

FRENCH RADIO

CBC French Radio is the only public French-language radio service in North America. Distinctly unique, it is noted for the quality, variety and innovation of its programming; the impartiality, credibility and scope of its news coverage; the leading role it plays in the development of Canadian talent, its active participation in Canada's cultural life in general; its deep regional roots; and finally its non-commercial nature.

In accordance with its mandate, it offers the Canadian public highly varied programming that informs, enlightens and entertains, and that fosters cultural expression and exchange. Its programming is broadcast by means of the following two services:

- an AM network focusing on news and current affairs, local and regional service, issues of daily concern and popular French-language music;
- an FM stereo network devoted to classical music and jazz, particularly to Canadian composers, new talent, Canadian musical groups (orchestras, small and large ensembles, etc.), culture (drama, literature, history, etc.) and radio creations.

1992-93 OBJECTIVES AND PERFORMANCE

REFLECTION OF CANADIAN LIFE

Objective: *To broadcast stimulating, up-to-date programming that faithfully reflects Canadian life and enables listeners to acquire a better understanding of themselves and of each other.*

The AM and FM stereo network schedules complement each other with their content while maintaining their own distinctive personalities.

To maintain this balance and even improve it, the Vice-President, French Radio, set up two schedule committees (AM and FM stereo), whose mandate is to examine all projects that may improve programming and to decide on their relevance.

Schedule changes

During fiscal year 1992-93, French Radio changed its program schedules considerably so as to better meet the needs and expectations of its listeners.

Schedule changes include:

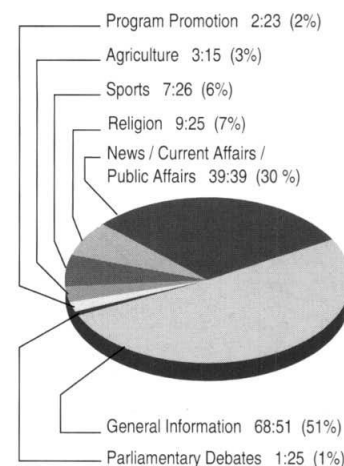
on the AM network (summer 1992),

- *Ça déménage*, a daily magazine show which attended various cultural events and promoted francophone music;
- *Le Procès de l'État-providence*, an 11-program series that took a critical look at the end-of-the-century crisis being experienced by the elected officials of our modern governments;

on FM (summer 1992),

- *Montréal au fil des notes*, a series relating the history of musical life in Montreal from 1880 to 1950;
- as part of *Documents*, a series entitled "L'Amérique et l'histoire" produced by the CBC stations in Vancouver and Quebec City;
- *L'Été canadien*, a series produced by various regional stations to convey characteristics of the summer season in various Canadian regions;
- *Droit de cité*, a radio experiment in which characteristic elements of Montreal's sound landscape were caught live and transformed in the studio to offer listeners a striking reinterpretation of the city through sound;

**Schedule Analysis of
CBC French AM Radio**
One Typical Week - 1992-93 Season
(132:28 hrs:min)



FRENCH RADIO (cont'd)

on AM (1992-93 season),

- broadcast of regional news after the national news, rather than before the hour;
- *Vents d'ouest*, a new daily sociocultural magazine program from Vancouver;
- *C'est la faute aux médias*, a weekly program examining print and electronic media practices;

on FM (1992-93 season),

- *Le Biographe et sa passion*, a series of conversations on a biographer's passion for his subject;
- *Textuel*, a new daily feature presenting both fictional works and works belonging to the literary heritage;
- *Les Portes du matin*, a renewed early morning program featuring music from all periods and reports on current musical and cultural affairs in Montreal and the regions;
- *Chansons en liberté*, a new daily program presenting song in all its dimensions, both classic and lesser-known airs from the French repertoire of Europe and America.
- *Les Chants magnétiques*, a weekly program featuring a range of concerts representative of the various trends in today's music.

Specials

Again this year, French Radio offered its listeners numerous specials. These included:

- coverage of the referendum campaign, including five specials between October 24 and 27;
- the Earth Summit in Rio de Janeiro;
- the Summit of the Seven Major Industrialized Countries in Munich;
- the 8th International Conference on AIDS in Amsterdam;
- on the occasion of the 500th anniversary of the discovery of America and the 350th anniversary of the founding of Montreal, a series of varied activities produced in cooperation with the Communauté des radios publiques de langue française and including a musical

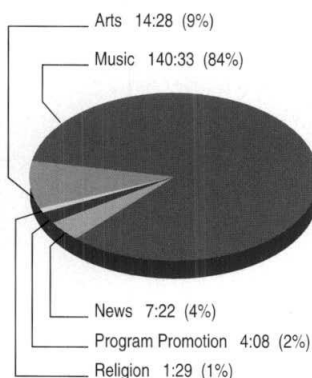
quiz, a jazz competition, a CBC-commissioned work by Canadian composer Gilles Tremblay, broadcast, live or taped, on more than 25 radio networks belonging to the European Broadcasting Union, and a cross-Canada contest in which over 600 people from all parts of the country took part.

Young listeners

Throughout the past year, French Radio has paid particular attention to its young listeners by presenting various programs designed for or about them:

- the daily phone-in program for children aged 6 to 12, 275-ALLÔ, and the fourth edition of the 275-ALLÔ/*Le français, on en parle* contest, organized in cooperation with the Quebec Department of Education and various school boards in Canada; the program received nearly 400 entries and rewarded 21 winners from the Montreal region, other parts of Quebec, Ontario and Manitoba;
- *Le Sommet des 10-12*, which brought together in Montreal, during the summer of 1992, 17 young people from throughout the country, chosen from among nearly 2,000 participants in a contest organized for the 125th anniversary of Canada; their meetings and visits were the subject of a radio series consisting of 10 half-hour programs;
- *Le Péril jeune*, a six-program series designed like a real radio-clip, which gave people aged 18 to 30 the opportunity to talk about their life, their dreams, their problems, their aspirations, their way of seeing the future and the world;
- on the FM network, *1, 2, 3, nous irons au bois*, a radio quiz in the form of a daily sketch, featuring children and the way they see the world;
- *Ici Ados Canada*, a program presenting the results of an important survey on young Canadians aged 13 to 20, simulcast with French Television and followed by a radio phone-in program;
- *Les Jeunes Artistes*, a weekly program broadcasting recitals by the most

**Schedule Analysis of
CBC French FM Stereo Network**
One Typical Week 1992-93 Season
(168:00 hrs:min)



FRENCH RADIO (cont'd)

promising young performers from the various regions of French Canada;

- *Les Maîtres de musique*, a weekly program that featured students from various schools of music working with nationally and internationally known musicians.

In line with the Corporation's communications objectives, programming was promoted through an intensive publicity campaign articulated around the slogan *Pour le plaisir de découvrir* for the AM network and *Découvrez la différence* for FM Stereo.

FRANCOPHONE CULTURE

Objective: *To maintain French Radio's leadership role in the expression of various aspects of francophone culture, particularly on cultural, musical and general interest programs.*

From Monday to Friday on the FM Stereo network, *Radio-Concert* carries public concerts, live or delayed, from Canada or elsewhere. During 1992-93, 68% of the works broadcast were Canadian. Of the 145 Canadian works broadcast, 49 were creations. Furthermore, 27% of the concerts were produced in the regions, i.e., Quebec City, Ottawa, Moncton, Winnipeg, Vancouver, Edmonton and Chicoutimi.

Cultural programs:

- the programs *Atelier de création radiophonique*, *Textuel* and *Théâtre en clip* broadcast more than one hundred works drawn from Canada's poetic, literary and dramatic heritage;
- *Théâtre en clip* enabled some twenty producers and writers to participate in the production of radio dramas;
- the series *Pour faire une longue histoire courte*, which had presented conversations between authors Victor-Lévy Beaulieu and the late Roger Lemelin, was published in book form.

In the general interest programs category, the major project in the cultural area was

a special French Radio commission, *Cartier*, a radio fantasy by singer Robert Charlebois, heard by thousands of public radio listeners in France, Belgium and Switzerland. An album drawn from the same work was launched in cooperation with a private production house.

REGIONAL REFLECTION

Objective: *To broadcast programming that faithfully reflects the regions and sub-regions.*

Throughout the summer of 1992, French Radio regional stations presented concerts from the numerous festivals held across the country. These concerts were carried on the program *L'Amérique en festival*.

- The current affairs program *Le Midi-15* visited seven regions of Quebec, and the business magazine *Les Affaires et la vie* was broadcast from Quebec City, with the participation of decision-makers and business promoters.
- *Le Forum des régions*, a series of five programs was produced by the Chicoutimi station, in cooperation with the stations in Rimouski, Sept-Îles, Matane, Quebec City and Ottawa. The "Salon du livre" in the Outaouais region, Quebec City and Montreal were host to several AM and FM Stereo network programs, including *Tout compte fait*, *En direct*, *D'un soleil à l'autre*, *En toutes lettres* and *Émergences*. Finally, for the St. Jean Baptiste Day celebrations, the AM network broadcast four specials from various regions including, from Windsor, a show by the group Kashtin. (See also "Regional Broadcasting," p. 49.)

DEVELOPMENT OF CANADIAN TALENT

Objective: *Develop and promote Canadian talent at home and abroad.*

The production and coproduction of cultural events on the network and in the regions have been French Radio's main

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accomplishment in this area. Numerous festivals, book fairs and other events have been featured on specials or in regular programming.

During the summer of 1993, the *Festival des festivals*, broadcast from Quebec City, will be the culmination of all the regional festivals held over the year. This activity will bring together the winners of the various festivals and introduce them to all the regions.

Since July 1992, one of the FM network's spoken cultural programs has been broadcast every Tuesday by "Victor", the Radio-France satellite beaming to all of Europe.

In the context of coproductions with the "Communauté des radios publiques de langue française," a French song magazine show which includes Canadian performers is broadcast weekly by the public radio services of France, Belgium, Switzerland and Canada.

CBC French Radio also encourages the development of Canadian talent by holding music and literary competitions, including:

- the National Radio Competition for Young Composers,
- the National Competition for Young Performers,
- the National Radio Competition for Amateur Choirs,
- le Concours de nouvelles, and
- le Concours d'oeuvres dramatiques radiophoniques.

CBC French Radio also promotes young authors, composers and performers by giving them an opportunity to produce recordings. This year, 10 phonograms were produced by the FM Stereo network and 29 recordings were produced for the AM network program *Multipiste*.

On the occasion of Chicoutimi's 150th anniversary, FM Stereo broadcast a work by Isabelle Panneton, *Mimésis*, which was commissioned by Radio-Canada.

FM Stereo also presented the opera *Le Prix*, created by composer Jacques

Héty with a libretto by Yves Beauchemin. This network also coproduced with a publishing house a set of four compact disks of the works of composer Serge Garant as well as a recording of the "Ensemble de la Société de musique contemporaine du Québec."

The program *Atelier de création radiophonique* aired some 20 original works by Canadian authors, including Michel Garneau, Jeanne-Mance Delisle and Gaston Miron, to name but a few.

MANAGEMENT

Objective: To increase productivity.

French Radio contributed in various ways to meeting the Corporation's productivity objectives.

For example, it developed a performance appraisal system for producers, as well as an evaluation program for contract journalists. Furthermore, the Vice-President, French Radio, holds monthly meetings with groups of employees who are invited to suggest ways of improving efficiency on the job and stimulating creativity.

French Radio also broadcast several programs simultaneously with other CBC media. These included:

- the *Fête du Canada Day* supershow on July 1, live on AM Radio and simulcast on French Television, English Television and English Radio;
- the *Super Concert Canada 125* presented at the Montreal Olympic Stadium by the Montreal Symphony Orchestra and the Toronto Symphony Orchestra, simulcast by the English and French FM Stereo and SRC Television networks;
- the end-of-year review *Bye Bye 92* live and simulcast on French Television and the AM network;
- the inaugural concert of the Glenn Gould Studio in Toronto, live and simulcast on English Radio;
- 35 concerts produced beforehand by CBC English Radio, aired on *Radio-Concert*.

