



Canwest™

29 February 2008

M. Robert Morin
Secretary General
Canadian Radio-television and
Telecommunications Commission
1 Promenade du Portage
Les Terrasses de la Chaudière
Gatineau, Québec, J8X 4B1

via electronic filing

Dear M. Morin:

Re: Annual diversity report for Canwest Media Inc. (Canwest)

Please find attached the annual diversity report for the broadcasting undertakings of Canwest for calendar year 2007. As Canwest's purchase of the Alliance Atlantis specialty services was approved at the beginning of 2008 – Decision CRTC 2007-429 – the 2007 Alliance Atlantis diversity report will be filed under separate cover by the former Alliance Atlantis. All future reports will reflect the diversity initiatives pertaining to the combined properties.

In 2007 Canwest owned and operated fifteen (15) conventional television stations (including CJNT, one of only four conventional ethnic services offered in Canada) across Canada in small, medium, and large markets, and eight (8) analogue and digital specialty services.

If the Commission has any questions related to this report, or requires further information or explanation, please do not hesitate to contact me directly.

Sincerely,

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Introduction

Positive feedback from Commission staff regarding Canwest's previous report

On 7 June 2007, we received formal feedback from Commission staff regarding our diversity report for the 2006 calendar year. The feedback was positive, specifically highlighting our diversity activities related to Aboriginal training and hiring, the airing of the National Aboriginal Achievement Awards, sponsorship of diversity festivals, reflection of Aboriginal Peoples, Asian-Canadians and persons with disabilities on air, our involvement with Media Access and Participation, and the submission of our revised Best Practices Diversity Workforce Statement and Diversity Corporate Plan.

We recognize that in previous years the Commission has emphasized the importance of augmenting the presence of Aboriginal Peoples and Asian Canadians on television, and incorporating persons with disabilities into our corporate culture – and this report highlights some of the activities we have undertaken to address the Commission's concerns. In short, we are proud of the strides we have taken towards accomplishing these goals; however, as recognized in previous reports, we are cognizant that there is still work to do.

As we have noted on other occasions, CRTC feedback is extremely helpful to Canwest as we communicate with our stations across the country. It has helped to validate some of our local and corporate initiatives and better understand specific areas of industry concern to Commission staff. The feedback also helps us refine our station report templates which feed into the annual report delivered to the Commission. Once again, we urge Commission staff to provide such feedback on a regular basis – at minimum once every two (2) years.

Emphasis of diversity efforts in calendar 2007

As the Commission will note, on both a local and corporate level, Canwest supported dozens of diversity-related initiatives, both internal and external, throughout 2007. Initiatives included:

- establishment of local Station Diversity Committees at each conventional station;
- local community outreach events (e.g., meet-and-greet sessions; one-on-one sessions; facilities tours; local advisory councils/committees);
- continuation of the mentorship program;
- involvement and membership in organizations like Canadian Council of Aboriginal Business (CCAB), the Strategic Alliance of Broadcasters for Aboriginal Reflection (SABAR), Media Access and Participation (MAP), and Canadian Women in Communications (CWC);
- financial and promotional support for third-party events and activities (e.g., Eyes on India film series; the ReelWorld Film Festival; the ReelAsian Film Festival; the ImagineNATIVE Film & Arts Festival);

- the production and broadcast of diversity-related public service announcements (PSAs) and on-screen community calendars as well as promotion of cultural events on regional newscasts;
- active participation in Canadian Association of Broadcasters (CAB) and its Joint Societal Issues Committee (JSIC);
- scholarships and/or internships for members of designated groups;
- the expansion and fortification of our rainbow news rolodexes;
- individual station diversity tracking;
- high levels of closed captioning;
- internal communication of diversity efforts . . . and so on.

In 2007, we increased employee representation from underrepresented groups. In 2006 we reported that we hired ten (10) Aboriginal People across the country: Regina (1); Vancouver Island (1); Calgary (2); Winnipeg (6). In 2007, we focussed on raising the levels of all four (4) designated groups and were successful in obtaining higher numbers in three (3) of the four (4) groups as illustrated below:

	2006 Hires	2007 Hires
Total <u>New</u> Hires	301	293
Visible minorities	22	33
Persons with Disabilities	1	4
Women	112	141
Aboriginal Peoples	10	4

The result is that in 2007, for all new hires, we increased representation of the four (4) designated groups from 48% in 2006 to 56% in 2007.

A very special note for 2007 is our strong focus on diversity related social benefits as part of our benefits package resulting from the Alliance Atlantis transaction as well as the benefits flowing from the establishment of CHCA Central Alberta transmitters in Calgary and Edmonton.

10 % of the benefits package resulting from the purchase of the Alliance Atlantis specialty properties will be used for social benefits. Approximately \$14 million over the next seven (7) years will be used to fund initiatives to assist the four (4) designated groups. These initiatives include:

- \$700,000 to fund the Canadian Women in Communications mentorship program: the CWC declares that it is a “national, bilingual organization dedicated to the advancement of women in the communications sector through strategic networking, targeted professional development and meaningful recognition.”

- \$500,000 to Women in Film and Television for two (2) training programs: the *Business Learning Initiative* will consist of a number of ‘a la carte’ training modules representing in excess of 100 hours of training for both junior and senior level professionals currently working in the Canadian film and television industries. *The Diversity Initiative* will focus on training visible minorities seeking work in the Canadian film and television sector to help create clear career paths for entry and advancement in this industry.
- \$210,000 to support the Innoversity Creative Summit: a place where entrepreneurs from groups under-represented in the media can showcase their products, talents and ideas and gain exposure to media executives. And at the same time, Innoversity assists media executives to find new products, new talent and ideas for their businesses.
- \$190,000 for the Canadian Council of Aboriginal Business’ Foundation for the Advancement of Aboriginal Youth (FAAY) program - a scholarship and bursary program dedicated to developing the next generation of Aboriginal leaders.
- \$500,000 to the National Aboriginal Achievement Foundation - Taking Pulse Program: the *Industry in the Classroom* series presents career options in specific sectors, through a series of short documentaries and supporting curriculum materials, with the aim of recruiting Aboriginal youth and assisting them to obtain rewarding and productive careers through education.
- \$460,000 for Canwest internships for persons with disabilities: we will bring five (5) interns with disabilities, for 3-4 month internships, into the company each year for seven (7) years. As well as providing compensation for the interns, we will also provide funding to adapt work stations with necessary software, custom furniture or other required tools.
- \$3,095,000 for arts and diversity festivals which may include, but are not limited to the Abilities Arts Festival, imagineNATIVE Film + Media Arts Festival, ReelWorld Film Festival, Toronto Reel Asian International Film Festival, Toronto International Deaf Film and Arts Festival and other festivals that we believe are of benefit to diversity communities.

In the latter case, regarding CHCA Central Alberta, Canwest has committed to:

- creating three (3) four (4) – month paid internships at our Alberta television stations for Aboriginal post-secondary students;
- broadcasting the National Aboriginal Achievement Awards on both the E! and Global networks during prime time for the next three (3) years;
- contribute \$100,000 per year for the next three (3) years to the production of the National Aboriginal Achievement Awards;
- create a series of 1-2 minute vignettes about each National Aboriginal Achievement Award winner to be aired on Canwest stations and shared with other broadcasters at no cost to them; and
- CHCA Central Alberta is creating and airing a weekly feature about Aboriginal issues and activities on the early evening news with a half hour highlight show broadcast on all of our other E! stations.

