition of its customers, the aging of accounts receivable, the current economic climate, customer and industry concentrations, and historical experience.

(iii) Forward Exchange Contracts

The Corporation manages its exposure to derivative counterparty credit risk by contracting primarily with reputable financial institutions.

D. Liquidity Risk

Liquidity risk is the risk that the Corporation will encounter difficulties in meeting its financial obligations associated with financial liabilities.

The Corporation's approach to managing liquidity risk is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions without incurring losses. The Corporation also manages liquidity risk by continuously monitoring actual and budgeted cash flows. Also, the Board of Directors reviews and approves the Corporation's operating and capital budgets, as well as large transactions.

The Corporation does not have the authority to contract a line of credit or long-term debt.

A0023715_21-001606

5. COMMITMENTS

The Corporation entered into commitments by renewing purchase agreements and entering into new purchase agreements. Management estimates that these new commitments, for the three-month period ended June 30, 2009, will result in future annual expenditures of approximately $86 million and a total of $1.023 billion over the next eight years.

6. CONTINGENCIES

Various claims and legal proceedings have been asserted or instituted against the Corporation. Some demand large monetary damages or other relief and they could result in significant expenditures. Litigation is subject to many uncertainties and the outcome of individual matters is not always predictable. Contingent liabilities are potential liabilities, which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. There were no significant changes in the Corporation's contingencies as of June 30, 2009 with respect to the information disclosed in the annual report for the year ended March 31, 2009.

A0023715_22-001607

Detailed Tables of Operations

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s.18(a)

s.18(b)

Financial Management Report
Corporate Summary
For the first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	Actuals	Variance to Budget	Annual Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS						
Government Funding and Carryovers						
Expected Sale of Assets						
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						

Financial Management Report
Source of Funds
For the first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	Actuals	Variance to Budget	Annual Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS						
Parliamentary Appropriation						
Prior Year Carryover						
Total Government Funding and Carryovers						
Expected Sale of Assets						
Commercial Revenues						
Commercial Revenues - Regular Operations:						
English Television						
French Television						
Total for Regular Operations						
Miscellaneous Revenues						
Miscellaneous Revenues - Regular Operations:						
English Television						
French Television						
English Radio						
French Radio						
Sirius						
Mobile Division						
Merchandising Division						
Corporate Activities						
CBC Transmission and Distribution						
Real Estate Division						
Radio Canada International						
TBC land interest						
Total for Regular Operations						
TOTAL SOURCE OF FUNDS - MAIN SERVICE						
Specialty Services Revenues:						
Newsworld						
bold						
Réseau de l'information						
Galaxie						
TOTAL SOURCE OF FUNDS - SPECIALTY SERVICES						
TOTAL SOURCE OF FUNDS FOR CBC						

s.18(a)

s.18(b)

Financial Management Report
Application (use) of Funds
For the first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	Actuals	Variance to Budget	Annual Budget	Actuals	Variance in Actuals
APPLICATION OF FUNDS						
Expenditures - Regular Operations:						
English Television						
French Television						
English Radio						
French Radio						
Mobile Division						
Ottawa Production Centre						
Merchandising Division						
Corporate Activities						
CBC Technologies						
CBC Transmission & Distribution						
Real Estate Division						
Radio Canada International						
Corporate Reserve						
Total Expenditures - Regular Operations						
TOTAL APPLICATION OF FUNDS - MAIN SERVICE						
Expenditures - Specialty Services:						
Newsworld						
bold						
Réseau de l'information						
Galaxie						
TOTAL APPLICATION OF FUNDS - SPECIALTY SERVICES						
TOTAL APPLICATION OF FUNDS - ALL OPERATIONS						

s.18(a)

s.18(b)

s.18(a)

s.18(b)

CORPORATE SUMMARY - VARIANCE OVERVIEW
($000's)

	2009/2010 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			
Merchandising Division			
Corporate Activities			
CBC Technologies			
CBC Transmission and Distribution			
Real Estate Division			
RCI			
Total - Components			
TBC Land			
Corporate Reserve			
Total - Corporate Reserve			
TOTAL - MAIN SERVICE			
Specialty Services:			
Newsworld			
bold			
RDI			
Galaxie			
TOTAL - SPECIALTY SERVICES			
NET POSITION			

Note - negative variances are indicated by brackets

A0023715_28-001613

s.18(a)

s.18(b)

Financial Management Report
Consolidated English Services
For the first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	**Actuals**	**Variance to Budget**	**Annual Budget**	**Actuals**	**Variance in Actuals**
SOURCE OF FUNDS						
Parliamentary Appropriation						
Sale of Assets						
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 first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date		
	Budget	Actuals	Variance to Budget	Annual Budget	Actuals	Variance in Actuals	
SOURCE OF FUNDS							s.18(a)
Parliamentary Appropriation							s.18(b)
Contribution from Specialty Services							
Sale of Assets							
Commercial Revenue - Television							s.68.1
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							

*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 first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date		
	Budget	**Actuals**	**Variance to Budget**	**Annual Budget**	**Actuals**	**Variance in Actuals**	
Incremental Revenues							
Commercial Revenue							
Cable Subscriptions							
Total Incremental Revenues							
Incremental Costs							
Programming							s.68.1
Production & Resources							
General & Administration							
Sales and Marketing							
Total Incremental Costs							
Excess of Revenues over Costs							s.18(a)
Repayment to the Main Service							s.18(b)
Excess Revenues/(Costs) before Contribution to English Services							
Contribution to English Services							
Excess Revenues/(Costs)							

Financial Management Report
English Radio
For the first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	Actuals	Variance to Budget	Annual Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS s.18(a)						
Parliamentary Appropriation s.18(b)						
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						
Sirius						
News & Current Affairs						
Network Services s.68.1						
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 Administration						
TOTAL APPLICATION OF FUNDS						
NET POSITION						

Financial Management Report
Consolidated French Services
For the first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	**Actuals**	**Variance to Budget**	**Annual Budget**	**Actuals**	**Variance in Actuals**
SOURCE OF FUNDS						
Parliamentary Appropriation						
Sale of Assets						
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 first quarter ended June 30
($000's)

s.18(a)

s.18(b)

s.68.1

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	Actuals	Variance to Budget	Annual Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS						
Parliamentary Appropriation						
Sale of Assets						
Commercial Revenue - Television						
Commercial Revenue - Internet						
Miscellaneous Revenue						
TOTAL SOURCE OF FUNDS						
APPLICATION OF FUNDS						
Costs related to Revenue-generating Services						
Marketing and Sales (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						

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Le Réseau de l'information
Schedule of Incremental Revenues and Costs
For the first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date		
	Budget	**Actuals**	**Variance to Budget**	**Annual Budget**	**Actuals**	**Variance in Actuals**	
Incremental Revenues							
Commercial Revenue							
Cable Subscriptions							
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							s.18(a)
Repayments to the Main Service							s.18(b)
Capital Expenditures	—						
Total Repayments to the Main Service	—						
Excess Revenues/(Costs)							

Financial Management Report
French Radio
For the first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date		
	Budget	**Actuals**	**Variance to Budget**	**Annual Budget**	**Actuals**	**Variance in Actuals**	
SOURCE OF FUNDS							
Parliamentary Appropriation							s.18(a)
Miscellaneous Revenue							
TOTAL SOURCE OF FUNDS							s.18(b)
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							s.68.1
Network Reserve							
Regional Operations							
Programming Management							
Atlantic							
Quebec							
Ontario/ Outaouais							
West							
Subtotal - Regional Operations							
Subtotal - Programming and Production							
Technical							
Production Services							s.18(a)
Subtotal - Technical							
							s.18(b)
General Administration							
Management							
Subtotal - General Administration							
TOTAL APPLICATION OF FUNDS							
NET POSITION							

Financial Management Report
Corporate Activities
For the first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	**Actuals**	**Variance to Budget**	**Annual Budget**	**Actuals**	**Variance in Actuals**
SOURCES OF FUNDS						
Net Parliamentary Subsidy						
Miscellaneous Revenues						
Strategy and Business Partnerships						
General Counsel						
Interest and Capital Recoveries						
Shared Services						
Total Miscellaneous Revenues						
TOTAL SOURCE OF FUNDS						
APPLICATION OF FUNDS						
Office of the President						
Office of the Chairperson and Board of Directors						
Branding, Communications and Corporate Affairs						
Internal Audit						
Priorities and Implementation						
Training and Development						
People and Culture						
Severance Pay and Other Personnel Costs						
Dental Plan, EAP and Crisis Management						
Content Management						
Regulatory Affairs						
Strategy and Business Partnerships						
General Counsel and Corporate Secretariat						
Corporate Finance and Administration						
Insurance, Corporate Forms, Taxes, etc.						
Shared Services						
International Relations						
Ombudsman - Toronto						
Ombudsman - Montreal						
Corporate New Media						
TOTAL APPLICATION OF FUNDS						
NET POSITION						

s.18(a)

s.18(b)

s.18(a)

s.18(b)

Merchandising Division
Schedule of Incremental Revenues and Costs
For the first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	**Actuals**	**Variance to Budget**	**Annual 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 Operations						
Distribution						
Educational						
Licensing						
TOTAL APPLICATION OF FUNDS						
NET POSITION						

Financial Management Report
Mobile Division
For the first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	**Actuals**	**Variance to Budget**	**Annual Budget**	**Actuals**	**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						
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						

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

Galaxie
Schedule of Incremental Revenues and Costs
For the first quarter ended June 30
($000's)

	2009/2010 Year-to-date			2009/2010	2008/2009 Year-to-date	
	Budget	**Actuals**	**Variance to Budget**	**Annual Budget**	**Actuals**	**Variance in Actuals**
Incremental Revenues						
Satellite						
Cable						
Music for Business						
Internet						
Other						
Total Incremental Revenues						
Incremental Costs						
Rights						
Internet						
Administration						
Programming	32	27	5	738	186	159
Distribution						
Marketing						
Rising Star Program						
Total Incremental Costs						
Excess Revenues/(Costs)						

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

	2009/2010 Year-to-date	2009/2010	2008/2009 Year-to-date
Impact of Agreement with Stingray Digital Group Inc			
Stingray Affiliate Agreement			
Max Trax Deal			
Overhead / Additionnal Revenues			
Stingray Agency Fee			
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)

2009/2010 Capital Budget Overview as at June 30, 2009
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					
Payback initiatives					
Growing the business					
Transmission strategy					
Efficiency projects					
Minor capital					
Contingency					
Impact of approved plan being higher than available capital (1)					
Total Surplus/(Deficit) Forecast (2)					

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 requests					
Vision/Sintec - phase 2 - change requests					
Vancouver Redevelopment					
Newsroom System Project - iNews					
Desktop Radio - Permanent Solution					
Other					
Corporate Contingency					
Committed Corporate Contingency					
Impact of approved plan being higher than available capital (1)	*22%*				
TOTAL SURPLUS/(DEFICIT) FORECAST (2)					
% of Available Capital					

* includes repayment of bonds payable for TBC lease

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s.18(a)

s.18(b)

2009/2010 Capital Budget Overview as at June 30 2009 - Notes

Note 1

Note 2

Note 3

Note 4

Note 5

Note 6

Note 7

A0023715_45-001630

Note 8

Note 9

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)

2009/2010 to 2011/2012 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

Note 7

s.18(a)

s.18(b)

2009/2010 to 2011/2012 CAPITAL INVESTMENT PLAN
Board of Directors Approved Projects > $5 million - Notes
Forecasted Expenditures to Project Completion

Note 8

Note 9

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Balance Sheet Details

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s.18(a)

s.18(b)

Cash, Cash Equivalents and Short-term Investiments
as at June 30
(in $000's)

s.68.1

	2009	2008	Increase / (Decrease) Amount	Increase / (Decrease) Percent

s.18(a)

s.18(b)

Accounts Receivable

as at June 30

(millions of $)

s.18(a)

s.18(b)

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Inventory Report
as at June 30
(in $000's)

	COMPONENTS	2009	2008	Variance
	English Television *			
	French Television *			
	Indirect Costs Allocation **			
s.18(a)	Merchandising			
s.18(b)	Documentary Channel			
s.68.1	**TOTAL**			

* See below for detail by program category

** Overhead expenses applicable to programs in inventory

Inventory Report - Programming Inventory by Category
as at June 30
(in $000's)

	2009	2008	Variance
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			
Total - Arts & Entertainment			
Network programming			
Documentary production unit			
Factual entertainment			
News & Current affairs			
Sports			
Regional inventory			
TOTAL - ENGLISH TELEVISION PROGRAM INVENTORY			
French Television			
Procured programs and films rights			
Current affairs and documentaries			
Drama			
Arts & Entertainment			
Sports			
TOTAL - FRENCH TELEVISION PROGRAM INVENTORY			

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370th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
OTTAWA, ONTARIO
JUNE 23, 2009

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Linda Black	
Mr. Peter Charbonneau	
Hon. Joseph Handley	
Ms. Patricia McIver	
Ms. Trina McQueen	
Mr. Brian Mitchell	
Mr. Rémi Racine	
Ms. Edna Turpin	

REGRETS:

Mr. George Cooper
Mr. Peter Herrndorf

ALSO ATTENDING:

Mr. Richard Stursberg, Executive Vice-President, English Services
Mr. Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships
Mr. George Smith, Senior Vice-President, Corporate Priorities and Implementation
Mr. Pierre Nollet, Vice-President, Corporate Secretary and Chief Legal Officer
Ms. Suzanne Morris, Vice-President and CFO
Ms. Johanne Charbonneau, Vice-President and Special Advisor to the President and CEO
Mr. Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs
Ms. Katya Laviolette, Vice-President, People and Culture
Mr. Steven Guiton, Chief Regulatory Officer
Mr. Peter St-Onge, Executive Director, Finance and Management Services
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary
Mr. Jacques Gaboury, Associate General Counsel and Executive Director, Business Rights and Content Management
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

Other participants as identified in the minutes.

370th MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
OTTAWA, ONTARIO
JUNE 23, 2009

The Chair called the meeting to order at 8:00 a.m.

The Chair expressed his sincere appreciation, both personally and on behalf of the Board, to senior management for their excellent work and for the comprehensive information provided to the Board in the context of the strategic review.

APPROVAL OF THE MINUTES

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the minutes of the Board of Directors meeting held on May 12-13 and of the conference call of June 9, 2009 be and are hereby approved as circulated.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

Organizational Health and Wellness Update

At the January 2009 Board meeting, a report covering the period October 1, 2007 to September 30, 2008 was presented. The Board requested a further update in June 2009 based upon the most recent fiscal year information, with additional absenteeism data and including the results of the security benchmarking conducted. The longer term plan relating to the management of disability absences will be presented at a later date.

Katya Laviolette presented an updated Annual Report on Organizational Health and Wellness for the period of April 1, 2008 to March 31, 2009. Ms. Laviolette noted that the report included a breakdown of absenteeism by business component and by province as well as the security benchmarking results.

Ms. Laviolette also noted that the Corporation is updating its pandemic plan, in light of the outbreak of the H1N1 influenza outbreak virus and the World Health Organization's recent decision to raise the pandemic alert to phase 6. She advised that the revised plan should be completed in July 2009.

The Chair thanked Ms. Laviolette for her update.

CHAIR'S REPORT

A0023718_2-001643

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

s.21(1)(b)

Mr. Casgrain added that a revised proposal for the Corporation's first annual public meeting would be presented later in the agenda.

PRESIDENT'S REPORT

The President confirmed that the Strategic Review draft report had been filed with the Department of Heritage on June 19, 2009. The President acknowledged the extraordinary effort by management to complete the draft within the very tight timeframe dictated by government, particularly given the other urgent matters pending in relation to the recovery plan and the sale of assets.

s.68.1

Hon. Joseph Handley joined the meeting in progress.

AUDIT COMMITTEE REPORT

Michael Mooney, Senior Director, Comptrollership and Operations, joined the meeting.

Mr. Peter Charbonneau, Chair of the Committee, presented the report. He reported on the following matters considered by the Committee.

CFO Report

Suzanne Morris presented her report to the Committee highlighting the following: (i) status update on key 2009-2010 Finance priorities; (ii) recent economic highlights; (iii) recovery plan process and update; (iv) funding issues; (v) update on staffing within the Finance function; and (vi) the 2009 Strategic Review.

2008-2009 Financial Statements

Suzanne Morris presented a detailed report to the Committee on the audited financial statements for the 2008-2009 year. Copies of the statements and accompanying notes, together with the Management Discussion and Analysis, were distributed to the Committee in advance and were also sent to all Directors prior to the meeting. Ms. Morris reviewed each section of the Management Discussion and Analysis (MD&A), both at the Audit Committee and at the Board. She noted in her presentation to the Board that members of the Audit Committee had requested revisions to the MD&A to ensure greater consistency in the description and reporting of results and to improve the clarity of some sections, which changes management undertook to make.

External Audit Report

s.21(1)(b)

A copy of the complete report of the Office of the Auditor General (the "OAG") on the 2008-2009 audit results was provided to all Directors before the meeting. The Auditor General, Sheila Fraser, attended the Audit Committee meeting in person and confirmed that the OAG would provide an unqualified opinion on the 2008-2009 consolidated financial statements.

Ms. Fraser provided some initial comments to the Audit Committee on the 2008-2009 audit results, and confirmed that the OAG was very pleased with the way the Corporation had handled the audit. Daniel Paquette then reviewed, for the Audit Committee, 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 Mr. Paquette's remarks, the Committee met in camera with the OAG.

At the Board meeting, Management responded to questions from Directors on:

Approval of the Financial Statements and Management Discussion and Analysis

Following its discussion, the Board adopted the recommendation of the Audit Committee to approve the 2008-2009 consolidated financial statements as presented and the Management Discussion and Analysis as modified.

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 2009, and hereby authorizes the Chair of the Board and the Chair of the Audit Committee to amend the text of Note 27, if necessary, to reflect a decision of

A0023718_4-001645

Treasury Board with respect to the two transactions described therein, and the signature of the Chair of the Audit Committee and the Chair of the Board affixed to the Consolidated Financial Statements shall be conclusive evidence of such amendment.

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 2009, as modified by the revisions necessary to reflect the input and guidance offered by the Audit Committee of the Board.

MOTION CARRIED

Trina McQueen withdrew from the meeting.

Pension Plan Actuarial Valuation

The Committee considered the recommendation from management with respect to the actuarial valuation as at December 31, 2008 and after discussion, recommended the Board approve it.

For the benefit of Board members, Johanne Charbonneau presented highlights of the material circulated on the actuarial valuation of the CBC Pension Plan as at December 31, 2008, outlining the rationale for conducting an actuarial evaluation at this time. Ms. Charbonneau explained that, based upon the advice from the actuary, Management was recommending employer contributions be made at the rate of totaling approximately to fund the service costs of the pension plan.

s.18(a)

In the ensuing discussion, Board members considered several factors, including:

s.18(b)

s.21(1)(b)

relationships with the unions at this time. Mr. Lacroix stated that Management would not use the savings in pension contributions to fund the budget shortfall.

The Board agreed to consider the matter further in an in camera session later in the meeting.

Report on Litigation and Contingencies

Pierre Nollet presented the annual report on litigation and the contingencies provided for in the financial statements for the 2008-2009 year to the Committee.

Calendar of meetings for 2010

The Audit Committee approved its calendar of meetings for 2010, with the date of the January meeting changed to January 12, 2010.

Other Reports and Presentations

In addition, the Committee received the following reports/presentations: (i) Update on Risk Management; (ii) Vision Project Update; (iii) Vancouver Project Update; (iv) the Quarterly Financial Management Report (4th Quarter); (v) Quarterly Internal Audit Report 4th Quarter; (vi) review of the Procurement Policy; and (vii) Update on the IFRS Project.

The Chair thanked Mr. Charbonneau for his report.

Ms. McQueen rejoined the meeting and Mr. Mooney withdrew from the meeting.

RECOVERY PLAN UPDATE

At the request of the President, Pierre Nollet briefed the Board on the injunction application commenced in respect of the implementation of the Recovery Plan in Windsor, Ontario.

The President and CEO then invited Suzanne Morris to present the update on the recovery plan.

Written material was distributed in advance, covering:

Workforce Adjustment Process and Tracking
Update on 2009-2010 Commercial Revenues
2009-2010 Cash Flow Forecast

Ms. Morris presented the update on the recovery plan, with assistance from Katya Laviolette, Richard Stursberg and Peter St-Onge. Ms. Morris reported that the recovery plan is currently on track and that commercial revenues are expected to achieve the annual sales targets for both English services and French services.

Katya Laviolette reported on the workforce adjustments, noting that the applications under the Voluntary Retirement Incentive Plan ("VRIP") had been processed, with only a few still outstanding. She added that the Corporation was now working through the workforce adjustment process, which would continue throughout the summer.

Richard Stursberg and Peter St. Onge provided further comments on the commercial revenue situation for the English and French networks, reporting on the changes that had occurred in the leadership and structure of the sales division for both.

The Chair thanked management for the update.

STRATEGIC REVIEW

A0023718_6-001647

As stated in his report to the Board earlier in the meeting, Mr. Lacroix confirmed that the strategic review process was advancing in accordance with the Government's timeline with the filing of the draft report with the Department of Heritage on June 19, 2009. The Department is expected to provide feedback on the report over the summer and, once finalized, it will be presented to Treasury Board. Mr. Lacroix added that the advisor, Ms. Bassett, would provide her input to the Heritage Minister before the report goes to Treasury Board, which is targeted to take place in September. The results of the review will be part of the Government's 2010 budget and, accordingly, are expected to affect the Corporation's budget for 2010-2011.

SCRC NEGOTIATIONS UPDATE

s.21(1)(b)

The Chair thanked Ms. Laviolette for her update.

POST MORTEM OF PREVIOUS BOARD DECISIONS

This item was deferred to the September 2009 Board meeting.

ANNUAL PUBLIC MEETING

Martine Menard, Senior Director, Corporate Communications, joined the meeting.

Bill Chambers presented highlights of the document distributed in advance outlining the proposal for the first annual public meeting of the Corporation to be held in Ottawa in September 2009. Topics covered included: (i) location; (ii) proposed meeting structure; (iii) special considerations for the first meeting; (iv) timing issues with respect to the tabling of the Annual Report; and (v) the need for a post mortem following the meeting.

During the presentation, Mr. Chambers responded to questions and comments from Board members about: (i) the critical importance of serving the language needs of both the French and English communities; (ii) the necessity to have a back-up venue should the level of interest in the meeting be greater than anticipated; (iii) methods available to manage security and forecast attendance at the meeting; and (v) invited guests and media coverage of the event.

The Chair thanked Mr. Chambers for his presentation.

Ms. Menard withdrew from the meeting.

A0023718_7-001648

DATE OF JUNE 2010 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 2010 Board meeting to June 22-23, 2010.

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the Board of Directors hereby approves the change in the dates of the June 2010 Board meeting to June 22-23, 2010.

MOTION CARRIED

APPOINTMENT OF CHAIRS AND MEMBERS OF BOARD COMMITTEES

The Chair of the Board advised that no changes were proposed to the current Committee membership and recommended that the Board confirm the appointments of Chairs and members of Board Committees for a further term of one year.

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the Board of Directors hereby approves the appointments of the Chairs and Members of Board Committees as presented, (a copy of which shall be filed with the original of these minutes as Exhibit 1), to serve until the next annual meeting of the Corporation (June 2010) or until a review of Committee membership is conducted, whichever is sooner.

MOTION CARRIED

PARLIAMENTARY OUTREACH

Shaun Poulter, Senior Director, Government Relations, joined the meeting.

Bill Chambers outlined to the Board a proposal with respect to the Corporation's outreach efforts to government and members of Parliament designed to (i) build relationships with government and strengthen support for the Corporation, (ii) provide information about the changes taking place at the Corporation, (iii) listen to their comments and concerns; and (iv) provide feedback to Management on the results of these meetings. Mr. Chambers indicated that additional material would be distributed to each Board member concerning this initiative following the Board meeting.

Mr. Poulter withdrew from the meeting.

RECOGNITION OF TRINA MCQUEEN – LIFETIME ACHIEVEMENT AWARD

The Chair of the Board stated that the Board wished to recognize and acknowledge the remarkable achievements of Trina McQueen and her contributions to Canadian broadcasting and to congratulate Ms. McQueen on her Lifetime Achievement Award, which was bestowed upon her at the Banff World Television Festival.

On a motion duly moved and seconded

WHEREAS Trina McQueen was presented with the Lifetime Achievement Award at the Banff World Television Festival earlier this month,

AND WHEREAS this award acknowledges outstanding and unique contributions to the broadcasting industry throughout an individual's career,

AND WHEREAS the Board of Directors wishes to recognize Trina McQueen for her remarkable achievements, in a career of firsts, in an industry that is as demanding as it is exciting,

IT IS RESOLVED THAT the Board of Directors expresses its sincere congratulations to Trina McQueen for this honour recognizing her many contributions to the broadcasting industry.

MOTION CARRIED

RECOGNITION OF FORMER VICE PRESIDENT AND CHIEF FINANCIAL OFFICER – JOHANNE CHARBONNEAU

The Chair of the Board noted that this was Johanne Charbonneau's last Board meeting and he added that the Board wished to recognise and acknowledge her work as Vice-President and Chief Financial Officer and her commitment to the Corporation.

On a motion duly moved and seconded

WHEREAS Johanne Charbonneau has served as a dedicated member of the Senior Executive Team of CBC/Radio-Canada since November 2001,

AND WHEREAS Johanne Charbonneau has distinguished herself by her significant personal and professional contribution to the success and well-being of the public broadcaster,

AND WHEREAS the Board of Directors wishes to recognize Johanne Charbonneau for her achievements, for her commitment to the Corporation, and for her strong leadership, as Vice-President and Chief Financial Officer,

IT IS RESOLVED THAT the Board of Directors expresses its appreciation and admiration to Johanne Charbonneau for her dedication and contribution to CBC/Radio-Canada, its mission and its mandate.

MOTION CARRIED

IN-CAMERA

The Board met in camera with the President and CEO to discuss certain matters, including the Pension Plan Actuarial Valuation. The following resolutions were reported to the Corporate Secretary for inclusion in the minutes.

