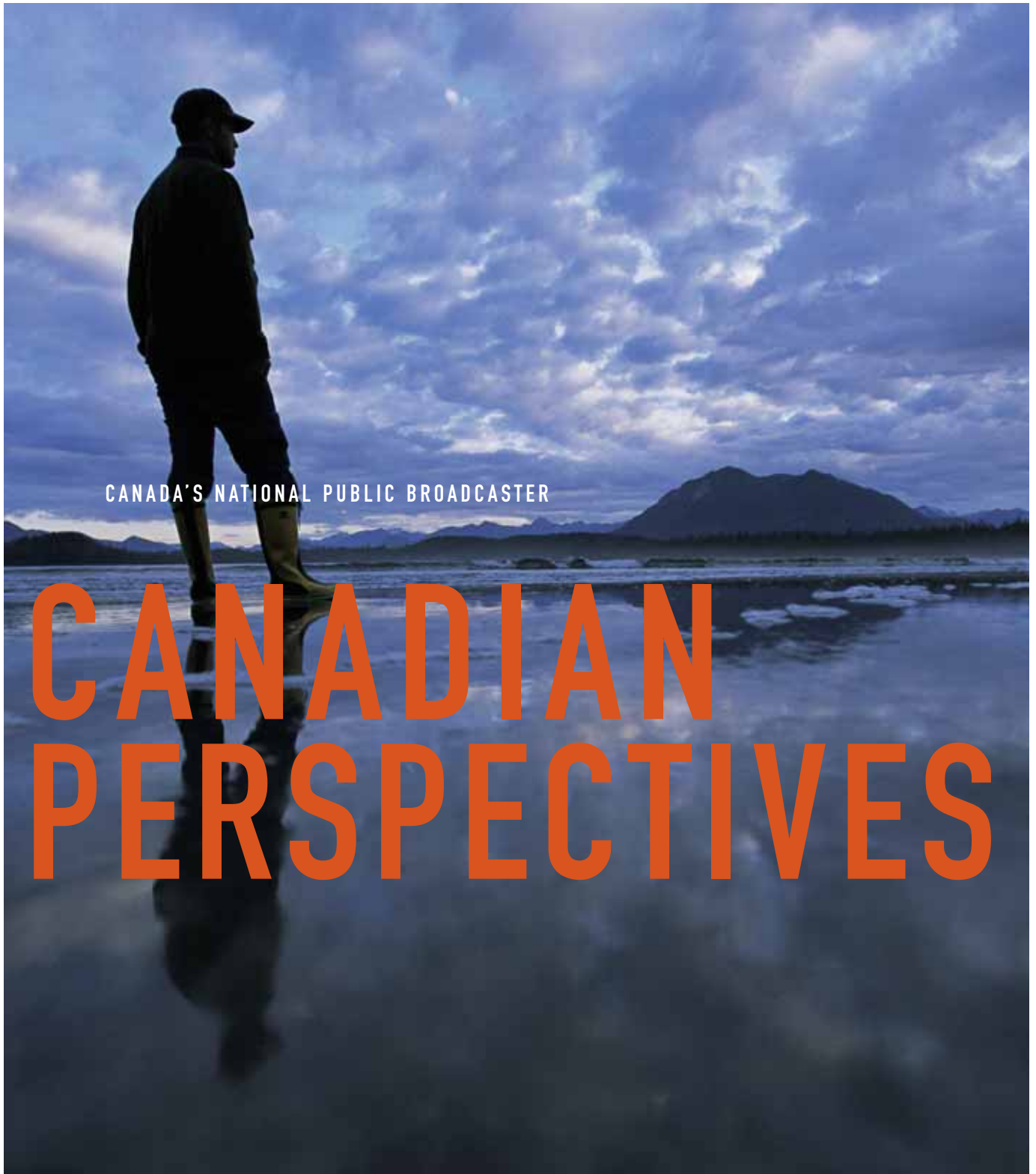


MEDIA LINES' OBJECTIVES AND RESULTS

CBC | RADIO-CANADA PROGRAMMING:
DELIVERING HIGH-QUALITY, DISTINCTIVE
CANADIAN CONTENT TO MORE
CANADIANS, IN MORE WAYS.

THE BROADCASTING LANDSCAPE
WORLDWIDE IS CHANGING FAST.

CANADIAN STORIES



CANADA'S NATIONAL PUBLIC BROADCASTER

CANADIAN PERSPECTIVES



AUDACIOUS, EVOCATIVE, ENTERTAINING.

2005-2006 CBC | RADIO-CANADA'S PROGRAMMING HIGHLIGHTS

MORE SERVICES THIS YEAR

- ▶ SIX NEW CBC | RADIO-CANADA SATELLITE RADIO CHANNELS – HIGH-QUALITY CONTENT, WHEN, WHERE AND HOW AUDIENCES WANT IT, AND A NORTH AMERICAN MARKET FOR CANADIAN TALENT.
- ▶ PODCASTS OF CBC RADIO LAUNCHED IN JUNE 2005, AND OF RADIO DE RADIO-CANADA IN SEPTEMBER 2005. OVER FOUR MILLION DOWNLOADS OF ENGLISH AND FRENCH PODCASTS IN THE LAST SIX MONTHS.
- ▶ HDTV SERVICE LAUNCHED IN QUÉBEC CITY AND VANCOUVER, JANUARY 2006, COMPLEMENTING TORONTO AND MONTRÉAL LAUNCHES IN MARCH 2005 – SPECTACULAR TELEVISION FOR CANADIANS.
- ▶ CBC NEWSWORLD AND RDI – PART OF A LIVE-CHANNEL SUBSCRIPTION SERVICE STREAMED TO MOBILE PHONES VIA A PARTNERSHIP WITH MOBITY, SINCE FALL 2005, BRINGING NEWS TO AUDIENCES WHENEVER AND WHEREVER THEY WANT IT.

FEDERAL ELECTION 2006

- ▶ OUR COVERAGE OF THE 2006 FEDERAL ELECTION WAS A PRIME EXAMPLE OF INCREASING COOPERATION ACROSS TELEVISION, RADIO AND NEW MEDIA. CBC TELEVISION, CBC NEWSWORLD, CBC RADIO, *CBC.CA*, TÉLÉVISION DE RADIO-CANADA, RDI, RADIO DE RADIO-CANADA, AND *RADIO-CANADA.CA* SHARED INFORMATION AND RESOURCES WHEREVER POSSIBLE TO PROVIDE CANADIANS WITH AUTHORITATIVE AND BALANCED COVERAGE AND ANALYSIS ACROSS THE COUNTRY.