Canwest and the former Alliance Atlantis broadcasting assets going forward

As the Commission is aware, we are in the early stages of integrating the Alliance Atlantis specialty services into Canwest's media portfolio. As the year progresses we will be looking at a variety of diversity overlaps and/or parallel diversity streams/projects to determine their continued efficiency and effectiveness. We hope that by maintaining the best of both companies, we will create an even stronger diversity vision for the Canwest. For greater certainty, in the next diversity report, we intend to report back on the following:

- Best practices
- Corporate diversity plan
- mentorship program
- sponsorships of diversity events and organizations
- PSA scheduling

Streamlining the Report

As noted in previous reports, representatives from the CAB and CRTC have met to discuss streamlining the reporting process. Although no new measures were initiated in this regard, this year we will continue to report according to the Commission's currently existing instructions and suggestions that we list the initiatives that carried over from 2006 to 2007 (see below) and focus the text on new initiatives. In this report, we have attempted to do just that. However, there are instances where new activities were implemented within existing initiatives – so we have noted those, too.

We have also refrained from repeating excerpts from our Corporate Plan for diversity and Best Practices Diversity Workforce Statement. Our updated Corporate Plan for diversity was filed with the Commission in March of 2007 along with our new Best Practices Diversity Workforce Statement.

Finally, we would like the Commission to review the obligation to file this report on an annual basis going-forward. As this report attests, these reports are time-consuming to prepare, and many of our plans, activities, and anticipated results cover several years. In any case, the Commission now has a detailed record of the diversity-related activities/efforts occurring throughout the broadcasting sector and the many successes we have achieved over the past several years. In our opinion, it is clear that progress is being made; and the annual report simply occupies time and efforts that could be better spent advancing many of the activities outlined in these pages at both the corporate and local levels. We suggest that this report be streamlined, or at least be required only every two years.

Updated on-going initiatives

As noted above, in the interest of streamlining this report, we are listing recurring diversity initiatives in the Introduction to communicate to the Commission that these efforts continued from one year to the next. For further information on these initiatives, please refer to the relevant section of our 2004 to 2006 diversity reports.

Mentorship Program

This program is specifically designed to provide development opportunities to members of the four (4) designated groups as well as support retention efforts. In 2003, we launched the Global Mentorship Pilot Program at three (3) Global/CH stations; in 2004, we achieved full roll-out at all of our television properties; and in 2005, the Program was available throughout our broadcasting properties including our commercial radio properties – which have subsequently been sold.

In 2007, the number of participants in the program declined. We suggest the decline may be due to the maturity of the program. However, we did see a number of people who had already successfully completed the Program apply to be mentored a second time by a different mentor.

In 2008, we will explore ways to update the program including a possible roll-out of a new internal marketing strategy to draw interest to the Program. We will also be extending the Program to our newly acquired specialty properties.

The Mentorship Program continues to evolve through different methods of pairing participants, various modes of communication for participants (ie: the intranet sites for mentorees and one for mentors that were dissolved due to lack of use) or participants with the facilitator, (ie: conference calls, face to face meetings, etc). After each term feedback is gathered and analyzed by the mentorship facilitator and recommendations put into practice for the following term.

Scholarships and/or internships for members of the designated groups

We have continued our scholarship-internship programs specifically targeting members of the designated groups:

Of special note, in 2007 Canwest changed the eligibility criteria of the Aboriginal Peoples' Internship Award to better accommodate the high rate of Aboriginal Peoples who do not complete high school by stating that the applicant must have completed "high school or equivalent" This gives the judges the opportunity to consider work experience or alternative training in lieu of a high school diploma.

Aboriginal Peoples' Internship Award: This annual internship award offers an Aboriginal Canadian a challenging opportunity to work in private television in pursuit of a career in broadcasting. The award, valued at about \$10,000, places the recipient in a 4-month internship program at any one of our television stations where the award recipient will be paid bi-monthly compensation. In addition, the award covers transportation, hotel and attendance expenses at the CAB's annual convention where the award is presented.

Scholarship Award for a Canadian Visible Minority Student: This annual scholarship award is offered to a Canadian student from a self-identified visible minority, and provides educational assistance towards the pursuit of a career in broadcasting. The award, valued at about \$5,000, covers all tuition fees and textbooks for one full academic year of a radio and television arts program or journalism program at a recognized Canadian university or college. In addition, the award covers transportation, and hotel and attendance expenses at the CAB's annual convention where the award is presented.

Scholarship-Internship Award for a Canadian with a Physical Disability: This annual scholarship-internship award is offered to a Canadian student with a disability, and

provides educational assistance as well as a challenging opportunity to work in private television in pursuit of a career in broadcasting. The award, valued at about \$15,000, covers all tuition fees and textbooks for one full academic year of a radio and television arts program or journalism program at a recognized Canadian university or college. The award also includes a three (3) or four (4) month internship at any one of our television stations and moving expenses associated with the internship. In addition, the award covers transportation, and hotel and attendance expenses at the CAB's annual convention where the award is typically presented.

As mentioned above, Canwest is also putting in place additional Aboriginal internships at our Alberta stations and national internships for persons with disabilities.

Wide distribution of job postings to diverse organizations in partnership with Equitek

In 2006, Canwest formally entered into an agreement with Equitek whereby employment opportunities are distributed across the country to a "wide group of partners representing aboriginal peoples, visible minorities, the physically disabled, women and internationally-trained professionals." In addition to accessing potential hires through this relationship, Canwest is also promoting activities by other companies looking to hire from underrepresented groups with our other media assets (e.g. working.com and print ads in our chain of newspapers).

Diversity-related public service announcements (PSAs) and Community Calendars

Across the country Canwest's broadcast properties aired over \$3 million worth of promotional time in the form of PSAs for organizations focused on the four (4) designated groups. Global Maritimes aired almost \$500,000 worth of PSAs to better inform the public about diverse organizations, interests, and events in its community.

Many of our stations donated time and production facilities to create these PSAs. In the fall, Global Ontario worked with the Canadian Association of the Deaf to create a PSA to bring awareness to issues faced by people with hearing impairments. In 2007 this spot aired to the value of \$230,000 and continues to air on all of our stations across the country. Global Calgary, for example, produced a PSA regarding the importance of children's vaccinations which included children from different cultural backgrounds speaking in their own languages.

Moreover, in response to viewer inquiries Global Maritimes created and aired PSAs about described video and closed captioning to better inform its audience about the existence of these services and their use. One PSA script reads:

What is descriptive video? Global Maritimes has the answer.

Described videos bring the action of a television program to visually impaired viewers by providing narrative descriptions of key visual elements, descriptions of the action, costumes, facial expressions and settings are woven into the existing soundtrack.

Described videos for home use allows all viewers to hear both the regular program and the descriptive track....