FRENCH RADIO (cont'd)

PRIZES

French Radio craftspeople have distinguished themselves again in 1992-93 by winning a number of prizes on the national and international scenes:

- Cynthia Dubois won the Grand Prix Paul-Gilson 1993 for the best radio documentary, given by the "Commission culturelle de la Communauté des radios publiques de langue française (CRPLF)" for her production of *À la recherche de la prairie perdue*, featuring a Métis woman story-teller from St. Boniface, Manitoba;
- Pierre Gariépy, Religious Programs producer, won the "Prix de l'Office des Communications Sociales 1993" in the radio program category for *Les Jésuites d'hier à aujourd'hui*, a 13-program series presented on the AM network;
- Michel Labrecque, journalist on *Dimanche-Magazine*, won the Imperial Oil Company's 1992 Prix d'excellence for cultural journalism (French language), given by the Canadian Conference of the Arts, for a set of five reports on various cultural topics;
- Marc Bourgault, journalist on *Aujourd'hui la science*, won — for the third consecutive year — one of the prizes awarded by the "Association des rédacteurs scientifiques" in the short reports category;
- André Major, Cultural Programs producer and writer, won the "Prix Athanase-David" for his overall literary work.

AUDIENCE DATA

Over the past five years, the French AM and FM networks have maintained their relative importance in an increasingly competitive context.

In the fall of 1992, CBC French Radio reached 788,000 individual listeners during a typical week. Of this number, nearly 20% (149,000 listeners) listened to both AM and FM. The total reach of the AM network was 634,000 listeners each of whom devoted an average of nine hours a week to listening to programs. The FM Stereo network reached 303,000 individual

listeners, who devoted an average of seven hours to listening to its programs.

During the same period, the total hours tuned, for CBC French Radio, came to 7,978,000 in the fall of 1992. This total represents a slight upward trend (+3%) compared with the fall of 1991, but is 6% below that of the spring of 1992, which had been particularly noteworthy. The total hours tuned for the AM network (5,786,000) were slightly higher than in the fall of 1991, but lower than in the spring of 1992. On the FM Stereo network, the total hours tuned were quite similar to the results obtained in the fall of 1991, but down in relation to the spring of 1992.



Colette Boky, Joseph Rouleau, *Le Prix*.

FUTURE PROSPECTS

CBC French Radio will continue to play a significant and distinctive role in the media environment. This is the commitment it made in its application for the renewal of its network licences to the Canadian Radio-television and Telecommunications Commission (CRTC).

The licences were renewed for seven years and, on that occasion, the CRTC, in addition to emphasizing the overall excellence of CBC Radio programming, also referred to the authentically Canadian character of its news and current affairs programs and to the fact that the CBC's FM Stereo radio service constitutes a vital cultural link for many Canadians.

Share of Francophone Listening in CBC-Areas* Captured by CBC French AM and FM Radio, among French Stations

Monday - Sunday, 5 a.m. - 1 a.m., 12+

BBM Survey	SRC AM	SRC FM	SRC Total
Spring 90 **	6.1%	3.0%	9.1%
Fall 90	6.2%	2.6%	8.8%
Spring 91	6.4%	2.5%	8.9%
Fall 91	6.5%	2.3%	8.8%
Spring 92	7.1%	2.5%	9.6%
Fall 92	6.7%	2.0%	8.7%

* Serviced by a CBC-owned station.

** 7 yrs +

Source : CBC Research (BBM)

CBC FRENCH AM RADIO SCHEDULE

September 1992 - June 1993

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
5:35	Méditation							
5:40	D'un soleil à l'autre (en reprise)					Méditation	Méditation	
6:00	Radiojournal				Radiojournal	Émissions régionales	Émissions régionales	
7:00	Radiojournal							Radiojournal
8:00	Radiojournal	Émissions régionales						
8:30								
9:00	Tout compte fait						Radiojournal	
9:30						Émissions régionales	Dimanche magazine	
10:30	En direct							
11:00								
11:30							Aujourd'hui la science	
12:00						Radiojournal	Radiojournal	
12:15	Radiojournal					Signes des temps		
12:30	Le Midi-15					Les Affaires et la vie	Politique	
1:00							Double expresso	
1:30	Et quoi encore							
2:00	Par 4 chemins							
2:30						Nostalgies	Multipiste	
3:00	Émissions régionales							
3:30								
4:00	Émissions régionales					Tournée d'Amérique		
4:30						C'est la faute aux médias		
5:00						La Semaine à la Chambre des communes		
5:30						Radiojournal	Radiojournal	
6:00	Radiojournal	Les Actualités				Hebdo sports	Les Débats à l'Assemblée nationale	
6:30	D'un soleil à l'autre							
7:00	275-Allô							
7:30						Le Pré-match / Le Hockey des Canadiens	Sur les traces d'un maître	
8:00	L'Aventure							
8:30								
9:00						Ici Vancouver	Dialogue	
9:30	Vol de nuit							
10:00	Radiojournal							
10:30	Par 4 chemins (en reprise)						Célébration	
11:00							Émergences	
11:30	Vents d'ouest							
12:04	Pensées de la nuit							
12:09	Le Voyage intérieur							
	Sign-off							

- ☒ News / Public Affairs ☒ Sports ☐ Religion
☒ General Information ☒ Agriculture

CBC FRENCH FM STEREO SCHEDULE

September 1992 - June 1993

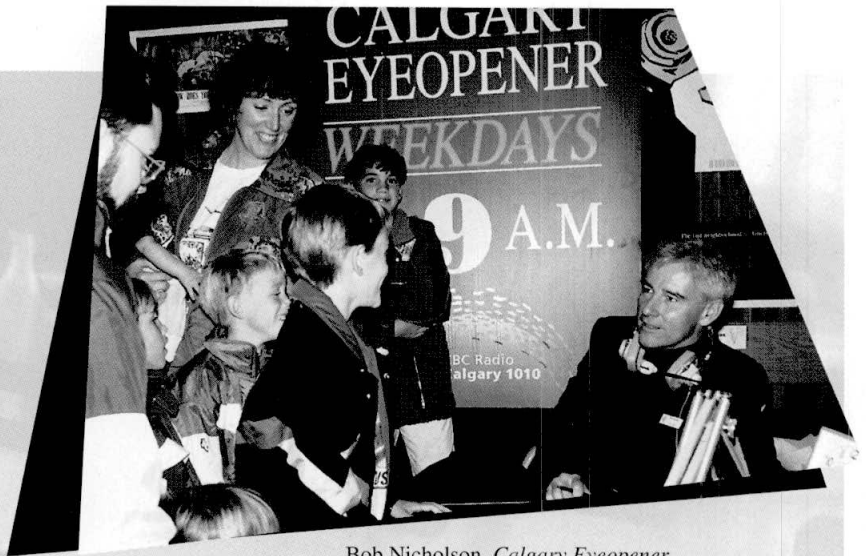
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
12:05	Pensées de la nuit						
12:10	Le Voyage intérieur						
12:40	L'Embarquement pour si tard					Musique de nuit	Musique de nuit
3:55	La Corde sensible (en reprise)						Musique en fête (en reprise)
5:00							
5:55	Méditation						
6:00	Radiojournal	Les Portes du matin				Radiojournal	La Grande Fugue
7:00	Radiojournal						
8:00	Radiojournal						
9:00							
9:05	Musique en fête					La Grande Fugue	Musique sacrée
9:30							
10:00							
11:00	En scène	Documents	Langue et espace francophone	Au fil du temps	À l'écran	Chronique du disque	Les Jeunes Artistes
11:30	Théâtre en clip	Atelier de création radiophonique					
12:00	Radiojournal						
12:10	En toutes lettres					Des musiques en mémoire	L'Écran sonore
12:30	La Corde sensible						
2:00	Carte blanche					L'Opéra du samedi	Littératures actuelles
2:30							
4:30						L'Opéra du Metropolitan	Tribune de l'orgue
5:05	Le Biographe et sa passion	Passages	Le Lieu commun	Tangentes	Synthèse		
5:15						Correspondances	Les Grandes Religions
5:30	Radiojournal						
5:50	1,2,3, nous Irons au bois					Radiojournal	Radiojournal La Farandole
6:00	Musique de table					La Farandole	Musique actuelle
7:00	Chansons en Liberté					Le Petit Chemin	
8:00	Radio-Concert						
8:30							
9:00						Jazz sur le vif	Les Maîtres de musique
10:00	Radiojournal						
10:10	Textuel				Je vais et je viens entre tes mots	Jazz sur le vif	Jazz sur le vif
10:30	X Y Jazz						
11:00							
11:30							
11:45						Chants magnétiques	Échanges radiophoniques
12:00							
	Sign-off						

News / Public Affairs
Music

Arts
Religion



From Regina, Bruce Steele,
What on Earth, English TV Network.



Bob Nicholson, *Calgary Eyeopener*,
during CBC Calgary Open House.



From Ottawa, Marie-Claude Lavallée,
Maxence Bilodeau,
SRC Bonjour, French TV Network.

From Winnipeg, Stéphane Langdeau,
Suzanne Kennely,
Les Petites Oreilles,
French Regional Radio.



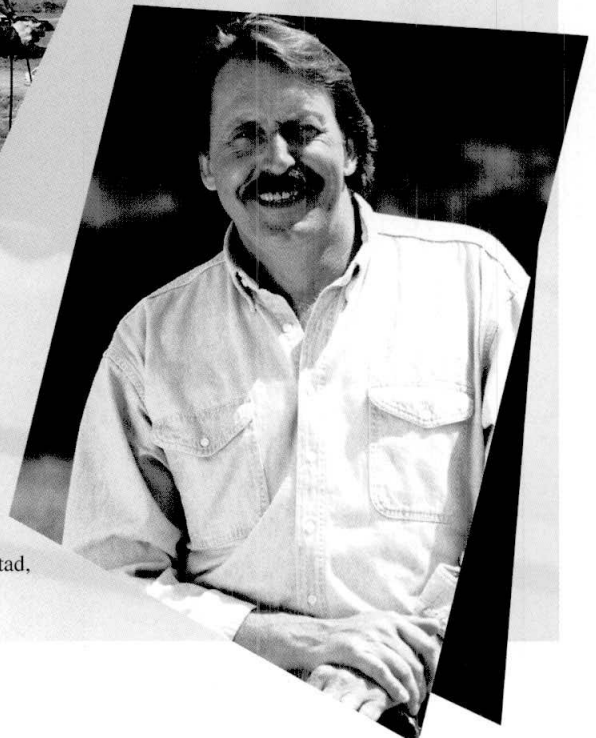
Jim Nunn, Norma Lee MacLeod,
at the site of the Westray Mine
Disaster, *1st Edition*, Halifax.



From Vancouver, Sylvie L'Écuyer,
Vents d'ouest, AM Radio network.



From Ottawa, Wayne Rostad,
On the Road Again,
English TV Network.



REGIONAL BROADCASTING

Regional stations continued to deliver a broad range of regional and local programs through four distinctive services, English and French regional television and English and French regional radio. Each of these services has evolved in its own way, responding to different sets of community needs, preoccupations and aspirations.

HIGHLIGHTS

This past fiscal year was another period of transition for regional stations as they adapted to providing services with a much reduced resource base. In order to cope, regional stations across the country turned to cross-cultural and cross-media initiatives, as radio and television, French and English services, increasingly examined opportunities for collaboration in the area of news coverage, current affairs programs, etc.

