



The **NEW** CBC/Radio-Canada

Valuable Canadian Innovative
Creative Invigorating Trust
Distinctive Relevant News People Trust
Arts Sports Innovative Efficient
Complete Excellence People
Sports Efficient Culture
Efficient Creative Relevant
Arts Renewed Excellence Relevant People
Canadian Culture Complete
Complete Trusted Arts Excellence



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Message from the Chair and President

Two years ago, CBC/Radio-Canada launched a new strategic course to strengthen its capacity to serve and connect Canadians through high-quality, distinctive Canadian programming. This strategy has resulted in significant improvements to our programming and comprehensive changes to the ways in which we develop, deliver and manage our core business – programming.

Renewal is motivated by CBC/Radio-Canada's unwavering commitment to maintaining a public space and a distinct Canadian voice in a world dominated by foreign programming. It's about strengthening our expression of Canada's diverse regional and cultural perspectives. It's about boosting our support for Canadian talent, voices and creativity. It's about extending our reach to new audiences on new platforms. It's also about buttressing the Corporation's operational and financial position so that we can continuously respond to rapidly changing market conditions and audience needs.

This report maps out the many facets of our renewal work. In some cases (e.g., English Television transformation, opening of the Centre de l'information in Montreal), we are already witnessing the rewards of changes implemented over the past two years. In other cases, design and implementation work continues, with the expectation that significant rewards will be forthcoming over the next two to three years.

Even as we renew ourselves, CBC/Radio-Canada continues to set the standard for broadcasting excellence in Canada, while innovating and taking risks to deliver even greater value to Canadians.



Carole Taylor, O.C.
Chair, Board of Directors
CBC/Radio-Canada



Robert Rabinovitch
President and CEO
CBC/Radio-Canada



A New Strategic Direction

Our strong historical roots ...

In view of the close proximity and dominating influence of the U.S., Canadians have long been concerned about protecting their national culture and identity. We have worked hard at creating a space for Canadian stories, at regulating cultural development and at prescribing the amount of Canadian content on our airways. As Canada's national public broadcaster, CBC/Radio-Canada is a central part of the Canadian broadcasting system and hence a key part of these efforts.

For the past 65 years, CBC/Radio-Canada has given Canadians access to Canadian alternatives on Radio, Television and now the Internet. We have given a voice to Canadians. We have showcased Canadian talent and nurtured our nation's creative and production industries. We have provided a space for sharing Canadian experiences across regions, languages and cultures.

In today's global environment, CBC/Radio-Canada's work is more important than ever!

... are more important today than ever.

Over the past decade, the environment facing broadcasters around the world has changed significantly. Globalisation, digital revolution, massive industry consolidation and vertical integration have fundamentally changed the Canadian broadcasting system as well. Canadians now live in an interactive, multi-channel and specialised broadcasting universe that offers a dazzling array of choice. Since market forces make it more profitable to broadcast popular American programming than to produce Canadian programs, Canadians continue to be bombarded by foreign programming. While Canadian content rules have proven effective at increasing the total volume of Canadian choices, they do little to ensure there is a strong place for top-quality Canadian programs in prime time.

Only a strong and vibrant CBC/Radio-Canada can complement the activities of private broadcasters and deliver high-quality, genuinely Canadian choices in prime time when most Canadians are available to tune in.



However, today's challenges dictate a new approach ...

Two years ago, CBC/Radio-Canada recognised that increasing competition and rising costs presented key challenges to its capacity to serve Canadians today and tomorrow. To address these challenges, the Corporation undertook a fundamental review of how it does business. We set out to build on our strong foundations and boost our capacity to deliver the distinctive, high-quality programming that Canadians have come to trust and value from their national public broadcaster.