To receive descriptive video, viewers must have a stereo TV or VCR that includes the Second Audio Program or (SAP) channel. To activate this feature, check your owner's manual. Descriptive video, helping more people enjoy the programs on Global Maritimes.

Another venue for promoting diversity interests is through Community Calendars that are aired on many Global and E! stations. In fact, Global Vancouver aired \$600,000 worth of promotional time on its community calendar for diversity organizations and events (e.g. Chinatown Festival, Black History Month, Talking Stick Festival, Pan African Film Festival, Sikh Veterans Association, Women of Distinction Awards, and many more).

Community outreach initiatives

Local community outreach initiatives continued at the station level with progress monitored via individual station reports. Various efforts included: meet-and-greet sessions; one-on-one meetings with members of the four (4) designated groups; round-table discussions/fora; diversity advisory committees; and convergence projects leveraging and combining our resources in broadcast and/or print and/or interactive media.

Expansion of "rainbow" news rolodex

This ongoing initiative aims to expand and fortify the list of contacts from various backgrounds as subject matter experts in news programming. In last year's report, we noted that station news rolodexes included approximately 900 contacts from visible minorities, Aboriginal Peoples, and persons with disabilities. Individual station reports indicate an increase to over 1,100 diverse contacts across the country in 2007.

Policy of 100% closed captioning

On 15 November 2004, we announced our new policy to increase closed captioning levels for the deaf, deafened, and hard-of-hearing communities to all of our programming, 24-hours-a-day, 7-days-a-week (excepting advertisements and promotional elements). The policy continues to apply to our English language television stations.

Strategic Alliance of Broadcasters for Aboriginal Reflection (SABAR)

Our participation in this sector initiative, which includes members from various broadcasting companies, the CRTC, Indian and Northern Affairs, and Aboriginal training institutes, continued and intensified. In 2004, we helped establish and organize the Alliance and prepared an Aboriginal database that was shared with all participating broadcasters. In 2005, we began to implement other action items. In 2007, we continued our participation in this organization by again manning a SABAR-branded booth at the Canadian National Aboriginal Festival held at the Rogers Centre in Toronto, an initiative designed to promote all aspects of the broadcasting sector to Aboriginal attendees. Also, we helped create and maintain the SABAR website www.sabar.ca.

Canadian Council for Aboriginal Business (CCAB)

In 2004, we applied for and were granted membership in the CCAB. The mission of the CCAB is "to broker business relationships between the corporate sector and the Aboriginal community... by providing the private sector with the resources it needs to engage Aboriginal people, businesses and communities."

In 2007, we retained our membership in CCAB and are still the only broadcast member of this organization.

We will be augmenting our relationship with CCAB in 2008 when we create the Canwest Broadcast Scholarship for Aboriginal Students through benefits money.

While these activities are underway, we have already implemented or are continuing a number of initiatives related to Aboriginal relations, including, but not limited to:

- the extensive promotion and broadcast of the National Aboriginal Achievement Awards in primetime on Global Television for the third year in a row. For the next three years this includes \$100,000 for production and the creation of vignettes about the winners to be shared with other broadcasters;
- an internship for an Aboriginal student through the Broadcasters of the Future Awards with four more internships for Aboriginal students in Alberta being implemented in 2008, as a result of Decision CRTC 2007-168;
- In September 2007 CHCA Central Alberta began airing a weekly feature focused on Aboriginal activities and issues with a half hour highlight show to be aired on other E! stations;
- inclusion of Aboriginal leaders in our station meet-and-greet sessions, one-on-one meetings, and fora;
- through NAAF, the creation and delivery of a Taking Pulse module to encourage broadcasting as a career choice for Aboriginal youth;
- active involvement in CCAB fundraising events and in SABAR; and
- sponsorship of Aboriginal events such as the ImagineNATIVE Film + Media Arts Festival in Toronto.

Media Access and Participation (MAP)

The MAP initiative grew out of Innoversity in 2006 in an effort to address accessibility of persons with disabilities issues within the broadcast and media industries. This group brings together persons with disabilities who work in media, those who provide or develop equipment for persons with disabilities who work in media, and broadcasters. Canwest joined this group early in 2006 and we look forward to accomplishing many of the tasks MAP has developed.

Canadian Women in Communications (CWC)

CWC is a national, bilingual organization “dedicated to the advancement of women in the communications sector through strategic networking, targeted professional development and meaningful recognition.” Canwest continued to support employees interested in CWC by picking up the tab for almost fifty (50) membership renewals in 2007.

Last year CWC recognized Canwest as its 2006 Employer of the Year at a gala dinner in February 2007. Barbara Williams, Canwest’s Executive Vice President of programming and production received the Mentor of the Year award at the same gala.

The Vancouver Sun noted that:

Women make up 20 per cent of senior managers at CanWest MediaWorks and 20 per cent of the board of directors.... The company provides women mentorship programs and flexible work arrangements, and this year also promised to support career development by funding CWC memberships for women in broadcast across Canada.

CanWest MediaWorks is an industry leader in changing corporate culture to foster the advancement, promotion and recognition of women. In recent years the company has made significant strides to ensure that women play a critical role in the organization, particularly in leadership roles...”

JSIC

Canwest has participated on the CAB’s JSIC Committee for a number of years. In 2007, that involvement again included chairing the committee. This is noteworthy because JSIC is responsible for overseeing many of the diversity-related activities at the CAB – including issues related to closed captioning and the Diversity Task Force (e.g., amendments to industry codes). In 2007, JSIC established a working group to develop closed captioning standards.

Corporate Accountability

1. **Senior executive in charge of diversity: “Identify a senior executive who will be accountable for diversity practices and ensuring that management becomes more reflective of Canada’s multicultural reality.”**

(a) **Has a senior executive been identified in the corporate plan?**

Yes. The senior executive in charge of diversity is the Senior Vice-President, Regulatory Affairs, Canwest Media Inc. (Charlotte Bell), with the assistance of the Senior Vice President, Human Resources (David McCauley).

(b) **What specific responsibilities have been identified in the corporate plan?**

Corporate Plan Checklist Item:

“Appointment of a senior executive responsible”

(c) **What has the senior executive responsible for diversity accomplished in this reporting year, particularly with respect to ensuring that management becomes more reflective of Canada’s multicultural reality?**

A wide range of initiatives were implemented and/or continued in calendar 2007 under the supervision of the designated senior executive. Further details may be found throughout this report, but highlights of activities include:

- The continuation and/or enhancement of recurring diversity efforts: These items are explained more fully in the Introduction of this report. For ease of reference, we re-list them here:
 - The national Mentorship Program;
 - scholarships and/or internships for members of the designated groups;
 - diversity-related public service announcements (PSAs), community calendars, and event sponsorships across the country;
 - community outreach initiatives: various station efforts included: meet-and-greet sessions (with an emphasis on increasing community contacts); one-on-one meetings with members of the four (4) designated groups; round-table discussions/fora; diversity advisory committees;
 - expansion and fortification of “rainbow” news rolodex; and