1992-93 OBJECTIVES AND PERFORMANCE

PROGRAMMING

Objective: *Identify the needs of regional communities and ensure the relevance of regional programs to these needs.*

A national committee composed of representatives from all media components (French and English Radio and Television) was set up to define the concept of "regional reflection" and to study the ways and means of enhancing regional reflection in CBC programming.

English Services

English Television focused on repositioning the supper-hour news and current affairs block which was expanded from 60 to 90 minutes, starting at 5:30. The 5:30 to 6:00 segment provided a new and interesting approach to current affairs programming which was unique in many regional coverage areas. At year's end, English regional television stations were about to assess, with the Network, the success of the initiative and the audience reaction to changes in the schedule.

English Radio, for its part, has kept attuned to events and needs in various regions. For example:

- In May 1992, the Quebec Region marked Montreal's 350th birthday with five days of special commemorative programming. Six local, regional and national shows explored six facets of Montreal's past, present and future before live audiences at the Canadian Centre for Architecture.
- Saskatchewan placed two aboriginal people in permanent positions at the La Ronge station, strengthening CBC Radio's portrayal of the native community in the province.
- Manitoba introduced *Window on the Arts*: a 90-second arts information bulletin heard each weekday afternoon on both Radio and Stereo.

Other regional stations were equally active in their communities. (See "CBC and the Public," p. 68.)

Audience Share to CBC English TV Supper-Hour Programs

(Central Markets) Monday - Friday

	Spring 92		Spring 93	
	5:30 - 6 p.m. %	6 - 7 p.m. %	5:30 - 6 p.m. %	6 - 7 p.m. %
St. John's	25	64	64	54
Charlottetown	26	65	38	64
Halifax	13	25	6	21
Saint John/Moncton	7	13	5	13
Montreal	18	20	14	15
Ottawa	11	15	6	8
Toronto	14	9	3	7
Winnipeg	22	30	7	25
Regina	26	25	14	12
Edmonton	9	8	9	5
Vancouver	12	13	6	8

Source : CBC Research (BBM)

REGIONAL BROADCASTING (cont'd)

French Services

Following changes to the mandate and structure of CBC regional services in 1990 and 1991, many consultations were held with the francophone regions most affected, Ontario and Eastern Quebec. Similar consultations were held for French Radio in New Brunswick, Saskatchewan and Eastern Quebec.

Joint network-regional committees were set up in both radio and television, to coordinate efforts and initiatives intended to enhance regional programming.

Audiences for French Television regional supper-hour news and current affairs programs *Ce soir* increased significantly in most areas, notably in those which had been affected most by the 1990 restructuring.

Programming highlights in French Regional Radio included the launching, in the Ontario/Outaouais Region, of a music competition designed for young performers in the Outaouais and Abitibi-Temiscamingue areas. In addition, the Manitoba Region produced 90 new programs for the youth series *Les Petites Oreilles* which is broadcast by seven regional stations.



Lesley Ewen, *The Beat*, produced in Vancouver for broadcast on the CBC Radio and Stereo networks.

VISIBILITY

Objective: *Ensure that each region is adequately represented on the networks.*

The national television and radio services of the CBC remain rooted in the regions. These regions are reflected on a daily basis through some form of programming, either in terms of insertions in regular programs, complete series or regional specials.

English Radio

In English Radio, regional originations of network programs have increased significantly between 1988 and 1992. Full program originations from the regions (not counting program inserts) now account for 142 hours per week, or more than half of all network air time. When another 42 hours per week of local/regional programs for local/regional broadcast is added to the mix, regional production accounts for 184 hours a week, or about 60% of all the programming heard on CBC Radio and CBC Stereo.

Average Francophone Audience to Principal CBC French TV Supper-Hour News Programs
Monday - Friday

	Spring 92		Spring 93	
	6-6:30 p.m. (000's)	6:30-7 p.m. (000's)	6-6:30 p.m. (000's)	6:30-7 p.m. (000's)
Moncton	29	18	37	29
Quebec	74	56	92	71
Eastern Quebec	19	15	36	28
Ottawa-Hull	18	12	29	25

Source : CBC Research (BBM)

REGIONAL BROADCASTING (cont'd)

Examples of regionally-produced English Radio network programs broadcast on a regular basis are: *Cross Country Checkup* (Montreal), *Mostly Music* (Ottawa), *Music Alive* (Halifax), *Gabereau* (Vancouver), and *RSVP* (Winnipeg).

English Television

During the 1992-93 regular TV season, approximately 44% of programming was produced regionally. This programming ranged from high-volume series and co-productions, such as *The Urban Peasant* (Vancouver), *What On Earth* (Regina), and *Country Beat* (Edmonton), to the most demanding dramatic forms, such as *Northwood* (Vancouver) and *Codco* (Halifax).

Most sports programming (hockey, football, and *CBC Sports Weekend*) is produced using combinations of resources from multiple regional locations. Series such as *Meeting Place* are produced by regional centres on a rotational basis. (See also "English Television," p. 20)

French Radio

Twelve percent of the AM network schedule programs are produced in the regions; about 7% are program segments and 5% complete programs; among these, *Vents d'ouest* and *Ici Vancouver* from Vancouver and *Tournée d'Amérique* from Ottawa.

On FM, nearly 10% of the network schedule comes from the regions; about 6% of the contributions are program segments and nearly 4% are complete programs. These include, from Vancouver, *X Y Jazz*, from Quebec City, *Synthèse*, and from various regions, *Documents*.

It should be noted that local and regional programming in each station is scheduled during prime time, from Monday to Friday, between 6:00 a.m. and midnight, for a minimum of 22% of the content, this proportion rising as high as 62% in some cases.

At the end of fiscal year 1992-93, it was decided that the agriculture program *D'un soleil à l'autre* would be produced from Quebec City starting in the fall.

During fiscal year 1993-94, French Radio, in cooperation with Regional Broadcasting Operations, will work on developing a plan designed to further increase regional station contributions to the networks and to create more opportunities for exchanges and communication between the networks and the regions.

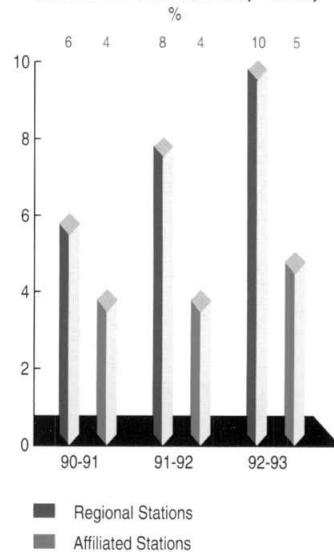
French Television

Over the last two years, regional contributions to the French television network from CBC-owned stations and affiliates increased from 10% to 15%.

To meet the national objective of ensuring the presence of all regional stations in network programming, Regional Broadcasting Operations financed, in each region, a team whose main purpose was to focus on contributions to the network. For example, these teams provided *Le Point* with regional news insertions throughout 1992-93.

Full regular series this season included: *L'Art de vivre*, a magazine for young retirees, and the children's program *Kim et Klip*, both from Quebec City; the variety program *Maritimes en direct* from Moncton; from Ottawa, the family game *Manigances*; and the new series on regional cuisine, *La Cuisine au quotidien* from Sherbrooke, Moncton, Ottawa and Vancouver.

Regional Contributions to the CBC French TV Network Schedule
Season to end of March, Monday - Sunday



REGIONAL BROADCASTING (cont'd)

CBC affiliates maintained their contributions to the network: *Les Anges du matin* and *Vie de famille* were produced in Sherbrooke while *Comme on est* originated daily from Trois-Rivières.

Regional stations also contributed numerous specials which reflected popular events across the country.

MANAGEMENT

Objective: Ensure that programming and station objectives are achieved at the best possible cost.

Numerous efforts to streamline operations and increase productivity were put forward, with the emphasis on the exploitation of information systems and the potential offered by new technologies.

INTERNAL RELATIONS

Objective: To establish formal communication channels with other media Vice-Presidents and with staff Vice-Presidents.

The Regional Directors' meetings continue to serve as the official forum for consultation with all the media Vice-Presidents on programming and other matters. Other meetings between media and staff Vice-Presidents take place on an ad hoc basis to deal with current issues.

EQUITY / BILINGUALISM

Objectives: Increase the presence and the participation of women, natives, the disabled and visible minorities on air and in other areas of the Corporation. Also ensure that regional management respects the Official Languages Act.

Most regions have managed to meet their Employment Equity goals. Nonetheless, regional management continues to ensure that employment equity and bilingualism concerns are represented on selection committees.

Other initiatives such as Native training programs, working in concert with Indian and Northern Affairs, are examples of the proactive measures being taken by regional management in this area.

CORPORATE IMAGE

Objective: Reinforce the image of the Corporation in all regions.

All regional stations strive to build and maintain a strong image of the Corporation across the country. In this regard, Regional Directors and production staff are active and present in their communities, reinforcing the importance of the CBC as a public service. (See also "CBC and the Public," p. 68.)

REGIONAL BROADCASTING (cont'd)

CBC NORTH

The Corporation's regional services also include CBC North which broadcasts in English, French and eight native languages: Inuktitut, Dogrib, Chipewyan, North and South Slavey, Gwich'in, Cree and Inuvialuktun. CBC North covers more than 4 million square kilometres, encompassing the Yukon, the Northwest Territories and Arctic Quebec. In radio, it provides the daily lifeline whereby isolated communities communicate with one another and inform themselves on events and issues.

CBC North's 35th anniversary of service to northerners saw completion of the first phase of the Regional Office relocation from Ottawa to Yellowknife, and unprecedented levels of coverage on major northern and national stories.

Programming Highlights

In 1992-93, CBC North's radio and television coverage presented events from a northern perspective. For example, radio and television produced special coverage of the plebiscite for division of the Northwest Territories, the Yukon Territory general election, the ratification vote for the Nunavut Land Claim, the triennial meeting of the Inuit Circumpolar Conference in Inuvik, NWT, the summer Constitutional Conferences and the Quebec and national referenda. A major national story, the disaster at the Giant Yellowknife Mine, was the object of special and regular programs in the region and on the national network.

Celebrations on air, on stage, in the new regional office and at stations from the Yukon to Montreal marked the beginning of CBC North's 35th anniversary year. Events centred around the two-hour radio program, *At Home in the North*, anchored from the new Regional Office and travelling live to broadcast centres in Whitehorse, Inuvik, Rankin Inlet, Yellowknife, Iqaluit and Montreal. Events in stations across the North—ranging from

open houses to community remotes— attracted an estimated 1,000 visitors to share in the celebrations and programming. Musical entertainment and program segments in nine languages culminated with the official opening of the Regional Office by CBC President Gérard Veilleux. On stage, the 14th annual *CBC True North* concert drew together a premiere selection of performers from the Yukon, NWT and northern Quebec for two sell-out shows. The program appeared nationally on Canada Day.

Management Changes

A major re-evaluation and reorganization of management structure took place following relocation of most senior management functions to Yellowknife. CBC North managers have devoted great energy to refining their approach to business, in keeping with the Corporation's emphasis on Repositioning.



Inuit vocalist Susan Aglukark, Dettah drummer Joe Charlo, *CBC True North Concert*, Yellowknife.

SPECIALTY SERVICES

NEWSWORLD

This past year was one of change for Newsworld. With the granting, by the CRTC, of a new seven-year licence term and pass-through rate of \$0.55 per month per subscriber, the future promises even more comprehensive coverage of events in Canada and around the world

In November, *The National*, the CBC's premier newscast, moved exclusively to Canada's 24-hour news network. With five updated versions each weeknight, *The National* delivers the latest news and, for the first time, features a national sportscast and weather report.

Also in November, Newsworld began to feature segments from the BBC's prestigious World Service Television which now gives Canadians access to stories filed by hundreds of BBC International correspondents based in more than 50 countries worldwide.