Pension Plan Actuarial Valuation

On a motion duly moved and seconded

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

MOTION CARRIED

Ms. McQueen withdrew from the in camera session for the discussion on this motion and did not vote on the motion.

Arrangements For Corporate Executives

The Board considered the circumstances of two Corporate Executives and after discussion, approved the following resolutions.

A0023718_10-001651

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

On a motion duly moved and seconded,

MOTION CARRIED

On a motion duly moved and seconded,

MOTION CARRIED

CONCLUDE

There being no further business to discuss, the meeting concluded at 1:00 p.m.

Board of Directors

September 16, 2009

Subject matter

Recovery Plan - Update

Background

The Board of Directors approved the 2009-2010 Business Plans and Operating and Capital Budgets at the March 20, 2009 meeting.

Information on the matter

The attached presentation provides the Board of Directions with an update on the status of the Recovery Plan implementation.

For decision ☐ **For information** ■

Prepared by

Name: S. Morris/K. Laviolette
Date: September 10, 2009

Management recommendation

Last discussed at the Board

Date: June 22-23, 2009
Decision made: N/A

Next steps

Keep Board of Directors informed on progress.

Recovery Plan - Update

Board of Directors
September 21-22, 2009

Table of Contents

- Summary
- Workforce Adjustment Process and Tracking
- Recovery Plan Update
- Update on 2009/10 Commercial Revenues
- 2009/10 Year-end Forecast
- Cash Flow Forecast

A0023721_4-001656

Summary

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

A0023721_5-001657

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

Workforce Adjustment Tracking to Plan

Estimated savings and severance costs are on track and within budget. Project plan is on time.

ACTION		# OF FTE/STAFF	ESTIMATED SAVINGS (000's)	ESTIMATED DOWNSIZING (000's)
VRIP (YTD and Future Dated)	English Services			
	French Services			
	Corporate Services			
	TOTAL			
Layoffs in Progress (YTD and Future Dated)	English Services			
	French Services			
	Corporate Services			
	TOTAL			
Redundancy Notices in Progress	English Services			
	French Services			
	Corporate Services			
	TOTAL			
Other FTE Cost Reductions Required (Contract non-renewal, abolished positions, etc.)	English Services			
	French Services			
	Corporate Services			
	TOTAL			
Other Costs	**Outplacement Costs**			
	Contingency			
TOTAL				
Target				

A0023721_6-001658

2009-2010 Recovery Plan Update - English Services (full year impact)

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

	NETWORK		REGIONS		TOTAL	
	FTE's	$000's	FTE's	$000's	FTE's	$000's
Television						
News Restructuring and Renewal						
Current Affairs - reduction in service (see note 1)						
Sports - reduction in service						
Network Schedule/Production and Resources						
Support areas - reduction						
Discretionary reductions						
Reserves - reduced						
	-					
	-					
Radio						
Small Stations						
Regional Noon Shows						
Regional Music Resources						
CBC North						
Radio One						
Radio 2						
Radio 3						
Discretionary reductions						
Total Updated Plan - English Services						
Total per Previous (May 2009) Plan - English Services						

Note 1: Current Affairs re-organized as a Content Group as part of the News Renewal. Budget cuts are being managed within News.

A0023721_7-001659

2009-2010 Recovery Plan Update – French Services (full year impact)

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

	NETWORK		REGIONS		TOTAL	
	FTE's	$000's	FTE's	$000's	FTE's	$000's
Television						
News						
Arts and Entertainment						
Production and Resources						
Réseau de l'information						
Regional Operations						
Support Services						
Radio						
News						
Première chaîne						
Espace musique						
RCI						
Regional Operations						
Internet						
Internet and Digital Services						
Total Updated Plan - French Services						
Total per Previous (May 2009) Plan - French Services						

A0023721_8-001660

Update on 2009-2010 Commercial Revenues

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

A0023721_9-001661

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

2009-2010 Year-end Forecast

	$ 000's Assuming $125M Sale of Assets	
	Per May Update	Current Forecast
Expected 2009-2010 Year-end Surplus / (Deficit):		
English Services		
French Services		
Total Media Services	-	
Downsizing funds ($57M available from sale of assets)		
Compensation changes		
Galaxie proceeds (carryover from 2008-2009)		
Unencumbered corporate surplus from 2008-2009		
Impact of sale of ONTREA delayed to January 2010		
Other Services miscellaneous surplus		
Total Reserves and Other Services	-	
Expected 2009-2010 Year-end Surplus / (Deficit)	=	

A0023721_10-001662

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

2009-2010 Cash Flow Forecast

A0023721_11-001663

2009-2010 Cash Flows at August 31, 2009

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

Please see comments/notes on following page

A0023721_12-001664

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

2009-2010 Cash Flows at August 31, 2009

Note 1:

Note 2:

Note 3:

Note 4:

Note 5:

Note 6:

Note 7:

Note 8:

A0023721_13-001665

Schedule A
Item 7

Board of Directors
(September 22, 2009)

Subject matter

Update on Strategic direction re: Broadcasting infrastructure

Background

This presentation is being made in the context of an RFP which is currently being prepared by our Transmission Division.

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

Information on the matter

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

Prepared by

Name: Martin Marcotte / George Smith
Date: September 2, 2009

Management recommendation

Last discussed at the Board

Date:
Decision made:

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

Technology

CBC Radio-Canada

Technologies

Transmission Overview

Sept.2, 2009

Martin Marcotte

Director, CBC/R-C Transmission

Topics

- Transmission Facts & Figures
- The future of Radio Broadcasting
- The future of TV Broadcasting
- RF Basics
- The tower industry

Pages 1671 to / à 1679

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

The Future of Radio Broadcasting

- Excerpts from recent Media Technology Monitor survey

  "Regardless of whether a consumer uses satellite radio, iPod/MP3 player or the Internet to access audio news or entertainment, conventional radio remains the most used audio technology".
  Conventional = over the air

  "Radio's ease of use and ubiquity will serve it well for a long time to come"
- Although new technologies such as the Internet, iPods, MP3 players, and satellite radio allow consumers to enjoy content on these new platforms, AM and FM broadcasting remain the **primary** vehicle for program delivery.
- **Conclusion**: CBC/Radio Canada will need to maintain an over the air radio infrastructure, whether owned or leased, for efficient delivery of programming on the platform most used by listeners for the foreseeable future.

The Future of TV Broadcasting

- The proposed transition date for analog to digital TV in Canada is August 31, 2011.
- All existing licensed analog TV services have a digital TV channel allocation in the Canada-US digital TV spectrum plan. Approximately 80% of the analog channel allocations will remain the same in the digital plan. This reduces capital costs as existing infrastructure such as antennas and transmission lines can be reused.
- Analog TV services outside the Canada – US coordination zone which extends 360km north of the border can apply to continue to operate in analog mode. It is also possible to apply to continue to operate in analog mode in the coordination zone provided there is no interference to a digital allocation.

Pages 1682 to / à 1685

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

The Future of Television Broadcasting

- There is a new mobile television standard (ATSC M/H) which is compatible with over-the-air HD broadcasting.
- Some of the bit stream is allocated to the mobile service.
- This can enable free-to-air reception of the same, or different programming, using mobile, portable, and hand-held devices.
- Dell Computers have announced a laptop with a built-in M/H receiver.
- LG has announced a portable DVD player with built-in receiver
- Other companies have demonstrated plug-in USB sticks which contain receivers.
- There is considerable enthusiasm in the United States for this technology, and the Open Mobile Video Coalition boasts over 800 member stations, and 18 of the 20 top station groups, including PBS.

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

Pages 1687 to / à 1688

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

RF Basics

- Spectrum Allocations
  AM Band: 535 to 1705 kHz
  FM Band: 88 to 108 MHz
  TV VHF: 54 to 88MHz, 174 to 216 MHz
  TV UHF: 470 to 806 MHz
  Cellular PCS: 1850 to 2000MHz
- There is a direct relationship between frequency and signal wavelength. The lower the frequency, the longer the wavelength. The higher the frequency, the shorter the wavelength.
- The wavelength determines antenna size. Hence, in AM, the tower is the antenna and these can be several hundred meters tall. A typical cellular Personal Communications Services (3G and 4G) antenna is 1M tall.

Page 1690

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18(a), 18(b)

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RF Basics

- A typical 8 bay, 3 panels/bay FM antenna weighs over 2,000 kg and occupies 25M of tower space.
- A typical cell configuration is 6 to 8 sectorized panel antennas in a pinwheel configuration. This system will weigh 200 kg and occupy 2M of tower space.
- **Conclusion**: A broadcast tower can generally accommodate cellular antennas as it is designed to carry heavy loads. The inverse is not true. Hence tower companies differentiate their offerings between broadcast towers and cellular sites.

The Tower Industry

- The tower industry or vertical real estate brokers came of age in the late 1990s and early 2000s
- At the time, speculation on the growth of the wireless industry was rampant.
- Tower consolidators were paying 18 to 20 times cash flow for acquisitions which is 10 to 12 times higher than a real estate developer would pay for land development yet the fundamentals are the same.
- Numerous tower companies have gone bankrupt and there has been a consolidation in the industry.

The Tower Industry

- The major remaining tower companies in the U.S. are Crown Castle and American Tower. Smaller players include Richland Tower and SBA Communications.
- Although Crown and American market they own and operate thousands of sites, some caution is required. A site is often a rooftop, a monopole and even fake palm trees or church steeples.
- Tower acquisitions today are valued using a more realistic value 5x to 8x cash flow provided the cash flow is low risk and long term.

The Tower Industry

-
-

[redacted] CTV or Global would only require a single attachment.

s.18(a)

s.18(b)

-

Page 1695

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18(a), 18(b)

of the Access to Information Act

de la Loi de l'accès à l'information

Land Values

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

- In some locations such as , the land value of the transmitter site is considerable, but the costs and technical complexities of building a new site without interruption to service, and satisfying all regulatory requirements, reduces the margin of profit.
- At the same time, it is important that if tower sites are sold, the value of the property is taken into account.

Page 1698

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de la Loi de l'accès à l'information

s.18(a)

s.18(b)

Appendix B – DTV Locations

CRTC Mandatory DTV Markets	CBC English DTV	R-C French DTV
Vancouver, BC	√ (on-air)	√
Toronto, ON	√ (on-air)	√ (on-air)
Ottawa, ON	√ (on-air)	√ (on-air)
Windsor, ON	√	
Montreal, QC	√ (on-air)	√ (on-air)
Quebec, QC		√ (on-air)

Page 1702

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Board of Directors

(September 22, 2009)

Subject matter

CBC Pension Plan – 2008 Report

Background

Summary of CBC Pension Plan Annual Report

Information on the matter

Report from the Chair, Pension Board of Trustees (Timothy W. Casgrain)

For decision ☐ **For information** ■

Prepared by

Name: *Debra Alves for Timothy W. Casgrain*
date: *September 22, 2009*

Management recommendation

N/A

Last discussed at the Audit Commitee

Date: *May 6, 2009*

Decision made: -

Next steps

REPORT

CBC PENSION PLAN

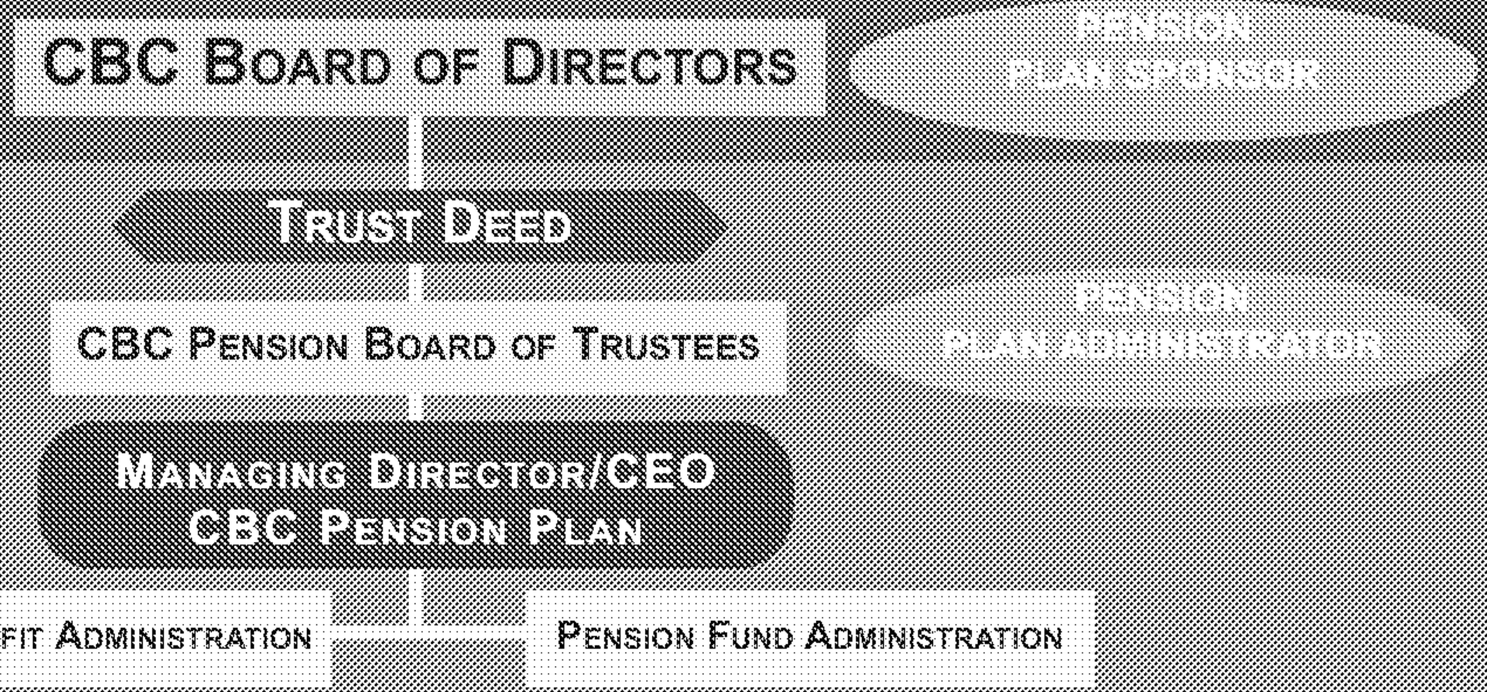
A0023728_2-001704

AGENDA

- Pension Plan Structure
- 2008 Financial and Performance Highlights
- 2008 Activities
- 2009 Highlights
  - Actuarial Valuation

A0023728_3-001705

STRUCTURE



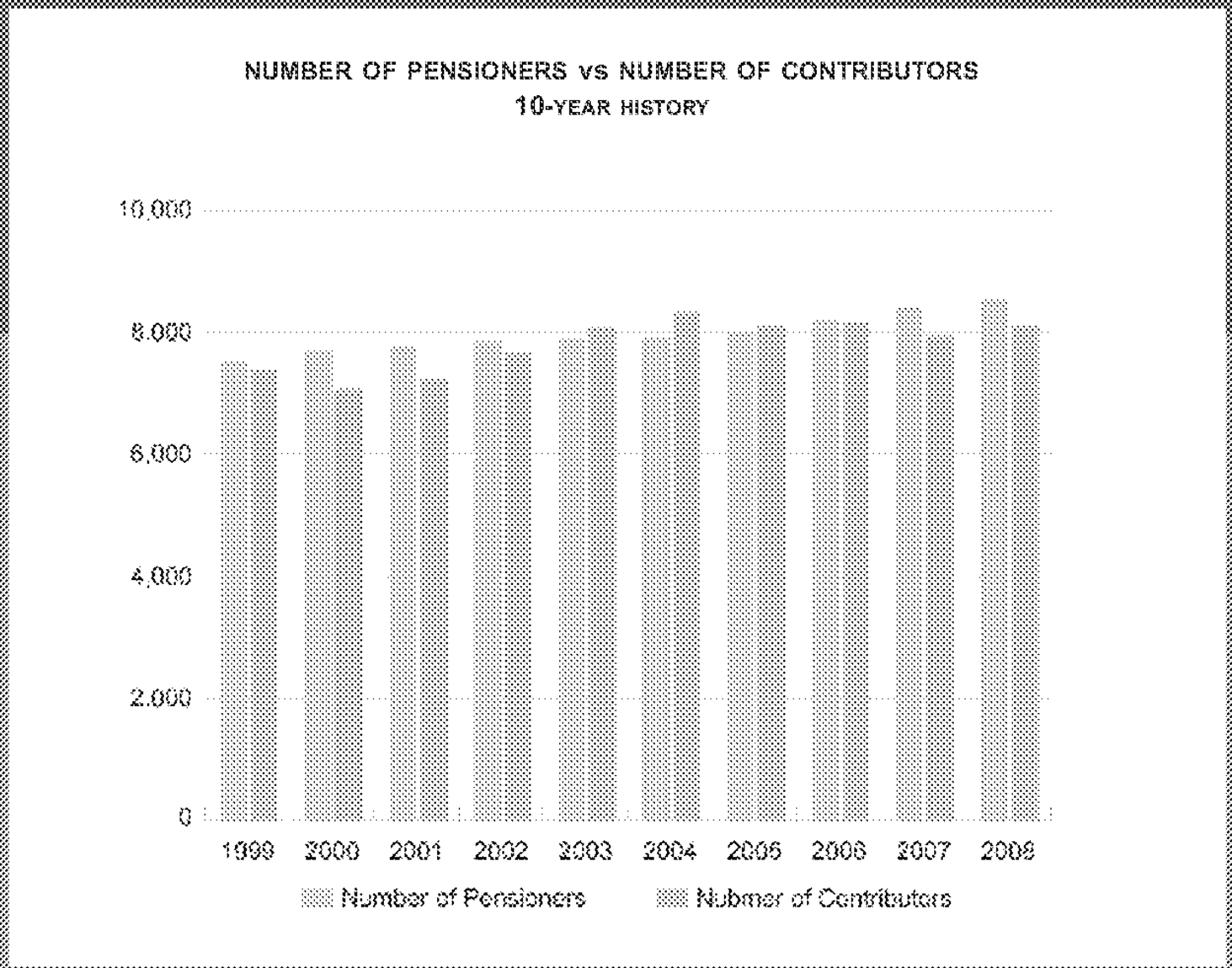
- The CBC Pension Board of Trustees exists by virtue of the Trust Deed created by the CBC Board of Directors.
- There are 7 Trustees:
  - 2 from the CBC Board of Directors *(Timothy W. Casgrain, Brian Mitchell)*
  - 2 from CBC management:
    - *Senior Executive officer responsible for finance (S. Morris)*
    - *Corporate Executive as designated by the President and CEO and approved by Board (G. Smith)*
  - 2 employees:
    - *English sector (J. Soper)*
    - *French sector (C. Godin)*
  - 1 retiree *(P. Gaffney)*
- Pension Benefits Administration is provided by Mercer (Canada) Limited.
- Pension Fund Administration includes all investment activity.

A0023728_4-001706

CBC Pension Plan Highlights

- Contributory defined benefit plan
- Employee contributions: 5.5% (average)
- Employer contribution rate: 2009 = 10.7%*
- Pension calculation: 2% per year of service times average salary
- Indexed up to 2.7% per year

** As approved by CBC Board and subject to Income Tax Act*



- **This is a mature plan:**

2008	*number*	*$ millions*
Pensions paid	8,516	211.3
Contributions		
Employee	8,115	35.0
Employer	—	16.8
		51.8

2008 FINANCIAL AND PERFORMANCE HIGHLIGHTS

A0023728_7-001709

2008 Financial Highlights

- $14.1 million surplus on a going-concern basis *
- $163.9 million deficit on a solvency basis *
- Net assets (at market value) = $3.8 billion
- One year return = -7.9%;
  10-year return = 5.2%

- Going-concern surplus of $461.9 million in 2007.
- Solvency assumes the Plan is terminated. Most Canadian pension funds continue to be in a deficit position on a solvency basis.
- Our solvency ratio of 96% places the Plan in the estimated top 10% of a sample of 743 Canadian pension plans.
- Net Assets (at market value) equal $3.8 billion at the end of 2008, a decrease of $502 million from 2007.

** Based on December 2008 Actuarial Valuation assumptions*

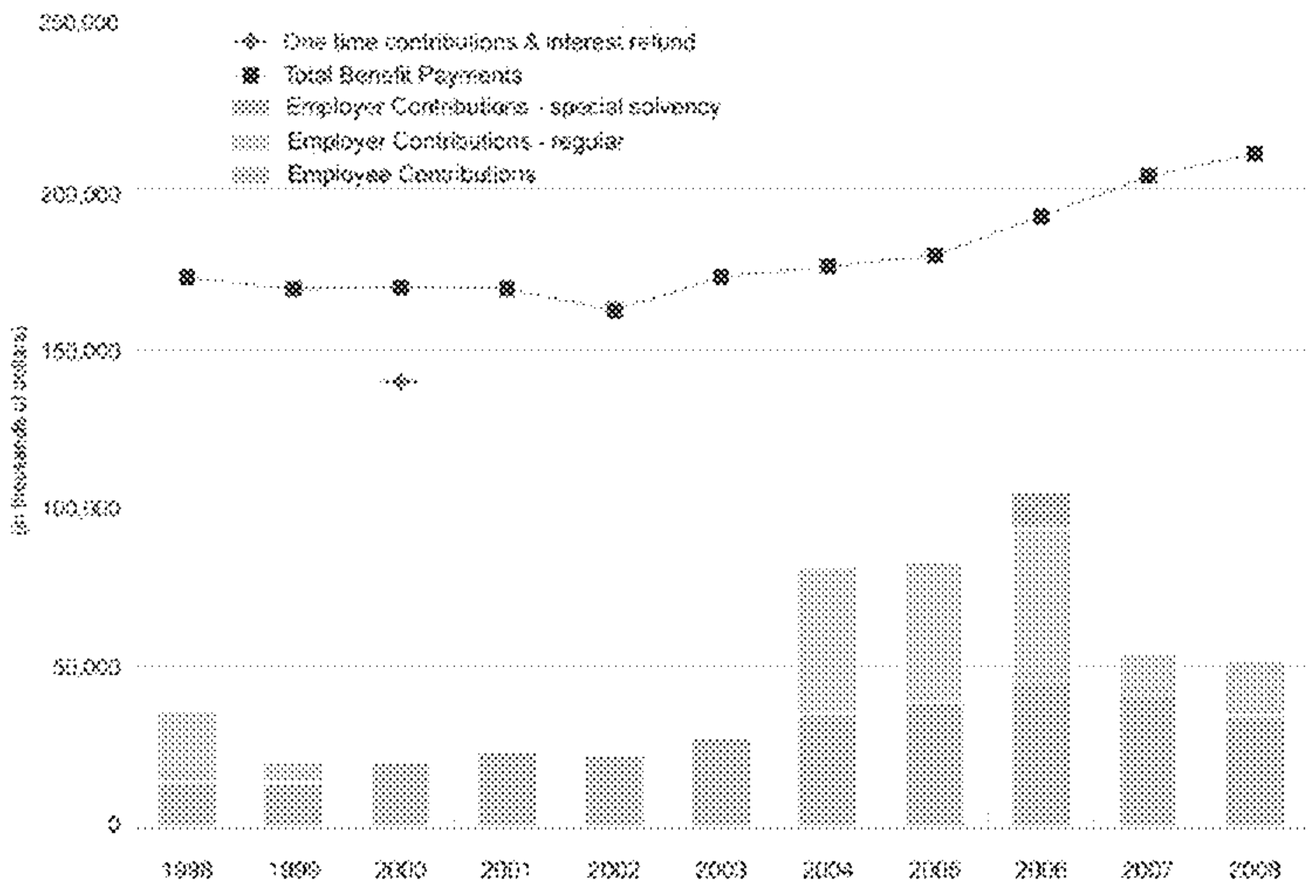
A0023728_8-001710

PERFORMANCE

	2008	4-Year
Fund	-7.9%	4.0%
Asset Benchmark	-7.6%	3.7%
Liability Benchmark	3.4%	-

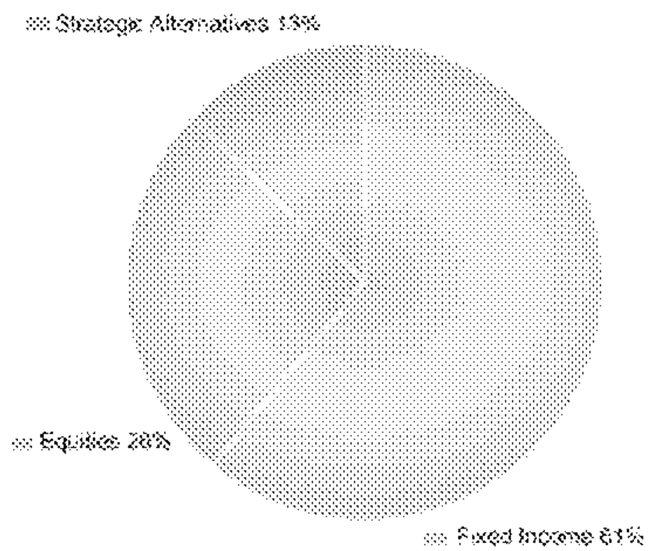
- In 2008, the Fund returned -7.9% compared to the Asset Benchmark objective of -7.6%.
- The Fund has exceeded the Benchmark by 32 basis points on a 4-year basis.
- The Liability Benchmark is a new measure which approximates the change in pension liabilities as interest rates change.
- The 10-year average return of 5.2% underperformed the long-term actuarial return assumption of 5.7%.