- active participation in: SABAR; MAP; CCAB; CWC; and CAB/JSIC.
- Internal diversity communications: In 2007 our internal diversity communications were strengthened by adding Diversity Pages to our Canwest intranet site – Canwest Connects. Here, employees can find the updated Corporate Plan and Best Practices Diversity Workforce Statement, information about the Canwest Broadcast Mentorship Program, etc.
- Support for third-party diversity initiatives: On a regular basis, Canwest is asked to support diversity initiatives operated by third-party organizations or individuals. Although we cannot support each of these activities, we were able to provide assistance to a number of these groups/individuals, including the Eyes on India film series, the ReelWorld Film Festival, CCAB fundraising events, the ImagineNATIVE Film + Media Arts Festival; The Abilities Arts Festival; and the ReelAsian International Film Festival, among others.
- On 1 January 2007, we began airing a PSA created by the CAB designed to positively influence public attitudes about persons with disabilities. APTN created their own version of this PSA featuring Aboriginal Persons with disabilities that we also aired as a supplement to the CAB PSA. Both of these PSAs aired on all of our stations – both conventional and specialty – throughout 2007 and we will continue to air them in 2008.
- The creation of a national PSA Committee to oversee the airing of community and national PSAs. This committee recognizes that there is a special place for diversity PSAs on Canwest stations and works to ensure that these are allotted a proper amount of air time.
- Establishing the use of millions of dollars of benefits money to fund initiatives aimed at the four (4) designated groups. These initiatives were listed earlier in this report, but some examples include an internship program for persons with disabilities; funding a Taking Pulse module with NAAF to promote broadcasting as a career choice among Aboriginal youth; and funding to maintain the CWC mentorship program.

(d) If applicable, please describe any new initiatives, including those that might have resulted from work in this area.

New diversity initiatives developed and/or implemented in calendar 2007 are described in some detail throughout this report. As such, our response below is focused on future short-term activities.

Diversity initiatives are constantly evolving and building upon previous efforts. With this in mind, in the upcoming year (calendar 2008), the designated senior executive, in consultation with the National Diversity Task Force, has proposed the following diversity initiatives:

- Bring to air more diversity centered programming, such as the now successful half-hour dramedy *Da Kink in My Hair* that was created by an all Black team of writers and producers. This is the first time a private conventional broadcaster in Canada has commissioned a series with an all Black cast.

- Review the composition of the National Diversity Task Force: Given organizational changes within Canwest, (e.g. the acquisition of the Alliance Atlantis broadcast assets), it is advisable to review the composition of the National Diversity Task Force.
- Continue our diversity-related discussions with our print and interactive businesses and increase their participation in diversity initiatives.
- Update and air the Global diversity PSA that aired on all of our stations in 2005-06.

2. Clear goals for station managers: “Set clear goals for station managers so that their stations reflect the diversity that exists in their communities.”

(a) What goals for station managers have been identified in the corporate plan?

Corporate Plan Checklist Item:

“Clear goals for station/specialty service managers”

Sections E and F of our Best Practices Diversity Workforce Statement (“Community Outreach” and “Cross-Media Cooperation”)

(b) In this reporting year, which initiatives to meet those goals have been implemented?

Diversity emphases at the local level are primarily related to local news and community outreach. As such, examples of local diversity initiatives are found throughout this report – and especially in the sections entitled “News” and “Community Involvement.” In this section, we have highlighted some exemplar activities under Station General Manager leadership.

While the Commission is primarily interested in new diversity initiatives, we specifically highlight the following three (3) recurring initiatives at the local level:

- 1. Mentorship Program for persons in the four (4) designated groups:** Station General Managers are accountable for the implementation of the Mentorship Program at their respective stations. As noted in the Introduction, the objective of the Mentorship Program is to assist persons in the four (4) designated groups to develop tools to enhance and advance their careers. We consider this program to be a key retention tool.
- 2. Provide Internal Feedback on Diversity Initiatives:** Each year, Station General Managers complete and provide local diversity tracking reports to the senior executive in charge of the Diversity Task Force. This “on the ground” feedback helps us to identify and monitor potential areas of concern or weakness – and take corrective action as necessary.
- 3. Air Local Public Service Announcements and Community Calendars:** Aside from the PSAs that run nationally, local stations strengthen relationships with organizations in their communities by airing announcements for events through PSAs and/or Community Calendars or general support for diversity issues. In 2007 the value of this airtime totaled over \$4 million.

New this year - The creation of internal Station Diversity Committees: The majority of our conventional stations have already set up Station Diversity Committees with the rest to follow in early 2008. These committees are comprised of at least the station General Manager and the News Director and are responsible for completing the diversity tracking report, holding meet-and-greets

and round tables with representatives of underrepresented communities and implementation of station diversity initiatives. These committees report to the National Diversity Task Force.

Some outstanding examples of local leadership under the purview of Station General Managers are included below. Other examples of local initiatives are provided throughout this report.

- As mentioned above, Global Maritimes produced and aired PSAs related to closed captioning and described video, explaining what these services are and how they can be accessed.
- Global Quebec was heavily involved in “Chair Aware”- an organization that promotes awareness of persons who use wheelchairs - for a second year. They held a Chair Aware Challenge where *This Morning Live* and the *Evening News* teamed up with the Montreal Action Centre’s Chair Aware campaign. *This Morning Live* host Gelareh Darabi and *Evening News* anchor Jamie Orchard both spent a day in a wheelchair to promote the event. *This Morning Live* produced a live show from the launch of the campaign, and the *Evening News* produced five (5) special reports on the campaign.
- Global Ontario News traffic reporter Pooja Handa hosted the annual Rick Hansen Wheels in Motion local Toronto event that raises funds and awareness for people living with spinal cord injuries. Ms. Handa welcomed the participants and officially kicked off the event.
- Executive Producer John McKenna of CHCH News was given a Certificate of Appreciation in May for his and the station’s support of Hamilton’s Centre for Civic Inclusion. In particular, the acknowledgement praised John and the station for helping launch and promote Hamilton’s Diversity Week.
- As part of the Eagle Vision Career Exposure Project, Global Winnipeg hosted Aboriginal students for two days in November 2007. The students spent time in News and Production and each left with a DVD copy of their work. This program is aimed at encouraging Aboriginal students to think about possible careers and develop self-esteem.
- Global Regina was extremely involved in a wheelchair rugby tournament in November 2007. Not only did CFRE produce and air a PSA to promote the event, it also aired a news story looking at this popular wheelchair sport. This story focused on a female player who has a spinal cord injury.
- The News Director of Global Saskatoon is mentoring a Métis student from Southern Alberta Institute of Technology (SAIT) who, in the spring, will take part in a work placement at the station.
- Global Calgary on-air personalities were busy in 2007 participating in diversity events in the city. For example, in August Jill Croteau moderated the GlobalFest Human Rights Forum; In October, News Anchor Nirmala Naidoo hosted “Through Her Eyes” promoting the Calgary Immigrant Women’s Association’s annual fundraising gala; in November Angela Kokott and Grant Pollock hosted the YMCA Peace Medal Awards gala.