GALAXIE

- ▶ OUR 45-CHANNEL DIGITAL PAY COMMERCIAL-FREE AUDIO SERVICE — AVAILABLE TO OVER FIVE MILLION SUBSCRIBERS VIA SATELLITE TELEVISION, DIGITAL CABLE AND TELECOM – THIS YEAR AGAIN PROMOTED CANADIAN ARTISTS AND PLAYED A GREATER VARIETY OF DOMESTIC ARTISTS AND TITLES THAN ALL CANADIAN RADIO STATIONS COMBINED, HELPING TO FULFIL THE CORPORATION'S CULTURAL MANDATE. GALAXIE ALSO INCREASED ITS CONTRIBUTION TO CBC | RADIO-CANADA'S NET INCOME.

GREAT AUDIENCES

- Another successful year for **Télévision de Radio-Canada**: *Tout le monde en parle* (average of 1,481,000 viewers each week; 38.8 per cent audience share); *Le match des étoiles* (average of 1,066,000 viewers each week; 32.3 per cent audience share) – regular season; and the series *Casino* (average of 1,009,000 viewers; 33 per cent audience share) – out of a potential audience of only seven million Francophones in Canada.
- **Télévision de Radio-Canada** broadcast several films this year, including *Séraphin, un homme et son péché* (watched by 1,186,000 viewers) as part of its efforts to help develop and promote Canadian cinema.
- **CBC Television**: *The Rick Mercer Report* (average 725,000 viewers each week), and *The Red Green Show* – 300th and final episode after 15 successful years.
- **CBC Radio One's morning shows** – among the top three in 12 markets across Canada, including Vancouver and Toronto.
- The **Première Chaîne's morning show**, *C'est bien meilleur le matin* – 18 per cent audience share, Autumn 2005 (number one in the Montréal Francophone market) and 16.3 per cent, Spring 2006.
- **CBC Radio's** many popular programs, such as *Go!* (with a listening reach of 508,000 listeners every week, and a nine per cent audience share on Saturdays) and *Vinyl Café* (which reached its highest point ever this year: a 16 per cent share of listeners Sunday at noon on CBC Radio One) returned again this year. *Freestyle*, which debuted last Autumn on CBC Radio One, reaches 915,000 listeners each week and has an average four per cent share weekly.
- **Radio-Canada.ca** and **CBC.ca** are leaders among their news/media website peers.

NATIONAL AND INTERNATIONAL AWARDS

- **CBC Television**: 48 Gemini; **Télévision de Radio-Canada**: 41 Gémeaux; three Juno Awards; **CBC Radio**: 100 awards, including the Prix Italia, six Gold New York Festivals, three Third Coast Festival, and five Gabriels; **Radio de Radio-Canada**: more than 20 national and international awards, including an Amnesty International Prize and a Prix Judith-Jasmin; **Radio-Canada.ca**; grand prizes for zone Nouvelles and *Bandeapart.fm*; **CBC.ca**: a special South Asian Journalists Association Award for coverage of the 2004 tsunami, beating out *CNN.com* and *MSNBC.com*.
- **CBC/Radio-Canada** – 11th annual Honourable Joyce Fairbairn, P.C. Literacy Public Awareness Award for **support of literacy in Canada**.
- **Maison de Radio-Canada in Montréal** received the **National Earth Award** for its ongoing environmental practices and is in the running for the International Earth Award.

ANNIVERSARIES

- **CBC Radio**: *Ideas* – 40 years; *Quirks & Quarks* – 35 years; and CBC Radio in Iqaluit – 45 years.
- **Radio-Canada.ca** and **CBC.ca**: 10 years.

FOR YOUNG PEOPLE

- **Radio-Canada.ca** and **CBC.ca** – both continue to be leaders in New Media development for children and youth. *Radio-Canada.ca* launched its *Guide des ressources pour les profs de Radio-Canada.ca*. **CBC.ca** provided high-quality online games, and a look at consumer trends, youth empowerment and pop culture, attracting an average of nearly four million visits per month.
- **Radio de Radio-Canada** again presented *275-allô/ados-radio*, inviting young people to discuss timely topics on-air.



2005–2006 PROGRAMMING HIGHLIGHTS

- **Télévision de Radio-Canada** brought in younger viewers on Saturdays and Sundays, where a comedian welcomed children into a wonderful world in *La Petite minute*, while *La Grosse minute* relied on the participation of youths and correspondents with a wide variety of interests. RDI continued its production of *RDI Junior*, a program aimed at putting the main News issues of the day into context for younger viewers.
- **CBC Television** launched an exciting new look for *Kids' CBC* in December 2005. Favourite programs and characters returned this year, including Gemini award-winning *Poko*, *Nanalan*, *Zoboomafoo*, *Dragon Tales*, and *The Doodlebops*. There were also new shows: *Pinky Dinky Doo*, *Lunar Jim*, *Yamroll*, *Morgan Waters Show*, and *Mr. Meaty*.

SPORTS

- **CBC Television** built on its high-performance sports strategy again this year with an emphasis on amateur sports, and refined its weekend afternoon sports programming block. **Télévision de Radio-Canada** broadcast a new sports talk show, *Au-dessus de la mêlée*, which covered all dimensions of amateur and professional sports. Both networks coordinated coverage across Television, Radio and New Media.
- **Radio-Canada** was the host broadcaster for the **World Aquatics Championships** in Montréal. Its Television, Radio and Web services, along with RDI, worked collaboratively and synergistically, providing excellent, seamless coverage at reduced cost. **CBC Television** also provided 13 hours' coverage in prime time and 10 hours in off-prime time.
- **CBC Television** covered the **2005 Canada Summer Games**, with *CBC.ca* providing results continuously.
- **CBC Television** was the exclusive Canadian broadcaster of the **World Track and Field Championships** in Helsinki, while **Télévision de Radio-Canada** and *Radio-Canada.ca*'s zone Sports covered the **Grand Prix du Canada de Formule 1**.
- **Hockey Night in Canada** returned to loyal fans, and loyal fans returned to it, after the National Hockey League's labour dispute last year. Most long-term sponsors and advertisers were back, providing significant revenue used by the Corporation for other CBC | Radio-Canada programming.
- **CBC's Hockey Day in Canada**, our annual thirteen-and-a-half hour, cross-country program, raised funds and gathered equipment for Newfoundland and Labrador players who could not afford to play hockey. The host location was Stephenville, Newfoundland, hard hit by job losses and last year's flooding.
- **CBC Television** broadcast the **93rd Grey Cup Championship**, a great tradition in Canada and on our network.
- **CBC Country Canada** partnered with CBC Sports to increase our **live curling coverage**.