CONTRIBUTIONS vs BENEFIT PAYMENTS

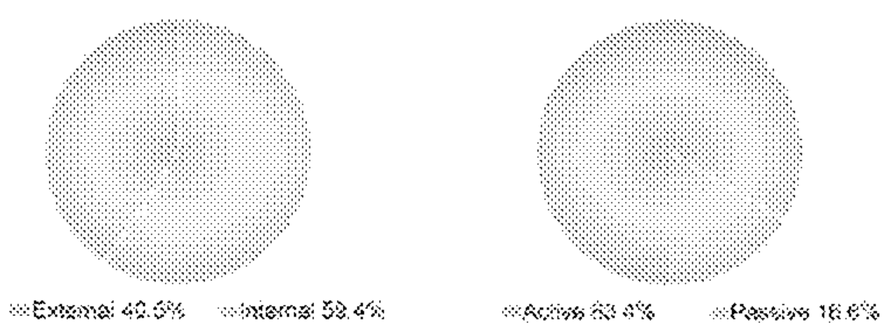


- In 2008, Benefit Payments ($211.3 million) exceeded Contributions ($51.8 million) by $159.5 million.

FAIR VALUE OF INVESTMENTS
as at December 31, 2008
ASSET MIX

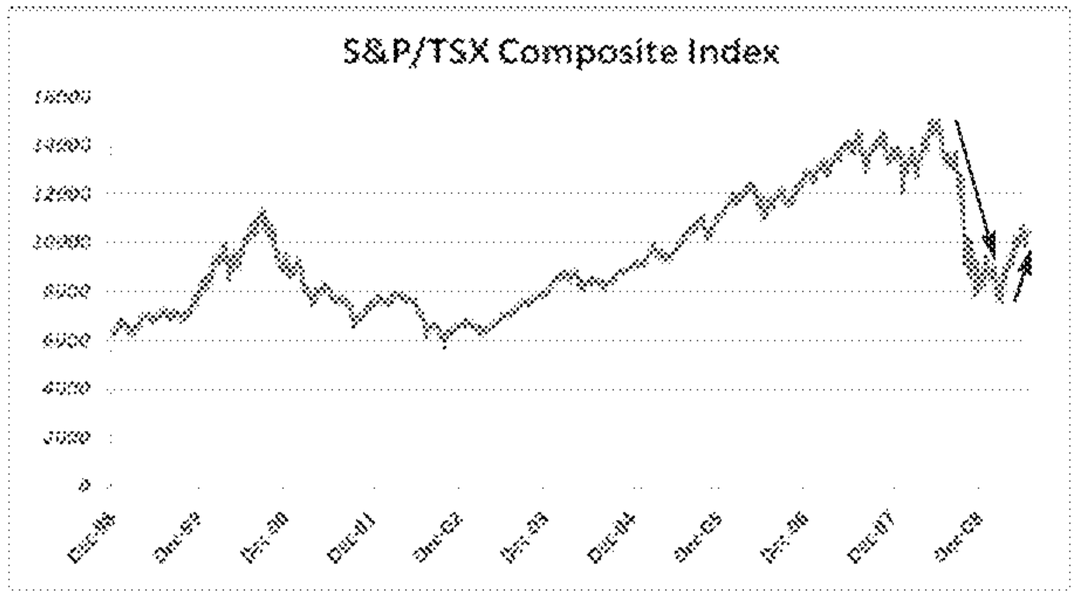


MANAGEMENT OF PENSION FUND ASSETS

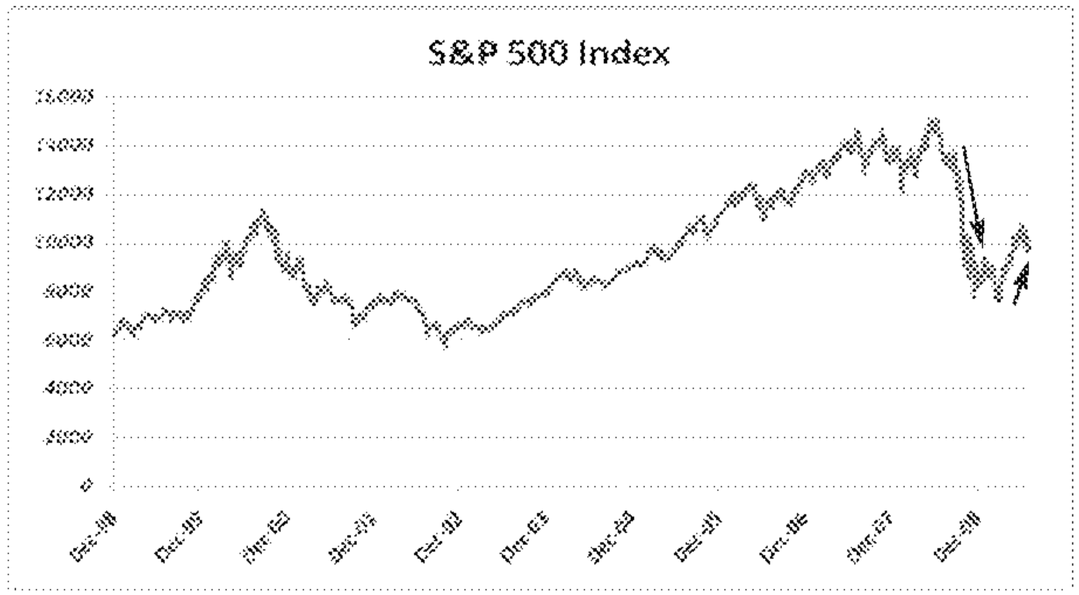


A0023728_11-001713

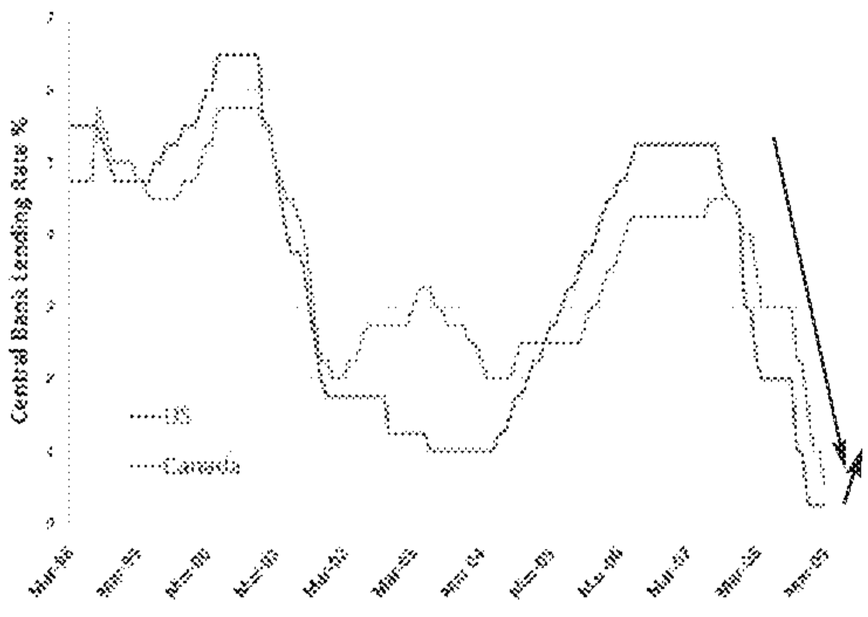
Equity Markets



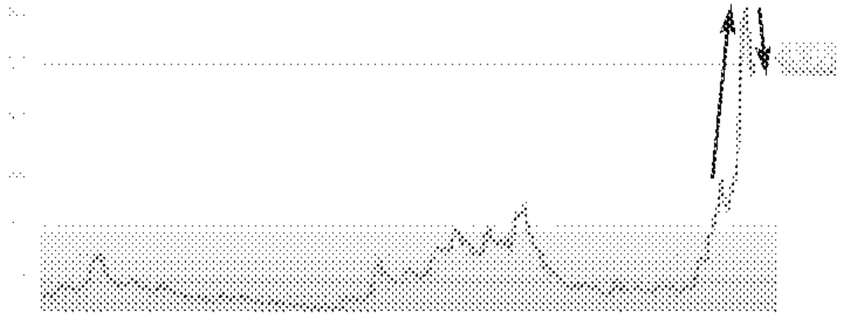
Equity Markets

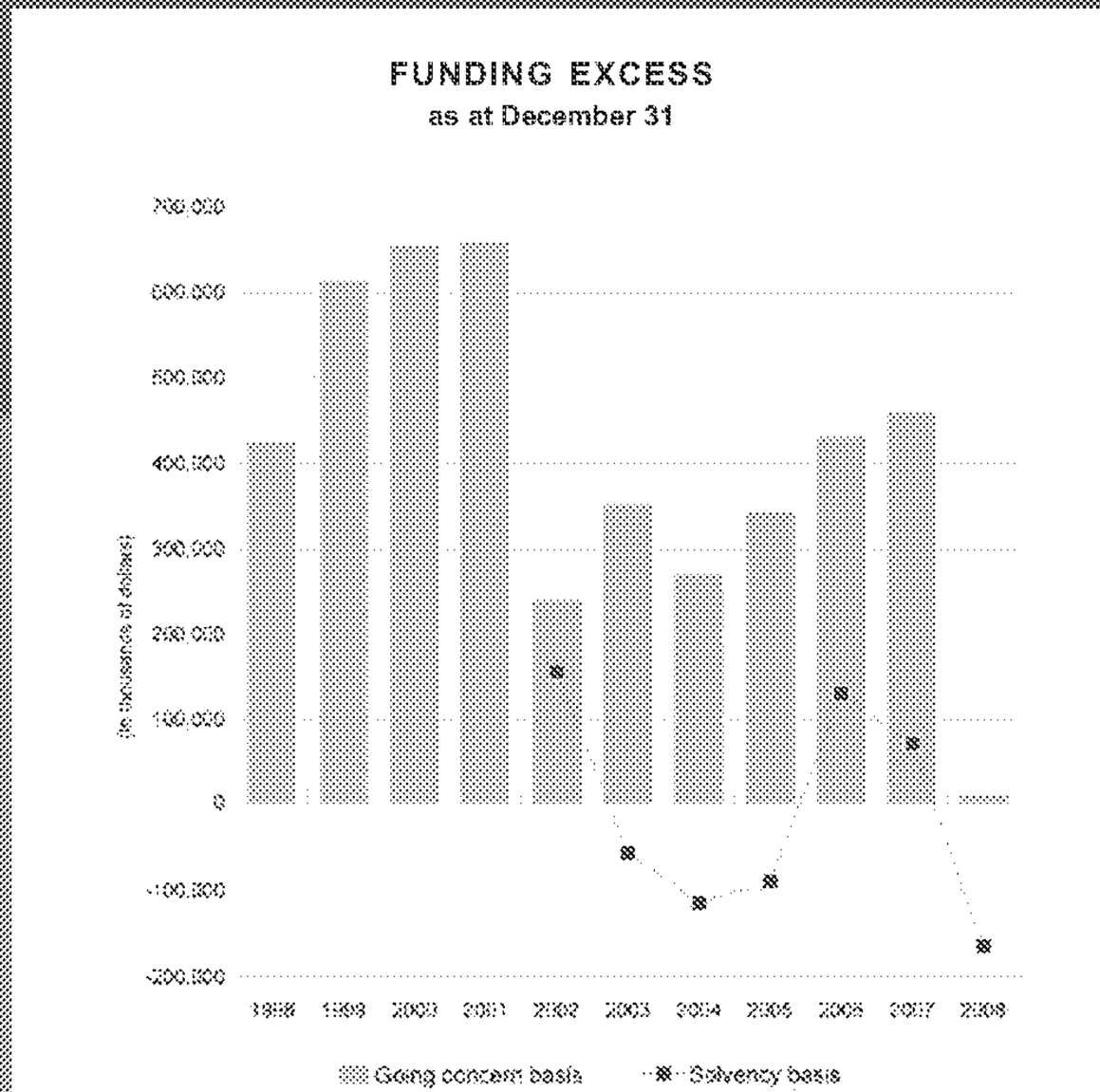


Interest Rates



US Corporate Bond Spreads





	Going-Concern Basis	Solvency Basis
1999	$ 616 million	
2000	$ 657 million	
2001	$ 660 million	
2002	$ 243 million	$ 156 million
2003	$ 354 million	$ (55) million
2004	$ 273 million	$ (114) million
2005	$ 345 million	$ (89) million
2006*	$ 433 million	$ 131 million
2007*	$ 462 million	$ 72 million
2008*	$ 14 million	$ (164) million

*Based on December 2006 Actuarial Valuation Assumptions

CBC Pension Plan

2008 ACTIVITIES

A0023728_14-001716

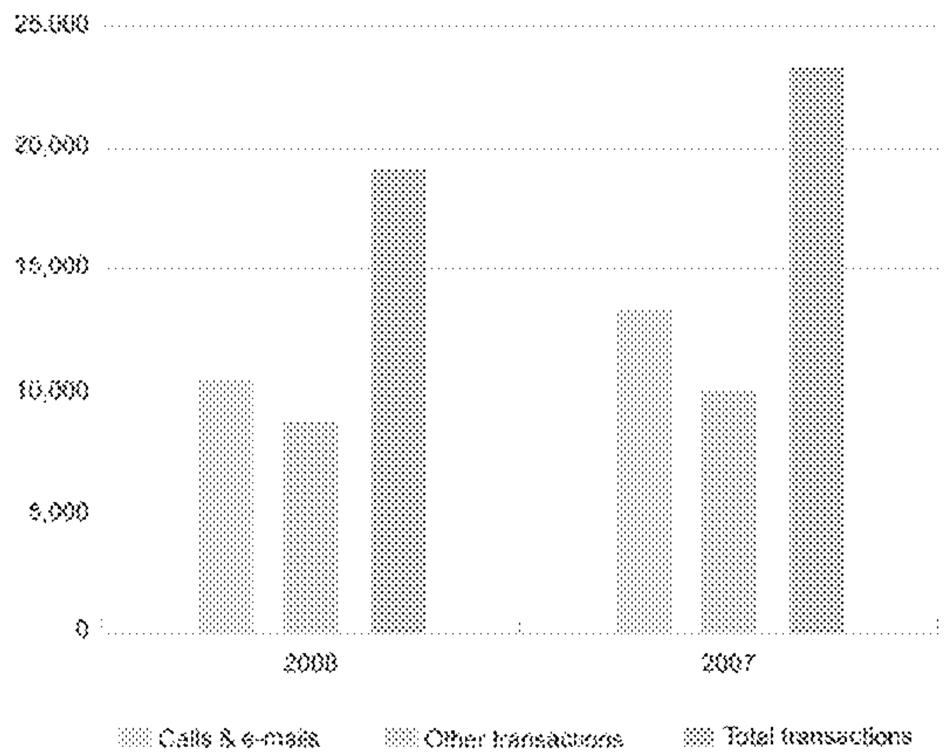
2008 Activities

- Asset mix
  - Completed the implementation of the interest rate / inflation hedge on non-matched assets
- Active investment management
  - Reintroduced tactical asset mix calls
  - Reduced non-core more variable investment mandates
  - Increased more defensive portfolios
- Risk management
  - Undertook biennial reassessment of Plan risks
  - Reviewed key risks on a rotating basis
  - Enhanced risk monitoring including sensitivity analyses and worst case scenarios
- Provided a continuing education program for Trustees
- Communication and transparency
  - Expanded communication strategy to stakeholders

A0023728_15-001717

PENSION ADMINISTRATION CENTRE

TRANSACTIONS



	2008	2007
Calls and e-mails	10,410	13,349
Other transactions	8,731	9,996
Total	19,141	23,345

Governance

- Quarterly meeting assessments
- Trustee annual effectiveness review
- Continuing education program
- Succession planning

- Trustees continued the annual self-review of their effectiveness.
- A comprehensive continuing education program was maintained. Each regular meeting included an agenda item for continuing education, and one full day per year dedicated to the program.

2009 HIGHLIGHTS

A0023728_18-001720

2009 Objectives

- Prepare for an actuarial valuation
- Undertake a review of the bond overlay program against original expectations
- Give consideration to the addition of new investment mandates and the allocation between internal and external portfolios
- Prepare for the implementation of International Financial Reporting Standards
- Introduce enhanced tools and processes to better evaluate investment performance and risk
- Provide a continuing education program for Trustees

A0023728_19-001721

Actuarial Valuation

- Triennial actuarial valuation due no later than December 31, 2009
- Access Federal solvency funding relief measures
- Update key actuarial assumptions to reflect recent market conditions and plan experience
- Assumptions include same level of conservatism as per past valuations
- Reflects impact of workforce downsizing

A0023728_20-001722

ACTUARIAL VALUATION ROLES

ACTUARY

- RECOMMENDS ASSUMPTIONS, REVIEWS PLAN DEMOGRAPHICS AND PREPARES ACTUARIAL VALUATION FOR APPROVAL AND REGULATORY FILING

TRUSTEES

- APPROVES KEY ASSUMPTIONS AND REVIEWS VALUATION

SPONSOR

- REVIEWS AND APPROVES VALUATION, DECIDES ON CONTRIBUTION LEVELS AND MATTERS PERTAINING TO SURPLUS, FILES WITH REGULATOR

A0023728_21-001723

Actuarial valuation

Key Assumptions

- Expected long term investment return
- Discount rate
- Inflation and indexation rates
- Salary increases
- Retirement and employment termination
- Life expectancy

A0023728_22-001724

December 2008 Actuarial Valuation Results - Going Concern

	Dec 31/08	Dec 31/06
	(in millions of dollars)	
Market Value of Assets	$ 3,810	$ 4,367
Actuarial Value of Assets	$ 3,810	$ 3,998
Actuarial Liabilities	$ 3,602	$ 3,555
Funding Excess	$ 208	$ 433
Funding Ratio	106%	112%

A0023728_23-001725

December 2008 Actuarial Valuation Results - solvency

	Dec 31/08	Dec 31/06
	(in millions of dollars)	
Market Value of Assets (net of estimated expenses)	$ 3,806	$ 4,363
Actuarial Value of Assets	$ 4,099	$ N/A
Actuarial Liabilities	$ 3,922	$ 4,232
Solvency Surplus (Deficit)	$ 177	$ 131
Solvency Ratio	104.5%	103%

A0023728_24-001726

December 2008 Actuarial Valuation results
current service cost for 2009

	(in millions of dollars)	% of salaries/payroll
Estimated employee required contributions	28.3	5.60%
Estimated CBC required contributions	46.2	9.15%*
Total	$ 74.5	14.75%

*Submitted to CBC Board for consideration. Rate was approved at 10.7%

2009 Performance

	YTD June 2009	4-Year
Fund	4.6 %	4.2 %
Benchmark	5.0 %	3.8%
Liability Benchmark	4.0 %	4.1 %

- So far in 2008, the Fund returned 4.6% compared to the benchmark objective of 5.0%
- The Fund has exceeded the Benchmark by 40 basis points on a 4 year basis
- The Liabilitily Benchmark is a market proxy to estimate change in pension liabilities as interest rate change.

A0023728_26-001728

2009 Financial Highlights June

- $ 254 million (estimated) surplus on a going concern basis
- $ 143 million (estimated) deficit on a solvency basis
- Net assets (at market value) = $3.9 billion

A0023728_27-001729

SUMMARY

- Financial market volatility continues into 2009 but year to date returns are positive
- Progress against 2009 objectives continues
- There is a healthy estimated surplus on a going concern but an estimated solvency deficit as at June 2009
- Overall the Plan is in a relatively solid position and can continue to meet <u>ALL</u> of its obligations

Schedule A

Board of Directors Meeting
September 21-22, 2009

Subject matter

Environmental Outlook and Update

Background

With the launch of a new strategic planning process, a comprehensive environmental scan was presented at the last November board meeting that was used to develop a new set of priorities – The 3 P's:
- People
- Programs
- Pushing Forward

Information on the matter

The environmental scan is an integral part of the strategic planning process. This year's edition provides an update on internal and external factors that might influence the strategic course of CBC/Radio-Canada. It includes an outlook on the economy, the competition, on Government relations, and an update on the Corporation's financial situation.

For decision ☐ **For information** ■

Prepared by

Name:
Michel Tremblay, Senior Vice-President Corporate Strategy & Business Partnerships,
Bill Chambers, Vice-President, Brand, Communications & Corporate Affairs Communications
Suzanne Morris, Vice-President and Chief Financial Officer Finance and Administration
Date: September 10, 2009

Recommendation

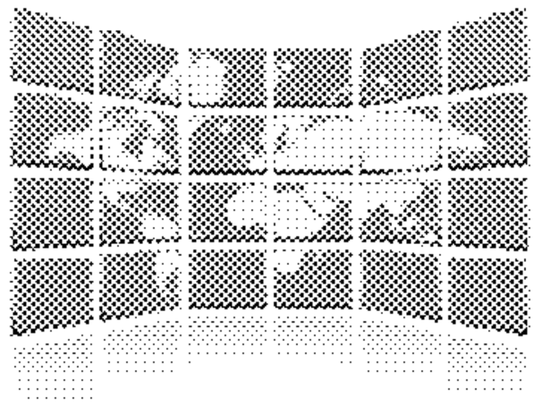
Last discussed at the Board

Date: November, 2008 / January 2009 Decision made: New Corporate priorities approval.

Next steps

Begin the preparation of the Corporate strategic directions for discussion and approval at the November Board meeting.

Environmental Outlook and Update



September 21-22, 2009
Board of Directors' Meeting
Ottawa

Confidential

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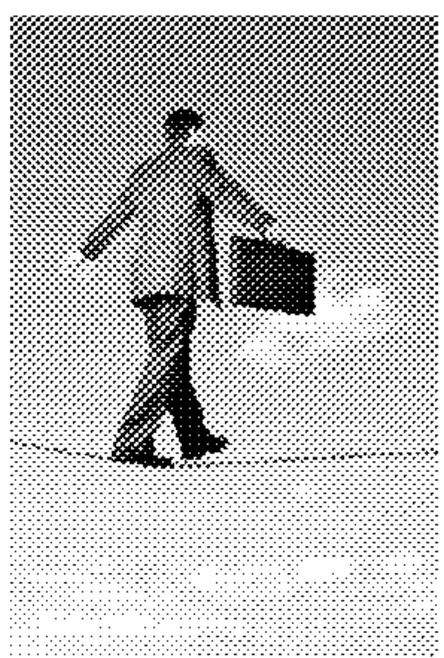
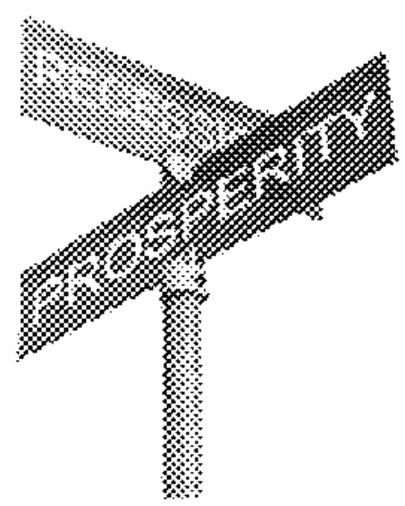
1.	Economic Outlook	4
2.	Competitive Environment	13
3.	Government Relations Outlook	19
	• Political scene	
	• Strategic review	
4.	Financial Update	25
5.	Impact on CBC/Radio-Canada's Strategic Course	32

Introduction

- **Last fall we embarked on a full environmental scan**
  - Internal and external
  - Engaged all aspects of the company
- **The scan was used to develop a new set priorities for CBC/Radio-Canada**
  - The 3Ps: People, Programs, Pushing Forward
  - Approved by the Board last January
- **This year's scan is streamlined**
  - External: economic, competitive pressures and government outlook
  - Internal: our finances
  - Impact on our Strategic Course

Economic Outlook





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

Navigating Through a Deep Recession

- **A once healthy economy falls off a cliff**
  - Billions of net worth wiped out in months
  - GDP dropped sharply, declining at an annualized rate of 6.1% after first quarter 2009 results
  - Unemployment high reached 8.7% and still rising
  - Personal bankruptcies up more than 50%
  - Consumer confidence hit lows not seen since the early 1980s
- **CBC/Radio-Canada has been impacted**
  - $171 million shortfall
  - Spending cuts
  - Lay-offs and early retirement program introduced

Unprecedented Economic Stimulus Injected

- **The Government has been fighting the recession with stimulus spending but deficits are on the rise**
  - $55B deficit this year
  - $165B over 5 years
  - Deficits until 2015

- **Specific sectors targeted directly**
  - $13 billion for the auto sector alone
  - Key investments in construction (e.g. infrastructure, home renovation tax credit)
- **CBC/Radio-Canada received no help**