- Global Edmonton conducted station tours for underrepresented groups. In 2007, the station hosted tours for no less than ten (10) diverse groups including but not limited to: Supportive Community Access; Austin O'Brien High School – special needs students; Paralympics Sports Association; Hardesty School – Community Learning Skills.
- CH Central Alberta participated in the Alberta “Help Make a Difference” initiative designed by Alberta Community Development and the Alberta Human Rights Commission to promote diversity and champion human rights issues in Alberta. The station aired PSAs featuring the four (4) designated groups to increase awareness of discrimination faced by these groups.
- Global Lethbridge met with representatives from Harbour House – a local women’s shelter by creating a PSA to raise awareness and Global provided sponsorship and promotion for the organization’s annual fundraising auction.
- CHBC Okanagan Valley compiled recipes from the first two (2) years of their Cultural Cuisine program into a Cultural Cuisine Cookbook. All proceeds are being given to multicultural groups in the Okanagan.
- A senior reporter from Global Vancouver won an Edward R. Murrow award for her feature story about the late Aboriginal artist Norval Morriseau.
- CH Vancouver Island has met with representatives of the North American Indigenous Games to be held in BC in August 2008. CHEK representatives have been meeting with the Games planning committee to discuss how CHEK can be of assistance as well as meeting with local Cowichan Tribes to encourage them to send news stories and community events to the station.

(c) What are the outcomes of those initiatives?

We discuss station-level outcomes in other sections of this report – especially the section entitled “Community Involvement.” Some highlights include:

- Station executives are meeting with local diversity groups in order to create better relationships with the communities they serve. For example in 2007:
 - CHCH Hamilton met with diversity groups on a one-on-one basis to better understand the different needs of each community. In 2007, this station met with fourteen (14) different underrepresented groups including:
 - Muslim Association of Hamilton
 - Hamilton Filipino Community Centre
 - India Canada Society of Hamilton and Region
 - The Hamilton Friendship Association with Cuba
 - The Burlington Caribbean Connection
 - Halton Multi-cultural Council
 - Hindu Samaj Temple of Hamilton & Region
 - Afro-Canadian Association of Hamilton & District
 - Canadian Chinese Cultural Association
 - African Caribbean Cultural Potpourri Inc.

- Canadian Métis Council
 - Six Nations Council
 - Canadian Japanese Cultural Centre
 - Chinese Community Association
- CJNT Montreal held an informal potluck dinner where members of underrepresented groups were invited along with ethnic show teams to review the past year and address issues affecting various communities going forward.
- Local on-air community calendars highlight community events at many of our stations/services.
 - CH Okanagan Valley contributed significantly to the promotion of diversity events and issues via over \$600,000 worth of community calendar air time. Promoted events included: Women of Distinction Nominations; Diwali Festival of Lights; and Asian Heritage Month.
 - The Mentorship Program is available at all of our broadcast stations (see Introduction).
 - Stations supported diversity-related organizations and activities via the production and airing of PSAs, on-air promotion of third-party activities, and the attendance of on-air personalities at numerous community events. For example, in 2007:
 - Global Maritimes supported African Canadians in the Arts by producing and airing two (2) thirty (30) second vignettes to celebrate the stories of these artists.
 - Tracey McKee, host of *This Morning Live* at Global Quebec emceed Harmony School's Chateaugay Intercultural Day with Justin Trudeau.
 - Global Ontario worked with the Canadian Association of the Deaf to create an awareness PSA that is currently airing on all of Canwests stations – both conventional and specialty - across the country.
 - CH Hamilton's *CH Morning Live* newscast incorporates an "Interactive Community Reporter" who covers diverse community events.
 - Global Winnipeg's sports reporter Tyler Calver hosted a cycling fundraising event in support of the Multiple Sclerosis Society.
 - Global Regina produced and aired a number of PSAs for underrepresented groups including but not limited to: Saskatchewan Cultural Exchange Society; Regina Women's Community Centre; Mosaic; and Stepping Stone Career Fair.
 - Global Saskatoon continues to air *Short Cuts*, a daily ninety (90) second program that runs four (4) times daily and promotes local events such as Meewasin Valley River Cinema; the 4th Annual Aboriginal Music Festival; and the launch of the 2008 Aboriginal youth calendar.
 - All of Global Calgary's anchors appear at community events and/or act as Masters of Ceremonies at such events. In 2007, some of these events included the Calgary

Immigrant Women's Association; The Giddyup Gala fundraiser for Down's syndrome; a multi faith discussion at Mount Royal College; and a YMCA fundraiser for women's shelters.

- CH Central Alberta airs *Close to Home* – a sixty (60) second feature that airs daily and is updated weekly providing cultural and not-for-profit organizations with a vehicle to promote their events, activities, or simply awareness. This initiative provided coverage for over 300 cultural and community events in 2007.
 - Global Edmonton's *Out There* community calendar provides listing of diversity events in the Edmonton area such as the Chinese New Year Carnival; Synergy African Art Show; CNIB Visions Luncheon; Bowl for Special Olympics, and Charity Idol – Bent Arrow Healing Centre for Aboriginal and First Nations.
 - Global Lethbridge airs *Scene & Heard*, a daily half hour program that includes segments about community events. In 2007 some of the diversity events promoted on this show included a fundraiser for a barrier-free playground; raising funds for a disabilities riding association; and a profile of CNIB service offered in the Lethbridge area.
 - CHBC Okanagan Valley has continued airing *Your Community*, a bi-weekly feature showcasing Aboriginal events throughout the Okanagan Valley. *Your Community* was created in 2004 at the request of the local Aboriginal communities and continues to receive positive feedback throughout the station's coverage area. Produced by Aboriginal reporter Tracey Kim Jack, this program featured thirty-three (33) Aboriginal organizations in 2007.
 - Global Vancouver strongly supported Courage to Come Back, a program at the Coast Mental Health Foundation. In 2007, CHBC produced a PSA to raise awareness of mental health issues and aired the PSA all to the value of over \$100,000.
 - CHEK Métis News Anchor Julie Nolin is an avid supporter of the Indigenous Games being held in 2008 in the Cowichan Valley. Ms. Nolin participated in a ceremony marking the one year countdown to the games.
- Certain stations have initiated local internship programs. For example: Global Ontario partnered with Indigenous Culture and Media Innovation (ICMI) to create a one month internship at the station for an Aboriginal media student in News and the ET Canada department.
 - In addition to our Broadcasters of the Future Awards, some Canwest stations provide scholarships to students from the four (4) designated groups. CH Montreal for example, provides an annual scholarship through the Centre Gabrielle-Roy to a local Black student at the Gala Noir et Blanc (Francois Dollier de Casson Scholarship).
 - Several of our stations participated in cross-media initiatives – these typically offer cross-promotional opportunities and in-depth analysis of issues. For example, Global Regina and the *Regina Leader-Post* partnered to promote and sponsor the Aboriginal Rainbow Youth Comedy Benefit and the Stepping Stones Career Fair. Global Ontario took the lead

on Canwest's Broadcasters of the Future Awards by cross-promoting the opportunities with a PSA on all Global and E! stations, links to applications on our websites Canada.com and Globaltv.com, and newspaper ads in The National Post.

(d) Please identify the timelines for those initiatives that have not yet been implemented.

Each of our initiatives is currently underway. However, as re-stated from previous reports, we expect that Station General Managers will identify new ways of meeting stated goals, resulting in a natural evolution in how initiatives take shape in each local market.