OLYMPICS

- The Torino Winter Olympics marked **CBC | Radio-Canada's 50th year of Olympic broadcasting** – over 1,300 hours of coverage, more than any other North American network, record audiences for live events and strong praise for the quality and depth of our coverage.
- **CBC | Radio-Canada Olympics coverage** was available whenever and wherever audiences wanted it, via High Definition Television, for the first time in Canada; Internet; Video-on-Demand (selected programming for Rogers customers in Toronto); RSS, SMS, and e-mail, offering unprecedented coverage; and cell phone: **CBC Television** produced an exclusive Olympic video highlight package for delivery by Bell Mobility to its cell phone subscribers — an exciting broadcasting platform milestone and a first in Canada.
- **CBC Television** – 16 hours daily. Average audiences – 973,000 mornings; 1,408,000 afternoons (a 14 per cent increase over 2002); and 1,220,000 in prime time.
- **Télévision de Radio-Canada** – 404,000 viewers for the live opening ceremony and 678,000 for the repeat; and 925,000 for the closing ceremony (audience share peaked at 51 per cent).
- **CBC.ca** – 19 million visits and 117 million page views (double the Athens Games' traffic) – first 11 days of the Games.

WITH NEW TECHNOLOGIES, DIFFERENT COMMUNICATION APPROACHES, AND INTENSE COMPETITION FOR AUDIENCES, BROADCASTERS HAVE SPECIALISED THEIR OFFERINGS TO FIND NICHE MARKETS.



Peter Mansbridge, Keith Boag and panelists prepare for CBC News' 2006 Federal Election Night broadcast

CBC | Radio-Canada's mandate is to serve all Canadians with high-quality, distinctive programming that informs, enlightens and entertains. It's what we have been doing for 70 years. We've trained generations of journalists and brought the country reliable coverage of national and international News stories. We've mentored domestic talent and strengthened the national cultural scene by providing a platform for

Canadian artists across the country. Through our programming and personnel, we've responded to the country's changing demographics to provide programming for all of its citizens. And we've embraced new technologies to reach more Canadians and to bring them great programming – when, where and how they want it.

This is the fundamental challenge for a creative organisation: evolve to stay current with the times; retain the values that have hallmarked our programming, while exploring new subjects and fresh

ways of communicating; and anticipate the changing needs and expectations of a diverse Canada.

Our goal is to connect Canadians through compelling Canadian content that our audiences want to see and hear. We are content providers, looking for the best ways to remain essential to our audiences and adapting to new technologies to serve Canadians across our 27 media services.

We've worked hard again this year to meet this challenge, especially in the context of significant financial pressures and an unstable annual budget.

THE YEAR IN REVIEW – ENGLISH SERVICES

CBC TELEVISION

CBC Television encompasses 16 conventional, over-the-air, television stations across the country, and our wholly owned specialty services CBC Newsworld and CBC Country Canada.

In 2005–2006, CBC Television continued its goal of becoming a more clearly defined public broadcaster



George Stroumboulopoulos, *CBC News: The Hour*, CBC Newsworld



Ian Tracey, *Intelligence*, CBC Television



Meredith Henderson, *Shania: A Life in Eight Albums*, CBC Television



MEDIA LINES' OBJECTIVES AND RESULTS

within a very competitive English-language television market. In the recent past, CBC Television increased Canadian programming in its schedule, established that the primary programming criterion must be value to the public, and improved quality through measures such as the CBC News Integration Project, which is fostering sharing of information, ideas and resources across CBC Television, CBC Radio, and *CBC.ca*.

2005–2006 OBJECTIVES: BRINGING MORE CANADIAN STORIES AND PERSPECTIVES TO CANADIAN TELEVISION

1. STRENGTHEN DISTINCTIVENESS AND QUALITY THROUGH:

- A new Entertainment strategy – Begin to address the crisis in Canadian television drama by introducing a new weekly drama series and a daytime drama, several comedy series, and weekly high-impact drama and variety specials;
- Strengthened News services – Regain the audience and increase the impact of *CBC News: The National*, local News, and CBC Newsworld;
- A stronger regional connection – Present afternoon pilots in Halifax and Vancouver and test one-hour local supper hour shows in Edmonton, Montréal and St. John's;

2. FREE UP RESOURCES THROUGH BETTER, INNOVATIVE MANAGEMENT TO INVEST IN PROGRAMMING;

3. MEASURE PROGRESS IN BUILDING AUDIENCES BY SETTING TARGETS FOR ALL PROGRAMMING.

These new approaches include commissioning and producing content that can be shared and re-purposed for Television, Radio and CBC | Radio-Canada websites; streamlining and speeding up decision-making to remove bureaucracy that inhibits creativity and competitiveness, and being open to the broader creative community of Canada.

Another major achievement was securing from The Canadian Television Fund funding specifically for CBC | Radio-Canada-sponsored projects. This dedicated funding will make it easier for CBC Television to finance high-quality, distinctive Canadian programming, especially Canadian drama, and it will give independent Canadian television producers greater funding certainty.

For audiences, all these changes resulted in new, high-production value series, miniseries and CBC Big Ticket films, and in more signature Canadian comedy. There were programs about iconic Canadians – for example, *Waking Up Wally: The Walter Gretzky Story* (watched by 768,000 viewers), and *Shania: A Life in Eight Albums* (watched by nearly 1.2 million viewers). There were also intriguing, edgy dramas – such as *Intelligence* and Ken Finkleman's *At The Hotel* – that demonstrated CBC Television's willingness to take the risks required to develop programs that Canadians simply won't find anywhere else.

STRENGTHENED NEWS SERVICES: BROADER, DEEPER COVERAGE

In January 2006, CBC News continued to revitalise its News services to better serve audiences and to reinforce its leadership in Canada. The strategy is delivering more hard-hitting journalism, greater international and regional context, and increased exposure to divergent views and perspectives, not only on CBC Television, but also on CBC Newsworld, CBC Radio, CBC News Express, and *CBC.ca*.