At the heart of CBC/Radio-Canada's renewal work are a number of key priorities that reflect our role and responsibility as a national public broadcaster, guide our conduct and determine the way we do business:

- Deliver distinctive programming of the highest quality.
- Leverage assets to add value to our programming.
- Demonstrate that adequate funding coupled with efficiencies enhances CBC/Radio-Canada's value to Canadians.
- Ensure the sustainability of our Canadian schedules.
- Develop selective alliances and partnerships to extend CBC/Radio-Canada's value to Canadians.
- Reinforce the capacity of CBC/Radio-Canada to work as one integrated organisation.





High-quality, Distinctive Canadian Programming

Distinctive, high-quality Canadian programming is the essence of CBC/Radio-Canada. It is what we are best known and most appreciated for by Canadian audiences. They know that whenever they tune into CBC/Radio-Canada, be it Radio, Television or the Internet, they will find Canadian perspectives and Canadian stories.

Over the past two years, CBC/Radio-Canada has undertaken changes across all media lines to further distinguish itself in the Canadian broadcasting universe.

- English Television has transformed its programming schedule and reinforced regional presence and reflection to clearly define itself as a true public broadcaster. In the process the network has reconnected with Canadians – almost two-thirds of whom watch each week.
- French Television has revamped a considerable portion of its programming schedule, reinforced its role as cultural lifeline for French-speakers across Canada and captured almost 20 per cent of prime-time and over 14 per cent of all-day viewing by Francophones.
- English Radio began to re-design and expand its services for Canadians as audience figures soared.
- French Radio, already a major force for Francophones in Canada, has improved and extended services to even more French-speaking audiences across the country. The network achieved its highest market share since 1984.



Selected Achievements

More high-impact, high-quality Canadian programming

CBC/Radio-Canada is contributing to Canadian awareness and identity through innovative, nation-binding programming not available from any other broadcaster.

High-impact cross-cultural programs such as *Canada: A People's History / Le Canada : Une histoire populaire*; *The Last Chapter / Le Dernier chapitre*; *Random Passage / Cap Random* and *Trudeau* have been very popular with millions of Canadians eager to know more about their country.

Greater regional presence and reflection

CBC/Radio-Canada is connecting Canadians by increasing its presence in communities across Canada, bringing regional issues and perspectives to national audiences more often and decentralising production activities across Canada.

English Television has added nine News bureaus across the country and decentralised production across the board. Today, the national portion of *CBC News: Canada Now* is produced in Vancouver, *CBC News: Disclosure* in Winnipeg and Toronto, the new *Tom Stone* drama in Calgary, the epic *Random Passage / Cap Random* in Newfoundland, and the ever-popular *This Hour Has 22 Minutes* in Halifax.

French Television has opened 10 News bureaus across Canada and introduced a number of new drama programs produced outside Montreal in such locations as the Outaouais (*Rivière-des-Jérémie*), Abitibi, Vancouver and China (*L'Or*).

Our Radio networks continue to tell Canadian stories, increase regional reflection and deliver excellent news, public affairs and arts programming. At the same time, we are constantly evolving to stay vital and relevant, while reaching out to even more Canadians. French Radio, for example, recently added new transmitters and affiliate services in such places as Gaspé, Sudbury, Winnipeg and Rouyn and is extending services to another 18 communities from Newfoundland to Alberta.



As a result of all these changes, over 50 per cent of Canadian programming across all our schedules now reflects the regions; about 2,000 programming hours per week are produced in the regions and about 40 per cent of our operating expenditures support regional activities.

Continued leadership in journalism

CBC/Radio-Canada is innovating and adding new programs to maintain our leadership position as Canada's trusted source of news and information from across Canada and around the world.

Across the country, our Television and Radio News services have integrated operations and introduced state-of-the-art equipment, thereby boosting our industry-leading capacity to deliver live and breaking news coverage and special events from just about anywhere in Canada.

From around the world, our foreign correspondents are delivering Canadian perspectives on important global events, in English and French, on Radio, Television and New Media.