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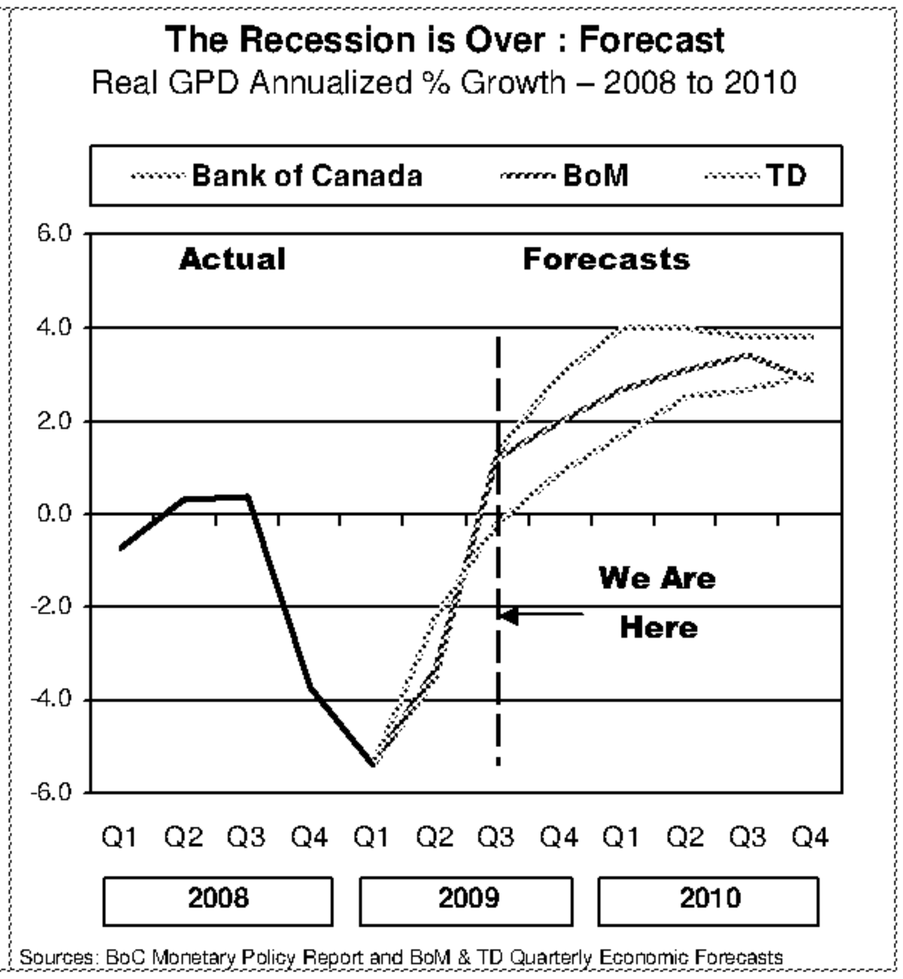
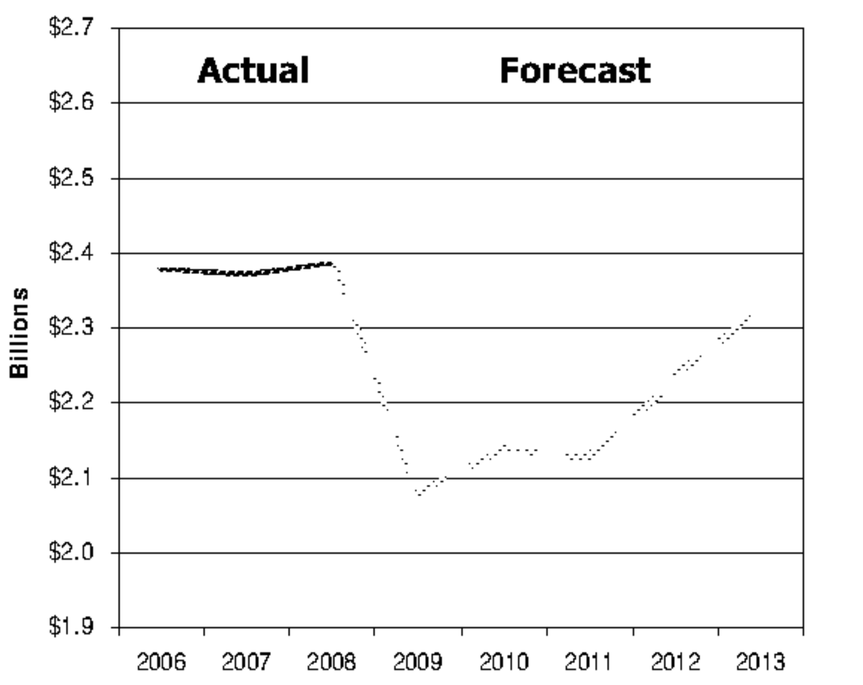
Recovery Is in Sight

- **Bank of Canada says the recession is over**
  - BoC sees more positive signs since last forecast
  - Deep, but short, due largely to government intervention
- **CBC/Radio-Canada sees some encouraging signs in the advertising market**



It Will Take Years for Conventional TV Advertising to Rebound to Previous Levels

- **Conventional TV's woes are structural**
  - The recession represents a major 'correction'
- **CBC/Radio-Canada ad revenue back on target, but targets have been reset at lower levels**



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Internet Advertising: Growth Continues

- **Now at $1.6B**
  - More than radio at $1.55B
-

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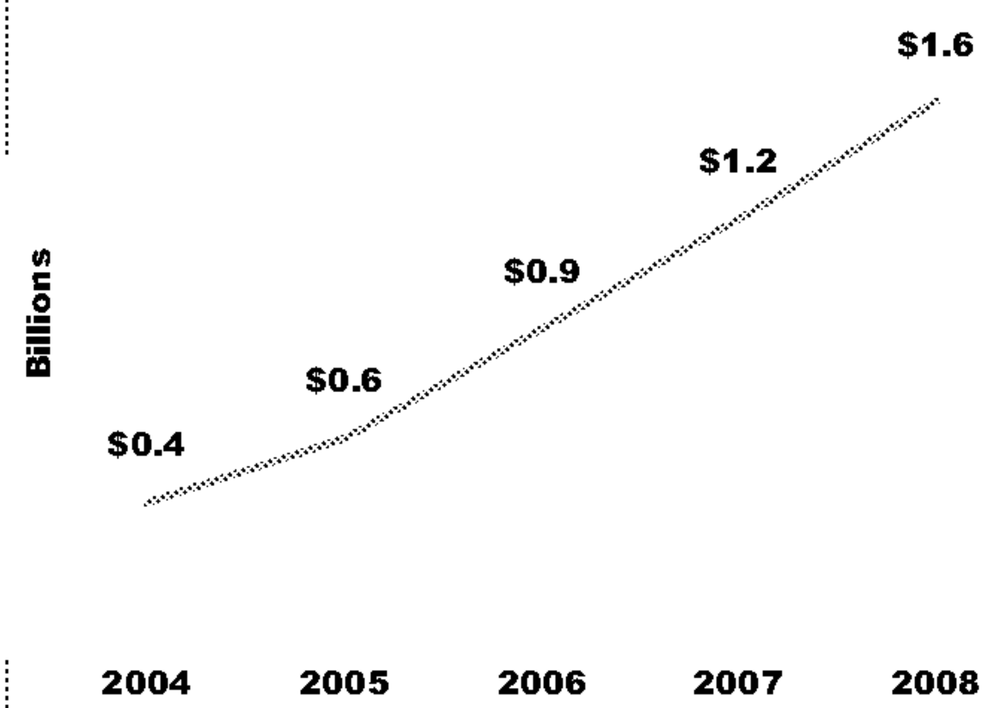
s.18(b)
s.21(1)(b)

Advertisers Are Flocking to the Internet:
Internet Advertising Revenues, 2004-08

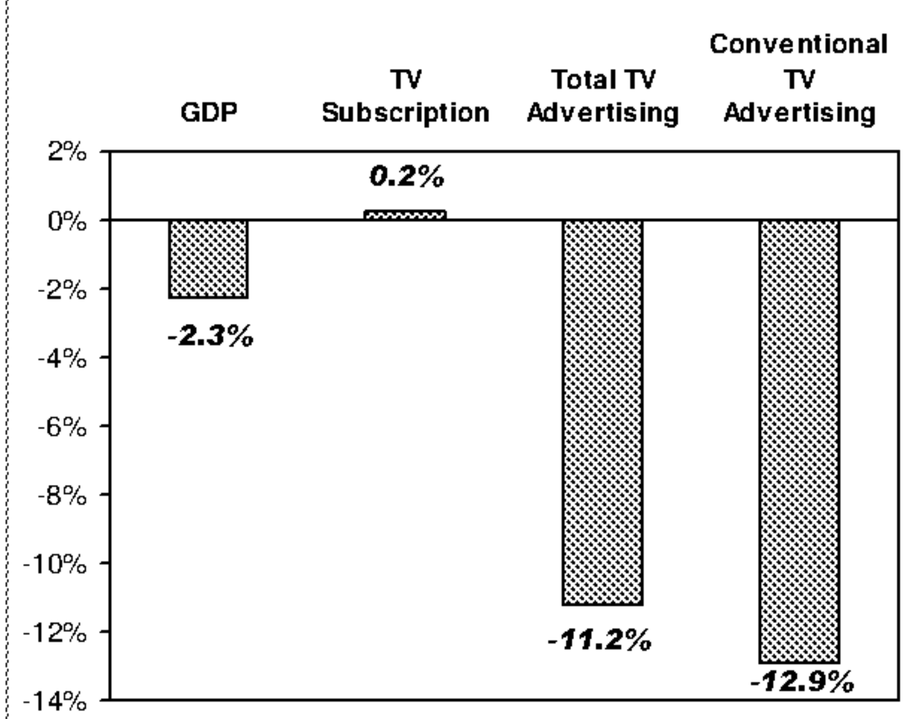


Source: Internet Advertising Bureau

Subscription Revenue Is Recession Proof

- **"[Cable] is still a pretty strong, recession-resistant industry"**
  Greg MacDonald, Analyst National Bank Financial
- **CBC/Radio-Canada has little exposure to subscription revenues**
  - They represent $124M or 7% of our total revenue
  - Or 2% of all TV subscription revenues

TV Subscription Revenue stays positive while everything else is in decline:
Estimated 2009 Growth



Source: Bank of Canada, PriceWaterhouseCoopers

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The Fight for Subscriber Fees Is Global

- **The fight is raging on in Canada**
  - CRTC hearing starts in November
  - CBC/Radio-Canada and others are preparing for the fight
- **Canada is not alone:**
  - US TV distributors lobbying vigorously for legislative change to the retransmission rights regime
  - The French Government is eliminating ads on public broadcasting and taxing distributors to pay for it
  - UK Government looking at new uses for part of the license fee all British households pay the BBC

Economy Slowly Improving, but New Landscape Emerging

- **Signs of recovery are emerging**
  - Retail spending has increased in 5 of the last 6 months
  - Real GDP increased 0.1% in June, the first monthly increase since July 2008
  - Consumer confidence rose for the 6th consecutive month in August
- **However, we have witnessed a structural shift:**
  - Government now has huge deficits to tackle
  - Conventional TV advertising set back for years
- **CRTC has taken steps to improve the situation by introducing the local fund (LPIF) and is looking at subscriber fees for conventional broadcasters**

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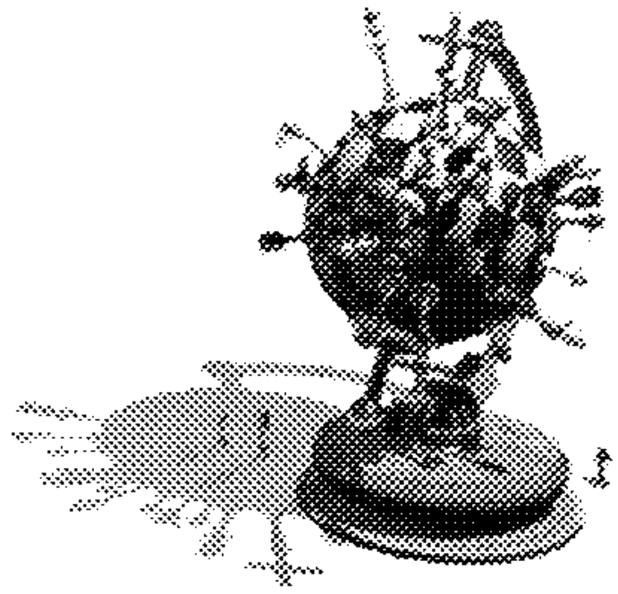
Competitive Environment



2. Competitive Environment

Major Developments in Public Broadcasting

- **BBC under attack**
  - Newscorp lampoons BBC expansionist ambitions and as a "serious and imminent" threat to the future of news
  - BBC Trust launches review to assess whether BBC is too big and what role it should be playing in the digital economy
- **Australia's ABC secures new public funding**
  - A $167 million increase over three years
  - First increase in funding in two decades
- **France Télévision eliminates prime-time advertising**
  - €450 million in replacement revenue provided
  - Distributors are taxed to cover the costs

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Page 1740

is withheld pursuant to sections

est retenue en vertu des articles

18(b), 20(1)(b)

of the Access to Information Act

de la Loi de l'accès à l'information

Cable/Satellite Battling On

- **Distributors align in their wage against fee-for carriage**
  - "CRTC LPIF Fee" prominently added on customer bills
  - Bell takes legal action against CRTC
  - CTV calls for re-regulation of cable rates
- **Rogers and Bell's "battle of the couches"**
  - Fierce promotional ad campaign over who's got more HD at the lowest price
- **Cable's "Home Phone" taking share from incumbents telcos**

Latest Quarterly Results

Company	Revenues	Profit	Commentary
CTVglobemedia	n/a	$(139)M*	Write-down contributed to a loss in the quarter
Canwest	▼ $727M -14%	▼ $(110)M -392%	Publishing write-down contributed to a loss in the quarter; also declines in conventional TV and publishing ads
Quebecor	▬ $939M 0%	▲ $77M +33%	Increases in distribution revenue were offset by decreases in newspaper revenue; broadcasting was flat
Rogers	▲ $2,891M +3%	▲ $374M +24%	Media down while cable and wireless up
Shaw	▲ $908M +9%	▲ $132M +3%	Cable up primarily due to customer growth and rate increases
Astral	▬ $232M 0%	▲ $44M +2%	Increased subscription revenues offset by decline in ad revenues

Source: Company Quarterly Reports
* CTVgm is privately held. Estimated from Torstar financial filings, which own 20% of CTVgm.

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Government Relations Outlook

3. Government Relations Outlook

Political Environment

- **Parties remain preoccupied with political positioning**
  - Non-confidence votes still possible in the Fall
  - Summer polling inconclusive. Most show Liberals and Conservatives tied but Conservative support has strengthened
- **Government focus for the remainder of 2009:**
  - Signs of recovery
    - Economic Update expected in Fall
    - Pressure from growing deficit – impetus to reduce spending in non-critical areas
    - Reduced financial flexibility
  - Impact of H1N1
    - Could hijack all other issues
  - High-profile events to showcase Government:
    - Two Royal Visits, Hosting G-20, Winter Olympics

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s.21(1)(b)

Political Environment

Strategic

CBC/Radio-Canada continues to work closely with Government on several files with significant financial implications

- **Sale of ONTREA receivables:**
  - CBC/Radio-Canada working with Finance, Canadian Heritage and Treasury Board Secretariat to obtain OIC approval
  - Parliamentary approval for sale required in an *Appropriations Act* in December. Delay could endanger sale and budget
- **Strategic Review:**
  - CBC/Radio-Canada continues to stress the impact of earlier cuts and importance of reinvestment
  - Draft report submitted to Government. Final report due in October. Government decisions made in Federal Budget (February 2010)

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Strategic

s.21(1)(b)

- **Other issues with GR implications:**
  - **Vancouver 2010**: Moderate pressure for CBC/Radio-Canada coverage for Francophones expected

s.18(a)

s.18(b)

Activities Since Last Board Update

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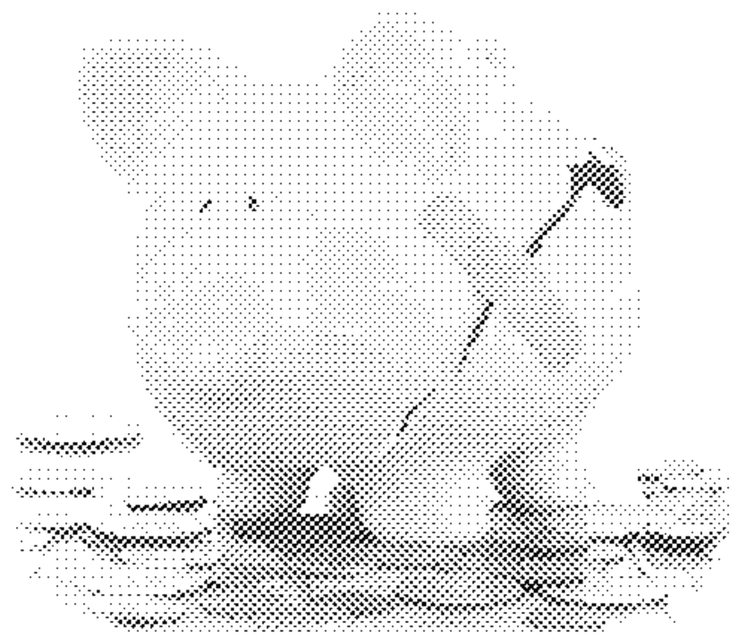
Financial Outlook



s.18(a)

s.18(b)

4. Financial Update

Three-year Outlook

Three-Year Financial Overview
($000's)

	Actuals 2008/09	Approved Budget 2009/10	Forecast Position 2009/10	Forecast Budget 2010/11	Forecast Budget 2011/12
Total Sources of Funds					
Total Expenses					
Net Position - Contingency					

* As per March 2009 BOD presentation

Assumptions

Assumptions (cont'd)

s.18(a)

s.18(b)

s.21(1)(b)

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

Sources of Funds

Appropriations, Carryovers and Revenues
($000's)

	Actuals 2008/09	Approved Budget 2009/10	Forecast Position 2009/10	Forecast Budget 2010/11 *	Forecast Budget 2011/12 *
Parliamentary Appropriation					
Commercial Revenue					
Miscellaneous Revenue					
Olympic Revenue					
Galaxie Revenue					
Specialty Services Revenue					
Sale of Assets					
Carryover from previous year					
Total Sources of Funds					

* Assumes 1.5% salary funding increase

Application of Funds

Expenses
($000's)

	Actuals 2008/09	Approved Budget 2009/10	Forecast Position 2009/10	Forecast Budget 2010/11 *	Forecast Budget 2011/12 *
English Services					
French Services					
Olympics					
Chief Technology Officer					
Real Estate Division					
Mobile Division s.18(a)					
Merchandising Division					
Ottawa Production Centre s.18(b)					
Corporate Activities					
Galaxie					
Downsizing					
Committed Funds - Others					
Total Expenses					

* Assumes 1.5% salary funding increase
** Includes carryover of $23M to be allocated to components (committed funds)

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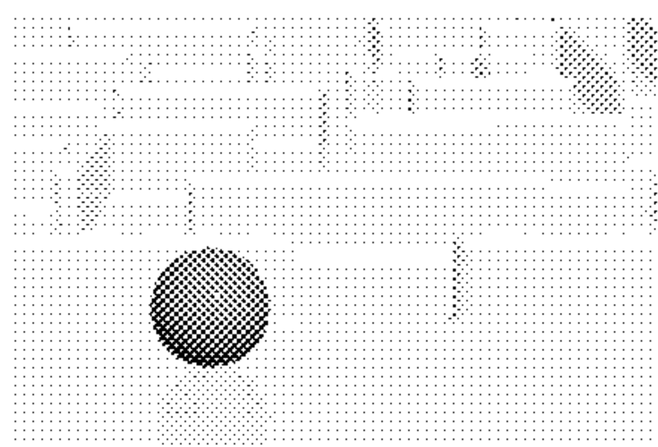
s.18(a)
s.18(b)
s.21(1)(b)

Key Risks

Impact on CBC/Radio-Canada's Strategic Course



Impact on CBC/Radio-Canada's Strategic Course

- **Even with an economic recovery, the Government is facing an enormous deficit**
  - What impact will that have on CBC/Radio-Canada's funding?

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

Impact on CBC/Radio-Canada's Strategic Course

s.21(1)(b)

A0023732_19-001749

Board of Directors
September 22, 2009

Subject matter

Management's Response to the Ombudsmen's Annual Reports

Background

Information on the matter

For decision ☐ **For information** ☑

Prepared by

Name: Hubert T. Lacroix
Date: September 2009

Management recommendation

Last discussed at the Board

Date: September 2008

Next steps

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

CBC Radio-Canada

Management's Response to the 2008-2009 Annual Reports of the Offices of the Ombudsmen for the English Services and French Services of CBC/Radio-Canada

September 2009

A0023741_3-001756

Reply from English Services

Comments from Jennifer McGuire, General Manager and Editor in Chief, CBC News

We are pleased the Ombudsman finds our working relationship a positive one and want to reinforce, as he says, our complete commitment to the highest standard of journalism. We take each complaint seriously and extensively review our work with open minds. Because we research each complaint, the workload for our producers and editors has also increased enormously. But we still manage to thoroughly answer most letters in the prescribed time. We remain committed to providing audience members with detailed answers to their complaints to reinforce the value of openness and transparency at CBC/ Radio Canada – a core value in CBC News.

Let me address some of the Ombudsman's specific suggestions.

CBC/Radio-Canada agrees we have a commitment to certain events of national importance like the opening of Parliament and the Speech from the Throne. But with the creation of all news channels and the ability to stream live online, the broadcasting landscape has radically changed. We recommend the Board of Directors review our policy on broadcasts of national importance. The current policy predates the creation of the all news channels.

We strive to always address the issues the Ombudsman highlights. In those rare cases where a correction is necessary or the Ombudsman has found we did not meet our own standards, we normally follow up with staff and take appropriate measures to ensure it does not happen again. Like our Radio-Canada colleagues, we will now institute a system of regular feedback to the Ombudsman's office so he is aware of our actions.

The revision of our policy book is well underway. As part of that project, we will be looking at our policies around making and publicizing corrections.

We would like to take this opportunity to thank the Ombudsman for his vigilance and dedication to ensuring quality journalism remains a defining characteristic of the CBC. As noted, this was a record year in terms of letters received. Major events like the Canadian and American elections and several military conflicts around the world helped drive that number. But it is gratifying to see that overall, the Ombudsman agrees CBC News is still committed to the basic values of accuracy, fairness and balance.

Reply from French Services

Comments from Alain Saulnier, Executive Director, French News and Current Affairs

First, I'd like to commend the French Services Ombudsman on her work. She contributes to improving the journalistic quality of Radio-Canada content, while also helping the Corporation remain accessible to members of the public.

With good reason, Julie Miville-Dechene pointed out that 2008–09 was a difficult year presenting major challenges for news reporting: these included two key election

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campaigns and the continuing war in Afghanistan, as well as a particularly trying in-house situation, given the impact of extensive French News and Current Affairs budget cuts.

The Ombudsman begins by stating that she sees nothing alarming in the fact that the number of complaints went up this year (to 768 in total). Eleven of those were deemed founded in whole or in part. Each complaint resulted in a dialogue between management and the staff members concerned. Such adjustments helped improve professionalism on our teams. The Ombudsman's decisions are read by our chief editors and shared with staff in an effort to improve the quality of our work.

That said, I concur with the Ombudsman's conclusion that it would be desirable to foster more openness to criticism from employees and managers. We will therefore keep her informed as we follow up on her reviews.

I also plan to ask IDS to provide more visibility for content posted in the MISES AU POINT section. This will demonstrate French News and Current Affairs management's willingness to promote a policy of education, transparency, and openness to criticism.

Where the leaders' debates are concerned, I share the Ombudsman's concerns and am limited in my capacity to influence my colleagues who are members of the media consortium. I do, however, think it's important to publicize the selection criteria for inviting a leader to participate in televised debates.

As for the Israel/Palestine conflict, I understand that there were fewer complaints in 2008–09 than in previous years, except for two complaints that were justified and acknowledged by us : one against a documentary acquired and broadcast by Réseau de l'Information, the other one in a report at the Téléjournal .

The Ombudsman writes that "the main subject of complaint regarding the website was that of inaccuracy," adding that "these problems were usually corrected quickly." I am also satisfied with the correction time. As regards the withdrawal of archived documents, she recognizes that only extremely rarely does IDS agree to remove a written item or other type of content upon request from an Internet user. This year, however, IDS management authorized this exceptional measure on four occasions, deeming those requests for withdrawal to be reasonable.

The Internet continues to evolve as a medium (and still has a long way to go!) and the rules attached to it require ongoing review. IDS management wishes to remain fully engaged in this discussion, and openly welcomes user comments from Canada and abroad.

Moreover, the Ombudsman wishes to be better informed of actions and discussions undertaken by French News and Current Affairs management. I intend to promote dialogue with the Ombudsman within the limits of her mandate of independence, as is the tradition.

A0023741_6-001759

Comments on the English Services Ombudsman's Report

Regarding English Services Ombudsman Vince Carlin's report, I wholeheartedly agree that we need to review our policies when it comes to broadcasting "certain events of national importance."

> These events are: Opening of Parliament, Leaders Day in the Throne Speech Debate . . .

The situation has changed drastically since all-news channels hit the airwaves and the CBC and Radio-Canada sites went online, and it's therefore our duty to review our broadcasting policies where events of national importance are concerned.

In closing, I'd like to point out that the CBC and Radio-Canada networks are in the midst of a major overhaul of the Corporation's *Journalistic Standards and Practices* under the supervision of Esther Enkin and Marie-Philippe Bouchard. Groups made up of several reporters and news managers are currently working on this. The results of this major review will be submitted to senior management in the coming months.

Conclusion

Senior Management thanks the Head of News of English Services 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 the Ombudsmen have not raised the issue of response deadlines to complaints and we thank both news services for abiding to the deadlines set a few years.

As well, Senior Management 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.

A0023741_7-001760

Schedule A

Audit Committee and Board of Directors

(September 16-22, 2009)

Subject matter

Modifications to the President's Signing Authority Resolution and to Corporate Policy 2.9.03 Delegation of Signing Authority.

Background

Following an audit which revealed lack of accountability and proper documented authority for signed agreements committing the corporation, the Board of Directors passed the President's Signing Authority Resolution (hereinafter referred to as the "**Signing Resolution**") and a policy on delegation of signing authority (hereinafter referred to as the "**the Policy**") in 1998. Certain amendments to the Signing Resolution or the Policy were made by the Board, in January 2002, March 2002, November 2004 and June 2008. After further implementation of the Signing Resolution it appears that three additional changes to the Signing Resolution would be beneficial. These changes need to be reflected in the Policy as well as other clean-up work to enable invoices to be deemed as contracts when legal services find it appropriate.

Information on the matter

1. <u>Limit programming agreements' four-year contract duration cap to programming schedule commitment duration</u>

When the initial Signing Resolution was presented to the Board, its intent was to permit management to sign programming agreements under $10 million. Because of the impact the length of any agreement may have on the Corporation (and notwithstanding the fact that certain contracts may have a low value), an additional limitation was added so that if an agreement exceeded four years in duration, it would also require Board approval. This was intended to be interpreted as covering the <u>main purpose</u> of the agreement. That said, programming agreements may have multiple purposes. It came to our attention that the resolution is being interpreted as triggering the Board approval requirement for agreements for which <u>ancillary</u> rights are routinely acquired or granted for longer than four years.

s.18(b)
s.21(1)(b)
s.23

The financial limit of $10 million remains the same for both these types of agreements.

2. <u>Include "advertising agreements" in revenue generating category</u>

Advertising agreements are those in which revenues are generated through the sale of broadcast and CBC's websites advertising inventory and do not include media placement by the Corporation.

s.21(1)(b)
s.23

3.