A key component of this strategy was a major re-launch of News on CBC Television, including a revamping of *CBC News: The National* and a change in some regions in the format of the supper hour programs, with local and

2005–2006 RESULTS

A NEW ENTERTAINMENT STRATEGY: MORE CANADIAN DRAMA

CBC Television began addressing the drama crisis in Canada's English television by introducing new leadership and creative approaches to developing excellent Canadian programming that audiences find relevant and challenging, and that they want to watch – programs produced in Canada, made for Canadians, and reflecting a uniquely Canadian sensibility.

82%

ANGLOPHONE VIEWERS SATISFIED
WITH CBC TELEVISION

regional News now coming first, on *CBC News at Six*, followed by national and international News on *CBC News: Canada Now*.

CBC News opened a bureau in Shanghai – its fourth new international bureau in 18 months – to cover the News from an increasingly important part of the world that is of strong interest to Canada and Canadians. CBC Television also continued to renew its Current Affairs programs, creating specials built on the success of *the fifth estate* and *CBC News: Marketplace*.

This year, CBC Newsworld – Canada's number one news network – relaunched *CBC News: Morning*, strengthened its national and international weather reporting, and began broadcasting Canadian and international documentaries every night of the week. CBC Newsworld reaches 10.2 million subscriber homes – more than any other specialty network in Canada.

A STRONGER REGIONAL CONNECTION: TARGETING DISTINCT REGIONAL NEEDS

CBC Television launched a comprehensive approach to regional program development. Pilots for revamped supper hour News programs targeted regional needs and preferences. A new hour-long supper hour show, *CBC News: Here and Now*, launched in November in St. John's. Development work continues on a market-by-market basis according to the needs, circumstances and competition in each location.

FREE UP RESOURCES TO INVEST IN PROGRAMMING

CBC Television was able to free up \$22 million for programming in 2005–2006. This was achieved by reallocating program funds, finding new ways to conduct business, increasing efficiency, and developing new sources for revenue.

MEASURE PROGRESS IN BUILDING AUDIENCES

In 2005-2006 performance metrics and targets were set for all CBC Television programming. These targets and performance indicators were regularly reviewed by CBC Television's Senior Management team throughout the year.

NEXT STEPS

CBC TELEVISION'S THREE-YEAR VISION IS TO BECOME THE MOST IMPORTANT AND POPULAR PLATFORM FOR CANADIAN NEWS, CURRENT AFFAIRS AND ENTERTAINMENT PROGRAMS. TO DELIVER A SERVICE DIFFERENTIATED FROM ANY OTHER IN ENGLISH CANADA, CBC TELEVISION WILL:

- ▶ Increase the amount of Canadian drama entertainment from 150 hours in 2005–2006 to 175 hours in 2006–2007, rising to 250 hours in 2008–2009;
- ▶ Continue to offer a balance of News and information, sports, arts, and children's programming;
- ▶ Renew our commitment to broadcasting in the regions by presenting authentic regional voices on social, political and cultural matters and expanding our presence to all areas of the country;
- ▶ Rigorously monitor progress in meeting targets and indicators that measure public value, audience share, revenue, and cost for every program.

AS WELL AS BRINGING MORE CANADIAN DRAMA TO CANADIAN AUDIENCES, CBC TELEVISION WILL ALSO ENHANCE ITS LEADERSHIP IN NEWS, CURRENT AFFAIRS AND DOCUMENTARIES, AND SPORTS.



Canada Russia '72. CBC Television



Jann Arden, Rick Mercer, J.P. Veitch. *The Rick Mercer Report*. CBC Television



Valerie Pringle. *Canadian Antiques Roadshow*. CBC Television and CBC Newsworld

MEDIA LINES' OBJECTIVES AND RESULTS

NEWS

- Relaunch several News programs based on findings from the CBC News Study;
- Continue to implement the CBC News Integration project;
- Further renew *CBC News: The National* to increase audience share.

CURRENT AFFAIRS AND DOCUMENTARIES

- Expand *the fifth estate* to include specials;
- Strengthen CBC Television's position as Canada's documentary leader and increase audiences for documentaries.

SPORTS

- Focus on acquiring professional sports, including *Hockey Night in Canada*;
- Retain amateur sports coverage.

CBC Radio 3's vision is to be a driving force in contemporary music, identifying and promoting leading-edge Canadian talent.

2005–2006 OBJECTIVES: BECOMING MORE VALUED AND MORE USED BY MORE CANADIANS

1. AUDIENCE GROWTH: ATTRACT NEW AUDIENCES THROUGH EXTENDED LOCAL SERVICE, MORE REGIONAL PROGRAMMING AND INCREASED RELEVANCE TO CANADIAN NEEDS AND DESIRES;
2. PROGRAM DEVELOPMENT
 - Ongoing development of existing programs that respond to changing listener needs and demographics;
 - Focus on Radio research and development to pilot new shows and migrate successful pilots to the schedule;
3. NEW PLATFORMS: EXTEND PROGRAMMING TO NEW LISTENERS ON NEW PLATFORMS AT HOME AND ABROAD.

CBC RADIO

CBC Radio includes three networks — CBC Radio One, CBC Radio Two and CBC Radio 3. CBC Radio One and CBC Radio Two are terrestrial, over-the-air services that reach more than 97 per cent of Canadian homes on AM or FM. CBC Radio 3 is a new music channel delivered by Sirius Satellite Radio.

CBC Radio One's vision is to be recognised and valued as the definitive source for Canadian News, information and entertainment, connecting Canadians to their regions and the country as a whole.

CBC Radio Two's vision is to be Canada's leading cultural platform in all genres, the place where creativity finds a home.

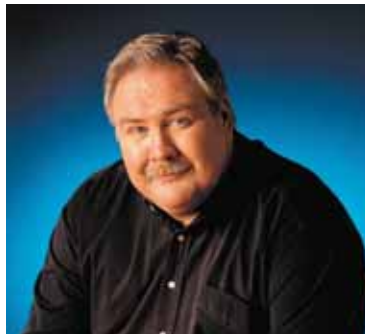
2005–2006 RESULTS

AUDIENCE GROWTH: REACHING OUT TO MORE CANADIANS

In December 2005, CBC | Radio-Canada launched six new channels, including CBC Radio One and CBC Radio 3, on Sirius Canada, a partnership of Sirius Satellite Radio, CBC | Radio-Canada and Standard Radio. By offering compelling content and high-quality audio when, where and how audiences want it, these channels extend CBC Radio services to much larger audiences, create an international stage for Canadian talent and perspectives, and generate additional cash flow for our programming budgets.