(e) If applicable, please describe any new initiatives, including those that might have resulted in work in this area.

N/A on a system-wide basis.

However, it is worth noting that local initiatives are constantly borne from our contacts with various groups via community outreach mechanisms. A number of the activities described in this report resulted from community discussions, meetings, and feedback at the station level and we expect those initiatives to continue locally. To better communicate these initiatives each station has or will shortly set up a Station Diversity Committee comprised of (at minimum) the Station General Manager and the News Director.

3. Diversity training for management: “Ensure that all Managers receive appropriate training.”

(a) What specific training initiatives have been identified in the corporate plan?

Corporate Plan Checklist Item:
“Hiring and Retention: Training”

(b) In this reporting year, which initiatives have been implemented?

In 2004, we emphasized diversity training. In addition to some local training initiatives we undertook a comprehensive cross-country training program focused on diversity, inclusion, and our Best Practices Diversity Workforce Statement. This program involved management from many functional areas at every Canwest television station – in addition to management from our specialty services and radio stations – and set a baseline for diversity-related initiatives in the future.

In 2005, Sharlene Kanhai, now Director of Learning & Development for Canwest and a member of the National Diversity Task Force, rolled-out the Managing Diversity Training Session to our broadcast newsrooms in Vancouver and Toronto.

In our 2006 report we noted that “In 2007 we will be looking at rolling out a ‘refresher’ session for all managers based on the 2004 Managing Diversity Training Session.” Due to numerous HR issues stemming from our purchase of the Alliance Atlantis broadcast properties many of the planned HR initiatives were postponed. As such, the ‘refresher’ training will be revisited in 2008.

Some new initiatives were implemented at the local level in 2007. For example:

- Members of the CH Hamilton management team attended a Racism-Free Workplace Strategy workshop presented by Human Resources and Social Development Canada. Members of the Global Ontario staff attended this same workshop when it was held in Toronto.
- The Coordinator, Regulatory Affairs attended the Conference Board of Canada’s Workplace Diversity and Inclusiveness Forum in Toronto for two (2) days in December.

The corporate training focus in 2007 was the comprehensive Leadership Forum held in September in Quebec with well over 100 senior executives from Canwest involved. In addition to the obvious relationship between leadership and inclusion, the forum presented an opportunity for Canwest leaders to share success stories.

This year Canwest will look at opportunities to further incorporate diversity issues and awareness into our annual Leadership Forum to be held in the fall of 2008.

(c) **For those training initiatives that have been implemented, please answer the following questions. For those initiatives that have yet to be implemented, please proceed to question (D).**

▪ **What kind of training has been received?**

In the case of the Conference Board of Canada's Workplace Diversity and Inclusiveness Forum, panel and plenary topics included:

- Measuring diversity, and going beyond the numbers
- Setting a diversity "budget" and measuring the ROI
- Developing a strategy to promote diversity and inclusiveness
- Communicating organizational strategies, expectations and responsibility
- Who's accountable for the diversity strategy and targets?
- Tapping into new immigrants as a key source of skills and talent
- Removing systemic barriers to diversity
- Building an inclusive culture and celebrating the diversity of your organization
- Diversity as a competitive advantage in emerging markets
- Securing senior support for your diversity strategy
- Procurement strategies to encourage greater diversity at suppliers
- Transforming inclusion into engagement
- Competencies of the diversity dexterous leader

▪ **Please indicate which levels of management have participated in this training, and what proportion of management that this represents.**

As discussed in the 2004 report, all Station General Managers and their direct reports were included in the Managing Diversity training program. In support functions, the training program was focused on "people" managers (i.e., managers with hiring powers). Greater than 80% of the target group attended the training program in 2004, including 100% of Station General Managers.

In 2005, this approach was extended to people managers in our newsrooms in Vancouver and Toronto. As noted above, we will be looking at rolling out a "refresher" session for all managers based on the 2004 Managing Diversity Training session.

Station specific training initiatives that target various levels of management (editorial assistants; coordinators; directors; reporters; and other news staff) will continue at the local level in 2008 on an as needed basis.

▪ **What have been the benefits of this training?**

As previously reported, in order to gauge the direct benefits of the Managing Diversity Training Session, a feedback mechanism was instituted at each location and produced a quantitative feedback report. The feedback was overwhelmingly positive.

Due to the comprehensive nature of the program, we expect the benefits of that initiative to continue well into the future; however we do believe that a 'refresher' course is in order. We have taken the first steps in this regard by updating our Best Practices Diversity Workforce Statement and Corporate Plan prepared by the National Diversity Task Force (submitted to the CRTC in March 2007). These documents were distributed to all broadcast staff and are available on our intranet site – Canwest connects.

(d) Please identify the timelines for those training initiatives that have not yet been implemented.

As mentioned above, in 2008 a refresher will be planned for the Managing Diversity Training Session that was delivered to all station General Managers and their direct reports in 2004.

All stations are encouraged to seek specific diversity training based on their needs.

(e) If applicable, please describe any new initiatives, including those that might have resulted from work in this area.

New initiatives are described above.

4. Staff involvement in plan's progress

(a) What specific initiatives have been identified in the corporate plan?

Corporate Plan Checklist Item:
“Staff assessment of progress and future challenges”

(b) In this reporting year, which initiatives have been implemented?

Members of the National Diversity Task Force have a wide range of functions within the organization, with representation from small and large markets, visible minorities, management, staff, Promotions, News, Human Resources, Programming, and Corporate Affairs.

In 2007, Chris McGinley, Senior Vice President, Operations was added to the National Diversity Task Force to reflect changes in the organization, although we foresee changes in 2008 due to the acquisition of Alliance Atlantis' specialty stations.

The full complement of the current National Diversity Task Force members is listed below.

- Charlotte Bell, Senior Vice-President, Regulatory Affairs, Canwest Media
- Linda Fraraccio, Promotions Manager, Global Quebec.
- Patricia Gallagher, Marketing and Promotions Manager, Global Maritimes
- Sue Galloway, Business Manager, CH Hamilton
- Sharlene Kanhai, Director, Learning & Development, Canwest Media
- Bruce Leslie, Vice-President, Community & Public Relations, Corporate Office
- David McCauley, Senior Vice President, Human Resources, Canwest Media
- Patrick O'Hara, Vice-President, Eastern Stations
- David Rathan, Research Manager (Television), Canwest Media Sales
- Steve Wyatt, Senior Vice President, News and Information, Canwest Media
- Peter Kent, Deputy Editor, TV News & Anchor MoneyWise
- Karen King, Production Executive, Original Programming, Canwest Media
- Kirk Lapointe, Managing Editor, Pacific Newspaper Group
- Chris McGinley, Senior Vice President, Operations
- Karen Clout, Coordinator, Regulatory Affairs

For purpose of illustration, the most recent meeting of the National Diversity Task Force included the following agenda items:

- Commission feedback on our 2006 Diversity report;
- Updated Corporate Plan and Best Practices Diversity Workforce Statement
- Establishment of Station Diversity Committees
- Mentorship update
- Alliance Atlantis benefits

(c) For those initiatives that have been implemented, please answer the following questions. *For those initiatives that have yet to be implemented, please proceed to question (D).*

- **In this reporting year, describe the opportunities provided for staff assessment of progress in the area of cultural diversity?**

The primary tool for staff assessment of progress is the station tracking report. In December of each year (January of this year), individual stations complete a comprehensive diversity questionnaire.¹ The Chair of the National Diversity Task Force uses these reports to monitor progress and activities on a local basis. Station reports include information on job postings (and positions filled that were not posted); promotions; training; community outreach initiatives/feedback; news; news rolodex; non-news local programming; cross-media partnerships; sponsorships/promotions; and diversity advisory committees.