The President's Signing Resolution lacks a category that adequately covers his power to sign for investments made under Corporate Policy 2.3.29 Management of Investments. This authority is partly covered by the revenue generating category, but insufficiently so, because investments are limited to $15 million.

See Exhibit 1: Changes to Policy

See Exhibit 2: Changes to President's Authority

See Exhibit 3: Policy 2.3.29: Management of Investments

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

Prepared by

Name:	Pierre Nollet, VP, Corporate Secretary and CLO
date:	September 2nd, 2009

Management recommendation

Approval of the President's Signing Authority Resolution and modified Delegation of Signing Authority Corporate Policy 2.9.03.

Last discussed at the Board

Date: June 2008 and September 2008
Decision made: President's Signing Authority Resolution modified and Delegation of Signing Authority Policy modified.

Next steps

Approval and adoption by the Board of Directors.

Exhibit 1

Policy 2.9.03: Delegation of Signing Authority

Available In:

EFFECTIVE DATE: June 1, 2004

- **Statement of Policy**
- **Application**
- **Responsibility**
- **References**
- **History**
- **Appendix A**
  - Guidelines for delegation of signing authority
- **Appendix B**
  - Legend applicable to the General Matrix
- **Appendix C**
  - General Matrix
- **Appendix D**
  - Additional delegation of signing authority

s.21(1)(b)
s.23

STATEMENT OF POLICY

Any Contract ~~or document~~ committing CBC/Radio-Canada must be properly signed by the employee(s) having signing authority. No one shall sign a Contract ~~or document~~ committing CBC/Radio-Canada without having the appropriate signing authority. Signing authority can only be vested through a written delegation in accordance with the Policy.

The term "Contract" includes any document that commits CBC/Radio-Canada, undertaking, agreement, work order, binding letter of intent, purchase order, contract, form and Corporate document.

Any Contract committing CBC/Radio-Canada must be confirmed in writing and signed in accordance with this Policy, subject to the exceptions provided herein.

A Contract can only be signed by the individuals holding an Authorized Position or their delegate.

With some exceptions provided in the Policy, each Contract that commits CBC/Radio-Canada must be signed by **two persons** (reporting to different components) in accordance with Appendix C.

The President and CEO's authority is limited; (a) to $4 million for the acquisition or disposition of real property~~,~~; (b) to $15 million for the leasing of real property~~,~~; (c) (i) to $10 million for the acquisition, production, co-production, distribution or financing of programs that commits the Corporation's programming schedule for a period of 4 years or less – (ii) to $10 million for any media placement by the Corporation that commits the Corporation for a period of 4 years or less;

(d) without limitations to its financial value or consideration for any advertising agreement or any other matter where the main objective is to generate revenues provided that it commits the Corporation for a period of 4 years or less and does not require the Corporation to invest more thanto $15 million;

for revenue generating matters and which commit the Corporation to a period of 4 years of less; to $10 million for programming matters (acquisition, production, co-production or financing of programs) and which commit the Corporation to a period of 4 years or less and (f) to $5 million for any other matter. The President and CEO, within the financial limits provided for below, delegates to the individuals holding the positions listed in Appendix C ("Authorized Positions") and their delegates in accordance with i) the delegation permission provided for in Appendix C and ii) the delegation of signature authorized through the form attached in Appendix D, the authority to sign Contracts. The financial limit of such President's signing authority delegation shall be $4 million for all real property matters and $5 million for any other matter. No one shall sign a Contract exceeding those amounts, unless authorized by the President or by a Board of Directors resolution if it exceeds the President's limits.

Delegation can only be made to direct reports (with some exceptions provided in the Policy).

Signing authority must only be delegated to employees of CBC/Radio-Canada: it cannot be delegated to consultants or independent contractors.

In the event of a short-term absence, the individual holding the Authorized Position may designate in writing and with the President's approval, for a period not exceeding 30 consecutive days, a temporary holder of the Authorized Position, who may exercise all the powers of this position, unless specifically denied in the nomination process.

When signing authority is required by more than an individual in within CBC/Radio-Canada, the signatories may only exercise their signing authority for those Contracts pertaining to the functions for which they are responsible or over which they have jurisdiction. The main purpose of the Contract determines the jurisdiction and the signatories have to inform in a timely manner the other Authorized Position(s) designated by the General Matrix who may be directly impacted by the said Contract.

It is the responsibility of the individual holding the Authorized Position to ensure that the details of the Contract are correct and in accordance with CBC/Radio-Canada's by-laws, Policies, Procedures and Guidelines, resolutions of the Board of Directors as well as legal requirements.

Any expenses for a good or for a servicesupply or service agreement of a value of $5,000 or more (except if provided otherwise in another Corporate Policy) requires a Contract or a purchase order signed in accordance with the Policy. However, for the purchase of services only or the purchase of goods that have a software component, installation services, maintenance or other services attached to them and which have a value of $50,000 or more, or for the purchase of goods that has a value of $500,000 or more over the length of the procurement, a purchase order is not sufficient; it is mandatory to sign a Contract.

Purchase orders can only be signed by the officer in charge of the Supply Management Service or delegate and the latter must obtain written authorization from an Authorized Position or delegate in accordance with the Policy. ~~A Contract can only be signed by the individuals holding an Authorized Position or their delegate.~~

~~Only the employees holding appropriate financial authority pursuant to the Corporate Policy # **2.3.8 Delegation of Financial Authorities** are authorized to sign the Contract or the purchase order for expenses for a good or for a service of less then $5,000.~~

An employee shall not sign any Contract for which s/he or his/her delegator may gain personal benefit.

To determine the appropriate signing authority, calculation of the total financial commitment and duration of the Contract must include all renewal options and possible extensions beyond the initial contract term, and all costs and expenses associated with such renewals and/or extensions.

s.21(1)(b)
s.23

Each Contract must be approved by the Law Department or be on a ~~standard~~ form approved by the Law Department ~~within the last five years. Purchase orders have to be issued pursuant to the form approved by the Law Department~~

APPLICATION

This Policy applies to all CBC/Radio-Canada employees.

PERSON RESPONSIBLE FOR INTERPRETATION, APPLICATION AND IMPLEMENTATION

This Policy is under the authority of the President and CEO. Under the responsibility of the Vice-President, Corporate Secretary and Chief Legal Officer, the Law Department is responsible for interpreting this Policy. All Authorized Positions delegated by the President and CEO (Appendix C) are responsible for applying it and ensuring employees' compliance to it within their respective line of authority. The person responsible for implementing the Policy is the Vice-President and Chief Financial Officer.

REFERENCES

- Finance and Administration **Policy 2.3.8: Delegation of Financial Authorities**
- Human Resources **Policy 2.2.10: Discipline**
- Corporate By-Law No. 10 – Signature of Documents

HISTORY

- This policy was updated September 2009.
- This policy was updated September 2008.

- This policy was updated September 2005.
- This policy was updated January 2005.

DEPARTMENT RESPONSIBLE FOR UPDATING THIS WEBPAGE:

Corporate Secretariat

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 provisions 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:
   a) the acquisition, production co-production, distribution or financing of programs that commits the Corporation's programming schedule for a period of 4 years or less, or
   b) any media placement by the Corporation that commits the Corporation for a period of 4 years or less

   and 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)* without limitations to its financial value or consideration for any advertising agreement or any other matter where the main objective is to generate revenues provided that it commits the Corporation for a period of 4 years or less and does not require the corporation to invest more than $15 million ~~and which requires the Corporation to invest up to $15 million, and commits the Corporation for a period of 4 years or less~~;

PRESIDENT'S SIGNING AUTHORITY RESOLUTION

5. *(investments)* any matters related to investments made pursuant to Corporate Policy 2.3.29 Management of Investments which have a financial value of up to $100 million:

6. *(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 or Section 46.1 of the *Broadcasting Act*.

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 and CEO 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 respect approved, ratified and confirmed.

* Financial value includes the value of any option as if exercised.

Pages 1769 to / à 1773

are withheld pursuant to sections

sont retenues en vertu des articles

18(b), 21(1)(b), 23

of the Access to Information Act

de la Loi de l'accès à l'information

Audit Committee

September 22, 2009

Subject matter

International Financial Reporting Standards (IFRS)

Background

CBC has commenced a project to migrate to the new IFRS requirements as required by the Accounting Standards Board of Canada.

Information on the matter

The material addresses six IFRS Accounting policy decisions, which were fully outlined at the Audit Committee and are summarized here for the Board of Directors.

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

Prepared by

Name: Suzanne Morris
Date: September 10, 2009

Management recommendation

Recommendation for approval of the proposed policy decisions.

Last discussed at the Board

Date: June 22, 2009
Decision: n/a

Next steps

N/A

Board of Directors
September 22, 2009

Resolution re IFRS Accounting Policy Decisions

IT IS RESOLVED THAT the Board of Directors, on the recommendation of the Audit Committee, hereby approves the following six decisions with respect to IFRS accounting policy for the Corporation, the details of which were fully outlined to the Audit Committee and summarized for the Board:

1. Property, Plant &Equipment – IFRS 1 Deemed Cost Election (transition)

   Real estate land & buildings: Deemed Cost (market value)
   All other assets: True IFRS Cost (current net book value)

2. Property, Plant &Equipment – Cost vs Revaluation (annual)

   All asset classes on the cost basis

3. Property, Plant &Equipment – IFRS 1 Decommissioning Costs Election

   Apply election for simplified (cost effective) calculation

4. Property, Plant &Equipment – IFRS 1 Borrowing Costs Election

   Apply election for simplified (cost effective) calculation

5. Leases – IFRS 1 Application of IFRIC 4 (scope of lease accounting)

   Apply election for simplified (cost effective) calculation

6. Business Combinations – IFRS 1 Election

   Apply election for simplified (cost effective) calculation

The Audit Committee reviewed the following IFRS Accounting Policy Proposals on September 16, 2009.

Background:

Pursuant to the Canadian Accounting Standard Board's (AcSB) requirement for Canadian Publicly Accountable Entities to adopt IFRS, as issued by the International Accounting Standards Board (IASB), CBC / Radio-Canada is currently engaged in an IFRS transition project for its audited financial statements for the fiscal period ending March 31, 2012 – including the comparative information thereto. Although the transition date for the Corporation is April 1, 2010, the financial statements presented thereafter are to reflect the financial position as though IFRS has always been applied.

Accounting Policy Decisions:

Under the guidelines of the IASB, there are 17 (seventeen) policy choices applicable to CBC / Radio-Canada. In making the accounting policy recommendations and decisions, the IFRS Transition Project (the "Project") will provide the optimal practical alternatives considering CBC / Radio-Canada's current environment.

The Audit Committee reviewed the following 6 (six) policy proposals on September 16, 2009 which were recommended by management's IFRS Steering Committee:

1. Property, Plant & Equipment – IFRS 1 Deemed Cost Election (transition)
   Real estate land & buildings: Value at Deemed Cost (market value)
   All other assets: Value at True IFRS Cost (current net book value)
2. Property, Plant & Equipment – Cost vs Revaluation (annual)
   All asset classes on the cost basis
3. Property, Plant & Equipment – IFRS 1 Decommissioning Costs Election
   Apply election for simplified (cost effective) calculation
4. Property, Plant & Equipment – IFRS 1 Borrowing Costs Election
   Apply election for simplified (cost effective) calculation
5. Leases – IFRS 1 Application of IFRIC 4 (scope of lease accounting)
   Apply election for simplified (cost effective) calculation
6. Business Combinations – IFRS 1 Election
   Apply election for simplified (cost effective) calculation

The details of the proposals are as follows:

1. Property, Plant & Equipment – IFRS 1 Deemed Cost Election (transition)

At transition, the property, plant and equipment of the Corporation require measurement as though IFRS was always in use by CBC/SRC. Although this is possible for the majority of CBC/SRC's assets, this is not practical for the real estate holdings.

To facilitate the transition to IFRS, the recommendation is to use the available Deemed Cost Election under IFRS 1 whereby the real estate land and buildings will be revalued to

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their fair market value as at April 1, 2010. All other assets will continue to use the net book values in the financial statements as of March 31, 2010.

2. Property, Plant & Equipment – Cost vs Revaluation (annual)

After an asset has been capitalized, the entity may choose to carry their assets under the cost model (i.e. that used today) or the revaluation model. Given the revaluation model requires the chosen assets to fair valued annually with no apparent benefits to CBC/SRC, the cost model is proposed.

3. Property, Plant & Equipment – IFRS 1 Decommissioning Costs Election

In the spirit of IFRS, it would be necessary to determine what the estimated decommissioning costs would have been had they been recorded at the time of capitalization by CBC/SRC. Given this is impractical, if not impossible, the Corporation proposes to take the simplified calculation election available to estimate and record any decommissioning costs as of the transition date to IFRS.

4. Property, Plant & Equipment – IFRS 1 Borrowing Costs Election

IFRS requires the capitalization of all borrowing costs incurred for the construction of long-term assets. CBC/SRC has applied this rule as part of its current accounting policies; however, we propose to apply the simplified borrowing cost calculation for any additional past events where interest costs should have been capitalized under IFRS.

5. Leases – IFRS 1 Application of IFRIC 4

When transitioning to IFRS, the entity must ascertain if it has entered into any arrangements that may contain an embedded lease. To facilitate this transition, an election is available whereby this assessment is made at the transition date rather than at the date of inception of the arrangement. CBC/SRC proposes to take the election for the simplified calculation.

6. Business Combinations – IFRS 1 Election

Options exist as to the effective date for the application of Business Combinations. Given we haven't had any significant business combinations that would require differing accounting treatment, CBC/SRC will elect the simplified calculation and apply the Business Combination standard effective on the transition date to IFRS.

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CBC Radio-Canada

371st MEETING OF THE BOARD OF DIRECTORS September 21 - 22, 2009 Ottawa, Ontario	371e RÉUNION DU CONSEIL D'ADMINISTRATION Les 21 et 22 septembre 2009 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, September 21, 2009	**Le lundi 21 septembre 2009**
12:00 **Meeting of Human Resources and Compensation Committee – Room 336**	12 h **Réunion du Comité des Ressources humaines et de la rémunération – Salle 336**
13:00 Conclude	13 h Conclusion
13:00 **Meeting of the Standing Committees on English and French Language Broadcasting – Room 333**	13 h **Réunion des Comités permanents sur la radiodiffusion de langue française et de langue anglaise – Salle 333**
16:00 Conclude	16 h Conclusion
16:30 **Meeting of the Board of Directors – Room 333**	16 h 30 **Réunion du Conseil d'administration– Salle 333**
17:30 Adjournment	17 h 30 Levée de la séance
18:30 Reception - Directors and Senior Executive Team **Arc the Hotel – The Library** 140 Slater Street	18 h 30 Réception - Administrateurs et Équipe de la Haute direction **Bibliothèque – Hôtel Arc** 140, rue Slater

CBC Radio-Canada

Tuesday, September 22, 2009

11:00 **Meeting of the Board of Directors resumes – Room 333**

LUNCH

17:30 Conclude

18:30 **Board Dinner**
Rideau Club
99 Bank Street
Yousuf Karsh Room

Wednesday, September 23, 2009

11:00 Annual Public Meeting – **Studio 40**

12:30 Conclude

Le mardi 22 septembre 2009

11 h **Reprise de la Réunion du Conseil d'administration – Salle 333**

DÉJEUNER

17 h 30 Conclusion

18 h 30 **Dîner du Conseil**
Rideau Club
99, rue Bank
Salon Yousuf Karsh

Le mercredi 23 septembre 2009

11 h Réunion publique annuelle – **Studio 40**

12 h 30 Conclusion

Schedule A

Board of Directors

September 21-22, 2009

Subject matter

ANNUAL REPORT OF CBC/RADIO-CANADA RE THE ADMINISTRATION OF THE PRIVACY ACT

Background

The *Privacy Act* provides that an annual report be prepared and submitted to Parliament by the Corporation with respect to the administration of the Privacy Act within CBC/Radio-Canada. This is the first report since CBC/Radio-Canada became subject to the legislation on September 1, 2007 and covers two periods: September 1, 2007 – March 31, 2008 and April 1, 2008- March 31, 2009.

Information on the matter

A copy of the report is appended.

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

Prepared by

Name:	Meg Angevine
Date:	August 28, 2009

Management recommendation

Last discussed at the Board

Date: N/A
Decision made: N/A

Next steps

Submit report to the Minister of Canadian Heritage for tabling in Parliament as required by the legislation

CBC Radio-Canada

Report on the Administration of the *Privacy Act* for the Fiscal Years 2007-2008 and 2008-2009

Introduction

Purpose of the *Privacy Act*

The *Privacy Act* describes its purpose as follows:

The purpose of this Act is to extend the present laws of Canada that protect the privacy of individuals with respect to personal information about themselves held by a government institution and that provide individuals with a right of access to that information.

CBC/Radio-Canada Mandate

The Corporation's mission is set out in paragraphs 3(1)(l) and 3(1)(m) of the *Broadcasting Act*, which provide:

> *(l)* the Canadian Broadcasting Corporation, as the national public broadcaster, should provide radio and television services incorporating a wide range of programming that informs, enlightens and entertains;
>
> (*m*) the programming provided by the Corporation should
>
> > (i) be predominantly and distinctively Canadian,
> >
> > (ii) reflect Canada and its regions to national and regional audiences, while serving the special needs of those regions,
> >
> > (iii) actively contribute to the flow and exchange of cultural expression,
> >
> > (iv) be in English and in French, reflecting the different needs and circumstances of each official language community, including the particular needs and circumstances of English and French linguistic minorities,
> >
> > (v) strive to be of equivalent quality in English and in French,
> >
> > (vi) contribute to shared national consciousness and identity,
> >
> > (vii) be made available throughout Canada by the most appropriate and efficient means and as resources become available for the purpose, and
> >
> > (viii) reflect the multicultural and multiracial nature of Canada;

Business Activities

In fulfillment of its mandate, the Corporation delivers programming in news and current affairs, arts and entertainment, and sports, as well as programs for children and youth. CBC/Radio-Canada delivers these programs through the following activities.

- **Television Services**: National, regional and local television broadcasting services are provided in English and French through CBC Television, Télévision de Radio-Canada, Réseau de L'information de Radio-Canada (RDI), CBC Newsworld, Bold, Documentary, ARTV, TV5Monde, and CBC NORTH | RADIO-CANADA NORD.

- **Radio and Satellite Services**: Radio and satellite services are provided in English and French through CBC Radio One, Première Chaîne, CBC Radio 2, Espace Musique, CBC Radio 3, Bande a Part, Première Plus, Sports Extra, Radio Canada International (RCI), RCI Plus, and CBC North | Radio-Canada Nord.

- **Internet Services**: CBC.ca, Radio-Canada.ca, CBC Radio 3, Bande a part, RCI Viva, Espace Classique, Espace Jazz Galaxie, CBC News / RDI Express

- **Other Services**: CBC Records | Les Disques SRC
  Mobile Services | Services Mobiles

Board of Directors

The Corporation is governed by a Board of Directors composed of 12 members, including the Chair, and the President and CEO. The Board of Directors is responsible for the management of the businesses, activities and other affairs of the Corporation. The key responsibilities of the Board are to approve the strategic direction, corporate and business plans for the Corporation, to assess the Corporation's progress in achieving its strategic and business objectives, and to oversee the plans and policies in place to ensure effective communication with Parliament, the public and stakeholders.

Organizational Structure to Fulfill *Privacy Act* Responsibilities

CBC/Radio Canada's Access to Information and Privacy (ATIP) Office reports to the Vice-President, Corporate Secretary and Chief Legal Officer through the Compliance Officer and Associate Corporate Secretary. The Compliance Officer and Associate Corporate Secretary is the Corporation's Privacy Coordinator. The ATIP Office has a staff of eight employees. The Corporation has also established a formal network of ATIP liaison officers covering all of the Corporation's business areas. The liaison officers are responsible for retrieving records and providing initial release recommendations to the ATIP Office.

Delegation Order

Pursuant to section 73 of the *Privacy Act* the President and CEO of CBC/Radio-Canada has designated individuals occupying the following positions to perform certain of his functions as they relate to the administration of the *Privacy Act* within CBC/Radio-Canada:

- Coordinator, Access to Information and Privacy; and
- Project Manager, Access to Information and Privacy

A copy of CBC/Radio Canada's delegation order signed December 11, 2007 by the then President and Chief Executive Officer is appended to this report as Annex A.

Statistical Report

Statistical reports submitted to the Treasury Board Secretariat on the administration of the *Privacy Act* have been completed and are appended to this report as Annexes B, C, D, and E.

Interpretation of Statistical Reports

CBC/Radio-Canada became subject to the *Privacy Act* on September 1, 2007.

By the end of Fiscal Year 2007-2008 (March 31, 2008) the Corporation had received 29 requests for personal information from individuals or their authorized representatives. In fiscal year 2008-2009, 21 requests were received. The majority of the requests were for records related to employment history.

Privacy Impact Assessments

No Privacy Impact Assessments were completed during the periods covered by this report.

Data Sharing Activities

No new data sharing activities were undertaken during the periods covered by this report.

Education and Training Activities

During Fiscal Year 2007-2008, briefings were delivered by the Corporation's General Counsel and other members of his staff to the management teams of each major business unit and to regional centres across the country. More detailed training sessions were offered to those more directly involved in the retrieval of records to respond to requests. In addition, members of CBC/Radio-Canada staff participated in external training offered by Treasury Board, and other ATIP organizations on specific aspects of the ATIP process and legislation. Individual meetings between the ATIP Coordinator and each Vice-President also took place to explain the details of the legislation, the process at CBC/Radio-Canada, and the role of senior management.

During Fiscal Year 2008-2009 the Director, Access to Information and Privacy met with the Corporation's Vice Presidents and key members of their senior staff to update them on the experience and activities of the ATIP Office during its first year of operation, and to outline the objectives for the 2008-2009 year.

Disclosures Pursuant to Sections 8(2)(e), (f), (g) and (m) of the *Privacy Act*

No disclosures were made pursuant to s. 8(2)(e), (f), (g) and (m) of the *Privacy Act* during the periods covered by this report.

Complaints

A total of three complaints have been received from the Office of the Privacy Commissioner of Canada pertaining to two *Privacy Act* requests responded to by CBC/Radio-Canada's ATIP Office – one during Fiscal Year 2007-2008, the other during Fiscal Year 2008-2009. One of the complaints related to delay in responding. That complaint has been resolved. The other two complaints concern the application of exemption and exclusion provisions contained in the *Privacy Act.*

Court Applications

There were no Court applications during the periods covered by this report.

Annex A – Delegation Order

CBC/Radio-Canada Privacy Act Delegation of Authorities

I, Robert Rabinovitch, President and CEO of CBC/Radio-Canada, do hereby delegate and exercise the authority conferred upon me as follows:

Sections	Powers, Duties or Functions	Coordinator, Access to Information and Privacy	Project Manager Access to Information and Privacy
8(2)(j)	To disclose personal information for research or statistical purposes.	X	
8(2)(m)	To disclose personal information in the public interest or to benefit an individual.	X	
8(4)	To maintain records of requests from investigative bodies.		X
8(5)	To notify Privacy Commissioner of disclosures in the public interest.	X	
9(1)	To maintain record of any use not included in InfoSource and attach to the personal information involved.		X
9(4)	To notify Privacy Commissioner of consistent use of personal information and update index.	X	
10	To include personal information in personal information banks.	X	
12(1)	To indicate to the requester that the information is not considered to be personal information	X	

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CBC/Radio-Canada Privacy Act Delegation of Authorities

Sections	Powers, Duties or Functions	Coordinator, Access to Information and Privacy	Project Manager Access to Information and Privacy
14	To respond to request for access within 30 days.	X	
15	To extend time limit and notify applicant.	X	
17(2)(b)	To determine the necessity for translation or interpretation of record.	X	
18(2)	To refuse to disclose information contained in an exempt bank.	X	
19(1)	To exempt personal information obtained in confidence from another government.	X	
19(2)	To disclose with consent of the other government.	X	
20	To exempt personal information re: federal-provincial affairs.	X	
21	To exempt information re: international affairs and defense.	X	
22	To exempt information re: law enforcement and investigation.	X	
23	To exempt information re: security clearances.	X	
24	To exempt personal information re: individuals sentenced for an offense.	X	
25	To exempt personal information re: safety of individuals.	X	
26	To exempt personal information about another individual.	X	

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CBC/Radio-Canada Privacy Act Delegation of Authorities

Sections	Powers, Duties or Functions	Coordinator, Access to Information and Privacy	Project Manager Access to Information and Privacy
27	To exempt personal information re: solicitor-client privilege.	X	
28	To exempt personal information re: medical records.	X	
31	To receive notice of investigation by the Privacy Commissioner.	X	
33(2)	To make representations to the Privacy Commissioner during an investigation.	X	X
35(1)	To respond to Privacy Commissioner's recommendations.	X	
35(4)	To provide access to applicant pursuant to Privacy Commissioner's recommendation.	X	
36(3)	To receive Privacy Commissioner's report of findings of investigation of exempt bank.	X	
37(3)	To receive report of Privacy Commissioner's findings after compliance investigation.	X	
51(2)(b)	To request that Section 51 hearing be held in the National Capital Region.		X
51(3)	To request and be given right to make representations in Section 51 hearings.	X	
69.1	To exclude personal information that CBC collects, uses or	X	

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CBC/Radio-Canada Privacy Act Delegation of Authorities

Sections	Powers, Duties or Functions	Coordinator, Access to Information and Privacy	Project Manager Access to Information and Privacy
	discloses for journalistic, artistic or literary purposes.		
70	To exclude information pertaining to confidences of the Queen's Privy Council.	X	
72(1)	To prepare annual report to Parliament.		X

Robert Rabinovitch

December 11, 2007.