86%

ANGLOPHONE LISTENERS SATISFIED
WITH CBC RADIO



Rick MacInnes-Rae. *Dispatches*. CBC Radio One and podcast



Andrew Craig. *In Performance*. CBC Radio Two and podcast

As well as generating content for Sirius Canada, CBC Radio 3 attracted new audiences by sharing programs with college stations and by supplying content to CBC Radio One and CBC Radio Two.

To accommodate different circumstances in different cities, CBC Radio One this year introduced variable schedules for the drive-home shows in Toronto, Vancouver, Winnipeg, Calgary, Edmonton, and St. John's. Now some drive-home shows start earlier or run longer than others, depending on the needs of local listeners. The new schedules are resonating with audiences; the programs are maintaining or increasing audience share.



Shelagh Rogers, *Sounds Like Canada*; and *Night Time Review*, CBC Radio One and podcast

CBC Radio's first 2006 BBM survey results demonstrate the success of the network in reaching audiences: between January and March 2006, CBC Radio reached over 3.8 million Canadians. In 12 of the 17 markets surveyed, the network's morning shows were among the top three in their markets. CBC Radio was particularly strong in Alberta; the Calgary morning show moved from fourth to second place, and Edmonton moved from seventh to third. CBC Toronto is number one in the important 6:00 a.m. to 10:00 a.m. period.

PROGRAM DEVELOPMENT: A RICHER, DEEPER LISTENING EXPERIENCE

Innovative program development led to increased audience shares for CBC Radio morning shows across the country. And 20 new Summer shows enriched our programming by introducing a wide range of new voices and perspectives; some of these shows have won major awards.

CBC Radio produced several award-winning investigative News series this year, covering timely,

important topics such as piracy of brand names, water quality in Aboriginal communities, hospital infections, and adverse drug reactions in seniors.

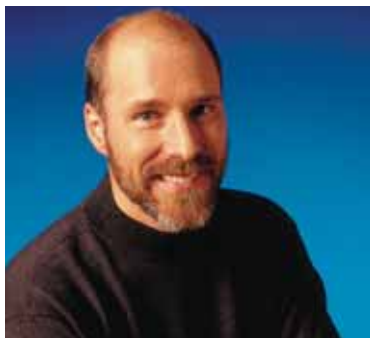
NEW PLATFORMS: IT'S ABOUT CHOICE

CBC | Radio-Canada is an acknowledged leader in using emerging technologies to reach listeners when, where and how they want to be reached. This year CBC Radio made its programming more widely available on satellite through Sirius Canada, on FM in key markets in Western Canada, on the Internet, and through international program exchanges.

In March 2006, CBC | Radio-Canada was awarded six new FM frequencies in four major markets in the West – Calgary, Edmonton, Saskatoon, and Winnipeg. The new frequencies are for FM transmitters nested within the coverage areas of existing AM services for CBC Radio One in all of those markets and for the Première Chaîne in Winnipeg and Edmonton. These new transmitters will dramatically improve reception for our listeners in these cities.

After piloting programs in Spring 2005, podcasts of CBC Radio were launched in June 2005, and of Radio de Radio-Canada in September 2005. In the last six months of the fiscal year, CBC Radio and Radio de Radio-Canada had more than four million downloads of music, information, science, and entertainment programs, primarily by listeners in the 18-to-34-year-old group. For most of the year, CBC Radio 3 had Canada's number one podcast on iTunes, with one million downloads in nine months.

CBC Radio 3's website was visited 11.9 million times, up 118 per cent over 2004–2005. *CBC.ca* makes it easy for audiences to subscribe to podcast programs for free, and next year it will help CBC Radio launch a major expansion of podcasting.



Tom Allen, *Music and Company*, CBC Radio Two



Priya Ramu, *On The Coast*, CBC Radio One



Brent Bambury, *Go!*, CBC Radio One



MEDIA LINES' OBJECTIVES AND RESULTS

NEXT STEPS

FOR 2006–2007 AND THE YEARS TO COME, CBC RADIO'S FOUR KEY STRATEGIC OBJECTIVES ARE:

- ▶ **Expanded regional programming:** Delivering the authentic social, political and cultural voice of each region, and delivering service to places currently unserved;
- ▶ **Ensuring programming relevance:** A commitment to airing inspiring, innovative and excellent programming; to growing audiences; and to reflecting the diversity of contemporary Canadian society;
- ▶ **Renewal and re-invention:** Producing cultural content reflecting the needs of the Canadian public, based on results of the Corporation's Arts and Culture Study; launching a new strategy for Arts and Entertainment programming for CBC Radio One, CBC Radio Two and CBC Radio 3; redeveloping CBC Radio Two to preserve its valued past while expanding the breadth of emerging talent on its airwaves; delivering CBC Radio on satellite radio and through podcasting and downloading;
- ▶ **Financial sustainability:** Efficiencies and other initiatives have redirected one million dollars each year into programming, but inflation is eroding programming budgets and without additional funding current levels of service are at risk.

CBC.CA

CBC.ca's goal is to be Canada's most popular news and media website. In 2005–2006, *CBC.ca* focused on establishing *CBC.ca* as a platform with its own characteristics and audience, like CBC Television and CBC Radio.

2005–2006 OBJECTIVES: BUILDING ON EXCEPTIONAL SUCCESS

TO ACHIEVE THIS, *CBC.CA* SET OUT TO:

1. MAINTAIN OR INCREASE *CBC.CA* USAGE;
2. MAINTAIN OR IMPROVE THE QUALITY OF CONTENT;
3. IMPROVE THE VISITOR EXPERIENCE;
4. GENERATE MORE ADVERTISING REVENUES.

2005–2006 RESULTS

MAINTAIN OR INCREASE *CBC.CA* USAGE: EXCEPTIONAL RESULTS THIS YEAR

CBC.ca had an exceptional increase in audience early in 2006, and remains a leader among Canada's news and media websites, ahead of online competitors including CNN, CTV, *The Globe and Mail*, CanWest Global, and *The New York Times*. From December 2005 to February 2006, the site's audience increased 74 per cent. We attribute this to a high level of interest in the January federal election and in the 2006 Torino Winter Olympics, and to the quality of our online coverage of both events. *CBC.ca* was in the top three of Canada's news and media websites nine months out of 12 in 2005–2006, with a monthly average of 2,340,000 unique visitors from home.

CBC.ca broke multiple audience records over the course of the year, achieving its highest single-day audience to date on the day of the federal election, January 23, and then breaking that record on January 24. That record was itself surpassed on February 22, during the Torino Winter Olympics.

