



CBC/Radio-Canada's Priorities for 2001-2002 and Beyond



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As Canada's national public broadcaster, CBC/Radio-Canada must provide Canadians with high-quality, distinctive Canadian programming through the most efficient technology available and in a fiscally responsible manner. Our focus is to strengthen our ability to be a more distinct public service broadcaster and to provide Canadians with a unique experience. In the context of limited resources and an increasingly competitive environment, the Corporation has set out the following priorities to achieve that key objective.

1) Leverage assets to add value to our programming initiatives.

Leveraging and efficiently managing our assets are fundamental to our strategy to generate value and new cash flow for re-investment in our programming.

Our Real Estate Division, created last year to manage our property and generate revenue through selling or renting surplus space, has finalised arrangements at our Broadcasting Centres in Toronto and Regina, which will yield \$6 million annually. We are considering other potentially profitable arrangements at four of our other facilities.

Last year we explored the possibility of selling our transmission and distribution assets as a means of gaining new revenue for programming investment. Because the market downturn undermined the ability of interested bidders to follow through, we created a new Transmission Division to manage our assets and generate additional revenues.

We examined our fleet of vehicles this year and identified potential, substantial annual savings by way of an overall reduction in fleet size, clearer plans for acquisition or sale, maintenance, and exchange of vehicles between Corporation locations.

2) Deliver distinctive programming of the highest quality.

We are supporting change initiatives in all media to enhance our distinctiveness in the new competitive environment. We are also reinforcing regional presence and reflection across all media lines; showcasing new talents, new voices and new faces; safeguarding our journalistic leadership; creating a dependable, educational and entertaining viewing environment for children; and taking risks and confronting challenges in the creation of innovative Canadian content while maintaining balanced programming.

As part of English Television's transformation plan, in September 2001 we introduced a new visual identity for CBC Television and CBC Newsworld. Along with this, the hosted theme nights and new schedule presenting high-quality Canadian programming are part of our efforts to reposition CBC Television as a true public broadcaster.

In Autumn 2001, Radio-Canada opened its Centre de l'information in Montreal. Resources for the gathering and production of news for French Television and RDI are now combined in the Centre de l'information's entirely digital environment. The result is increased

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1. Carole MacNeil, Evan Solomon, *CBC News: Sunday*, English TV, CBC Newsworld;
2. Monique Giroux, *Les refrains d'abord*, Première Chaîne;
3. David Suzuki, *The Nature of Things*, English TV;
4. Patrick Goyette, Macha Grenon, Denis Bernard, *Mon meilleur ennemi*, French TV;
5. Janet Kidder, Chris William Martin, *Tom Stone*, English TV;
6. Michael Enright, *The Sunday Edition*, Radio One.



efficiency and the redirection of journalistic resources for improved coverage and more in-depth analysis.

On September 11th regular programming schedules were shelved and advertising put aside for many days so that our audiences could receive the latest information and have unfettered time to try to digest the enormity of the situation. The importance of having Canadian journalists at home and on the scene to help us comprehend events was highlighted this Autumn: in times of crisis, Canadians want a Canadian perspective.

CBC Radio One will soon announce its plans for revitalising its weekday and Saturday programming, as well as on-air presentation and promotion. Radio One will remain committed to telling Canadian stories to Canadians, presenting regional reflection, and providing excellent news and arts programming and political coverage. As its audience changes, Radio One also needs to change to remain vital and relevant. There is a need for flexibility, nation-sharing programming and increased interactivity with listeners. We expect these innovations to attract a broader audience.

In Autumn 2001, French Radio achieved its highest BBM ratings since 1984, primarily through its coverage of the events of September 11th and its series on René Lévesque.

The expansion of the Chaîne culturelle's network of transmitters proposed in Autumn 2001 will soon be a reality with the granting, by the CRTC, of 19 new frequencies. By 2003, the Chaîne culturelle will be available to Canadians in all the provincial capitals. French Radio is especially proud of this important project which will enable it to extend its music network to all parts of the country.

We redesigned our website, *cbc.ca*, to allow viewers to find content and program information more quickly. One of Canada's most frequently visited websites, *cbc.ca* has an average of nearly 50 million page views and nearly one million unique visitors each month.

We are studying our international role, the dissemination of our programs and services, and how to maximise the benefits of international involvement. This year we reorganised our shortwave service, Radio Canada International, merging RCI's support and distribution services with those of the Corporation, and generating enough savings to reinstate weekend newscasts and augment our programming in foreign languages.

3) Demonstrate that adequate funding coupled with efficiencies enhances CBC/Radio-Canada's value to Canadians.