In the past season, Newsworld added several new weekend programs, including *Sense of History* with Knowlton Nash, *Passionate Eye*, a series of thought-provoking documentaries, and *Media*, a series enabling people to understand the process of journalism.

Newsworld's viewers have responded well to these changes. During the regular season, the network's average weekly reach was 5.7 million, up from 4.8 million the previous year. The share has increased by more than a third over the same period.



Alison Smith, *The National*.

RADIO CANADA INTERNATIONAL

In 1992-93, Radio Canada International broadcast a minimum of 232 hours a week in seven languages (English, French, Ukrainian, Russian, Arabic, Spanish, and Chinese), to North and South America, the Caribbean, Africa, Europe, Russia and the other successor states to the USSR, and Asia.

In English, RCI broadcast 11.5 hours a week to Latin America and 9.5 hours in French; to the Caribbean, 11.5 hours in English and 11.5 hours in French; to the United States, 19.5 hours in English and 10.5 in French; to Europe, 26.5 in English and 21.5 in French; to Africa, 14.5 hours in English and 11.75 in French; to Asia and the Indian subcontinent, 10.5 hours in English and 3.5 hours in French; to the Middle East, 3.5 hours in English and 3.5 hours in French.

Material specifically targeted for Canadians abroad, consisting of the most popular domestic CBC programs, was broadcast to all target areas and totalled 53.25 hours a week in English, and 28 hours a week in French. RCI broadcast 15.75 hours a week in Russian, and 15.75 hours in Ukrainian, 7 hours a week in Chinese (Mandarin), 10.5 hours a week in Spanish, and 7 hours a week in Arabic.

RCI also sent Canadian recorded 'pop' music to nearly 300 radio stations around the world, documentary material in five languages to another 100 or more stations, and had programs rebroadcast on domestic networks in Russia and several other countries.

As well, RCI produced English and French programs specifically targeted to Canadian peacekeeping forces in the former Yugoslavia, Cyprus and Somalia. The programs contained material about their hometowns and featured messages from their families in Canada.

SPECIALTY SERVICES (cont'd)

In addition, RCI supplied programming to Canadian Armed Forces English and French radio stations in Lahr, Baden-Soellingen, Ramstein, and Heidelberg in Germany, and Brunssum in the Netherlands.

RCI also produced English language lessons for broadcast on domestic stations in foreign countries. The lessons were carried on 14 stations in major cities in China, 22 stations in Russia including Moscow, Stavropol, Chita, Krasnoyarsk, Perm, Novgorod and many others, on a 23-station national network in Ukraine, on an 11-station national network in Latvia, and on a seven-station national network in Estonia.

RCI is funded through a Contribution Agreement with the government of

Canada and the grant is administered by the Department of External Affairs. This grant was cut by 10% for the fiscal year 1993-94.

PARLIAMENTARY CHANNEL

At the request of the House of Commons Board of Internal Economy, the CBC relinquished its mandate to manage operation of the Parliamentary Channel, whose main task was to televise the deliberations of the House. The Corporation took the necessary action to ensure a smooth transfer of its responsibilities to the Cable Parliamentary Channel Inc., a consortium made up of a large group of private Canadian cable television companies.

EXTERNAL ACTIVITIES

INTERNATIONAL RELATIONS

In 1992-93, CBC/SRC received 146 international radio and television awards, among which the renowned Golden Rose of Montreux for *Night Moves: Brian Orser*. As well, four CBC/SRC productions were nominated for an International Emmy. Of those, *To Sell a War (the 5th estate)* received the Emmy in its category, as did the co-production *Picture on the Edge*.

In addition to this international recognition, the Corporation received 42 national radio and television awards, among which the top TV Award of Excellence for *Le sang des autres : une question de vie ou de mort (Enjeux)*, and the top Radio Award of Excellence for *Breaking the Silence: the Politics of Breast Cancer*, given by the Canadian Nurses Association.

More than 250 visas and permits were issued to the crews of all major radio and television programs assigned to cover events in Yugoslavia, Russia, the Slovak and Czech Republics and Mexico, to name just a few.

CBC broadcast training experts were sent to Namibia, South Africa, Rwanda, Burundi, Gabon, Tchad, Malaysia, India, Trinidad and Barbados under the aegis of UNESCO, ITU, the Commonwealth of Learning in Vancouver and the South Africa Educational Trust Fund in Ottawa.

Some 60 visitors, including broadcasters from Ukraine, South Africa, China, and EC countries, visited CBC installations across the country.

EXTERNAL ACTIVITIES (cont'd)

FOREIGN BUREAUS

Throughout the year, London crews continued to cover major news events beyond Britain, in Bosnia and the Middle East, for instance. In Paris, the European Common Market (Maastricht), German unification, the breakdown of communism, war in the former Yugoslavia, the split in Czechoslovakia, elections in France and even the serious problems in Somalia and Mali (Africa) were among the items covered by our crews. CBC services in the U.S. offered unequalled coverage of the American election campaign and negotiations for the North American Free Trade Agreement from Washington. From New York City, they provided information on the major issues discussed at UN Headquarters, notably efforts to end the war in the former Yugoslavia.

HOST BROADCASTER GROUP

In June 1992, CBC reached an agreement with the Victoria Commonwealth Games Society to become the Host Broadcaster for the Commonwealth Games which will be held in Victoria August 18 to 28, 1994. The Group prepared the first Broadcast Rightsholders Conference with the four major participants, BBC, ABC, TVNZ and CBC/SRC, scheduled for April 1993.

TV5 QUÉBEC-CANADA

The international French-language television network TV5 Québec-Canada, operated by the Consortium de télévision Québec-Canada Inc. (SRC and seven other Canadian partners), continues to grow. A "neutral" presidency is provided by representatives of the Quebec and Canada Governments. The vice-presidency is presently assumed by the SRC.

During the 1992-93 fiscal year, TV5 Afrique, recently inaugurated, was able, with a subsidy from the Canadian Government, to proceed with the installation of a microwave distribution

system which makes it possible for countries of the African continent to receive TV5 programming even if they have no access to cable. The project is still in its infancy but promises to be very successful.

As well, TV5 Québec-Canada can be seen in Latin American countries, where the Network broadcasts 16 hours a day to some 500,000 subscribers. The CBC's French-language flagship program, *Le Téléjournal*, is now seen in Mexico and Argentina, among others, and one third of all TV5 Amérique latine-Caraïbes Inc. programming is of Canadian origin.

Finally, TV5 Québec-Canada continues to contribute programming to TV5 Europe where 20% of shows are Canadian in origin. TV5 Europe is seen by some 25 million subscribers in the New Europe which includes countries of the former Soviet Union and most of the countries of Eastern Europe.

TELECODE

The CBC has continued to study the possibility of operating a digital communication service on its television transmission networks, for commercial purposes. In this connection, it has concluded an agreement with the Canada Post Corporation, the purpose of which is to evaluate potential revenue arising from a Telecode service in Canada.

This project led to the creation of an integral data transmission network on the French Network in Montreal, Toronto and Ottawa. It has thus enabled the CBC to develop and install its own computer server system equipped with a network of receiving and monitoring stations. The service has been used on an experimental basis in Quebec and Ontario to distribute meteorological data and Treasury Board communications to employees of the federal public service.

ENGINEERING AND DISTRIBUTION

THE CANADIAN BROADCASTING CENTRE

The construction of the Canadian Broadcasting Centre in Toronto was virtually completed in 1992-93 with Substantial Performance of the base building contract having been achieved on July 9, 1992, one day ahead of schedule, and Total Performance attained on February 26, 1993. A second contract covering certain building deficiencies and retrofit work is expected to be completed by the end of May 1993, bringing the construction phase of the project to an end.

Occupancy of the new building began in July 1992. By March 31, 1993, 2,800 employees, approximately 90% of the CBC-Toronto establishment, had moved in. The moves were successfully implemented after months of planning. The transition was facilitated by an orientation programme as well as by the early installation and testing of the necessary telecommunications and building area network computer systems; training on new technology and production methods was given in 1992-93 and is expected to continue for the next two years.

The first phase of the Commercial Component of the project started in February 1993 with the construction of the Front Street Tower which will house the Workers' Compensation Board of Ontario as principal tenant. The Residential/Hotel component of the

project is being re-evaluated as a result of Bramalea Limited's withdrawal from the project. Further comments in this regard are contained in the *Notes to Financial Statements* of the 1992-93 *CBC Financial Report*.

Technical Installations

The technical installation of the Centre continued at a rapid pace. By the end of the fiscal year, 80% of the radio technical facilities were operational.

One of the major technical achievements of the Centre is the radio master control which contains CBC's first automated AES/EBU digital routing and presentation system where all signals are routed to and from the studios in digital format.

The Centre also has North America's first all digital television studio which was used every Friday night to produce *Friday Night! With Ralph Benmergui*. The digital signals from this studio are routed and distributed within the television plant via the CBC's first all serial component routing system, also completed this past year.



Radio master control, Canadian Broadcasting Centre, Toronto.

ENGINEERING AND DISTRIBUTION (cont'd)

PRODUCTION CAPITAL PROJECTS

At least one-third of the year's activities related to production capital projects were concentrated on the Canadian Broadcasting Centre.

The Repositioning of French Television was another high-priority project rushed to completion in time for the new fall schedule.

The Winnipeg Television Production Mobile was refitted with new production equipment. First constructed for the 1976 Olympics, this trailer reflects the efficiency of covering mobiles with a stainless-steel skin to ward off corrosion.

Also refitted with new equipment was Montreal Television's Studio 43. This studio was third in a series to receive new lighting facilities, a new video production switcher and a new audio console.

The aging ACR-25 video multi-cassette players used for presentation in Vancouver, Calgary, Winnipeg, Edmonton and Ottawa were changed for modern digital units, with a noticeable improvement in on-air quality and reliability.

Some digital technology is being incorporated into all CBC facilities across Canada. These emerging technologies require complete revision of installation practices and acceptance testing procedures.



HDTV image assessment at the Advanced Television Evaluation Laboratory (ATEL), Department of Communications of Canada, Kanata, Ontario.

Fundamental infrastructure components such as cables and connectors must all be reviewed in light of the transition from analog to digital-based audio and video production technologies. As well, overall plant systemization concepts (synchronization, interconnection, conversion) have all had to be reviewed. In addition, each new piece of production equipment must be evaluated against these new environmental concerns and against the enhanced operational expectations brought about by the technology conversion.

ADVANCED TELEVISION

CBC Engineering scrutinizes and evaluates technical developments likely to be of value to CBC in the production or distribution of its programs. Advanced Television (ATV) is one such example.

CBC participates in the operation of ATEL (Advanced Television Evaluation Laboratory) with the Communications Research Centre (CRC) of the Department of Communications in Kanata (Ontario). Tests performed in this laboratory will form the basis for the selection of the standards for ATV, the next generation of television services for North America, which is likely to be introduced to Canadian viewers within a few years. ATV will use digital technology to deliver services, such as high-resolution pictures and multi-channel sound to the home, over-the-air, over cable and fibre and by satellite.

ENGINEERING OPERATIONS***Technical Training***

In response to requests from the regions, a technical operations training plan for radio was prepared; courses are expected to start in the fall of 1993.

In the area of television, a technical operations training plan was drawn up in spring 1993, and the first steps in applying the plan should be taken in 1993-94.

ENGINEERING AND DISTRIBUTION (cont'd)

In addition to the course on Satellite Receiving Earth Stations, the Engineering Operations Department offers a course on television transmitter broadcasting and a specific course for spectral analysis.