English Television revitalised and cut commercial time by half for *The National* and introduced a number of new programs including *CBC News: Canada Now*, *CBC News: Sunday*, *CBC News: Disclosure* and *CBC News Big Picture*.

French Television amalgamated *Le Téléjournal* and *Le Point*, launched *5 sur 5*, extended *L'Heure du Midi* to include more regional news, and extended the supper hour News bulletins of its four Western Canada stations to include more public affairs coverage. The network also opened the new Centre de l'information in Montreal, a state-of-the-art broadcasting facility that combines and digitises resources for the gathering and production of news for French Television and RDI.

Our Radio networks have added hundreds of hours of unique newscasts, documentaries, current affairs discussion and commentary each week.

Our websites, *cbc.ca* and *radio-canada.ca*, are continuously enhancing the offering of up-to-date information on local, regional, national, and international events, 24-hours a day.



Top showcase for Canadian talent, voices and faces

CBC/Radio-Canada is the country's most important vehicle for showcasing Canadian arts and culture and is strongly committed to nurturing Canadian creative endeavours.

English Television launched *Opening Night*, a celebration of the performing arts, and introduced exciting new Canadian drama series such as *Foreign Objects* and *Tom Stone*.

French Television increased Canadian cultural programming with *La Vie la vie* and *L'Été... c'est péché !* and added 13 new drama series, including *Rivière-des-Jérémie*, *Les Super Mamies*, *L'Or* and *Asbestos*.

French Radio airs *Aux arts, etc.* and *info culture* inserts that review various regional cultural activities.

English Radio continued to offer a wide range of arts programming with *The Arts Today*, *Arts Updates*, *Arts Reports* and *Writers & Company*.

Our websites, *cbc.ca* and *radio-canada.ca*, continue to highlight Canadian talent in literature, visual arts, theatre, films, and music.

Non-violent, commercial-free programming

CBC/Radio-Canada continues to strengthen its position as Canada's leading source of non-violent, commercial-free programming for Canada's next generation to whom we are reaching out in innovative new ways.



English Television has added over 750 hours of commercial-free new programming for children and youth, including such titles as *Spy Net / cbcSpyNet.ca* and *MythQuest* in the *Infomatrix* after-school time slot. CBC Television is now commercial-free and number one with children in the morning.

French Television has revitalised youth programming with such programming as *Au m@x*, *Sciences point com* and *Ayoye !*. French Television is number one with children in the afternoon.

English Radio launched new interactive Internet-based programming to reach more youth – *120seconds.com*, *newmusiccanada.com*, and *justconcerts.com*.

French Radio and New Media launched the highly popular and critically acclaimed *bandeapart.fm* and *bandeapart.tv* to showcase emerging talent and new musical styles.

More amateur sports coverage

CBC/Radio-Canada has long reflected the special place held by sports in the Canadian imagination. Watching or listening to broadcast games and getting to know our Canadian athletes has helped to bind Canadians to one another across the country.

All media lines worked together in an unprecedented fashion to deliver superior live coverage of both the Summer and Winter Olympics. Canadians certainly appreciated the service. Among the record-breaking audiences tuning in for Canada's women's and men's gold-medal performances in hockey, who will soon forget the national pride and celebration shared by all Canadians?

English Television has expanded and broadened its sports coverage to include a larger number and greater variety of amateur sports.

Both English and French Television featured a wide range of amateur sports, including the IV^{es} Jeux de la Francophonie, the 8th IAAF (International Amateur Athletic Federation) World Championships and both the Summer and Winter Olympics.

On *radio-canada.ca*, *Zone Sports* has emerged as the premier reference for sports enthusiasts in the Francophone market. The website offers complete, original, exclusive multimedia coverage.



A Well-managed Company

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. To further build CBC/Radio-Canada's capacity to deliver on its mandate, renewal work has included exciting changes to our operations and management.

These changes encompass highly interrelated pan-Corporate efforts to leverage existing assets to generate savings and new revenues for re-investment in programming, increase collaboration across media lines for added synergies and efficiencies, and forge partnerships to generate new cash flows and extend our reach to new audiences.