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Annex B – Statistical Report for Fiscal Year 2007/2008

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Government of Canada / Gouvernement du Canada

REPORT ON THE PRIVACY ACT

RAPPORT CONCERNANT LA LOI SUR LA PROTECTION DES RENSEIGNEMENTS PERSONNELS

Institution	CBC / Radio-Canada	Reporting Period / Période visée par le rapport	2007-04-01 to/à 2008-03-31

I Requests under the Privacy Act / Demandes en vertu de la Loi sur la protection des renseignements personnels

Received during reporting period / Reçues pendant la période visée par le rapport	8
Outstanding from pervious period / En suspens depuis la période antérieure	0
TOTAL	8
Completed during reporting period / Traitées pendant la période visée par le rapport	2
Carried Forward / Reportées	6

II Disposition of requests completed / Disposition à l'égard des demandes traitées

1.	All Disclosed / Communication totale	0
2.	Disclosed in part / Communication partielle	2
3.	Nothing disclosed (excluded) / Aucune communication (exclusion)	0
4.	Nothing disclosed (exempt) / Aucune communication (exemption)	0
5.	Unable to process / Traitement impossible	0
6.	Abandoned by applicant / Abandon de la demande	0
7.	Transferred / Transmission	0
TOTAL		2

III Exemptions invoked / Exemptions invoquées

S. Art. 18(2)	0
S. Art. 19(1)(a)	0
(b)	0
(c)	0
(d)	0
S. Art. 20	0
S. Art. 21	0
S. Art. 22(1)(a)	0
(b)	0
(c)	0
S. Art. 22(2)	0
S. Art. 23(a)	0
(b)	0
S. Art. 24	0
S. Art. 25	0
S. Art. 26	2
S. Art. 27	0
S. Art. 28	0

IV Exclusions cited / Exclusions citées

S. Art. 69(1)(a)	0
(b)	0
S. Art. 70(1)(a)	0
(b)	0
(c)	0
(d)	0
(e)	0
(f)	0

V Completion time / Délai de traitement

30 days or under / 30 jours ou moins	2
31 to 60 days / De 31 à 60 jours	0
61 to 120 days / De 61 à 120 jours	0
121 days or over / 121 jours et plus	0

VI Extensions / Prorogations des délais

	30 days or under / 30 jours ou moins	31 days or over / 31 jours ou plus
Interference with operations / Interruption des opérations	0	0
Consultation	0	0
Translation / Traduction	0	0
TOTAL	0	0

VII Translations / Traductions

Translations requested / Traductions demandées		0
Translations prepared / Traductions préparées	English to French / De l'anglais au français	0
	French to english / Du français à l'anglais	0

VIII Method of access / Méthode de consultation

Copies given / Copies de l'original	2
Examination / Examen de l'original	0
Copies and examination / Copies et examen	0

IX Corrections and notation / Corrections et mention

Corrections requested / Corrections demandées	0
Corrections made / Corrections effectuées	0
Notation attached / Mention annexée	0

X Costs / Coûts

Financial (all reasons) / Financiers (raisons)	($ 000)
Salary / Traitement	275
Administration (O and M) / Administration (fonctionnement et maintien)	275
TOTAL	550
Person year utilization (all reasons) / Années-personnes utilisées (raisons)	
Person year (decimal format) / Années-personnes (nombre décimal)	0.12

A0023754_13-001792

Annex C – Supplemental Reporting Requirement for Fiscal Year 2007-2008

Preliminary Privacy Impact Assessments initiated:	0
Preliminary Privacy Assessments completed:	0
Privacy Impact Assessments initiated:	0
Privacy Impact Assessments completed:	0
Privacy Impact Assessments forwarded to the Office of the Privacy Commissioner (OPC):	0

Annex D – Statistical Report for Fiscal Year 2008/2009

A0023754_15-001794

Government of Canada / Gouvernement du Canada

REPORT ON THE PRIVACY ACT

RAPPORT CONCERNANT LA LOI SUR LA PROTECTION DES RENSEIGNEMENTS PERSONNELS

Institution	Reporting Period / Période visée par le rapport
CBC / Radio - Canada	2008-04-01 to/à 2009-03-31

I Requests under the Privacy Act / Demandes en vertu de la Loi sur la protection des renseignements personnels

Received during reporting period / Reçues pendant la période visée par le rapport	21
Outstanding from previous period / En suspens depuis la période antérieure	6
TOTAL	27
Completed during reporting period / Traitées pendant la période visée par le rapport	22
Carried Forward / Reportées	5

II Disposition of requests completed / Disposition à l'égard des demandes traitées

1.	All Disclosed / Communication totale	4
2.	Disclosed in part / Communication partielle	15
3.	Nothing disclosed (excluded) / Aucune communication (exclusion)	2
4.	Nothing disclosed (exempt) / Aucune communication (exemption)	0
5.	Unable to process / Traitement impossible	1
6.	Abandoned by applicant / Abandon de la demande	0
7.	Transferred / Transmission	0
TOTAL		22

III Exemptions invoked / Exemptions invoquées

S. Art. 18(2)	0
S. Art. 19(1)(a)	0
(b)	0
(c)	0
(d)	0
S. Art. 20	0
S. Art. 21	0
S. Art. 22(1)(a)	0
(b)	0
(c)	0
S. Art. 22(2)	0
S. Art. 23(a)	0
(b)	0
S. Art. 24	0
S. Art. 25	0
S. Art. 26	14
S. Art. 27	1
S. Art. 28	0

IV Exclusions cited / Exclusions citées

S. Art. 69(1)(a)	0
(b)	0
S. Art. 70(1)(a)	0
(b)	0
(c)	0
(d)	0
(e)	0
(f)	0

V Completion time / Délai de traitement

30 days or under / 30 jours ou moins	8
31 to 60 days / De 31 à 60 jours	6
61 to 120 days / De 61 à 120 jours	3
121 days or over / 121 jours et plus	5

VI Extensions / Prorogations des délais

	30 days or under / 30 jours ou moins	31 days or over / 31 jours ou plus
Interference with operations / Interruption des opérations	2	0
Consultation	0	0
Translation / Traduction	0	0
TOTAL	2	0

VII Translations / Traductions

Translations requested / Traductions demandées		0
Translations prepared / Traductions préparées	English to French / De l'anglais au français	0
	French to english / Du français à l'anglais	0

VIII Method of access / Méthode de consultation

Copies given / Copies de l'original	19
Examination / Examen de l'original	0
Copies and examination / Copies et examen	0

IX Corrections and notation / Corrections et mention

Corrections requested / Corrections demandées	0
Corrections made / Corrections effectuées	0
Notation attached / Mention annexée	0

X Costs / Coûts

Financial (all reasons) / Financiers (raisons)	($ 000)
Salary / Traitement	26
Administration (O and M) / Administration (fonctionnement et maintien)	9
TOTAL	35
Person year utilization (all reasons) / Années-personnes utilisées (raisons)	
Person year (decimal format) / Années-personnes (nombre décimal)	0.38

A0023754_16-001795

Annex E – Supplemental Reporting Requirement for Fiscal Year 2008/2009

Preliminary Privacy Impact Assessments initiated:	0
Preliminary Privacy Assessments completed:	0
Privacy Impact Assessments initiated:	0
Privacy Impact Assessments completed:	0
Privacy Impact Assessments forwarded to the Office of the Privacy Commissioner (OPC):	0

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
July 14, 2009

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Linda Black	
Mr. Peter Charbonneau	
Mr. George Cooper	
Hon. Joseph Handley	
Mr. Peter Herrndorf	
Ms. Patricia McIver	
Ms. Trina McQueen	
Mr. Brian Mitchell	
Mr. Rémi Racine	
Ms. Edna Turpin	

REGRETS:

None

ALSO ATTENDING:

Mr. Michel Tremblay, Senior Vice-President, Corporate Strategy and Business Partnerships
Mr. Pierre Nollet, Vice-President, Corporate Secretary and Chief Legal Officer
Ms. Suzanne Morris, Vice-President and CFO
Mr. Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs
Ms Katya Laviolette, Vice-President, People and Culture
Mr. Steven Guiton, Chief Regulatory Officer

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
July 14, 2009

The Chair called the meeting to order at 2:00 p.m. (Eastern time).

Report from the President and CEO

The President and CEO reported that Treasury Board did not approve the proposed sale of assets as expected in June. No clear explanation has been provided to the Corporation as to the cause for the delay. Mr. Lacroix noted that while recent changes in the interest rate spread favour the Corporation, future delay may have a negative impact. The President and CEO indicated that he has a meeting planned with the Minister towards the end of July.

s.21(1)(b)

The President and CEO also announced several changes to the Ottawa newsroom and news shows including:

The CRTC released the decision with respect to the Local Improvement Fund. The Fund will amount to $100 million, of which CBC would expect to get approximately $35 million. While it is expected that the Fund will start to accumulate September 1st, 2009, it may take some time before the cash flows to the various broadcasters due to certain organizational issues that need to be addressed. Mr. Guiton explained some of the key challenges, and outlined the requirements to access the Fund, adding that the Fund will be reviewed every year.

The President and CEO also briefed the Board on the challenge launched by the French Community in Windsor to overturn management's decision to substantially change the programming in Windsor and the recent decision of the Court denying the application. The CRTC may be called upon to examine this issue at the time of the licence renewal.

Board members were also reminded of the first Annual Public meeting planned for September 23rd, 2009 in Ottawa. Details of the meeting were provided.

The Board's assistance was also sought to provide feedback on new appointees to the Canadian Media Fund.

With respect to the Strategic Review, the draft submission has been filed and the Corporation is still expecting feedback.

Board members were also asked to provide an update on their outreach activities.

After the discussion, all management representatives left the call with the exception of Ms. Laviolette and Mr. Nollet.

Appointment of New Corporate Executive

Ms. Laviolette introduced the subject matter by referring to the recent decision of the President Real Estate Division to leave the Corporation and that of the current Vice President and Chief Legal Officer to take early retirement. The President and CEO saw an opportunity to combine those two functions. The candidate for this new position has practised law for the last 29 years in the same law firm, mainly as a corporate/securities and business lawyer. The candidate was identified early in the process with the recruitment firm as one of the benchmark professionals against whom others should be measured. Due to her very significant transactional experience and other qualities that she possesses, it was decided that it would be counter-productive to proceed with the original mandate and hold interviews with other candidates.

The President and CEO indicated that he had known the candidate for more than 30 years and was confident that she could meet the expectations for this position. The change in the role also signals the end of Real Estate as a separate division. He also indicated that the recruitment firm had provided a positive recommendation.

Ms Laviolette also discussed the internal candidates that had been identified in the succession plan and the fact that neither would bring to the table the transactional and business expertise required for the combined positions. Those other candidates were kept fully apprised of the process and the outcome. The motivation of the candidate to accept the offer for the position was discussed. The remuneration offered to the candidate as well as the fact that certain guarantees needed to be offered as to the level of compensation for the first year was recommended by the Committee for approval by the Board. The Board expressed comfort in the fact that the recruitment firm was supportive of the hiring.

The candidate will be starting her new position September 8th, 2009 while Mr. Pierre Nollet will be maintained in his current position until December 31st, 2009, retaining the Corporate Secretariat leadership for the September Board meeting and transitioning all matters to Ms. Bertrand so that she will be acting in her full capacity for the November Board meeting. The communication plan provides for announcement after Board approval and public announcement closer to her start date.

On a motion duly moved and seconded:

IT IS RESOLVED THAT on recommendation from the Human Resources and Compensation Committee and the President and CEO the Board of Directors approves (i) the appointment of Ms. Maryse Bertrand to the position of Vice President Real Estate, Legal Services and General Counsel as of September 8, 2009; (ii) the appointment of Ms Maryse Bertrand as a Corporate Executive entitled to the benefits accruing to such position as per the Corporation's policies and by-laws, effective September 8, 2009;

IT IS FURTHER RESOLVED THAT on recommendation from the Human Resources and Compensation Committee and the President and CEO, the Board of Directors approves (i) the continuance of Mr. Nollet after September 8, 2009 as Chief Legal Officer and Corporate Secretary, with all his current entitlements and pension arrangements until December 31st, 2009 and (ii) the continued entitlement of Mr. Nollet, after January 1st, 2010 to certain Corporate Executive benefits and compensation as per the agreement with Mr. Nollet, the details of which were provided to the Human Resources Committee and Compensation Committee at the meeting of May 12, 2009.

MOTION CARRIED

s.23

s.23

CONCLUDE

Having no further business to discuss, the meeting concluded at 3:00 p.m.

Board of Directors
(November 12, 2009)

Subject matter

2009/2010 Quarterly Financial Management Report – Second quarter results.

Background

N/A

Information on the matter

See attached.

For decision **For information** X

Prepared by

Name: S.Morris
Date: October 26, 2009

Management recommendation

N/A

Last discussed at the Board

Date: September 16, 2009
Decision made: Reviewed 2009/2010 Quarterly Financial Management Report First quarter results.

Next steps

3rd quarter results will be presented in March

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CBC Radio-Canada

2009/2010
MONTHLY FINANCIAL MANAGEMENT REPORT
2nd quarter ended September 30, 2009

November 12, 2009

Confidential

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MANAGEMENT'S DISCUSSION AND ANALYSIS

For the six months ended September 30, 2009 and 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 and amortisation are not recognised on a government-funding basis.

s.18(a)

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.21(1)(b)**

Financial Review and Analysis Content

The review and analysis of CBC/Radio-Canada's financial results for the six months ended September 30, 2009 and 2008 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, 2009, compared to the year-to-date budget, and to the year-to-date results for the same period in 2008/2009 on government-funding basis. Segmented results are presented for English and French media services and other operations. Year-end forecasts are also included in this monthly report.

Financial statements prepared on a GAAP basis are presented for the period ended September 30, 2009 and compared with the results for the same period in 2008/2009. 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.

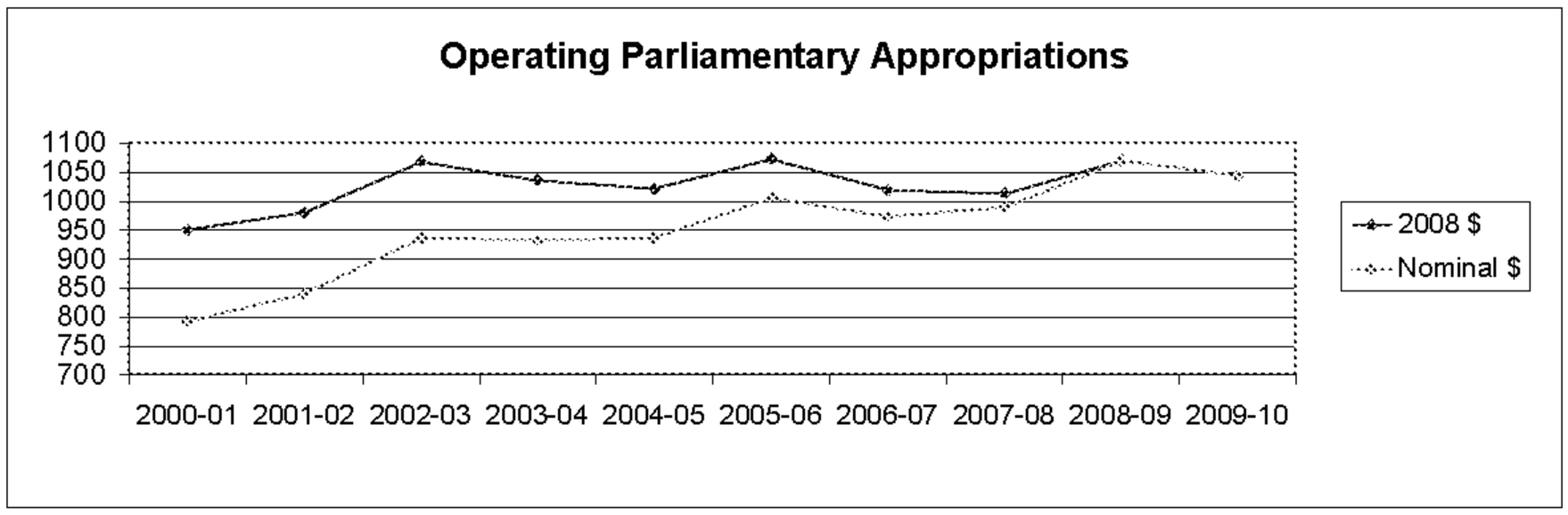
Monthly financial statements do not include revised estimates of employee future benefits, as actuarial valuations are prepared annually. The monthly financial statements are unaudited and do not include full note disclosure. They should be read in conjunction with the 2008/2009 audited consolidated financial statements, which provide full note disclosure in accordance with GAAP.

A0024306_7-001808

s.18(a)

s.18(b)

Financial Highlights for the 2nd quarter ended September 30



s.18(a)

s.18(b)

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* 2008/09 expenditures exclude Olympics costs

s.18(a)

s.18(b)

s.68.1

Overview of six months ended September 30, 2009
(in $000's)

	2009/2010 Year-to-date			2009/2010 Annual Basis			2008/2009 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance to Actuals
SOURCE OF FUNDS								
Parliamentary Appropriation								
Prior Year Carryover								
Government Funding and Carryover								
Revenues								
Sale of Assets								
Commercial Revenues:								
English Television								
French Television								
Olympics								
Commercial Revenues								
Miscellaneous Revenues Regular Opera								
English Television								
French Television								
English Radio								
French Radio								
Olympics								
Others								
Miscellaneous Revenues								
Revenues-Specialty Services:								
Newsworld								
bnet								
Réseau de Information								
Galavie								
Revenues-Specialty Services								
SOURCE OF FUNDS								
APPLICATION OF FUNDS								
Expenditures:								
English Television								
French Television								
English Radio								
French Radio								
Radio Canada International								
Others								
Expenditures								
Expenditures - Specialty Services:								
Newsworld								
bnet								
Réseau de Information								
Galavie								
Expenditures - Specialty Services								
APPLICATION OF FUNDS								
SURPLUS								

Segmented Results

Consolidated English Services
For the six months ended September 30
(in $000's)

	2009/2010 Year-to-date			2009/2010 Annual Basis			2008/2009 Year-to-date	
	Budget	Actuals	Variance	Budget	Forecast	Variance	Actuals	Variance
SOURCE OF FUNDS								
Parliamentary Appropriation								
Prior Year Carryover								
Government Funding and Carryovers								
Sale of Assets								
Revenues								
English Television-Commercial								
English Television-Miscellaneous								
Newsworld								
bold								
English Radio								
Revenues								
SOURCE OF FUNDS								
APPLICATION OF FUNDS								
English Television								
Newsworld								
bold								
English Radio								
APPLICATION OF FUNDS								
NET POSITION								

s.18(a)

s.18(b)

s.18(a)

s.18(b)

s.68.1

s.18(a)

s.18(b)

Consolidated French Services
For the six months ended September 30
(in $000's)

	2009/2010 Year-to-date			2009/2010 Annual Basis			2008/2009 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								
Government Funding and Carryovers								
Sale of Assets								
Revenues								
French Television-Commercial								
French Television-Miscellaneous								
Réseau de l'information								
French Radio								
Radio Canada International								
Revenues								
SOURCE OF FUNDS								
APPLICATION OF FUNDS								
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

Other Services
For the six months ended September 30
(in $000's)

	2008/2009 Year to date			2009/2010 Annual Basis			2009/2009 Year to date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance to Actuals
SOURCE OF FUNDS								
Parliamentary Appropriation								
Prior Year Carryover								
Government Funding and Carryover								
Sale of Assets								
Revenues								
CBC Transmission and Distribution								
Real Estate Division								
Mobile Division-Extend Rentals								
Merchandising Division								
Corporate Management and Support Services								
Revenues								
SOURCE OF FUNDS								
APPLICATION OF FUNDS								
CBC Technology								
CBC Transmission and Distribution								
Real Estate Division								
Mobile Division								
Mobile Division-Recoverable from medias								
Merchandising Division								
Corporate Management and Support Services								
APPLICATION OF FUNDS								
NET POSITION								

s.18(a)

s.18(b)

Reconciliation of Net Results of Operations to Government Funding Basis

s.18(a)

s.18(b)

s.18(a)

s.18(b)

s.68.1

Balance Sheet Analysis
(September 30, 2009 compared to September 30, 2008)

Cash Flows and Financial Resources

s.18(a)

s.18(b)

Unaudited

Consolidated Balance Sheet

As at September 30

(in $000's)

	2009	2008
ASSETS		
Current		
Cash and cash equivalents		
Accounts receivable		
Inventory		
Prepaid expenses		
Net investment in sales-type leases		
Derivative financial instruments		
Long-term		
Property and equipment		
Long-term receivables		
Net investment in sales-type leases		
Deferred charges		
Long-term investments		
LIABILITIES		
Current		
Accounts payable and accrued liabilities		
Employee-related liabilities		
Bonds payable		
Deferred revenues		
Derivative financial instruments		
Deferred operating vote drawdown		
Long-term		
Long-term investments		
Deferred revenues		
Employee-related liabilities		
Bonds payable		
Deferred capital funding		
Minority interest		
EQUITY		
Retained earnings (deficit)		
Accumulated other comprehensive income (loss)		

s.18(a)

s.18(b)

Commitments and contingencies (notes 5 and 6)

The accompanying notes form an integral part of the consolidated financial statements.

Unaudited

Consolidated Statement of Operations

For the period ended September 30

(in $000's)

	2009	2008	
Revenues			
Advertising			
Specialty Services			
Other income			
Financing income			
Expenses			
Television and Radio services costs			
Specialty Services			
Amortisation of property and equipment			
Transmission, distribution and collection			
Corporate management			
Payments to private stations			
Operating loss before Government funding, non-operating revenues and minority interest			
Government funding			
Parliamentary appropriation for operating expenditures			
Parliamentary appropriation for working capital			
Amortisation of deferred capital funding			
			s.18(a)
Net results before non-operating revenues and minority interest			**s.18(b)**
Non-operating revenues			
Galaxie non-operating revenues			
Net results before minority interest			
Minority interest			
Net results for the period			

The accompanying notes form an integral part of the consolidated financial statements.

A0024306_20-001821

Unaudited

Consolidated Statement of Cash Flows

For the period ended September 30

(in $000's)

	2009	2008	
CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES			
Net results for the period			
Items not involving cash:			
Loss on disposal of equipment			
Change in 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 long-term receivables			
Change in employee-related liabilities [current]			
Change in minority interest			
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			**s.18(a)**
Capital recovery from net investment in sales-type leases			**s.18(b)**
Deferred charges			
Proceeds from disposal of equipment			
Sale of long-term receivables			
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			

The accompanying notes form an integral part of the consolidated financial statements.

A0024306_21-001822

Unaudited

Consolidated Statement of Comprehensive Income (Loss)

For the period ended September 30

(in $000's)

	2009	2008
Net results for the period		
Other comprehensive income		
Net changes in cash flow hedges:		
Gain on derivatives designated as cash flow hedges (net of income tax of $0)		
Total other comprehensive income		
Total comprehensive income (loss) for the period		

The accompanying notes form an integral part of the consolidated financial statements.

Unaudited

Consolidated Statement of Changes in Equity

For the period ended September 30

(in $000's)

	2009	2008	
Retained earnings (deficit)			
Balance, beginning of the year			
Net results for the period			
Retained earnings (deficit), end of the period			
Accumulated other comprehensive income (loss)			s.18(a)
Accumulated other comprehensive income (loss), beginning of the year			s.18(b)
Other comprehensive income for the period			
Accumulated other comprehensive income (loss), end of the period			
Total equity			

The accompanying notes form an integral part of the consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE PERIOD ENDED SEPTEMBER 30, 2009

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 and Official Languages.

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

In February 2008, the CICA issued Section 3064 Goodwill and Intangible Assets which provides guidance on the recognition, measurement, presentation, and disclosure for goodwill and intangible assets, other than the initial recognition of goodwill or intangible assets acquired in a business combination. The standard is effective for fiscal years beginning on or after October 1, 2008, and requires retrospective application to prior period financial statements. The impact of this new standard will be reflected in our consolidated financial statements as of March 31, 2010.

A0024306_23-001824

4. FINANCIAL INSTRUMENTS

A. Financial Risk Management

The Corporation's activities are exposed to a variety of financial risks: market risk, credit risk and liquidity risk. The Corporation's overall risk management program focuses on the unpredictability of financial and economic markets and seeks to minimise potential effects on the Corporation's financial performance. The risk management is carried out through financial management practices in conjunction with the overall Corporation's governance. The Board of Directors is responsible for overseeing the management of financial risk.

B. Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Corporation is exposed to currency risk and interest rate risk.

(i) Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The Corporation is exposed to limited foreign exchange risk on revenues and expenses denominated in a foreign currency. The majority of these transactions are denominated in US dollars, Euros and British Pounds. The Corporation's primary objective in managing currency risk is to preserve cash flows and reduce variations in performance. The Corporation policy on currency risk requires to minimise currency risk to protect the value of foreign cash flows both committed and anticipated from the negative impact of exchange rates fluctuation. The Corporation mitigates this risk by entering into forward exchange contracts. Accordingly, the Corporation has limited sensitivity to changes in foreign exchange rates.

(ii) Interest Rate Risk

Interest risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market interest rates. The Corporation's short-term investments, 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.

The Corporation manages its interest rate risk by spreading the maturity dates of investments over the fiscal year.

C. Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Corporation is exposed to credit risk through its cash and cash equivalents, investments, accounts receivable, long-term receivables, and forward exchange contracts.

The maximum exposure to credit risk of the Corporation at September 30, 2009, is the carrying value of these assets.

4.FINANCIAL INSTRUMENTS (continued)

(i) Cash and Cash Equivalents and Investments

The Corporation has deposited cash with reputable financial institutions (members of the Canadian Payments Association or local Cooperative Credit Societies that are members of a Central Cooperative Credit Society having membership in the Canadian Payments Association or subject to the approval of the Minister of Finance, any financial institutions outside Canada), from which management believes the risk of loss to be remote. Cash equivalents are guaranteed by the Government of Canada.

The Corporation's investments are managed via an investment policy which guides the Corporation in its investment decisions. The Corporation invests surplus funds to earn investment income with the objective of maintaining safety of principal and providing adequate liquidity to meet cash flow requirements. The investments must be 100 per cent guaranteed by the Government of Canada to ensure that the Corporation has negligible exposure to credit risk.