Other projects

Three other projects have been of particular value to the CBC in its rationalization efforts:

- The Corporate Committee for Tape Purchases evaluated traditional magnetic tapes and new products on the market, keeping the Corporation abreast of advances in this field. The Committee recommended the bulk purchase of magnetic tape, allowing the CBC to save thousands of dollars.
- The report on "Technology and the Practices Governing the Archiving of CBC Program Material on Magnetic Media" was also of particular interest in this area.
- Participation in the implementation of an experimental system for transmitting Telecode digital data in the vertical blanking interval of television signals offers new sources of funding for the Corporation. This system allows point-to-multipoint transmission of digital data inserted at the system head-end and delivered along with the television program to all locations within the station coverage area. The data are then extracted from the signal with special decoders and used for the intended purpose.

TRANSMISSION AND DISTRIBUTION

The Canadian Broadcasting Centre

- A digital fibre optic system was installed between the new Canadian Broadcasting Centre and our main transmitter site at the CN Tower. This system, using the latest digital technology, was commissioned and tested in January 1993.
- A new satellite receiving dish for radio services was installed and fully tested on one of the predetermined locations on the rooftop of the Broadcasting Center.

Moncton Uplink

- A Ku-Band uplink system, previously leased for Newsworld service from Winnipeg, was purchased from Telesat and relocated in Moncton. Substantial savings in leasing and termination costs were realized.

Toronto Operations

- The CBC French Stereo service went on the air from the CN Tower in November 1992.
- The CBL-CJBC AM tower in Hornby was finally replaced. A considerable amount of coordination and logistics were required to ensure minimum disruption to existing services and a smooth transition to the new tower.

BBC World Service Feed

The BBC World Service feed was encrypted on January 21, 1993 and testing was carried out on the reception of this service in Toronto. The WSTV service is used as a contribution feed to Newsworld.

The encrypted WSTV feed originates at the CBC studio in London, England, and is uplinked by British Telecom to an Intelsat transponder. The scrambled signal is received at the Toronto Teleglobe earth station and is subsequently distributed to the CBC's Jarvis Street studios via a Bell local loop.

This system includes a Leitch 10-Bit Viewguard video encoder installed at the CBC studio in London with its companion video decoder located at the Jarvis Street studio. The service is available on a full time basis.

Digital Radio Experimentation

Digital Radio transmitters operating on 1.5 GHz, or L-Band, were installed by T&D in Toronto and Barrie, Ontario, in December 1992. The objectives of these projects were twofold: to evaluate, measure and demonstrate representative Digital Radio coverage, and to experiment with different transmitter/network configurations, such as the single frequency network, or SFN.

ENGINEERING AND DISTRIBUTION (cont'd)

The two transmitters, over 80 kilometres apart, were operated on the same frequency. In conventional AM and FM broadcasting this would result in significant interference to the radio service in the intervening geographic area. However, using the European-developed Digital Radio transmission equipment, uninterrupted radio service at 1.5 GHz was provided between the two facilities.

The results of this experimentation were presented at CCIR (Comité consultatif national des radiocommunications) meetings in January 1993 and proved to be important Canadian contributions to the implementation of Digital Radio on an international basis at the worldwide L-Band allocation.

CBC Stations and Rebroadcasters

As of March 31, 1993

	TV Networks			Radio Networks				Total Radio	Grand Total
	Eng.	Fr.	Total TV	English Mono (AM/FM)	Stereo (FM)	French Mono (AM/FM)	Stereo (FM)		
CBC-owned stations	11	8	19	33	10	16	6	65	84
CBC rebroadcasters	435	174	609	374	14	153	2	543	1,152
Private affiliated stations	22	5	27	6	-	4	-	10	37
Private and community rebroadcasters	180	28	208	52	2	9	-	63	271
Total	648	215	863	465	26	182	8	681	1,544

CORPORATE AFFAIRS

LICENCE RENEWALS

CBC Radio Networks

The Radio Network licences of the Corporation were granted full-term seven-year renewals by the Canadian Radio-television & Telecommunications Commission in March. The new licences will expire March 31, 2000. These network renewals constitute a first for the CBC in that they are the first full-term licence renewals granted for network services that were not the subject of a CRTC public hearing.

CBC Television Networks

In March 1993 the Commission announced the administrative renewals of the licences of the CBC English and French television networks for a one year period. The Commission also announced that it plans to hold public hearings for these network renewals sometime in the late winter or early spring of 1994.

CBC Newsworld

In August 1992, the CRTC also granted CBC Newsworld a full seven year renewal, for the period ending August 31, 1999. The Commission also approved a one-time rate increase for this service to \$0.55 per subscriber per month in anglophone markets and \$0.15 per month in francophone markets, effective January 1, 1993.

THE NORTHSTAR PROJECT

The CBC's efforts to establish a Canadian television service presence in the United States were significantly advanced during 1992-93.

In July 1992, the Corporation received Governor in Council approval to enter into a joint venture with a private sector partner for the purpose of participating in commercial ventures abroad. In the fall of that year, we announced the signing of a

CORPORATE AFFAIRS (cont'd)

letter of intent between the CBC and Power Broadcasting Inc., a subsidiary company of Power Corporation of Canada and the owner of two of the CBC English television network's larger private affiliated stations.

From that signing until the end of the fiscal year, the partners actively pursued service marketing opportunities in the United States, an effort that culminated in May of 1993 with an agreement between the CBC/PBI partnership and DirecTv, a unit of GM Hughes Electronics of California.

DirecTv will offer some 150 direct-to-home program services to consumers equipped with small satellite dishes. The company expects to reach 10 million subscribers in the United States by the turn of the century.

Under the agreement, the partnership will provide two Canadian services to DirecTv: "Newsworld International", a version of CBC Newsworld's domestic Canadian service tailored to the international market and "Northstar", a new service based on drama, arts, entertainment and journalistic programming drawn from the inventories and current production of the CBC, as well as from other Canadian and foreign program sources.

The two services are to be launched in the fall of 1994.

AFFILIATE RELATIONS

Radio

As of the end of 1992-93, the CBC had affiliation arrangements with six private operators in English radio and four in French radio.

Since the Radio Affiliate Replacement Plan was suspended in 1984 because of funding constraints, the Corporation has moved to replace affiliates only in order to maintain service when private stations decide to disaffiliate from the CBC. In April, the private affiliate in La Pocatière, Quebec, left the Corporation and its coverage was replaced by a pair of

rebroadcasting transmitters in Rivière-du-Loup and St-Pamphile. This installation will also allow the private station in Rivière-du-Loup to disaffiliate. This is anticipated to become effective August 31, 1993. During the 1992-93 fiscal period, the Corporation began to construct rebroadcasters in Parry Sound and Huntsville, Ontario. This will allow the disaffiliation of the private stations in those locations by the fall of 1993.

Television

The Corporation's television affiliates together account for about a quarter of the networks' audience draw. These affiliates also provide locally-oriented programming in their respective markets. The contract between the CBC and the television affiliates was extended on a short-term basis during 1992-93, pending the outcome of negotiations for a longer term agreement. The negotiation process was still underway at year end.

Currently, there are 22 English-language and five French-language television affiliates.

DIGITAL RADIO

The Corporation's planning for transition of its radio services into the digital era moved forward significantly in 1992 with the June announcement that the CBC was prepared to build experimental digital radio transmitters in Montreal and Toronto. Simultaneously, the Minister of Communications announced \$1 million of support for digital radio research. These initiatives eventually resulted in the formation of Digital Radio Research Incorporated, a joint CBC/CAB non-profit company which will fund research into this exciting new technology.

All-industry planning for the transition into digital radio moved ahead with the formation of the Task Force on the Implementation of Digital Radio, led by the Department of Communications, in which CBC Planning, Engineering and Radio staff are playing a leading role.

MANAGEMENT AND STAFF

INDUSTRIAL AND TALENT RELATIONS

Negotiations

The year 1992-93 was a very active one with regard to the two CBC files before the Canada Labour Relations Board (CLRB). On the other hand, activities related to the grievance settlement and arbitration procedure slowed down somewhat.

Nearly all collective agreements at the CBC expired during the year, with the exception of the agreements with the United Steel Workers of America (USWA), March 1992; the Foreign Correspondents Association (FCA), May 1993; and the American Federation of Musicians of the United States and Canada (AFM), March 1994.

Bargaining has taken place very slowly. Agreement has been reached to renew only three collective agreements, namely with the National Association of Broadcast Employees (NABET) - Building Trades Group, in Montreal and Moncton, N.B., with the USWA-Security Guards, in Ottawa, as well as with the "Association nationale des réalisateurs de la Radio (ANRR)" outside Quebec and Moncton.

Grievances and Arbitration

The number of grievances filed by the unions/associations diminished slightly during the past fiscal year. The number of cases submitted to arbitration also fell. The efforts made by both the CBC and the unions/associations with a view to improving relations seem to be bearing fruit, particularly since the precarious economic situation is an incentive to all parties to seek compromise rather than confrontation.

Files before the Canada Labour Relations Board (CLRB)

In March 1990, the CBC filed two applications with the Canada Labour Relations Board (CLRB) to reduce the number of bargaining units. One of these applications concerned the units of recognized unions/associations in the Province of Quebec and Moncton, N.B., while the other application concerned the unions/associations recognized in the rest of the country. From the time procedures began, the CLRB decided to begin with the file of unions/associations recognized outside the Province of Quebec and Moncton, which became the English network file, the other CBC application to be processed later.

English Network File

In January 1991, the CLRB defined four bargaining units in an interim decision: program production and presentation; technical trades and general labour; administration and administrative support; and supervisors.

In April 1992, the CLRB reduced the number of units to three, namely: program production and presentation; technical trades and general labour; administration and administrative support.

In the meantime, four unions decided to form a council and request certification from the CLRB. This council, the Canadian Council of Broadcast Unions (CCBU) was made up of the Canadian Wire Service Guild (TNG), the National Association of Broadcast Employees and Technicians, the Canadian Television Producers and Directors Association, and the Association of Television Producers and Directors (Toronto). The CLRB first rejected this application and requested the CCBU to review its constitution. The CLRB again rejected this application despite the amendments made by the CCBU to its constitution. A subsequent request for review from the CCBU was once again rejected by the CLRB, and

MANAGEMENT AND STAFF (cont'd)

finally the Federal Court of Appeal, in a unanimous decision in February 1993, rejected a CCBU application to reverse the CLRB decision.

The file continued to progress and, at the end of fiscal year 1992-93, the CLRB was getting ready to decide on the holding of a vote to choose bargaining agents.

French Network File

The first hearing held by the CLRB in the French network file took the form of a preparatory meeting in June 1992. From the outset, the unions/associations formed a cartel, and opposed the CBC's application, claiming that it was unjustified. Hearings took place in December 1992, and January, February and March 1993; these hearings dealt with the necessity of an overall review of the bargaining units recognized in Quebec and Moncton. The CBC's evidence for justification of an overall review and for the description of the bargaining units sought is complete, and the unions/associations have presented evidence to counter the evidence submitted by the CBC, as well as their arguments justifying rejection of the Corporation's application.

Examination of this file was to continue at the CLRB with the presentation of CBC arguments for the CLRB to decide on the merits of an overall review.

NATIONAL TRAINING AND DEVELOPMENT

In 1992-1993, National Training and Development had a training budget of 2.2 million dollars. Various areas of Management, Radio, and Television took advantage of available training programs.

English Radio underwent a radical change in the emphasis and content from hard information to entertainment and companion radio of some 24 afternoon shows airing from 4 to 6 p.m. across the country, which necessitated a large re-

training program of the production staff (over 100 people).

In English Television, the TV Current Affairs course — CBC's most prestigious training course — was completely redesigned to suit the needs of CBC journalism of today. The result is three and a half weeks of highly focused activity with some of the best journalists and most accomplished trainers known to the Corporation.