Selected Achievements

Leverage assets to add value to our programming

CBC/Radio-Canada is leveraging all available assets to generate savings and new revenues to re-invest in further programming enhancements.

We have identified savings through more efficient management of our five million square feet of real estate across Canada. As a starting point, new arrangements for our Broadcasting Centres in Toronto and Regina will yield \$6 million annually. This \$6 million is being re-directed into programming. Arrangements for other locations are now being considered.

An examination of our fleet of vehicles has identified substantial savings through an overall reduction in fleet size, clearer plans for acquisition or sale, maintenance, and exchange of vehicles between Corporate locations.

We are working to ensure more strategic tracking and assessment of emerging technologies and their implications for our broadcasting operations.



More collaboration across the entire Corporation

Taking advantage of digital technology and greater cooperation across media and markets, CBC/Radio-Canada is working to ensure more cross-media programming and promotion, greater use of core programming assets across as many platforms as possible, and consistent branding across the Corporation.

Demonstrating the incredible value of cooperation across linguistic and cultural lines, our English and French Television networks have delivered highly innovative, incredibly successful programs such as *Canada: A People's History / Le Canada : Une histoire populaire; The Last Chapter / Le Dernier chapitre; Random Passage / Cap Random* and *Trudeau*. We expect to deliver even more in the future.

Our News teams from Radio, Television and New Media worked together in an unprecedented fashion to bring Canadians complete, timely information, in English and in French, on September 11th and in the days and weeks that followed.

Working with the Television and Radio media lines, New Media has already made CBC/Radio-Canada a leading provider of appealing, impartial, non-commercial Canadian content on the Web. Building on this success, we are implementing a more coordinated approach to New Media content management.



The Ottawa Consolidation project will result in a modern digital facility integrating News rooms currently spread across locations in the National Capital Region, optimising the gathering, sharing, editing and distribution of news and information across all our media lines.



Build strategic partnerships and alliances

CBC/Radio-Canada is pursuing strategic partnerships and alliances to extend our reach, optimise investment, mitigate risk and create new revenue streams.

We take pride in the three new specialty channels in which CBC/Radio-Canada is a key partner: *ARTV* is the product of our partnership with Télé-Québec, BCE Media, ARTE France and Spectra. *The Documentary Channel* is possible thanks to our partnership with Corus, the National Film Board and four independent production companies. *Country Canada* is made possible through a partnership between CBC/Radio-Canada and Corus.

New Media has launched an affiliates program to create a network of partners.

We reached an agreement with Le Groupe Gesca / *La Presse* to cooperate on complementary activities, notably the Internet, special events and promotion. *Voilà !*, a new Television/Radio guide, is now distributed to 650,000 Quebec households.

We renewed and revamped our affiliates 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.



A Look Ahead

CBC/Radio-Canada remains committed to providing high-quality, distinctive Canadian programming to Canadians. Our strategy for enhancing our capacity to do so is clearly working! The Government of Canada sent an important note of confidence in CBC/Radio-Canada's renewal work with the provision of an additional \$60 million of funding for each of 2001-2002 and 2002-2003.

If CBC/Radio-Canada is to evolve and change to meet the needs of Canadians, however, more remains to be done:

- We continue to seek effective and predictable multi-year funding.
- We are working on securing continuous and equitable access to the Canadian Television Fund.
- We are encouraging a re-balancing of public policies in support of distinctive Canadian television.
- We are seeking access to the necessary broadcast spectrum to extend the reach of CBC/Radio-Canada Radio services.
- We are seeking amendments to the *Broadcasting Act* to reinstate CBC/Radio-Canada's place in today's more complex broadcasting system.

Our goal is to build a strong and vibrant CBC/Radio-Canada that serves Canadians with high-quality, distinctive Canadian Television, Radio and New Media programming.