A major redevelopment of *CBC.ca's* 13 major regional Web sections attracted more visitors. Regional websites offer regional News and weather, information about

91%

SITE VISITORS SATISFIED WITH *CBC.CA*

community events, and programming information and schedules, as well as links to our national websites. This year, there were special features celebrating the provincial centennials for Saskatchewan and Alberta; a new website, in conjunction with Parks Canada,



Bob McDonald, *Quirks & Quarks*, CBC Radio One, RCL, podcast and Sirius Satellite Radio Channel 137; *Retro Reels: Fragile Planet*, CBC Newsworld

for Newfoundland's Gros Morne National Park; and interactive content supporting CBC Montréal's *Weight of the World* project, which challenged students to learn about the causes and cures of child obesity.

MAINTAIN OR IMPROVE THE QUALITY OF CONTENT: IN-DEPTH COVERAGE OF KEY EVENTS

Throughout the 2006 federal election campaign, *CBC.ca* offered News, analysis and background, including riding and candidate profiles. On *CBC.ca*'s discussion boards, Canadians wrote more than 10,000 comments, some of which engendered stories on-air. After the polls closed on election night, *CBC.ca* simulcast the CBC Radio and CBC Television special election coverage, and allowed Canadians to look up results for individual ridings, in real time as the results came in.

CBC.ca's Torino section offered a wealth of information including breaking Olympic news, biographies and background information, as well as live scores, stats and standings.

CBC.ca continued to enrich and fine-tune its Arts and Entertainment journalism section, which launched in January 2005. The audience for the section is growing steadily, and staff from the section helped their CBC Radio colleagues develop a new strategy for CBC Radio's Arts and Entertainment coverage.

CBC.ca continued to be a leader in New Media development for children and youth. Highlights in

2005-2006 included high-quality online games, and features on consumer trends, youth empowerment and pop culture.

CBC.ca visitors clearly value *CBC.ca*'s depth and quality of coverage: in the Report Card and QRS Winter 2006 survey, over 90 per cent said that *CBC.ca* is satisfying, essential, trusted, complete, and offers up-to-date coverage.

IMPROVE THE VISITOR EXPERIENCE: EASIER ACCESS TO MORE CONTENT

Throughout 2005-2006, *CBC.ca* continued implementing its new content management system, which will be fully in place for all journalistic publishing in June 2006. Throughout 2005-2006, *CBC.ca* worked on a major redesign of the website for launching in June 2006.

GENERATE MORE ADVERTISING REVENUES FOR RE-INVESTMENT IN PROGRAMMING

This year *CBC.ca* offered increased opportunities for advertisers in ways that did not interfere with visitors' enjoyment of the site. The approach was successful; revenue targets were exceeded, and there were very few audience complaints.

NEXT STEPS

FOR 2006-2007, CBC.CA'S FIVE KEY STRATEGIC OBJECTIVES ARE:

- ▶ Continue growing *CBC.ca*'s audience;
- ▶ Focus on core strengths: relevant and popular content;
- ▶ Continue improving the user experience;
- ▶ Increase revenues;
- ▶ Promote CBC Television and CBC Radio programs.



Mark Lee, Chris Walby, Greg Frers, Elliott Friedman, Sean Millington, Eric Tillman, *CFL on CBC*, CBC Television, with full coverage on *CBC.ca*



Matt Galloway, *Here and Now*, CBC Radio One; *The World In Performance*, CBC Radio Two



Grant Lawrence, CBC Radio 3, CBC Radio Two and Sirius Satellite Radio Channel 94



MEDIA LINES' OBJECTIVES AND RESULTS

THE YEAR IN REVIEW – FRENCH SERVICES

CBC | Radio-Canada's French-language programming is as distinctive as it is relevant, and in 2005–2006 it continued to be highly popular with the Canadian



Guillaume Lemay-Thivierge. *Casino*,
Télévision de Radio-Canada

public. A major factor in this year's successes was the decision to combine all of our French networks under one Vice-President so that our French Services can evolve with even greater cohesion

and provide Francophones with an even more comprehensive and effective public service.

Integration of all French services – including Télévision de Radio-Canada, RDI, Radio de Radio-Canada, and *Radio-Canada.ca* – began in 2005–2006 and will continue in 2006–2007. It builds on the highly successful repositioning of Télévision de Radio-Canada that began three years ago, and it will enable our French Services to continue to fulfill and strengthen their public service role while addressing the challenges of a multi-platform future. New strategic priorities will lead to a global vision of French Services that recognises the individual strengths and distinctive character of each media line while aiming at a common goal: to give Canadians unmatched coverage and analysis of key issues and to enrich their cultural life through diverse, compelling Canadian programming.

2005–2006 STRATEGIC DIRECTIONS: A MORE FOCUSED AND EFFECTIVE PUBLIC BROADCASTER

- Attain optimal audience levels for all networks;
- Make more room for culture on all platforms;
- Offer and support a larger amount and wider range of music;
- Create a work environment that stimulates creativity.

2005–2006 RESULTS

The merged organisation has been achieved harmoniously and without disruption and dislocation within the operations. The Communication and Planning functions were immediately merged when the transition took place in November 2005. Management teams were subsequently integrated and inter-unit collaboration is increasing at an accelerated pace. Primary awareness of these changes would flow from the integrated approach adopted in promoting the different networks' schedules over the Winter.

NEXT STEPS

- ▶ Foster optimal integration of services and activities where it makes sense and is natural;
- ▶ Rely more on the involvement, abundant creativity and diversity of staff;
- ▶ Strengthen alliances and partnerships;
- ▶ Develop new sources of revenue;
- ▶ Expand the reach of Radio and Television through the Internet and new platforms.

84%

FRANCPHONE VIEWERS SATISFIED WITH
TÉLÉVISION DE RADIO-CANADA



Michel Louvain, Sheila Copps, Normand Brathwaite, Jacynthe René,
Alain Dumas. *Le match des étoiles*, Télévision de Radio-Canada

TÉLÉVISION DE RADIO-CANADA

Télévision de Radio-Canada continued its repositioning, begun three years ago, in the competitive French-language television market. It refined its mission to focus on public service programming that is credible, bold and audacious, open to the world and to different perspectives.

2005-2006 OBJECTIVES: SUSTAINING THE MOMENTUM

1. BUILD THE AUDIENCE;
2. STRENGTHEN NEWS AND CURRENT AFFAIRS;
3. INCREASE OUR CULTURAL DIVERSITY;
4. ENSURE OPEN MANAGEMENT.