Certain stations have external Diversity Advisory Committees that provide diversity-related feedback directly to the station, and subsequently, to other areas of the business.

Moreover, as in previous year's reports, each National Diversity Task Force meeting is an appropriate venue for progress assessment.

In 2007, each station was asked to set up an internal Station Diversity Committee to better monitor activities at their stations. These committees are comprised of at minimum, the station General Manager and the News Director.

There are also informal feedback mechanisms through discussions with employees who are responsible for or implement various initiatives.

- **How many staff participated in this assessment?**

The following staff participated in the assessment:

- The National Diversity Task Force currently includes fifteen (15) Canwest employees at various levels within the organization, from all regions, representing a good cross-section of company departments.

¹ For greater clarity, Specialty currently reports as a group.

- Completion of station tracking reports in calendar 2007 directly involved at least 50 individuals – including each station’s General Manager and News Director.
 - Mentorship participants – both mentorees and mentors – are encouraged to provide feedback to the Coordinator, Regulatory Affairs.
- **Through these opportunities for staff assessment, have future challenges been identified?**

Future challenges have been identified in past reports, and these challenges persist:

- Opportunities to diversify the workplace is a challenge because of low levels of staff and management turnover. However, as noted in the Introduction we are making progress in this area 56% of new hires in 2007 were from the four (4) designated groups;
- Many diversity initiatives are labour intensive and require significant time and resources (e.g., cross-country training initiatives to address new hires; promoted employees, unavailable employees, new broadcasting properties, and so on);
- Reporters are sometimes unwilling to share their resource contacts;
- Aboriginal concerns have been separately identified and require extensive relationship-building. The CCAB/SABAR initiatives are specifically designed to address this particular community; and
- Diversity measures often cannot apply across the board – Toronto for example has a much higher population of visible minorities than the Okanagan Valley so initiatives must be customized by region and this can sometimes be difficult. Global Ontario has found that meet-and-greet sessions are fairly easy to hold because of the number of diversity organizations available. Global Lethbridge or Global Saskatoon often find themselves meeting with the same groups - mostly Aboriginal - time and time again. We are optimistic that having local Station Diversity Committees will provide equally successful alternatives in situations such as this.

(d) Please identify the timelines for those initiatives that have not yet been implemented.

Every initiative is currently underway.

(e) If applicable, please describe any new initiatives, including those that might have resulted from work in this area.

N/A

5. Improving employment practices re: visible minorities: “Set out the licensee’s plans for hiring and retention of visible minorities, as well as training in this area that it will provide to staff.”

Note: We have expanded our answer to this question to include members of all the designated groups.

HIRING

(a) What specific hiring initiatives have been identified in the corporate plan?

Corporate Plan Checklist Item:

“Hiring and retention of visible minorities (including training on how to hire and retain)”

Section A of our Best Practices Diversity Workforce Statement (“Hiring”)

Subsection C4 of our Best Practices Diversity Workforce Statement (“News”)

(b) In this reporting year, which hiring initiatives have been implemented?

Many of our hiring initiatives address the six- (6) point employment program included in the Corporate Plan. These initiatives were established in previous years and continued through 2007; as such, more details may be found in the Introduction. For example:

- In 2006, Canwest made a concerted effort to hire more Aboriginal people across the country resulting in ten (10) new Aboriginal hires. In 2007, Canwest increased the percentage of new hires from the four (4) designated groups from 48% in 2006 to 56% in 2007.
- Our various Human Resource departments distributed external job postings to hundreds of ethno-cultural and Aboriginal groups, and organizations associated with persons with disabilities. Moreover, most of our positions were also posted on our job/career advice website working.com.
- In 2006, Canwest formed a partnership with Equitek to distribute all Canwest jobs posted on our job site, working.com, to a “wide group of partners representing aboriginal peoples, visible minorities, the physically disabled, women and internationally-trained professionals.” This relationship continued in 2007.
- We maintained our participation in, and continued support for, relevant industry associations (e.g., SABAR; CCAB; CWC; MAP; CAB – including current Chair of JSIC).

- We continued our historic scholarship and/or internship programs for visible minorities, Aboriginal people, and persons with disabilities. Award winners were introduced to Canwest employees and other broadcast officials at the CAB Convention in Ottawa.

(c) For those initiatives that have been implemented, please describe what has been accomplished. *For those initiatives that have yet to be implemented, please proceed to question (D)*

The initiatives listed above have all been implemented clearly illustrating that Canwest certainly considers hiring from the four (4) designated groups a benefit to the company.

Actual results from these initiatives are more difficult to gauge. We have put initiatives in place, but immediate results across the system (especially considering low employee turnover) are simply not possible. As such, our efforts to date have been to create corporate and local climates accepting of inclusion and encouraging diversity on- and off-air. Annual monitoring is also susceptible to one-year swings caused by specific programming initiatives.

Station diversity reports track the number of new posted and un-posted hires from each of the four (4) designated groups. Filled positions are subsequently categorized into broad job functions: management; on-air; administration; technical; programming; and production/news.²

New hire results in calendar 2007 are highlighted below. As always, self-reporting may affect actual figures.

- We hired an additional four (4) Aboriginal people this year in addition to the ten (10) hired last year.
- Canwest hired four (4) persons with disabilities in 2007. These hires are in the areas of administration (3), and one technical.
- 56% of all full-time posted positions were filled by a member of the designated groups – an increase from 48% last year.
- 48% of all full-time posted positions were filled by women – an increase from 37% in 2006.
- 11% of all full-time posted positions were filled by visible minorities – an increase from 7% in 2006.
- In early 2008, several women were promoted to senior positions. These include but are not limited to: the Senior Vice President, Regulatory Affairs; Senior Vice President, Operations; Executive Vice President, Content; Senior Vice President, Drama and Factual Content; Senior Vice President, Lifestyle Content; Senior Vice President, Digital Media; General Manager, Global Ontario. The President of Canwest Broadcasting is also a woman.

² Although most jobs are posted throughout the Canwest system, part-time positions, executive hires, and certain on-air positions may not be posted.

- Women also dominate the new Sales office with two (2) of the three (3) Senior Vice Presidents being women, as well as two (2) of the three (3) Vice Presidents.
- Forty-five (45) of the full-time un-posted positions were filled by a member of a designated group (up from 41 last year and 19 in 2005).

In 2006, we joined the Equitek Diversity Outreach Network. This partnership ensures that all Canwest jobs posted to working.com are also automatically distributed to the more than 250 organizations within the Equitek network, a network that includes visible minorities, women's organizations, Aboriginal groups, persons with disabilities, and groups for foreign-trained professionals.