(ii) Accounts Receivable

The Corporation's accounts receivable are mainly derived from sale of advertising airtime. Credit risk concentration with respect to trade receivables is limited by following a program of credit evaluation and by limiting the amount of customer credit where deemed necessary. The Corporation does not believe that it is exposed to an unusual or significant level of credit risk.

The Corporation establishes an allowance for doubtful accounts that reflects the estimated impairment of accounts receivable. The Corporation has a specific policy on credit and collections and guidelines that provides for how the allowance should be determined. The Corporation establishes a general allowance and an additional allowance that is based on specific accounts and is determined by considering the Corporation's knowledge of the financial condition of its customers, the aging of accounts receivable, the current economic climate, customer and industry concentrations, and historical experience.

(iii) Forward Exchange Contracts

The Corporation manages its exposure to derivative counterparty credit risk by contracting primarily with reputable financial institutions.

D. Liquidity Risk

Liquidity risk is the risk that the Corporation will encounter difficulties in meeting its financial obligations associated with financial liabilities.

The Corporation's approach to managing liquidity risk is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions without incurring losses. The Corporation also manages liquidity risk by continuously monitoring actual and budgeted cash flows. Also, the Board of Directors reviews and approves the Corporation's operating and capital budgets, as well as large transactions.

The Corporation does not have the authority to contract a line of credit or long-term debt.

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5. COMMITMENTS

The Corporation entered into commitments by renewing purchase agreements and entering into new purchase agreements. Management estimates that these new commitments, for the six-month period ended September 30, 2009, will result in future annual expenditures of approximately $177 million and a total of $1.114 billion over the next eight years.

6. CONTINGENCIES

Various claims and legal proceedings have been asserted or instituted against the Corporation. Some demand large monetary damages or other relief and they could result in significant expenditures. Litigation is subject to many uncertainties and the outcome of individual matters is not always predictable. Contingent liabilities are potential liabilities, which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. There were no significant changes in the Corporation's contingencies as of September 30, 2009 with respect to the information disclosed in the annual report for the year ended March 31, 2009.

A0024306_26-001827

Detailed Tables of Operations

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Financial Management Report
Corporate Summary
For the 2nd quarter ended September 30
($000's)

	2008/2009 Year-to-date			2008/2009 Annual Basis			2008/2009 Year to date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Government Funding and Carryovers								
Expected Sale of Assets								
Commercial Revenues - Regular Operations								
Commercial Revenues - Olympics								
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 ON CBC'S OPERATIONS								

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s.18(b)

s.18(a)

s.18(b)

Financial Management Report
Source of Funds
For the 2nd quarter ended September 30
($000's)

	2009/2010 Year-to-date			2009/2010 Annual Basis			2008/2009 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	-							
Expected Sale of Assets								
Commercial Revenues								
Commercial Revenues - Regular Operations:								
English Television								
French Television	-							
Total for Regular Operations								
Commercial Revenues - Olympics								
Beijing Olympics	-							
Total Olympics Revenues								
	-							
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 Transmission and Distribution								
Real Estate Division								
Radio Canada International								
TBC land interest	-							
Total for Regular Operations								
Miscellaneous Revenues - Olympics								
Beijing Olympics	-							
Total for Olympics								
	-							
Total Miscellaneous Revenues								
	-							
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 SOURCE OF FUNDS FOR CBC								

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

s.68.1

Financial Management Report
Application (use) of Funds
For the 2nd quarter ended September 30
($000's)

	2009-2010 Year-to-date			2009/2010 Annual Basis			2008/2009 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								
Merchandising Division								
Corporate Activities								
CBC Technologies								
CBC Transmission & Distribution								
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 (NET CBC OPERATIONS)								

CORPORATE SUMMARY - VARIANCE OVERVIEW
($000's)

	2009/2010 Actuals as at September 30			2009/2010 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						
Corporate Activities						
CBC Technologies						
CBC Transmission and Distribution						
Real Estate Division						
RCI						
Total - Components						
TBC Land						
Sale of Assets						
Corporate Reserve						
Total - Corporate Reserve						
TOTAL - MAIN SERVICE						
Specialty Services:						
Newsworld						
bold						
RDI						
Galaxie						
TOTAL - SPECIALTY SERVICES						
NET POSITION						

Note - negative variances are indicated by brackets

s.18(a)

s.18(b)

Financial Management Report
Consolidated English Services
For the 2nd quarter ended September 30
($000's)

	2009/2010 Year to date			2009/2010 Annual Basis			2008/2009 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								
Sale of Assets								
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								

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s.18(b)

Financial Management Report
English Television
For the 2nd quarter ended September 30
($000's)

	2009/2010 Year to date			2009/2010 Annual Basis			2008/2009 Year to date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Parliamentary Appropriation								
Surplus Carryover								
Contribution from Specialty Services								
Sale of Assets								
Commercial Revenue - Television								
Commercial Revenue - Internet								
Commercial Revenue - Contra Agreements								
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.18(a)

s.18(b)

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

s.18(a)

s.18(b)

Newsworld
Schedule of Incremental Revenues and Costs
For the 2nd quarter ended September 30
($000's)

	2009/2010 Year to date			2009/2010 Annual Basis			2008/2009 Year to date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
Incremental Revenues								
Commercial Revenue								
Cable Subscriptions								
Total Incremental Revenues								
Incremental Costs								
Programming								
Production & Resources								
General & Administration								
Sales and Marketing								
Total Incremental Costs								
Excess of Revenues over Costs								
Repayment to the Main Service								
Excess Revenues/(Costs) before Contribution to English Services								
Contribution to English Services								
Excess Revenues/(Costs)								

Financial Management Report
English Radio
For the 2nd quarter ended September 30
($000's)

	2009/2010 Year to date			2009/2010 Annual Basis			2008/2009 Year-to-date	
	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 Servi								
Entrepreneurial Activities								
Subtotal - Revenue-generating Services								
Programming and Production								
Arts & Entertainment								
Music Department								
Radio 3								
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 Administration								
TOTAL APPLICATION OF FUNDS								
NET POSITION								

s.18(a)

s.18(b)

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Financial Management Report
Consolidated French Services
For the 2nd quarter ended September 30
($000's)

	2009/2010 Year to date			2009/2010 Annual Basis			2008/2009 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								
Sale of Assets								
Revenues								
French Television-Commercial Revenues								
French Television -Miscellaneous Revenu								
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)

s.18(a)

s.18(b)

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Financial Management Report
French Television
For the 2nd quarter ended September 30
($000's)

	2009/2010 Year to date			2009/2010 Annual Basis			2008/2009 Year to date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance to Budget	Actuals	Variance in Actuals
SOURCE OF FUNDS								
Parliamentary Appropriation								
Surplus Carryover								
Sale of Assets								
Commercial Revenue - Television								
Commercial Revenue - Internet								
Commercial Revenue - Contra Agreements								
Miscellaneous Revenue								
TOTAL SOURCE OF FUNDS								
APPLICATION OF FUNDS								
Costs related to Revenue-generating Services								
Marketing and Sales (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								

Le Réseau de l'information
Schedule of Incremental Revenues and Costs
For the 2nd quarter ended September 30
($000's)

	2009/2010 Year to date			2009/2010 Annual Basis			2008/2009 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.18(a)

s.18(b)

Financial Management Report
French Radio
For the 2nd quarter ended September 30
($000's)

	2009/2010 Year-to-date			2009/2010 Annual Basis			2008/2009 Year-to-date	
	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								
Programming and Production								
Première Chaîne Programs								
Espace Musique								
Sirius								
Information Programming								
Network Reserve								
Regional Operations								
Programming Management								
Atlantic								
Quebec								
Ontario/ Outaouais								
West								
Subtotal - Regional Operations								
Subtotal - Programming and Production								
Technical								
Production Services								
Subtotal - Technical								
General Administration								
Management								
Subtotal - General Administration								
TOTAL APPLICATION OF FUNDS								
NET POSITION								

s.18(a)

s.18(b)

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Financial Management Report
Corporate Activities
For the 2nd quarter ended September 30
($000's)

	2008/2010 Year-to-date			2009/2010 Annual Basis			2009/2010 Year-to-date	
	Budget	Actuals	Variance to Budget	Budget	Forecast	Variance	Actuals	Variance in Actuals
SOURCES OF FUNDS								
Net Parliamentary Subsidy								
Surplus Carryover								
Miscellaneous Revenues								
Strategy and Business Partnerships								
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								
Branding, Communications and Corporate Affairs								
Internal Audit								
Priorities and Implementation								
Training and Development								
People and Culture								
Severance Pay and Other Personnel Costs								
Dental Plan, EAP and Crisis Management								
Content Management								
Regulatory Affairs								
Strategy and Business Partnerships								
General Counsel and Corporate Secretariat								
Corporate Finance and Administration								
Insurance, Corporate Forms, Taxes, etc.								
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)

	2009/2010 Year-to-date			2009/2010 Annual Basis			2008/2009 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								
Inventory Write-Off								
TOTAL APPLICATION OF FUNDS								
NET POSITION								

s.18(a)

s.18(b)

Financial Management Report
Mobile Division
For the 2nd quarter ended September 30
($000's)

	2009/2010 Year-to-date			2009/2010 Annual Stats			2008/2009 Year-to-date	
	Budget	**Actuals**	**Variance to Budget**	**Budget**	**Forecast**	**Variance to Budget**	**Actuals**	**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								

s.18(a)

s.18(b)

s.18(a)

s.18(b)

Galaxie
Schedule of Incremental Revenues and Costs
For the 2nd quarter ended September 30
($000's)

	2009/2010 Year-to-date			2009/2010 Annual Basis			2008/2009 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								
Total Incremental Revenues								
Incremental Costs								
Rights								
Internet								
Administration								
Programming								
Distribution								
Marketing								
Rising Star Program								
Total Incremental Costs								
Excess Revenues/(Costs)								
Impact of Agreement with Stingray Digital Group Inc								
Stingray Affiliate Agreement								
Max Trax Deal								
Overhead / Additionnal Revenues								
Stingray Agency Fee								
Write-offs, Legal Fees, etc.								
Excess Revenues/(Costs) - Stingray Agreement								
Excess Revenues/(Costs) - including Stingray Digital Group Inc Agreement								

Capital

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Capital

s.18(a)

s.18(b)

2009/2010 Capital Budget Overview as at September 30, 2009
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					
Payback initiatives					
Growing the business					
Transmission strategy					
Efficiency projects					
Minor capital					
Contingency					
Impact of approved plan being higher than available capital (1)					
Total Surplus/(Deficit) Forecast (2)					

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 requests					
Vision/Sintec - phase 2 - change requests					
Vancouver Redevelopment					
Newsroom System Project - iNews					
Desktop Radio - Permanent Solution					
Other					
Corporate Contingency					
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

s.18(a)

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s.18(a)

s.18(b)

2009/2010 Capital Budget Overview as at September 30 2009 - Notes

Note 1

Note 2

Note 3

Note 4

Note 5

Note 6

Note 7

Note 8

Note 9

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)

2009/2010 to 2011/2012 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

s.18(a)

s.18(b)

2009/2010 to 2011/2012 CAPITAL INVESTMENT PLAN
Board of Directors Approved Projects > $5 million - Notes
Forecasted Expenditures to Project Completion

Note 6

Note 7

Board approved projects with forecasted deficits as at September 30, 2009

('000$)

Projects	Commitment	Forecast Total Project Costs	Total Project Deficit	Deficit Percentage	Total Project Budget	Total Project Deficit	Total Project Budget Approved by Resolution of the Board of Directors	Commitment Approved by Resolution of the Board of Directors
Total ≤ $2.0M				**0**		**-**		

(1) At its meeting in September 2009, the Board of Directors approved a new practice for governance and monitoring of variances on Board approved projects. The new practice permits Management to continue activity on Board approved projects with small projected deficits, where the individual project deficits are ≤ 10% and ≤ $1.5 million, and the total of all small projected deficits does not exceed $2 million on all active projects.

(2) As of September 30, 2009, there are no projects with deficits that exceed the total budget originally approved by resolution of the Board of Directors.

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Balance Sheet Details

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Cash and Cash Equivalents
as at September 30
(in $000's)

s.18(a)
s.18(b)
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	2009	2008	Increase / (Decrease) Amount	Increase / (Decrease) Percent

s.18(a)

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Accounts Receivable
as at September 30
(millions of $)

	2009	2008	Variance
Advertising			
Current (accruals)			
1-30 days			
31-60 days			
61-90 days			
91+ days			
Total			
Non-advertising			
TOTAL - ACCOUNTS RECEIVABLE			

Note 1: Accounts receivable relating to the [redacted] are included in the 2008 1-30 days accounts receivable.

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s.18(a)

s.18(b)

Inventory Report
as at September 30
(in $000's)

COMPONENTS	2009	2008	Variance
English Television *			
French Television *			
Indirect Costs Allocation **			
Merchandising			
Documentary Channel			
TOTAL			

* See below for detail by program category

** Overhead expenses applicable to programs in inventory

Inventory Report - Programming Inventory by Category
as at September 30
(in $000's)

	2009	2008	Variance
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			
Total - Arts & Entertainment			
Network programming			
Documentary production unit			
Factual entertainment			
News & Current affairs			
Sports			
Regional inventory			
TOTAL - ENGLISH TELEVISION PROGRAM INVENTORY			
French Television			
Procured programs and films rights			
Current affairs and documentaries			
Drama			
Arts & Entertainment			
Sports			
TOTAL - FRENCH TELEVISION PROGRAM INVENTORY			

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Schedule A

Audit Committee

November 16, 2009

Subject matter

Risk Management Update

Background

The Annual Risk Management report was presented and approved at the Audit Committee meeting on March 11, 2009.

The Audit Committee requested regular updates on the management of CBC/Radio-Canada's key risks and these updates are now presented on a quarterly basis. The most recent such update was provided at the last Audit Committee meeting on September 16, 2009. Modifications made to the first three columns of the report since the last update on August 26, 2009 are in blue font.

There has been one minor change to the report format. A new item, a black circle, has been added to the legend to signify that there has been no change to the status since the last report.

Information on the matter

See attached document.

For decision ☐ **For information** ■

Prepared by

Name: Suzanne Morris
date: October 22, 2009

Management recommendation

N/A

Last discussed at the Board

Date: September 16, 2009
Decision made: N/A

Next steps

CBC Radio-Canada

2009-2010
Risk Management Update

As at October 22, 2009

Presentation to the
CBC/Radio-Canada
Audit Committee

Finance and Administration
November 12, 2009

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend

LEGEND

Risk Trend: Decreasing Stable Increasing ● No change to status

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend
s.18(a) s.18(b) s.21(1)(b)		French Services	Radio-Canada has just submitted a licence application to the CRTC for Radio-Canada Sports (formerly Sports Plus). This is a first step that could pave the way for a launch in May or June 2010, in order to capitalize on momentum created by FIFA World Cup soccer, to which CBC/Radio-Canada holds the rights. A more detailed presentation is on the agenda for the November BOD meeting.	

LEGEND

Risk Trend: Decreasing Stable Increasing ● No change to status

s.18(a)

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

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend

LEGEND

Risk Trend: Decreasing Stable Increasing ● No change to status

October 22, 2009

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend

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

LEGEND

Risk Trend: Decreasing Stable Increasing ● No change to status

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend
7. Regulatory Decisions a) Licence Review Licences expire August 2009	Set appropriate expectations and successfully negotiate a set of licence conditions that reflects our mandate and is in keeping with available resources.	Regulatory Affairs	On April 30, 2009, the CRTC approved CBC/Radio-Canada's request and renewed all of the Corporation's licences until August 31, 2010, subject to the same terms and conditions as those contained in the current licences.	●
b) Regulatory Environment New cable/satellite regulations for distribution	Lever all CBC platforms and content to negotiate the best possible carriage and rate terms.	French Services English Services	The Administrator of the Local Programming Improvement Fund has formally contacted the CBC/R-C in order to confirm payment logistics. Monthly payments will start at the end of October. The value for signal issue has not yet been resolved. CRTC Public hearings commence on November 16th to review mechanisms to establish negotiated fair value for distant conventional signals as well as local conventional signals, should the CRTC find that the latter is appropriate.	

s.68.1

LEGEND

Risk Trend: Decreasing Stable Increasing ● No change to status

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend

LEGEND

Risk Trend: Decreasing Stable Increasing ● No change to status

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

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend

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

LEGEND

Risk Trend: Decreasing Stable Increasing ● No change to status

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend
10. Consolidation and Emerging Platforms a) Consolidation i. Canadian Market	Continue push to be a "content first" company. Partner with others where possible to leverage investments, such as the launch of Current Canada.	English Services	A Treasury Board submission has been drafted for government approval (OIC) to purchase the Current Canada shares and has been circulated for comments.	▶
		French Services		
Potential acquisition of the Canadiens Hockey Team and the Bell Centre by Québecor	Monitor developments and plan accordingly.	French Services	The team has been bought by a consortium headed by the Molson family, with Bell as one of the members. Quebec City's mayor recently announced that he intends to build an amphitheatre that, among other things, could provide a home for an NHL team. He's also had a meeting that he qualified as "very positive" with the NHL Commissioner. Since August 2009, having an NHL hockey team in Quebec City again seems more and more to be a real possibility.	▼
ii. Sirius and XM Merger	Closely monitor merger talks in Canada and develop options to maximize benefits for CBC/Radio-Canada.	Corporate Strategy and Business Partnerships	Merger discussions are on-going with Michel Tremblay as the lead on behalf of the Sirius Canada team.	▶ ●

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

LEGEND

Risk Trend: ▼ Decreasing ▶ Stable ▲ Increasing ● No change to status

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend
				▶

s.68.1

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

LEGEND

Risk Trend: ▼ Decreasing ▶ Stable ▲ Increasing ● No change to status

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend

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

LEGEND

Risk Trend: Decreasing Stable Increasing ● No change to status

	Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend
s.21(1)(b) s.21(1)(d)					▲

LEGEND

Risk Trend: ▼ Decreasing ▶ Stable ▲ Increasing ● No change to status

	Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend
s.21(1)(b)					
s.21(1)(d)					

LEGEND

Risk Trend: Decreasing Stable Increasing ● No change to status

s.21(1)(d)

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

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend

LEGEND

Risk Trend: Decreasing Stable Increasing ● No change to status

Risks	Strategies Identified	Components Responsible to Manage Risk	Status Update as at October 22, 2009	Risk Trend

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

LEGEND

Risk Trend: Decreasing Stable Increasing ● No change to status

371st MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
OTTAWA, ONTARIO
September 21 – 22, 2009

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Linda Black	
Mr. Peter Charbonneau	
Mr. George Cooper	
Mr. Peter Herrndorf	
Ms. Patricia McIver	
Ms. Trina McQueen	
Mr. Brian Mitchell	
Mr. Rémi Racine	
Ms. Edna Turpin	
Mr. John F. Young	

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. Maryse Bertrand, Vice-President, Real Estate, Legal Services and General Counsel
Ms. Suzanne Morris, Vice-President and CFO
Mr. Bill Chambers, Vice-President, Branding, Communications and Corporate Affairs
Ms. Katya Laviolette, Vice-President, People and Culture
Mr. Steven Guiton, Chief Regulatory Officer
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO

Other participants as identified in the minutes.

371st MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
OTTAWA, ONTARIO
September 21 – 22, 2009

The Chair called the meeting to order at 5:00 p.m. He welcomed John F. Young, the newly appointed Board member from Prince George, B.C. to his first Board meeting.

IN CAMERA WITH PRESIDENT AND CEO

The Board met in camera with the President and CEO to discuss several topics. No matters were reported to the Corporate Secretary for inclusion in the minutes.

The in camera session concluded and the meeting adjourned at 5:30 p.m. on September 21, 2009.

The meeting resumed at 10:30 a.m. on September 22, 2009.

PRESIDENT AND CEO'S REPORT

In addition to the matters reported during the in camera session, the President and CEO referenced the following topics:

RECOGNITION OF VICE-PRESIDENT, CORPORATE SECRETARY AND CHIEF LEGAL OFFICER - PIERRE NOLLET

The Chair of the Board noted that this was Pierre Nollet's last Board meeting, adding that the Board wished to recognise Mr. Nollet's service and acknowledge both his contribution as Vice-President, Corporate Secretary and Chief Legal Officer and his commitment to the Corporation.

s.18(b)

s.21(1)(b)

A0024311_2-001879

On a motion duly moved and seconded,

> **WHEREAS** Pierre Nollet has served as a dedicated member of the Senior Executive Team of CBC/Radio-Canada since August 1997;
>
> **AND WHEREAS** the Board of Directors and the Senior Executive Team have benefited on innumerable occasions from the strategic and thoughtful guidance and wise counsel provided by Pierre Nollet;
>
> **AND WHEREAS** Pierre Nollet has performed the challenging roles of Corporate Secretary and Chief Legal Officer – with their inherent dual accountability to the Board of Directors and the President and CEO - with integrity, skill and a fine sense of balance;
>
> **AND WHEREAS** Pierre Nollet has distinguished himself not only by his significant personal and professional contribution to the success and well-being of the public broadcaster but also by his unwavering commitment to the highest ethical standards;
>
> **AND WHEREAS** the Board of Directors wishes to recognize Pierre Nollet for his achievements, for his commitment to the Corporation, and for his strong leadership, as Vice-President, Corporate Secretary and Chief Legal Officer,
>
> **IT IS RESOLVED THAT** the Board of Directors expresses its appreciation and admiration to Pierre Nollet for his dedication and contribution to CBC/Radio-Canada, its mission and its mandate.

MOTION CARRIED UNANIMOUSLY

APPROVAL OF THE MINUTES

On a motion duly moved and seconded,

> **IT IS RESOLVED THAT** the minutes of the Board of Directors meeting held on June 22-23, 2009, and of the conference call of July 14, 2009 be and are hereby approved, with one amendment as proposed to the reference to the Board's discussion of the pension plan actuarial valuation on page 5 of the minutes.

MOTION CARRIED

MATTERS ARISING FROM PREVIOUS MEETINGS

There were no matters to report.

CHAIR'S REPORT

A0024311_3-001880

Mr. Casgrain provided a report on his activities since the June Board meeting, referencing a number of meetings and other events comprising his schedule. He stated that his primary focus during the period had been the stakeholder outreach initiative undertaken by the Board at the beginning of summer.

In addition, Mr. Casgrain highlighted the following: (i) his attendance at the farewell dinner for Don Newman hosted by Senator Marjory LeBreton; (ii) the recent CBC/Radio-Canada Pension Fund Board of Trustees meeting; and (iii) preparations for the Corporation's first annual public meeting scheduled for September 23.

UPDATE ON RECOVERY PLAN AND SALE OF ASSETS

Suzanne Morris introduced the presentation. Written material was distributed in advance, covering:

Workforce Adjustment Process and Tracking
Recovery Plan Update
Update on 2009-2010 Commercial Revenues
2009-2010 Year-end Forecast
Cash Flow Forecast

Katya Laviolette provided more details on the status of the workforce adjustments and related costs and Suzanne Morris reviewed the specifics of the impact of the recovery plan on English and French Services. Richard Stursberg and Sylvain Lafrance summarized the situation with respect to commercial revenues for their respective services and Ms. Morris presented key highlights of the year-end and cash flow forecasts. **s.18(a)**

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

The Board commended Mr. Lacroix, Ms. Morris and the management team on their excellent work in moving these transactions forward.

A0024311_4-001881

REPORT ON GOVERNMENT STRATEGIC REVIEW

Suzanne Morris reported on the progress of the strategic review, summarizing: (i) the process to date; (ii) the feedback received on the draft submission; (iii) the participation of the external advisor; and (iv) the next steps and related timetable. The President and CEO reiterated the key issues and messages in the submission and praised Ms. Morris, Mr. Chambers and their teams for their contribution to this undertaking.

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

UPDATE ON STRATEGIC DIRECTION RE BROADCASTING INFRASTRUCTURE

Martin Marcotte, Director, CBC/Radio-Canada Transmission, joined the meeting.

George Smith introduced the presentation, advising that it was being offered in preparation for a future proposal requiring a Board decision.

Mr. Smith observed that the CBC/Radio-Canada network was created in a different era, based upon a broadcast system that has since undergone radical changes, especially in relation to over the air television broadcasting. He explained that there are also other issues that arise in the context of a review of broadcasting infrastructure with respect to radio broadcasting, public policy and the Corporation's strategic direction.

Mr. Marcotte provided an overview of the detailed written material distributed in advance, covering the following topics:

Transmission Facts and Figures
The Future of Radio Broadcasting
The Future of Television Broadcasting
Radio Frequency Basics
The Tower Industry

A0024311_5-001882

During the presentation, management responded to questions and comments from Board members on

The Chair thanked Mr. Smith and Mr. Marcotte for the presentation.

Mr. Marcotte withdrew from the meeting.

PENSION FUND OVERVIEW

Debra Alves, Managing Director/CEO of the CBC/Radio-Canada Pension Plan, and joined the meeting to present an overview of the Plan. A detailed report was circulated to the Board in advance. Ms. Alves provided comments on the report covering:

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

- Pension Plan Structure
- 2008 Financial and Performance Highlights
- 2008 Activities
- 2009 Highlights (Actuarial Valuation)

Ms. Alves reviewed the structure and key elements of the CBC Pension Plan, noting the employee and employer contribution rates, and the indexing rate.

Ms. Alves commented that the Plan is a mature one and referred to the 10-year history showing the number of pensioners versus the number of contributors. She also noted the Plan's performance against benchmarks and commented upon the key financial indicators for the Plan, noting that a new benchmark, the liability benchmark, had been introduced in 2006. Ms. Alves described this benchmark, adding that it would be subject to further refinement as the Plan gained more experience with it.

Ms. Alves reported on 2008 activities, noting that

A0024311_6-001883

Ms. Alves referred to the Pension Administration Centre, noting that this service was outsourced in 2004. The volume of transactions handled by the call centre dropped somewhat in 2008 compared with the total for 2007, but member satisfaction with the service provided has remained consistently high. Ms. Alves also reported that other activities during the year included continuing education for Trustees, and the development of an expanded communication strategy with respect to stakeholders, to support greater transparency.