2005-2006 RESULTS

BUILD THE AUDIENCE

Télévision de Radio-Canada sustained exceptional ratings. For example, *Les Bougon – c'est aussi ça la vie!* was the top-rated show for five consecutive weeks (average audience ranging between 1.65 and 1.89 million viewers). Many other programs also regularly drew over a million viewers, including *Tout le monde en parle*, *Le match des étoiles*, *L'auberge du chien noir*, *Minuit le soir*, *Casino*, and *Rumeurs*. The success of these programs proves that Canadians will choose excellent, appealing domestic productions when they are available.

In the Summer of 2005, Télévision de Radio-Canada premiered a number of new shows that helped boost ratings in the evenings. This solid performance is reflected in the audience share for *Le téléjournal/Le point*, which grew by five percentage points at

10:00 p.m. and by four percentage points at 10:30 p.m., compared to Summer 2004.

In the 2005-2006 Fall-Winter season, the network maintained an all-day 15.6 per cent share (up from 15.4 per cent in 2004-2005). Its share of the 6:00 a.m. to 7:00 p.m. period was 2.2 percentage points higher than the season before, a rise due to programs aired between 1:00 p.m. and 5:00 p.m., including the new sociocultural magazine show *La fosse aux lionnes*.

STRENGTHEN NEWS AND CURRENT AFFAIRS

Télévision de Radio-Canada created a new editorial structure for planning and resource allocation in News and Current Affairs to allow for more extensive programming on topical subjects, such as: *Point de rupture/Breaking Point*, a special transcultural project about the 1995 Referendum in Québec co-produced by our English and French services; and *L'argent des Hells* and *La grippe aviaire*.

Télévision de Radio-Canada, which provides News and information programming from five national and 29 regional bureaux, augmented its international News capability, adding resources for coverage in Paris, Washington and Latin America.

The network also launched *Les coulisses du pouvoir*, providing more coverage and analysis of political events and figures, and three new daily Current Affairs programs. Returning programs included the innovative *5 sur 5* – a public platform on Télévision de Radio-Canada, RDI and TV5 – and *Enjeux* and *Zone libre*.

INCREASE OUR CULTURAL DIVERSITY

Télévision de Radio-Canada acted on its commitment to reflect the country's cultural diversity by organising a summit on the issue in October 2005 at its Montréal offices. The summit, which was attended by cultural



Rémy Girard, Louison Danis, Hélène Bourgeois Leclerc, Vincent Bilodeau, Rosalee Jacques, Claude Laroche, Antoine Bertrand, *Les Bougon – c'est aussi ça la vie!*, Télévision de Radio-Canada



Dany Turcotte, Guy A. Lepage, *Tout le monde en parle*, Télévision de Radio-Canada



Marc Labrèche, *Fric Show*, Télévision de Radio-Canada

MEDIA LINES' OBJECTIVES AND RESULTS



Catherine Lafrance, Marie-José Turcotte, Michel Viens, Pascal Yiacouvakis, Tanya Lapointe. *Matin express*, Télévision de Radio-Canada



Pascale Nadeau. *Le téléjournal/Montréal*, Télévision de Radio-Canada

community and educational institution representatives, made it possible to lay the groundwork for an action plan aimed at ensuring better representation of cultural communities on the Télévision de Radio-Canada workforce.

ENSURE OPEN, RESPONSIBLE MANAGEMENT

The success of Télévision de Radio-Canada's repositioning has largely been due to the commitment of its staff to meeting the objectives and expressing the values of a successful public broadcaster. To honour that

commitment, Télévision de Radio-Canada continued in 2005–2006 to introduce open management practices based on cooperation and teamwork.

A range of responsible management practices has been introduced in recent years to ensure the continuous re-investment of savings and revenue into programming. These practices are reviewed regularly. In 2005–2006, they helped Télévision de Radio-Canada attain its revenue targets and maintain a high rate of re-investment in programming.

**IN THE 2005–2006
FALL-WINTER SEASON,
TÉLÉVISION DE RADIO-
CANADA MAINTAINED AN
ALL-DAY 15.6 PER CENT
SHARE (UP FROM 15.4
PER CENT IN 2004–2005).**

NEXT STEPS

- ▶ Strengthen our cultural mission by further raising the quality of drama and variety programs, developing more High Definition Television (HDTV) programming, and expanding our reach on all platforms;
- ▶ Unreservedly assert the main network's unique, general-interest character;
- ▶ Accentuate the distinctiveness of information programming.

90%

PERCENTAGE OF FRANCOPHONE LISTENERS (18+)
SATISFIED WITH RADIO DE RADIO-CANADA

RADIO DE RADIO-CANADA

Radio de Radio-Canada is rooted in Canada's regions and communities, with 14 regional News bureaux and 20 production centres across the country.

Radio de Radio-Canada is the most comprehensive French-language radio network in Canada.

Radio de Radio-Canada includes the Première Chaîne, Espace musique and *bandeapart.fm*. Radio de Radio-Canada also operates Radio Canada International (RCI), CBC | Radio-Canada's international service, and cooperates with CBC Radio to produce CBC North/Radio-Canada Nord, which broadcasts to Northern Canada in French, English and eight Aboriginal languages.

2005–2006 OBJECTIVES: CREATING A STRONGER, MORE DISTINCTIVE RADIO PRESENCE

1. BUILD EXISTING AUDIENCES;
2. STRENGTHEN THE PREMIÈRE CHAÎNE'S POSITION IN INFORMATION AND CULTURE;
3. MAINTAIN ESPACE MUSIQUE'S ROLE IN ENCOURAGING CANADA'S MUSICAL DIVERSITY;
4. USE EMERGING TECHNOLOGIES TO REACH NEW AUDIENCES.

2005–2006 RESULTS

BUILD EXISTING AUDIENCES

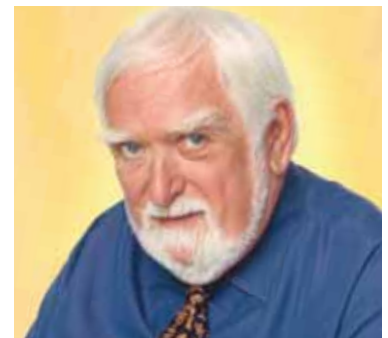
Like Télévision de Radio-Canada, Radio de Radio-Canada has had considerable success with audiences in recent years. The BBM ratings for this year indicate a steady rise. For the first survey of 2006, Radio de Radio-Canada obtained a combined audience share for the Première Chaîne and Espace musique of 16.3 per cent



Monique Giroux, *Fréquence libre*, Première Chaîne, Radio de Radio-Canada



Joël Le Bigot, *Samedi et rien d'autre*; and *Pourquoi pas dimanche?*, Première Chaîne, Radio de Radio-Canada



Jacques Languirand, *Par 4 chemins*, Première Chaîne, Radio de Radio-Canada

and a reach of close to 1.3 million listeners — an all-time record. The percentage of Francophone listeners (18+) satisfied with Radio de Radio-Canada remained high at 90 per cent.