English Arts and Entertainment Television pursued objectives concerning employment equity and Canadianization: by developing new writers who have already sold scripts, won awards and developed new series; by training women in non-traditional crafts such as lighting, camera and editing; by organizing training through creative internships for native writers and actors; by cooperating with outside organizations, such as the Academy of Canadian Cinema and Television, interested in developing Canadian creative and production skills; by designing a practical workshop on production techniques, editing, journalism and broadcast law.

In French Television, the program continued, enabling journalists, producers, editors and cameramen to work in a context turning upside down the traditional ways of conceiving television news.

In French Radio, training helped journalists integrate various aspects of administrative, editorial, production and efficient journalism into a coherent whole.

On March 30, the CBC announced that the training and development budget would be boosted by 4 million dollars each year for two years. The CBC also announced that, to ensure that its training objectives were successfully implemented, it had established a CBC Training and Management Council. To be chaired by the Vice-President, Human Resources, the Council would also include eight members, one of whom would be from outside the Corporation and two of whom would represent employees.

MANAGEMENT AND STAFF (cont'd)

PENSION FUND

At its January 1993 meeting, the CBC Board of Directors, on the recommendation of the Pension Board of Trustees, adopted a resolution which allocated \$64.6 million of the Pension Fund surplus to the improvement of pension benefits. The balance of the surplus will be applied towards a temporary Corporation contribution holiday. The CBC Pension Plan continues to be one of the more generous and the Pension Fund one of the best managed in the country. The approved changes reflected the Corporation's ongoing commitment to the welfare and security of its employees and pensioners.

Information Morning also won the award for *Hopes and Dreams*, a seven-part series consisting of stories told by persons with disabilities about their hopes and dreams in life and about having a disability.

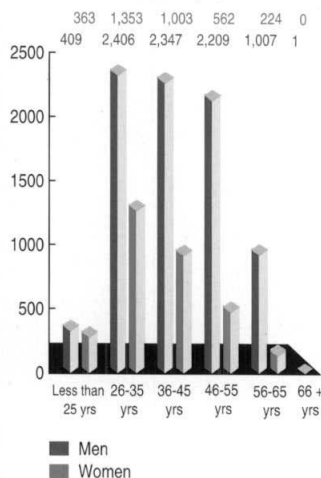
WORKFORCE DISTRIBUTION BY SEX AND AGE GROUPS

Over the past 10 years, the distribution of CBC's workforce by sex and age groups has evolved substantially.

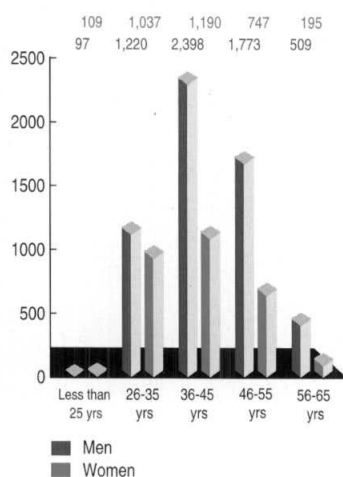
The March 1984 chart shows the distribution of staff prior to the first major downsizing in the history of the Corporation. Except for the less than 25 years' age group, the male employees dominate the regular workforce.

The March 1993 chart demonstrates the effects of the budgetary constraints over the last 10 years. The overall number in the workforce has been reduced. The predominating age group in 1984 was the 26-35 years' and it now has moved to the 36-45 years'; but its magnitude has remained the same. The 1993 chart also shows the effects of Corporation's employment equity efforts as the proportion of women in all age groups has increased. Only the less than 25 years' age group has remained unchanged.

CBC Employees
March 31, 1984



CBC Employees
March 31, 1993



EMPLOYMENT EQUITY

Thanks to the efforts by line managers, human resources staff and the unions, many important initiatives in the field of employment equity have produced positive results. Creativity and teamwork have enabled the CBC to make progress in employment equity despite budgetary constraints and the pressures of a rapidly changing and fiercely competitive broadcasting market.

In recognition of the importance of equity in the workplace, the President of the CBC established a senior level Standing Committee on Equity to ensure that progress towards full employment equity continues. The committee is chaired by the President and includes four Vice-Presidents representing the media and support components and the two managers responsible for employment equity and equitable portrayal on air.

In August, the CBC's show in Cape Breton, *Information Morning*, was given the Hollobon Award by the Health Care Public Relations Association of Canada for stories that significantly contributed to the public's understanding of health care.

MANAGEMENT AND STAFF (cont'd)

CBC Employees

As of March 31, 1993

Occupations	Women	Men	Average Age	Total
Producers	131	248	46	379
Presentation	452	735	41	1,187
Technological	177	2,731	41	2,908
Design and Staging	544	715	43	1,259
Sales	245	125	41	370
Media Management	65	202	47	267
Financial	117	139	42	256
Human Resources	83	50	45	133
Engineering	10	155	44	165
Information Systems	41	119	39	160
Clerical	1,195	392	40	1,587
Other	218	386	45	604
Total	3,278	5,997	42	9,275

Legend:

Producers — Conceive, organize and make radio and television programs.

Presentation — Are on air and direct support staff responsible for the production and distribution of programs.

Technological — Provide all technical elements needed for the operation, production and distribution of programs.

Design and Staging — Produce and set all of the scenic elements for television programs.

Sales — Market and sell the advertising availabilities on television. Market and sell programs to other media.

Media Management — Supervise, direct, and advise on the production, operation and distribution of radio and television programming.

Finance — Administer and advise on the utilization of the Corporation's financial resources.

Human Resources — Manage, assist and improve the effectiveness of the Corporation's human resources.

Engineering — Direct, improve and implement technical changes to the Corporation's capital equipment and acquisitions.

Information Systems — Operate, improve and implement the information systems requirements for the efficient operation of the Corporation.

Clerical — Perform all of the necessary daily functions required in the production, operation, distribution of radio and television programs as well as the administration of the Corporation.

Others — Include those whose jobs assist in the efficient, effective and economic operation of the Corporation.

MANAGEMENT AND STAFF (cont'd)

**SENIOR MANAGEMENT
REORGANIZATION**

In June 1992, the Board of Directors approved major changes to the Corporation's senior management structure. The new simplified hierarchy stresses a team approach to management designed to respond to the demands of productivity improvement and innovative programming.

For example, the Office of the Executive Vice-President has been eliminated and replaced with a structure organized along media lines: two Senior Vice-Presidents, one for Television Services, one for Radio Services, oversee the English and French media Vice-Presidents in their respective areas.

The Senior Vice-President, Resource Management and Administration, has been given additional responsibilities which will lead to more efficiency in the allocation of corporate resources.

In addition, the Corporation appointed a Vice-President, Media Accountability, to help implement this important aspect of the repositioning strategy.

INTERNAL COMMUNICATIONS

The appointment of a Manager, Employee Communications, was one of the steps taken to improve internal communications.

The Corporation also planned a country-wide tour of CBC locations to inform employees on the impact of new technology and the principles underlying workforce change. As the year ended, plans were being finalized to make multimedia presentations to the Board of Directors, senior management, union leaders, and all staff. These presentations are the beginning of a process by which Management is seeking employee input on the way the CBC should produce programs and do business in the rapidly evolving technological environment.

Furthermore, a series of topical newsletters was initiated to give staff a better appreciation of the issues that are facing the Corporation now and in the near future.

OFFICE OF THE OMBUDSMAN

Between April 1, 1992 and March 31, 1993, CBC's Office of the Ombudsman (English and French Services combined) handled a total of 533 complaints, expressions of concern and other communications. Of these, 469 related to CBC English programming and 64 to CBC French programming. This compared with a total of 640 files dealt with in the previous year. As in other years, communications relating to CBC English language broadcasts outnumbered those relating to French language broadcasts in a ratio of more than nine to one.

The high number of complaints received at various levels of the Corporation concerning *The Valour and The Horror* necessitated a separate full review of the series by the Office of the Ombudsman. Excluding this case, the Office of the Ombudsman dealt with a total of 129 (103 English, 26 French) files where an actual finding was called for. Of these, 21 (16 English, 5 French) complaints were found to be justified and 23 (17 English, 6 French) were found to be partly justified. For comparison, in the previous year the figures had been 32 (27 English, 5 French) justified and 65 (63 English, 2 French) partly justified. Putting the two categories together this means that, from year to year, the number of complaints about CBC journalism which were found partly or fully justified actually declined from 97 to 44.

In all these cases, as well as in the 66% of such complaints which were not upheld, the complainant has received a reply reporting the Ombudsman's finding and the reasons for that finding.

MANAGEMENT AND STAFF (cont'd)

THE NATIONAL CORPORATE IDENTITY

Consistent with the Corporation's ambition to become more visible in an increasingly cluttered multi-channel environment, the decision was made to address the obvious marketing challenge with a new Corporate logo and related graphic standards system. The Corporation's former logo was found to be too graphically complex for effective on-screen branding and unhelpful as a device for corporate branding on radio.



The new logo reduces the number of elements by half and incorporates both CBC and SRC as active elements in the complete signature.

The effect is a more adaptable symbol that provides symmetry in the identification of both French and English radio and television services. More importantly, the signature remains enormously flexible across the vast array of applications that will brand programs without compromise of individual promotional identification or program titling. This will be important in the future marketing of individual programs as components of Canadian public broadcasting.



The new graphic standards are sufficiently reflective of the Corporation's former logo to enable a gradual transition to the new look. That transition should be completed by the fall of 1998.

MANAGEMENT INFORMATION SYSTEMS (MIS)

During 1992-93, MIS undertook more than 200 projects with the objective of improving the efficiency and productivity of the Corporation's operations. One of the more important initiatives was the creation of the National Payments Centre in Ottawa. Conducted jointly with the Finance Department, the project employs advanced technology to mechanize, consolidate and downsize the resources required to process the Corporation's payments.

In the production area, the Automated Newsroom System in Montreal was made fully operational. All programs now broadcast from Studios 41 and 48 use this system, which reduces technical manpower requirements and increases the reliability and functionality of news production. Proposals for a similar system for installation in the Broadcasting Centre for English Television News are currently under study.

BUSINESS AFFAIRS

To ensure the implementation of appropriate policies and guidelines in program rights and copyright matters, Business Affairs monitored and advised on the impact of rights-related issues as these affect the Corporation's operations. Business Affairs endeavoured, on behalf of CBC, to improve relationships with rights holders, and to lessen the administrative burden for media producers.

Business Affairs represented CBC and other Canadian claimants, with respect to copyright royalties paid by American cable systems for retransmission rights.

As well, Business Affairs provided the rights clearance mechanism for supplying television programming to Canadian Armed Forces personnel in geographically-isolated locations around the world.

MANAGEMENT AND STAFF (cont'd)**ARCHIVES**

A Corporate Archival Policy was accepted by Senior Management in December 1992. It states that CBC programming and records "constitute a heritage that must be preserved and made accessible as archives." As a result, a Corporate Archival Strategy Group was set up to implement the following three-fold action plan:

- Remedial actions to end deterioration and loss of CBC archival records;
- Development of a database to facilitate access to CBC archival records;
- Development of policy and procedures to preserve and make accessible CBC archival records.

Mr. Ernest J. Dick, CBC's Corporate Archivist, was elected Vice-President/President-Elect of the Association of Moving Image Archivists (AMIA), a North American-based professional association for individuals concerned with the collection, preservation, exhibition and use of moving image materials.

ENVIRONMENTAL CONCERNS

CBC is an environmentally active organization. Since 1990, the Corporation has been adopting measures to deal with waste management. Employees throughout the Corporation are encouraged to get involved in the process of reduction, reusing and recycling.