We are committed to improving internal productivity and generating new revenues. This strategy, however, is insufficient to meet the rising costs of program production. For Canada to guard its national identity and cultural sovereignty in an increasingly globalised marketplace, there must be a renewed commitment to CBC/Radio-Canada, which should include:

- effective and predictable multi-year funding;
- continuous and equitable access to the Canadian Television Fund (CTF);
- re-balancing of public policies in support of distinctive Canadian television;

- access to the necessary broadcast spectrum to extend the reach of our Radio services; and,
- amendments to the *Broadcasting Act* to reinstate CBC/Radio-Canada's place in the broadcasting system; and to provide the Corporation with the necessary flexibility to leverage our assets to re-invest in our programming and to establish alliances and partnerships.

4) Ensure the sustainability of our Canadian schedules.

CBC/Radio-Canada's ability to deliver high-quality, distinctive Canadian programs and to fulfil its legislative mandate is largely linked to its ability to secure appropriate levels of public funding which will remain its primary source of funds.

To maintain and enhance its Canadian schedules, CBC/Radio-Canada needs increased access to the Canadian Television Fund (CTF). We believe that the CTF's resources should be directed as fully and effectively as possible to high-quality, distinctive Canadian programming and that equitable access should apply to both public and private broadcasters.

We also believe that public policies in support of distinctive Canadian television need to be rebalanced to allow broadcasters with a *real* commitment to Canadian programming to benefit from greater access to public funds.

As well, in order for us to meet our commitment to extend our French and English Radio services, the CRTC and the Government need to adopt measures to ensure that we can plan for and have access to available FM frequencies.



5) Develop selective alliances and partnerships to extend CBC/Radio-Canada's value to Canadians.

We are extending our audience reach, optimising our investment, mitigating our risk, and creating new revenue streams through strategic partnerships and alliances.

We are proud of the three new specialty Television services that we launched in partnership in September 2001: *ARTV*, with Télé-Québec and BCE among others; *The Documentary Channel*, with the National Film Board, Corus and independent producers; and *Country Canada*, in partnership with Corus. All three services draw substantially on the strengths of CBC/Radio-Canada for their programming and have been a critical success.

We have also reached our first significant partnership involving the print media, with Le Groupe Gesca/*La Presse*, to produce a new Television/Radio guide, *Voilà !*, for 650,000 Quebec households.

Radio-Canada has signed an agreement with Cogeco Radio-Télévision inc. involving affiliated Television stations in Trois-Rivières, Sherbrooke and Chicoutimi/Jonquière. Radio-Canada will produce regional news with independent editorial control, while Cogeco will produce at least 100 hours of local programming per year and will remain the licence holder. Viewers will benefit from receiving a greater diversity of voices and information.

In February 2002, we provided our coverage of the Salt Lake City Winter Olympics to Canadians on not only our own networks but also via TSN and RDS. This unusual partnership provided Canadians with increased viewing choices and was hailed for its valuable service.

In January 2002, we launched a free service for distribution of daily news headlines and late-breaking stories in English and in French to small- and medium-sized companies for use on their own websites, thereby extending our services to more Canadians. This service is in addition to the distribution of our news, with partners, on most large portals such as Yahoo and MSN.

In August 2001, CBC Records/Les disques SRC and Dittybase Inc. announced a new partnership intended to facilitate the licensing of music from CBC Records/Les disques SRC for use in broadcast, film and New Media.

6) Reinforce the capacity of CBC/Radio-Canada to work as one integrated conglomerate.

We will ensure synergies are maximised amongst media lines; strengthen cross-promotion amongst media; foster cross-media initiatives; ensure consistent branding throughout the Corporation; develop a cohesive content management system; and ensure that technological decisions support programming priorities and directions.

On September 11th, and afterwards, our news teams from Radio, Television and New Media worked together in an unprecedented fashion to bring Canadians timely information. No other network can count on a pool

of high-calibre journalists, working in both English and French on Radio and Television, thereby reducing costs and enhancing the breadth of our reporting.

As part of our Content Management Strategy, we are developing a business plan for managing and using the Corporation's vast archives with the goal of maximising the value of these assets. Among other important pan-corporate projects are an improved rights management process, New Media content management and new content development.

This year, the local news and current affairs team at Radio One in Toronto began its move into new offices within the CBC Broadcasting Centre, integrating more with National Radio News. In Winnipeg, our Radio and Television News services were integrated. Both moves produce efficiency, savings and greater coverage. In Vancouver, young program developers are experimenting and combining the strengths of different media to bring exciting new services to their audiences.