In the concluding portion of her presentation, Ms. Alves addressed the highlights for 2009, which include: s.19(1)

She reviewed the process with respect to the valuation and the results obtained. Lastly, Ms. Alves summarized the plan's performance during the 2009 year to date. s.21(1)(b)

During the presentation, management responded to questions from Board members about:

The Chair thanked for her report.

Ms. Alves an withdrew from the meeting.

rejoined the meeting.

ENVIRONMENT OUTLOOK AND UPDATE

Shaun Poulter, Senior Director, Government Relations, and Mark Allen, Director, Industry Analysis, Research and Strategic Analysis, joined the meeting.

Michel Tremblay referenced the written material circulated in advance, outlining the topics as follows:

Economic Outlook
Competitive Environment
Government Relations Outlook
Financial Update
Impact on CBC/Radio-Canada's Strategic Course

The President and CEO briefly introduced the presentation, reviewing the steps taken over the past year with respect to setting the Corporation's strategic priorities. Mr. Tremblay then highlighted the findings of the environmental update under the headings Economic Outlook and Competitive Environment, offering his observations in these two key areas.

A0024311_7-001884

Shaun Poulter canvassed the key elements of the current political environment, highlighting the areas of focus of the government for the balance of 2009 as well as the issues specific to CBC/Radio-Canada. He also referenced the two files pending that have significant financial implications for the Corporation. Lastly, he commented on the impact of the Corporation's efforts over the past year to engage constructively with government.

Suzanne Morris reviewed the financial outlook, setting out (i) the underlying assumptions; (ii) the sources and application of funds; and (iii) the key risks. Lastly, management outlined the potential impact of these factors on the Corporation's strategic course and Board members offered their observations on the situation going forward.

The Chair thanked management for the update.

Mr. Allen withdrew from the meeting.

REPORT ON SUMMER OUTREACH ACTIVITIES

Bill Chambers invited Board members to provide their feedback on the usefulness of the material prepared by management to support the outreach initiative and on the outcomes of their discussions. In the ensuing discussion, Directors confirmed that they found the material helpful and that the overall reaction they encountered among those contacted indicated a willingness to engage in on-going dialogue.

One Board member observed that there was significant interest in how CBC/Radio-Canada is managed. As a whole, Directors affirmed the importance of pursuing this initiative and requested that there be a further update on progress at the November Board meeting.

Mr. Poulter withdrew from the meeting.

NEW PPM MEASUREMENT SYSTEM

For the benefit of Board members, Richard Stursberg offered a brief overview of the new PPM (Personal People Meter) measurement system that was recently introduced in the English market to replace the BBM system. Mr. Stursberg described the two systems, highlighting both the contrasts between them and the advantages of the PPM system, adding that the two systems were run in parallel over the summer to help quantify the differences in the results they produced.

The major advantage of the new system is that it produces more accurate results. He explained that the PPM system had been introduced in the French market five years ago (for television) and one year ago (for radio). Mr. Lafrance added that, on the French side, the experience was that the results stabilized after the first year with the new system. Board members were invited to view the presentations about the PPM system posted on the corporate intranet site.

A0024311_8-001885

The Chair thanked Mr. Stursberg for his comments.

HUMAN RESOURCES AND COMPENSATION COMMITTEE REPORT

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

Update on Bonus Plan
The Committee was briefed on the progress to date with respect to the review of the bonus plan and discussed with management certain options under consideration. A further discussion is planned for the November meeting of the Committee.

H1N1 Update
Katya Laviolette summarized for the Board the Corporation's progress in preparing for the H1N1 virus pandemic.

s.21(1)(b)

s.21(1)(c)

CTO Reorganization
George Smith presented the plan for the CTO reorganization, distributing two documents at the meeting: the first, a fact sheet on the CTO Review Task Force and the second, an organization chart of the proposed structure. Mr. Smith reviewed the process, outlining the mandate and membership of the Task Force, the consultants retained, employee consultation, history of the CTO Office, proposed structure, next steps and communication plan. Ms. Laviolette referenced the two opposing models considered in reaching the compromise proposed, citing other similar models, such as the Shared Services Organization, in place within the Corporation.

Management responded to questions and comments from Board members about

After discussion, the Board approved the CTO reorganization Plan as proposed.

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 creation of a Technology Strategy Board (TSB) reporting to the President and CEO to oversee the Technology function at CBC/Radio-Canada, the dismantling of the Office of the Chief Technology Officer and the re-alignment of resources according to the Task Force recommendations.

A0024311_9-001886

MOTION CARRIED

The Chair thanked Ms. Turpin for her report.

OMBUDSMEN REPORTS

Julie Miville-Dechêne, Ombudsman, French Services, and Vince Carlin, Ombudsman, English Services, joined the meeting.

Copies of the written reports of Ms. Miville-Dechêne and Mr. Carlin were distributed to Board members in advance of the meeting. In addition, the two Ombudsmen presented highlights of their reports and offered their personal observations on the past year, for the benefit of the Board.

Ms. Miville-Dechêne noted that despite that fact that it was an exceptional and difficult year for Radio-Canada News and Current Affairs, there were improvements in several respects, such as less bias in the treatment of the Israeli-Palestinian conflict, and an improvement in the response time for complaints. Ms. Miville-Dechêne also commented that the increased volume of complaints reflected greater awareness of the Ombudsman's role, adding that the accountability and transparency of the process are critically important to the perception of the role.

Mr. Carlin highlighted the record volume of complaints and other communications received during the year, noting that this placed a strain on the scarce resources of his office. He added that the cooperation and respect accorded to the Ombudsman by the News Service continued to be excellent and he observed that this greatly enhanced the effectiveness of his office.

Board members engaged in discussion with both Ombudsmen regarding their reports, touching upon several topics, including: (i) events of national importance; (ii) details of some of the complaints handled; (iii) the feedback provided to the Ombudsmen with respect to their recommendations; (iv) comments related to the material posted on the websites; and (v) the training and mentoring of journalists.

The Chair thanked Ms. Miville-Dechêne and Mr. Carlin for their excellent work.

MANAGEMENT'S RESPONSE TO OMBUDSMEN REPORTS

The President and CEO presented highlights of management's response to the Ombudsmen Reports. A copy of the complete document was distributed to all Board members in advance. Mr. Lacroix focused on: (i) the comments provided by each of the media services; (ii) the importance of clarity and transparency in the process; (iii) the agreement to improve follow up within the media lines and with the Ombudsmen; and (iv) the acceptance of scrutiny and the recognition of the higher standards to which CBC/Radio-Canada is held.

Ms. Miville-Dechêne and Mr. Carlin withdrew from the meeting.

A0024311_10-001887

AUDIT COMMITTEE REPORT

Peter Charbonneau, Chair of the Committee, presented the report. He noted that in addition to the items comprising the consent agenda, the Committee considered the following matters.

CFO Report
Suzanne Morris presented her report to the Committee highlighting the following:
(i) status update on key 2009-2010 Finance priorities; **s.21(1)(b)**
highlights; (iii) recovery plan process and update; (iv) funding issues; (v) the 2009 Strategic Review and

Process for Monitoring Board-approved Project Budgets
The Committee reviewed and recommended approval of a new practice for monitoring capital project expenditures. The Board accepted the Committee's recommendation.

On a motion duly moved and seconded

> **WHEREAS** the Audit Committee has reviewed a proposed new practice with respect to the management, monitoring and governance of Capital Project expenditures;
>
> **WHEREAS** the Audit Committee has recommended to the Board approval of the practice:
>
> **IT IS RESOLVED THAT** on the recommendation of the Audit Committee, the Board of Directors hereby approves that:
>
> 1. Management be permitted to continue activity on Board approved capital projects (i.e. with approved budgets of $5 million or more) with small projected deficits, whereby individual project deficits comprise not more than 10% of the approved budget and not more than $1.5 million;
>
> 2. Management be permitted, on such capital projects, to have small projected deficits that do not, in the aggregate, exceed $2 million on all active projects; and
>
> 3. if the aggregate of small projected deficits on such capital projects exceeds $2 million on all active projects, Management be required to bring the relevant capital projects back to the Board for review and if deemed appropriate approval of supplemental budget.

MOTION CARRIED

A0024311_11-001888

Approval of Supplements to Certain Capital Project Budgets
In conjunction with the recommendation to adopt the new monitoring process for capital budget expenditures, the Committee reviewed and recommended adjustments to three capital project budgets. The Board accepted the Committee's recommendation.

On a motion duly moved and seconded

> **WHEREAS** the Audit Committee has reviewed a proposed new practice with respect to the management, monitoring and governance of Capital Project expenditures;
>
> **WHEREAS** the Audit Committee has recommended to the Board approval of the new practice;
>
> **WHEREAS** the new practice should be applied to existing active Capital Projects;
>
> **WHEREAS** in order to transition to the new practice, the budgets of three Board Approved Capital Projects require the Board to approve supplements;
>
> **IT IS RESOLVED THAT** on the recommendation of the Audit Committee the Board of Directors hereby approves that:

1. the Budget for the **Quebec Consolidation Project** be **s.18(a)**

2. the Budget for the **Edmonton Consolidation Project** be

3. the Budget for the **Ottawa Consolidation Project** be

MOTION CARRIED

Portfolio and Project Management Process Review
The Committee was briefed on a Portfolio and Project Management Process Review to be jointly undertaken by management and Internal Audit. The material covered: (i) the background, objectives and scope of the review; (ii) the review framework and approach; (iii) the team members; and (iv) the allocation of Internal Audit resources to the project. After discussion, the Committee approved the review as outlined.

IFRS Conversion Project Update and Accounting Policy Recommendations
The Committee was briefed on the current status of the IFRS Conversion Project. Management also presented a series of IFRS accounting policy proposed decisions for the Committee's consideration. After a thorough discussion, the

A0024311_12-001889

Committee recommended the Board approve the decisions as proposed. The Board adopted the Committee's recommendation.

On a motion duly moved and seconded

MOTION CARRIED

President's Signing Authority Resolution and Delegation of Signing Authority (Corporate Policy 2.9.03) **s.21(1)(b)**

The Committee reviewed the proposed changes to the President's Signing Authority Resolution and Delegation of Signing Authority (Corporate Policy 2.9.03) and recommended their approval as presented. The Board accepted the Committee's recommendation.

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 amended President's Signing Authority Resolution and modified Delegation of Signing Authority (Corporate Policy 2.9.03) as presented, a copy of which shall remain filed with the original of these minutes as Exhibit 1.

MOTION CARRIED

A0024311_13-001890

Other Reports and Presentations
In addition, the Committee received the following reports/presentations: (i) Update on Risk Management; (ii) Vision Project Update; (iii) Vancouver Project Update; (iv) the Quarterly Financial Management Report (1st Quarter); and (v) Quarterly Internal Audit Report (1st Quarter).

The Chair thanked Mr. Charbonneau for his report.

IN CAMERA

The Board met in camera with the President and CEO. No matters were reported to the Corporate Secretary for inclusion in the minutes.

CONCLUDE

Having no further business to discuss, the meeting concluded at 6:15 p.m.

A0024311_14-001891

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
October 15, 2009

PRESENT:

Mr. Timothy W. Casgrain	Chair
Mr. Hubert T. Lacroix	President and CEO
Ms. Linda Black	
Mr. Peter Charbonneau	
Mr. George Cooper	
Ms. Patricia McIver	
Ms. Trina McQueen	
Mr. Brian Mitchell	
Mr. Rémi Racine	
Ms. Edna Turpin	
Mr. John Young	

REGRETS:

Mr. Peter Herrndorf

ALSO ATTENDING:

Mr. Richard Stursberg, Executive Vice-President, English Services
Ms. Maryse Bertrand, Vice-President Real Estate, Legal Services and General Counsel
Ms. Suzanne Morris, Vice-President and Chief Financial Officer
Ms. Katya Laviolette, Vice-President, People and Culture
Ms. Meg Angevine, Compliance Officer and Associate Corporate Secretary
Ms. Francine Letourneau, Chief of Staff, Office of the President and CEO
Mr. Jake Vaughan, Director, Asset Development Strategies and Transactions
Mr. Jamie Adair, Chief, Architectural Space Planning for the English Network

SPECIAL MEETING OF THE BOARD OF DIRECTORS
CANADIAN BROADCASTING CORPORATION
CONFERENCE CALL
October 15, 2009

The Chair called the meeting to order at 10:00 a.m. (EDT).

REPORT OF THE HUMAN RESOURCES AND COMPENSATION COMMITTEE

Edna Turpin, Chair of the Committee, invited Ms. Laviolette to present the report.

Ms. Laviolette provided a brief update on the progress of the negotiations with SCRC since her last update to the Board in September. She summarized the issues and reported that, after a lengthy negotiating session over the past weekend, agreement had been reached on the terms of a settlement.

Ms. Laviolette outlined the terms in detail and indicated that there were three aspects that deviated from the negotiating mandate approved by the Board in March 2009, thus requiring a further approval from the Board of the revised terms. She reviewed the specific changes and their financial impact on the Corporation, which is approximately $125K in the current year and a similar amount in the final year of the contract (2012).

Mr. Lacroix added that management was very pleased to have reached a settlement; especially in the context of the labour issues other employers were experiencing with this union.

The Committee reviewed the terms of the agreement at its meeting yesterday and recommended that the Board approve them. The Board accepted the Committee's recommendation.

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

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 renewal of the collective agreement with SCRC on the terms presented, including the following:
>
> (i)
>
> (ii)
>
> (iii)

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

DRAFT

MOTION CARRIED

The Chair and the President and CEO congratulated Ms. Laviolette and her team on their achievement in concluding the agreement.

LEASING OPPORTUNITY – TORONTO BROADCAST CENTRE

Maryse Bertrand gave a brief summary of the Toronto Broadcast Center Revitalization Project, referencing the original vision, the pilot projects completed and the challenges of leasing retail space in the building. She then outlined the key elements of the proposal with Boston Pizza, which were detailed in the material circulated in advance, covering the following topics:

Background
Lease transaction
Benefits to CBC
Business case and risk management/mitigation

Richard Stursberg explained how this proposal furthers the vision for the Toronto Broadcast Centre.

Lastly he referred to the intangible benefit of the transaction vis-à-vis its contribution to improved employee morale.

During the presentation, management responded to questions and comments from Board members on:

After discussion, the Board approved the proposed transaction.

A0024312_3-001894

On a motion duly moved and seconded

> **IT IS RESOLVED THAT** the Board of Directors hereby approves the agreement with 1804211 Ontario Inc. for the lease of space in the Toronto Broadcast Centre for a term of 20 years, on 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

CONCLUDE

There being no further business, the meeting concluded at 10:55 a.m.

s.18(a)

s.18(b)

s.21(1)(b)

EXHIBIT 1

SUPPLEMENTARY RESOLUTION

APPROVAL OF LEASE AT TORONTO BROADCAST CENTRE

WHEREAS:

A. 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 "Toronto Broadcast Centre");

B. The Corporation has received a conditional offer to lease ("Offer") from 1804211 Ontario Inc. (the "Tenant") for approximately 9,000 square feet of retail space on the ground and mezzanine levels at the Toronto Broadcast Centre (the "Leased Premises"), to permit the Tenant to operate a licensed, casual dining sit-down, take-out and delivery restaurant and sports-themed bar operated under the name "BOSTON PIZZA" under franchise from Boston Pizza International Inc.;

C. The terms and conditions of the Offer are set forth in Exhibit "A" hereto to be more fully set forth in a formal lease to be executed and delivered between the parties (the "Lease");

D. The Offer, once accepted by the Corporation will be subject to the approval of the Governor in Council, in accordance with the relevant provisions of the *Broadcasting Act*;

E. The Board deems the Lease to be incidental and conducive to the attainment of the objects of the Corporation;

F. Under the *Broadcasting Act*, the Governor in Council will have to authorize the Corporation to enter into the Lease with the Tenant.

IT IS RESOLVED THAT:

1. **(Approving Signing of the Offer)** The Corporation be and is hereby authorized to accept the Offer, provided it is substantially on the terms and conditions set forth in Exhibit "A", and that the Vice President, Real Estate, Legal Services and General Counsel, or her delegate, for and on behalf of the Corporation is hereby authorized to sign and accept the Offer on behalf of the Corporation.

2. **(Approving Lease)** Subject to the Corporation obtaining all necessary approvals of the Governor in Council, the Corporation be and is hereby authorized to rent the Leased Premises to the Tenant.

3. **(Seeking Order in Council)** The Corporation be and is hereby authorized to seek the approval of the Governor in Council pursuant to Section 48(2)(b) of the *Broadcasting Act* to enter into the Lease and retain for its own corporate use the proceeds of the rent.

4. **(Approving Negotiation of Lease)** Subject to the approval by the Governor in Council under Section 48(2)(b) of the *Broadcasting Act*, the Corporation be authorized to negotiate and eventually enter into, whether under the corporate seal of the Corporation or otherwise, a Lease in respect of the Leased Premises substantially on the terms and conditions set forth in Exhibit "A" with such changes thereto as any two of either the President and CEO, the Vice President, Real Estate, Legal Services and General Counsel, or the Vice President and Chief Financial Officer, (hereafter the "officers") shall determine and otherwise in form and substance acceptable to such officers of the Corporation, the execution and delivery of any such Lease in accordance with the provisions of this paragraph being conclusive evidence of such determination and acceptance.

5. (**Approving the signing of the Treasury Board Submission**) Any one of the President and CEO, or the Vice President, Real Estate, Legal Services and General Counsel, together with the Vice President and Chief Financial Officer, or their respective delegates, for and on behalf of the Corporation be and are hereby authorized to sign and file the Treasury Board submission to obtain the required Order in Council.

6. (**Approving the signing of the Lease Documents**) Subject always to the forgoing approval, any one of the President and CEO, or the Vice President, Real Estate, Legal Services and General Counsel, together with the Vice President and Chief Financial Officer, or his or her delegate, for and on behalf of the Corporation be and are hereby authorized to sign and execute on behalf of the Corporation the Lease.

7. (**Further authority**) The President and CEO, the Vice President, Real Estate, Legal Services and General Counsel, or the Vice President and Chief Financial Officer, or their respective delegates are hereby authorized for and on behalf of the Corporation to take any and all action, to do all things, to execute under the corporate seal of the Corporation or otherwise such instruments and documents and to deliver all instruments, documents and materials as are necessary or desirable or convenient and proper to give effect to the foregoing resolutions.

DRAFT

Exhibit "A"
SUMMARY OF OFFER TERMS

Landlord: Canadian Broadcasting Corporation ("CBC")

Tenant: 1804211 Ontario Inc.

Location: Toronto Broadcast Centre, 250 Front Street West, Toronto, Ontario, M5V 3G5 (the "Building").

Leased Premises: Total of 9,089 rentable square feet on two floors of the Building:

Ground level: approximately 2,744 square feet; and

Mezzanine level: approximately 6,345 square feet.

Commencement date: 6 months after fixturing period. Fixturing period of 180 days, starting October 1, 2010

Use: Licensed, casual dining sit-down, take-out and delivery restaurant and sports-themed bar operated under the name "Boston Pizza".

Term: 20 years, starting on the Commencement Date, above.

Annual Basic Rent:

s.18(a)

s.18(b)

Additional Rent: Operating expenses for 2009 are deemed to be r square foot, with annual CPI increases

Taxes estimated a er square foot, with annual increases.

Approvals: CBC: Lease conditional on:

1. approval by CBC Board of Directors, Federal Minister of Finance (if necessary) and the Treasury Board of Canada and/or the Governor in Council within 60 days from date of offer to lease; and
2. CBC, Tenant and Boston Pizza International Inc. ("Franchisor") signing a trademark licensing and marketing agreement on terms and conditions satisfactory to CBC.
3. Tenant providing personal guarantees from three principals of Tenant and a corporate guarantee from a related company of the Tenant.

Tenant: Lease conditional, for a period of 45 days, on approval of Offer by board of directors of Tenant and on suitable financing obtained by Tenant to operate the Leased Premises.

Right to Extend: Tenant may extend the Lease for two 5-year terms.

DRAFT

s.18(a)

s.18(b)

	Rent during the extension terms at prevailing market rents for similar restaurant premises in downtown Toronto and in any event no less than the Net Rent at the end of the previous term.
Option for Patio:	Exclusive use of patio of 661 square feet Tenant responsible for construction and maintenance.
Signage:	One sign on the Building above Tenant's storefront.
Landlord's work:	Cost of CBC work estimated at
Assignment/ Subletting:	Tenant may not assign the Lease, sublet, part with or share possession of the Leased Premises or any part thereof without CBC approval.
Additional provisions	Offer to make arrangements for Tenant to rent up to 2 short-term employee or small delivery vehicle parking spaces in adjacent Simcoe Place at the prevailing market rates. Liquor and other licenses and their maintenance, cleaning, grease collection, odours and extermination is responsibility and expense of Tenant. CBC is granted security interest over Tenant's collateral in Canada subordinate , however, to bank financing required by Tenant to operate the Leased Premises..

* * * * *

Schedule A

Board of Directors

(June 22-23, 2009, Ottawa)

Subject matter

Post-mortems of four deals made by English Services and approved by the Board between January 23, 2008 and March 19,2008

s.18(a)

s.18(b)

s.20(1)(b)

Background

The four deals include:

1. Sale of CBC International Program Sales;

3. The Current TV deal;
4. Coronation Street acquisition.

Information on the matter

For decision ☐ **For information** X

Prepared by

Name: Richard Stursberg
Date: June 12, 2009

Recommendation

Last discussed at the Board

1. International Sales – January 23, 2008 (Board conference call)
2 Broadband Children's Service – March 18/19, 2008 (Board meeting)
3 Current TV – March 18/19, 2008 (Board meeting)
4 Coronation Street Acquisition – March 4, 2008 (Audit Committee, Conference Call)

Next steps

Update for the Board
June 22, 2009

Richard Stursberg

CBC

June 2009

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1. International Sales
2. Wonder World
3. Current TV
4. Coronation Street

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Update:
International Sales

June 2009

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Sale of CBC International Television Program Sales

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

Reasons to Exit Business

- We sold the business at the beginning of 2008

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

The Sale: An Overview

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The Sale:
Five Year Financial Review / Projection

	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 %						

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

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The Sale: Financial Summary

Gain in Cash Position

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

A0044608_8-001907

The Sale: Objectives and Results

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-
-

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

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Content Film 2008-09 Revenue Breakdown

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-
-
-
-

s.18(a)

s.18(b)

s.20(1)(b)

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Domestic Program Sales – CBC Continues To Operate In This Market

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

s.68.1

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Update:
Wonder World

June 2009

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Wonder World

Subscription Broadband Children's Service

CBC

A0044608_13-001912

Launch of Broadband Children's Service – Wonder World

- A deal with Canadian production companies, DHX and Tribal Nova was negotiated for a new children's subscription service called Wonder World
- This initiative received Board approval in March 2008

A0044608_14-001913

What is the Wonder World Initiative?

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

- Wonder World is a pre school kids subscription service that will provide
  - On-demand viewing of CBC hit children television series
  - Educational games based on the characters from the shows, and
  - Parental resources such as tracking of achievement on site activities

- The service is in beta testing and scheduled to launch mid August 2009
- To help support and promote the service the CBC will also be launching a Parents Site in July 2009

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Creative

Landing page, video screens and game zone

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Update:
Current TV

June 2009

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What is Current TV?

- Current TV is a format licenced from the Al Gore lead Current group in the US.
- Current Canada received Board approval in September 2008
- Current pioneered the television industry's leading model of interactive viewer created content and innovative advertising formats
- Users will participate in shaping an ongoing stream of programming that is compelling, authentic and relevant to them
- Current Canada will connect young adults with what is going on in their world, from their perspective, in their own voices

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What is Current TV?
Channel Line-Up

A0044608_19-001918

Why Are We Pursuing Current TV?

- The CBC / Current TV agreement will enhance CBC's ability to offer more programming and to connect with our audiences in brand-new ways
- It will be the only 24/7 cross platform and cable/satellite television network produced and programmed in collaboration with its audience

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

- Together with CBC Television, our digital channels ***bold*** and ***documentary*** and CBC.ca, we will have more options to enable us to present programming and serve a greater range of audiences.

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Page 1920

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est retenue en vertu des articles

18(b), 20(1)(b)

of the Access to Information Act

de la Loi de l'accès à l'information

License Application & Timeline

- The CRTC approved CBC's application for a category 2 digital specialty channel on June 9, 2009.
- An application to "Order In Council" ("OIC") & Treasury Board (dependent on approval from CRTC) expected for next session in September 2009
- Current Canada will have the same standard Canadian content levels as other Category 2 digital specialty services: 35% by year Three
- CBC will have controlling interest, as required by the CRTC, over Current TV Canada and will fully operate the channel

A0044608_22-001921

Implementation

- Signed distribution deals consistent with Business Plan are required prior to launch of channel
- No programming license fees (or any other costs) have been incurred to date

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

A0044608_23-001922

Partner Status: IPO Update & Financial Position

- Current TV US had intended to issue shares though an Initial Public Offering ("IPO") – however, market conditions are not ideal for such financing to occur
- It does not preclude them from pursuing an IPO at a later date

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

CBC

A0044608_24-001923

Update:
Coronation Street Acquisition

CBC

June 2009

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Why We Renewed Coronation Street

- Coronation Street first appeared on CBC Television in 1966
- It has been telecast in prime time since 2004
-

s.68.1

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Performance

-
-
-

s.68.1

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

4 Fiscal Year Overview of the Deal

(in $'000)	***Projection***					***Plan***
	FY 08-09 Actual	FY 09-10 Projection	FY 10-11 Projection	FY 11-12 Projection	Cum.	Business Plan
	Partial Year	*Full Year*	*Full Year*	*Partial Year*	*Total Contract*	*Total Contract*
Prime time						
Sunday						
Total Revenue						
Acquisition Costs						
Margin						
Margin %						

Note: The contract spans 4 separate Fiscal Years, with 2008-09 and 2011-12 including only a portion of the contract within those years

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