The Première Chaîne audience share for 2005–2006 was 12.8 per cent (BBM Fall Sweeps), up from 12.6 per cent last year. The Première Chaîne's morning show was number one in the Montréal Francophone market.

STRENGTHEN THE PREMIÈRE CHAÎNE'S POSITION IN INFORMATION AND CULTURE

The Première Chaîne is available to 98 per cent of Canada's Francophone population.

To strengthen the Première Chaîne's regional dimension, the mandates of several network programs were revised to make more room for regional content. Many network shows are taped in the regions, such as the literary magazine *Vous m'en lirez tant*, broadcast from the Festival de poésie de Trois-Rivières and the Salon du livre de Rimouski. The Première Chaîne's expanded cultural programming included series about authors such as Dany Laferrière, Robert Lepage and Leonard Cohen.

MAINTAIN ESPACE MUSIQUE'S ROLE IN ENCOURAGING CANADA'S MUSICAL DIVERSITY

Espace musique, very successfully launched in September 2004, continued to provide a distinctive service that reflects Canada's diverse musical genres and emerging talent to Francophones across the country, with stations in each provincial capital. Its mandate is to develop and promote French-language Canadian music of all genres (classical, jazz, world music, and emerging music).

Espace musique attracts a multilingual audience — in fact, 25 per cent of listeners are Anglophone. The network's innovative website on *Radio-Canada.ca* supports Canadian artists by featuring their music and profiles.



MEDIA LINES' OBJECTIVES AND RESULTS



Alexandre Courteau, *Bandeapart.fm*, Espace musique, Radio de Radio-Canada; and Bande à part, Sirius Satellite Radio Channel 93

USE EMERGING TECHNOLOGIES TO REACH NEW AUDIENCES

Radio de Radio-Canada reached new audiences by launching, in association with Sirius Canada, four satellite networks: Bande à part, Première plus, Info plus, and RCI plus. The latter's schedule consists of original RCI productions in French, English, Spanish, Portuguese, Arabic, Russian, Ukrainian, and Mandarin, and reflects the multicultural nature of Canada's population. The Sirius Bande à part station complements *bandeapart.fm* on Espace musique and the Internet.

Bandeapart.fm offers invaluable exposure for emerging Canadian music through French-language Internet content for young people. Among *bandeapart.fm*'s offerings are eight Web Radio stations, online concerts, videos, and extremely popular podcasting — there were over 35,000 *bandeapart.fm* podcast downloads in just one week in late Winter 2006, for example. Since its Web launch in January 2001, *bandeapart.fm* has broadcast over 350 concerts, more than 40 Television shows, 2,000 hours of Radio programming, and attracted millions of users.

NEXT STEPS

- ▶ Make the Première Chaîne a genuine forum for great ideas and critical issues;
- ▶ Define Espace musique's position and role in developing Canadian music;
- ▶ Increasingly become a regional News standard;
- ▶ Maintain high ratings.

RADIO-CANADA.CA

In 2005–2006, *Radio-Canada.ca* remained a leader among Canada's French-language news and media websites, attracting an average of 1.4 million Francophone visitors per month at home.

2005–2006 OBJECTIVES: REINFORCING THE VALUES AND PRIORITIES OF A PUBLIC BROADCASTER

1. DELIVERING QUALITY CONTENT;
2. SHARING CONTENT AND RESOURCES WITH RADIO DE RADIO-CANADA AND TÉLÉVISION DE RADIO-CANADA;
3. OFFERING INNOVATIVE AND COMPELLING YOUTH CONTENT.

2005–2006 RESULTS

DELIVERING QUALITY CONTENT

In November 2005, *Radio-Canada.ca* marked its 10th anniversary by revamping its home page to offer visitors easier access to current content, and expanded and refined the News, sports, and Arts and Entertainment sections.

94%

SITE VISITORS SATISFIED WITH
RADIO-CANADA.CA



Anddy Zhao, RCI plus, Sirius Satellite Radio Channel 188

SHARING CONTENT AND RESOURCES WITH RADIO AND TELEVISION

Radio-Canada.ca increased cooperation in News coverage with Radio de Radio-Canada and Télévision de Radio-Canada. *Radio-Canada.ca* reporters contributed to our French-language Radio and Television programs, and coverage of the federal election and the Torino Winter Olympics was truly cross-platform, with resources and content shared right across French and English services to create exceptional productions that achieved record audience levels.

To help increase audiences for our other French-language services, *Radio-Canada.ca* launched a new guide to French Radio and Television programming for each region and created multimedia content for Radio and Television programs, including *Point de rupture*.



Radio-Canada.ca celebrated 10 years.

OFFERING INNOVATIVE AND COMPELLING YOUTH CONTENT

In 2005–2006 *Radio-Canada.ca*'s youth content was split into two sites: one for 6-to-12-year olds and one for 3-to-5-year olds. Each new site contains interactive content and experiences tailored to each age group's interests.

Radio-Canada is the first Canadian French-language broadcaster to offer podcasting content, popular primarily with the 18-to-34-year-old group. Downloadable from *Radio-Canada.ca*, *Le carnet techno*, national News reports, *Indicatif présent*, *Les années lumière*, *Macadam tribus* and Première Chaîne highlights proved even more popular than anticipated.

CBC | RADIO-CANADA LAUNCHED SIX NEW CHANNELS THIS YEAR ON SIRIUS SATELLITE RADIO.

NEXT STEPS

- ▶ Maintain and consolidate leadership among Canada's French-language media sites;
- ▶ Contribute to the overall strength of CBC | Radio-Canada by increasing cross-promotion and the sharing of resources and content with Radio and Television;
- ▶ Continue to explore new kinds of content adapted to emerging broadcast platforms.



François Dompierre, Espace musique, Radio de Radio-Canada



Carole Trahan, Espace musique, Radio de Radio-Canada



Stanley Péan, Espace musique, Radio de Radio-Canada