In conjunction with these efforts, programs have been developed relating to procurement activities which support the 3 Rs of waste management. Whenever

possible, recycled paper is used. Ninety-five per cent of all Corporate forms are printed on recycled paper. As well, a significant reduction in the use of carbon paper has been realized through the utilization of carbonless paper, with an end goal of total elimination. Constant efforts are made to use environmentally friendly printing products, such as inks and solutions. Toxic wastes are disposed of in an environmentally friendly manner. Because of the differences in regional accessibility and cost effectiveness, each region is responsible for its local waste management program.

SENIOR OFFICERS OF THE CBC As of March 31, 1993

President and Chief Executive Officer

Gérard Veilleux

Vice-President, Media Accountability

Donna Logan

Vice-President, Internal Audit (vacant)

Ombudsman

William Morgan, English Services

Bruno Gauron, French Services

Senior Vice-Presidents

Television Services (Vacant)

Radio Services

Michael McEwen

Resource Management and Administration

Anthony S. Manera

Operational Vice-Presidents

Ivan Fecan

English Television Networks

Tim Kotcheff

News, Current Affairs and Newsworld

Guy Gougeon

French Television

Harold Redekopp

English Radio

Marcel Pépin

French Radio

Trina McQueen

Regional Broadcasting Operations

Alain Pineau

Associate Vice-President

Functional Vice-Presidents

Robert Pattillo

Communications

John Shewbridge

Planning and Corporate Development

Gerald Flaherty, QC

General Counsel and Corporate Secretary

Peter E. Robinson

Associate General Counsel

Stephen Cotsman

Finance and Administration

Brian D. Baldry

Engineering

L. Howard Simpson (Interim)

Human Resources

Radio Canada International

Terry Hargreaves

Executive Director

Management Information Systems

Michael A. Hughes

Executive Director

Regional Directors

James Byrd

English Services, Newfoundland

Claude Bourque

French Services, Atlantic Provinces

Bill Donovan

English Services, Maritimes

Nicole Bélanger

English Services, Quebec Region

Jacques-D. Landry

French Services, Quebec City and

Eastern Quebec Region

Trina McQueen (Acting)

English Services, Ontario

Pierre Racicot

French Services, Ontario-Outaouais

Marvin Terhoch

English Services, Manitoba

Gilbert Teffaine

French Services, Manitoba

Brian Cousins

English Services, Saskatchewan

Lionel Bonneville

French Services, Saskatchewan

Ron Smith

English Services, Alberta

Denis Lord

French Services, Alberta

John H. Kennedy

English Services, British Columbia

Pauline Sincennes

French Services, British Columbia

Marie Wilson

CBC North

Directors of Foreign Offices

Jean-Louis Arcand, U.S.A.

Jack Craine, London

Antonin Boisvert, Paris

CBC AND THE PUBLIC

COMMUNITY INVOLVEMENT

Regional stations continued to play an active role in community life by getting involved in cultural, artistic and sports events, and by collecting money and food through numerous radiothons and telethons.

For example, 60 tons of toys, clothes and food, \$30,000 and 500 food hampers were collected during the second Christmas drive organized by CBV for needy children in the Quebec City region. This kind of generosity was seen time and again in similar campaigns at CBC locations across the country.

The CBC also sponsors a great many events, such as the International Fireworks Festival and the International Festival of Modern Dance in Montreal, the Atlantic Film and Jazz Festivals, the Youth Festival in Saskatchewan, to name just a few. The Radisson Hotel in St. John's, Newfoundland, paid tribute to the CBC by naming it "Sponsor of the Month" for September.

CBC Radio and Television are seen and heard at public festivities such as the Quebec Carnival, Winterlude in Ottawa, the Calgary Stampede, the Festival du voyageur in Manitoba, the Rendez-vous francsaskois in Saskatchewan, and the Children's Fête in British Columbia.

Regional stations also reflect community life and cultural activities through public concerts, on-the-spot broadcasts, commentaries, interviews and calendars of events, participation in local exhibitions, local events and public service activities.

The Open Houses held at various CBC locations across the country were, again this year, immensely popular; over 70,000 people took advantage of these opportunities to visit their public broadcaster. During Montreal's Open House which was attended by some 40,000 visitors, a book entitled "Regardez, c'est votre histoire,"

published jointly by CBC and a Quebec Publisher, was launched as part of television's 40th anniversary celebrations.

EXTERNAL RELATIONS

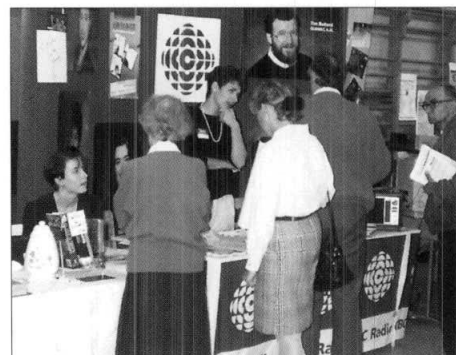
In order to reinforce the Corporation's image and improve relations between the CBC and its publics, changes were implemented or planned in various audience relations departments across the country. These changes included restructuring, staff training, computerization of services, organized tours, information booths, sign language, to name but a few.



Alberta News Anchor Bob Chelmick with Dawn Brown, Edmonton Volunteer Action Centre, 1992 Volunteer-a-thon.



Radio Hosts Karen Mair and Nils Ling, Annual Gold Cup Parade, Charlottetown.



CBC booth, annual Fall Fest, Quebec City.

In the area of promotion, English services initiated a long term campaign to strongly position the CBC as Canada's Public Broadcaster. This initiative began with the incorporation of "Public Broadcasting" elements into all broadcast and print promotional material in early 1993, and was evolved and reinforced through the much publicized GO PUBLIC television and radio campaign launched during the March rating period.



Host André Robitaille with staffing officer Lise Hebabi, CBC Moncton Open House.

CBC AND THE PUBLIC (cont'd)

The GO PUBLIC campaign broke new ground with its innovative approach to self-promotion, utilizing well-known Canadians "going public" with their support for CBC programming. In addition the campaign was supported with an unprecedented media strategy which precisely targeted and purchased a large volume of our own airtime and, for the first time, promoted CBC Television on competing American and Canadian television channels.

French Services innovated by concluding agreements with other medias. For example, during the October Referendum campaign, only one network, CBC French Television, assured transmission of the debates and coordinated public relations and press relations for French television networks (SRC, TVA and Radio-Québec). Exchange agreements with newspapers also permitted to maximise program visibility and organize special promotional contests.

CLOSED CAPTIONING

The English and the French television networks of the CBC offer more than 1,000 hours each of closed-captioned programs a year.

This past year, English Television added *Marketplace* to the numerous programs already aired with captions. Thanks to corporate sponsorship, the telecast of Blue Jays Baseball was also captioned as were the major network games in the Stanley Cup Playoffs.

On the French network, an average of 33.4 per cent of programs were closed-captioned; during peak hours, this proportion reached 51.6 per cent of programs, and more than half of these were Canadian-produced. The French network also started using the Mediatex technology for live programs such as coverage of the referendum campaign in the fall of 1992, or for recorded



Gill Deacon, Susan Chang,
Tom Harrington, *Newswatch*, in the
annual St. Patrick's Day Parade, Montreal.

programs such as *Enjeux* and *Découverte* to increase the number of closed-captioned information programs. In 1993-94, this service will be extended to the live portions of *Le Téléjournal* and *Le Point*.

VIOLENCE ON TELEVISION

Violence on television was an issue of pressing public concern which the Corporation addressed in a number of ways even though leading educators and parent groups praised CBC/SRC programming as a model, especially in the area of programs for children.

The CBC was actively involved with an industry committee on reducing violence, and it revised its policies on the issue. In June 1992, the Board of Directors approved new guidelines, which support artistic freedom, while accepting accountability and responsibility for the influence its programs have on society.

CBC OBJECTIVES FOR 1993-94

PROGRAMMING EXCELLENCE

- Ensure that CBC radio and television services present high quality, distinctively Canadian programming and schedules designed to meet the needs of contemporary audiences and the challenges of the broadcasting environment.
- Position CBC radio and television services as the major broadcast contributor to shared national consciousness and identity through cross-cultural, multicultural, multiracial and inter-regional programming.
- Ensure that Canadians see and hear their regional realities and values reflected on all CBC services.
- Ensure that CBC journalism is and is perceived to be of the highest possible quality and fully accountable to its audiences.
- Operate all services in a manner that complements the contributions of the private and other public elements of the broadcasting system. For example,
 - Play a leading role in the development of new domestic television and radio services, with a priority on the introduction of a French language counterpart to CBC Newsworld;
 - Where there are sound public policy reasons for doing so, participate, as appropriate, with other private and public elements of the broadcasting system in the development of new services;

- Take the lead in exporting Canadian culture and developing new Canadian programming through the establishment of a joint public-private sector owned satellite-to-cable services in the United States;
- As alternative funding sources are identified, reduce the impact of commercial carriage on the television schedules.

MANAGEMENT EXCELLENCE

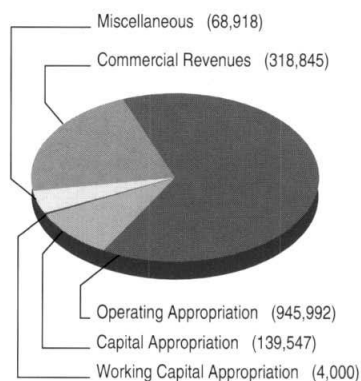
- Consistent with good management practices, ensure that the maximum possible value is obtained from the use of CBC's financial resources in terms of activities that can be seen and heard by television and radio audiences.
- Ensure that new technologies are fully exploited to increase the efficiency of CBC program operations, administrative processes and management.
- Ensure that CBC's human resources work as a team in the pursuit of programming and management excellence.
- Improve the real and perceived value of CBC to Canadians by better defining and promoting the Corporation and its services.

CORPORATE FUNDING

The planning cycle of the Corporation begins with the Corporate Plan which is submitted to Treasury Board in October each year. After giving consideration to the Corporate Plan, and in accordance with government budgetary guidelines, the Treasury Board makes its funding decisions for the next fiscal year and publishes the approved budget in the Main Estimates. Internal budget allocations are then made in line with Corporate priorities and available funds. Over the course of the fiscal year, adjustments may be made to the Corporation's budget level either for supplementary funding decisions or for expenditure reduction programs announced by the Government.

The Corporation's budget includes commercial and miscellaneous revenue. Many factors influence this revenue achievement including viewing levels of CBC programs, the economy, and competition from alternative advertising and promotional services. Any shift in these factors can alter the financial position of the Corporation.

CBC Resources 1993-94
(thousands of dollars)



APPENDIX 1

FUNCTION OF THE BOARD OF DIRECTORS

The Board of Directors consists of 15 Directors, including the Chairperson and the President. All are appointed by the Governor in Council. (See p. 6)

The Board of Directors meets approximately 10 times per year in different parts of the country.

In order to conduct its work in the most efficient manner, the Board has established a number of committees.

COMMITTEES OF THE BOARD

Executive Committee

Mandate

- To review the proposed Board Agenda.
- To deal with urgent issues which cannot wait for the next regular Board meeting.
- To deal with matters delegated to it by the Board.

Audit Committee

Mandate

- To review and advise the Board with respect to the on-going financial statements and the annual auditor's report of the Corporation.
- Other duties as per Section 69 of the Broadcasting Act and By-law 6.

Finance and Planning Committee

Mandate

- To review and advise on corporate budgets, capital budget allocations, general management policies, commercial advertising revenues and planning issues.

Human Resource Policy Committee

Mandate

- To advise the Board on Human Resource policies and Industrial Relations strategies and review regular information reports (e.g., Workforce Report).

Standing Committees on English and French Language Broadcasting

Mandate

- To review the schedules of English and French Radio and TV broadcasting.
- To review the annual report of the Ombudsman.
- To review the application of Journalistic Policies.
- To review licence renewal applications to the CRTC.
- To deal with any other matter referred to it by the Board.

Communications Committee

Mandate

- To review strategies and plans for the Corporation's internal and external communications.

Nominating Committee

Mandate

- To make recommendations on the nomination of Board members to the various committees of the Board.

APPENDIX 2

SENIOR CORPORATE COMMITTEES

The Senior Corporate Committee structure is designed to facilitate the overall management of the CBC through effective decision making and information sharing. All Senior Corporate Committees are advisory to the President.

Corporate Steering Committee

Mandate

- To review issues of a corporate-wide nature and to recommend appropriate action to the President, including the assignment of work for the orderly implementation of decisions taken by the Board of Directors and the President/CEO.

Media Committee

Mandate

The Media Committee provides leadership and direction, in order to ensure that the President's goals and objectives are achieved.

It advises the President on strategic matters and initiates operational actions, as required, to:

- increase the availability of distinctive public television to Canadian audiences and maintain the quality and distinctiveness of the radio services;
- offer programming that will strengthen Canadians' sense of their own cultural identity;
- ensure that the CBC provides high quality journalism, that it is accountable to the public it serves, and that it is able to demonstrate it;
- ensure that the CBC is an efficiently run Corporation with a competent management team and a well-motivated workforce.

In order to achieve the above, the Media Committee will promote excellence in programming, by:

- harmonizing media objectives with one another, and with the corporate objectives;
- ensuring that cross-cultural programming and cross-media initiatives are at the centre of each media component's priorities;
- developing and implementing program and journalistic policies, as required;
- ensuring that all programming initiatives are carried out as efficiently and as effectively as possible;
- improving and maintaining internal and external relations, to develop and nurture a commitment to corporate values.

Planning and Allocation Committee

Mandate

The Planning and Allocation Committee (PAC) is responsible to the President for making decisions relating to corporate objectives, priority setting and evaluation, coordination of corporate operational plans, and financial allocations (operating and capital) to meet approved objectives and plans.

To discharge its mandate, PAC:

- reviews corporate objectives for the upcoming year;
- reviews operating/staff objectives;
- reconciles objectives with Treasury Board reference levels and recommends financial targets for each area;
- reviews Main Estimates;
- monitors and reviews any operational problems arising from planning cycles;

APPENDIX 2 (cont'd)

- receives and reviews annual planning book submissions from Operating and Staff areas;
- prepares resource allocations;
- reviews and confirms budget allocation - current year;
- reviews and approves Capital targets and priorities;
- reviews Capital Budget and four-year forecast for consolidation in the Main Estimates;
- reviews and recommends to the President the Multi-Year Operational Plan (MYOPS), both Operating and Capital;
- evaluates corporate performance against approved objectives; and
- other such matters as the President may refer to it from time to time.

Management Executive Committee*Mandate*

- To serve as a forum for the discussion of corporate strategies and operational matters.
- To share information about current and emerging issues of importance to the Corporation.
- To maintain and improve external relations.

Senior Management Forum*Mandate*

- To serve as a communications vehicle for the Corporation's Senior Management on matters of corporate-wide significance;
- To develop and nurture a commitment to corporate values.



APPENDIX 3

CBC-OWNED AND AFFILIATED STATIONS As of March 31, 1993

CBC English Television

Region		Channel	
NEWFOUNDLAND			
CBC-owned station			
St. John's	CBNT	8	
PRINCE EDWARD ISLAND			
CBC-owned station			
Charlottetown	CBCT	13	
NOVA SCOTIA			
CBC-owned station			
Halifax	CBHT	3	
NEW BRUNSWICK			
Private Affiliated Station			
Saint John	CHSJ-TV	4	
QUEBEC			
CBC-owned station			
Montreal	CBMT	6	
Private Affiliated Station			
Quebec City	CKMI-TV	5	
ONTARIO			
CBC-owned stations			
Ottawa	CBOT	4	
Toronto	CBLT	5	
Private Affiliated Stations			
Barrie	CKVR-TV	3	
Kingston	CKWS-TV	11	
North Bay	CHNB-TV	4	
Peterborough	CHEX-TV	12	
Sault Ste Marie	CJIC-TV	5	
Sudbury	CKNC-TV	9	
Thunder Bay	CKPR-TV	2	
Timmins	CFCL-TV	6	
MANITOBA			
CBC-owned station			
Winnipeg	CBWT	6	
Private Affiliated Station			
Brandon	CKX-TV	5	
SASKATCHEWAN			
CBC-owned station			
Regina	CBKT	9	
Private Affiliated Stations			
Prince Albert	CKBI-TV	5	
Swift Current	CJFB-TV	5	
Yorkton	CKOS-TV	5	
ALBERTA			
CBC-owned station			
Edmonton	CBXT	5	
Private Affiliated Stations			
Lloydminster	CKSA-TV	2	
Medicine Hat	CHAT-TV	6	
Red Deer	CKRD-TV	6	
BRITISH COLUMBIA			
CBC-owned station			
Vancouver	CBUT	2	
Private Affiliated Stations			
Dawson Creek	CJDC-TV	5	
Kamloops	CFJC-TV	4	
Kelowna	CHBC-TV	2	
Prince George	CKPG-TV	2	
Terrace	CFTK-TV	3	
NORTHWEST TERRITORIES			
CBC-owned station			
Yellowknife	CFYK-TV	8	

APPENDIX 3 (cont'd)

CBC French Television**NEW BRUNSWICK****CBC-owned station**

Moncton	CBAFT	11
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QUEBEC**CBC-owned stations**

Montreal	CBFT	2
Quebec City	CBVT	11

Private Affiliated Stations

Jonquière	CKRS-TV	12
Rivière-du-Loup	CKRT-TV	7
Rouyn	CKRN-TV	4
Sherbrooke	CKSH-TV	9
Trois-Rivières	CKTM-TV	13

ONTARIO**CBC-owned station**

Ottawa	CBOFT	9
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MANITOBA**CBC-owned station**

Winnipeg	CBWFT	3
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SASKATCHEWAN**CBC-owned station**

Regina	CBKFT	13
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ALBERTA**CBC-owned station**

Edmonton	CBXFT	11
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BRITISH COLUMBIA**CBC-owned station**

Vancouver	CBUFT	26
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CBC English AM Radio

Channel

Frequency

NEWFOUNDLAND**CBC-owned stations**

Corner Brook	CBY	990 KHZ
Gander	CBG	1400 KHZ
Goose Bay	CFGB-FM	89.5 MHZ
Grand Falls	CBT	540 KHZ
St. John's	CBN	640 KHZ

PRINCE EDWARD ISLAND**CBC-owned station**

Charlottetown	CBCT-FM	96.1 MHZ
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NOVA SCOTIA**CBC-owned stations**

Halifax	CBHA-FM	90.5 MHZ
Sydney	CBI	1140 KHZ

NEW BRUNSWICK**CBC-owned stations**

Fredericton	CBZ	970 KHZ
Fredericton/ Saint John	CBD-FM	91.3 MHZ
Moncton	CBA	1070 KHZ

Private Affiliated Station

Woodstock	CJCJ	920 KHZ
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QUEBEC**CBC-owned stations**

Montreal	CBM	940 KHZ
Quebec City	CBVE-FM	104.7MHZ

ONTARIO**CBC-owned stations**

Ottawa	CBO-FM	91.5 MHZ
Sudbury	CBCS-FM	99.9 MHZ
Thunder Bay	CBQT-FM	88.3 MHZ
Toronto	CBL	740 KHZ
Windsor	CBE	1550 KHZ

Private Affiliated Stations

Huntsville	CFBK-FM	105.5MHZ
Kirkland Lake	CJKL	560 KHZ
New Liskeard	CJTT	1230 KHZ
Parry Sound	CKLP-FM	103.3 MHZ

MANITOBA**CBC-owned stations**

Thompson	CBWK-FM	100.9 MHZ
Winnipeg	CBW	990 KHZ

APPENDIX 3 (cont'd)

CBC English AM Radio (cont'd)

Frequency

SASKATCHEWAN**CBC-owned stations**

La Ronge CBKA-FM 105.9 MHZ
Regina CBK 540 KHZ

ALBERTA**CBC-owned stations**

Calgary CBR 1010 KHZ
Edmonton CBX 740 KHZ

BRITISH COLUMBIA**CBC-owned stations**

Kelowna CBTK-FM 88.9 MHZ
Prince George CBYG-FM 91.5 MHZ
Prince Rupert CFPR 860 KHZ
Vancouver CBU 690 KHZ

Private Affiliated Station

Powell River CHQB 1280 KHZ

YUKON**CBC-owned station**

Whitehorse CFWH 570 KHZ

NORTHWEST TERRITORIES**CBC-owned stations**

Inuvik CHAK 860 KHZ
Iqaluit CFFB 1230 KHZ
Rankin Inlet CBQR-FM 105.1MHZ
Yellowknife CFYK 1340 KHZ

CBC French AM Radio

Frequency

NOVA SCOTIA**CBC-owned station**

Halifax CBAF-FM-5 92.3 MHZ

NEW BRUNSWICK**CBC-owned station**

Moncton CBAF-FM 88.5 MHZ

QUEBEC**CBC-owned stations**

Chicoutimi CBJ 1580 KHZ
Matane CBGA 1250 KHZ
Montreal CBF 690 KHZ
Quebec City CBV 980 KHZ
Rimouski CJBR 900 KHZ
Sept-Îles CBSI-FM 98.1 MHZ

Private Affiliated Stations

La Tuque CFLM 1240 KHZ
Rivière-du-Loup CJFP 1400 KHZ
Rouyn-Noranda CHLM-FM 90.7 MHZ
Ville-Marie CKVM 710 KHZ

ONTARIO**CBC-owned stations**

Ottawa CBOF-FM 90.7 MHZ
Sudbury CBON-FM 98.1 MHZ
Toronto CJBC 860 KHZ
Windsor CBEF 540 KHZ

MANITOBA**CBC-owned station**

St. Boniface CKSB 1050 KHZ

SASKATCHEWAN**CBC-owned station**

Regina CBKF-FM 97.7 MHZ

ALBERTA**CBC-owned station**

Edmonton CHFA 680 KHZ

BRITISH COLUMBIA**CBC-owned station**

Vancouver CBUF -FM 97.7 MHZ

APPENDIX 3 (cont'd)

CBC English FM Stereo

Frequency

NEWFOUNDLAND**CBC-owned station**

St. John's CBN-FM 106.9 MHZ

NOVA SCOTIA**CBC-owned station**

Halifax CBH-FM 102.7 MHZ

QUEBEC**CBC-owned station**

Montreal CBM-FM 93.5 MHZ

ONTARIO**CBC-owned stations**

Ottawa CBOQ-FM 103.3 MHZ

Toronto CBL-FM 94.1 MHZ

MANITOBA**CBC-owned station**

Winnipeg CBW-FM 98.3 MHZ

SASKATCHEWAN**CBC-owned station**

Regina CBK-FM 96.9 MHZ

ALBERTA**CBC-owned stations**

Calgary CBR-FM 102.1 MHZ

Edmonton CBX-FM 90.9 MHZ

BRITISH COLUMBIA**CBC-owned station**

Vancouver CBU-FM 105.7 MHZ

CBC French FM Stereo

Frequency

NEW BRUNSWICK**CBC-owned station**

Moncton CBAL-FM 98.3 MHZ

QUEBEC**CBC-owned stations**

Chicoutimi CBJ-FM 100.9 MHZ

Montreal CBF-FM 100.7 MHZ

Quebec City CBV-FM 95.3 MHZ

Rimouski CJBR-FM 101.5 MHZ

ONTARIO**CBC-owned station**

Ottawa CBOX-FM 102.5 MHZ