(d) Please identify the timelines for those initiatives that have not yet been implemented.

All of the initiatives considered in the updated Corporate Plan are ongoing:

Our six- (6) point employment program will continue:

- Working towards a representative workforce in on-air talent pool and within our management group;
- Posting of job opportunities locally throughout the Canwest broadcast system across Canada, on our website (working.com), internally on our intranet site (Canwest Connects) and to under-represented groups through Equitek Employment Equity Solutions;
- Working with appropriate community organizations and groups to identify eligible candidates;
- Maintaining participation in and continuing support of industry organizations on a local and national level;
- Continuing the Global program of awards and scholarships for visible minorities, Aboriginal people and persons with physical disabilities; and
- Continuing to meet the requirements of the Employment Equity Act.

While we have made significant strides "working toward" these objectives, we recognize that there is a long road ahead of us to achieve a perfectly representative workforce.

(e) If applicable, please describe any new initiatives, including those that might have resulted from work in this area.

Broadly speaking, almost all of our diversity-related initiatives should directly or indirectly impact hiring activities – i.e., through internships and/or scholarships; facilities tours to diverse high school and university/college students; internal communication of our Best Practices Diversity Workforce Statement; career fairs; widely distributed job postings; station tracking reports for monitoring purposes; the maintenance of an inclusive workplace; and so on.

RETENTION/TRAINING

(a) What specific initiatives, including training, have been set out to address retention of culturally diverse employees in the corporate plan?

Please Note: We have incorporated discussion of our extensive diversity training initiatives into other sections of this report. Please refer to “Diversity Training for Management” for more detailed information.

Corporate Plan Checklist Items:
“Hiring and Retention (including training on how to hire and retain)”

Section B of our Best Practices Diversity Workforce Statement (“Retention”)

(b) In this reporting year, which initiatives have been implemented?

The following initiatives were implemented:

- Mentorship Program: In 2007, the Mentorship Program was again available throughout our broadcast properties. The primary objective of the Mentorship Program is to enhance the work experience of persons from under-represented groups. As such, the program itself serves as an effective retention tool. As expected, the “rush” to be involved in the first few years of the mentorship program has settled to a stable level. We are now in our fifth year of this program. Program information is now available on our intranet site, Canwest Connects.
- Updating the Diversity Corporate Plan and the Best Practices Diversity Workforce Statement. In consultation with the National Diversity Task Force, Station General Managers, and key personnel from other areas of the company these documents were updated and filed with the CRTC in March 2007, subsequently sent to all Canwest broadcast employees, and are available on our intranet site.
- As noted in previous reports, retention is often tied to the possibility of promotion. Promotions, of course, are dependent on the creation of new opportunities and/or employment turnover. As such, while we would not consider employment-related promotions an initiative tied to diversity *per se*, it would be foolhardy to ignore the importance employees, from all groups, place on the relationship between promotion and retention. In 2007, we tracked station-specific promotional activity (results provided below).

(c) For those initiatives that have been implemented, please describe what has been accomplished. *For those initiatives that have yet to be implemented, please proceed to question (D).*

As noted throughout this report, mentorship and training initiatives are now rolled-out throughout Canwest’s broadcast operations. Each is discussed in more detail in other sections of this report.

In terms of promotion activities, station reports indicate far fewer total promotions in 2007 than in 2006, but of the promotions that were given, twelve (12) out of the fourteen (14) were to women, three (3) of whom were visible minorities.

As we stated in previous reports, internal promotion is facilitated by the Career Opportunity Notification Circular³ – a great benefit to employees who begin their careers in smaller markets and eventually move on to larger ones. We note, however, that smaller markets still find it difficult to retain qualified staff who wish to broaden their horizons in larger markets. In this regard, our proactive approach to recruitment is critical in those smaller markets where the pool of qualified candidates tends to be smaller.

(d) Please identify the timelines for those initiatives that have not yet been implemented.

Mentorship and training initiatives are ongoing throughout our broadcast operations. Of course, promotions activity is site- and person-specific and is not a pre-programmed activity.

(e) If applicable, please describe any new initiatives, including those that might have resulted from work in this area.

N/A

³ In order to ensure that station employees are made aware of career opportunities at other Canwest stations, we have continued our policy of circulating and posting all full-time station job openings throughout the system. This policy was first communicated in 1995 and appeared in a Career Opportunity Notification Circular. The stated purpose of this now long-standing initiative is to ensure, to the extent reasonably possible, that we retain qualified personnel and provide advancement opportunities to employees in the organization.

REFLECTION OF DIVERSITY IN NEWS PROGRAMMING

Please note: We do not have a news-focused specialty service; and ethnic station CJNT-TV Montréal does not have a news department. Therefore, this section of the report is only relevant to our non-ethnic conventional stations.

Diversifying news sources: “The use of people from minority groups as sources regardless of whether the issue being discussed is particularly related to a minority community.”

(a) What specific initiatives have been identified in the corporate plan?

Corporate Plan Checklist Item:
“Programming: News”

Sub-sections C1, C2, C3, and C4 of our Best Practices Diversity Workforce Statement (“News Programming”)

Sub-sections E1(i)(c), and E1(ii) of our Best Practices Diversity Workforce Statement (“Community Outreach”)

(b) In this reporting year, which initiatives have been implemented?

Our work in this area is a continuation of previous efforts. For example:

- Stations are continually asked to increase their Rolodex contacts from the Aboriginal, persons with disabilities, and visible minorities communities. In 2007, over 1,100 contacts from these groups were identified by our newsrooms across the country, an increase of over 300 from 2006.
- In 2006, a determined effort was made to highlight good news stories about diversity and promote role models from underrepresented groups instead of strictly focusing on the more traditional bad news. These efforts proved even more fruitful in 2007. For example: During Black History Month, Global Quebec provided its audiences with a series of stories on Black Montreal role models including: Clarence Bayne, retired management professor at Concordia and Black community leader; Dr. Arthur Porter – Executive Director of the McGill University Hospital Centre; Yolande James, Quebec’s only sitting Black MNA and the minister of Immigration and Cultural Communities; and steel pan prodigy Rashiya Wilson.
- Canwest stations continued to emphasize the importance of representing diversity within each station’s market, while at the same time adhering to the Code of Ethics sponsored by

the RTNDA and the CAB's Code of Ethics. As in past years (and excepting cross-country Managing Diversity Training), Canwest has not mandated a specific communication mechanism at the station level. Rather, each station is responsible for its own internal communication practices (e.g., general staff meetings; department-specific meetings/communications; one-on-one meetings; or a combination of these and other communication vehicles).

- Stations also used community outreach mechanisms, described elsewhere in this report, to solicit additional contacts from community representatives.

(c) For those initiatives that have been implemented, please describe how each initiative has contributed to diversifying news sources. *For those initiatives that have yet to be implemented, please proceed to question (D).*

(i) If diversification has not improved in this area, have barriers been identified?

We believe that diversification has improved significantly in news programming over the past few years. However, the Commission must also recognize that providing the best and most accurate news coverage requires finding experts who (a) are available when we need them, and (b) are considered experts with the utmost credibility in their field. Therefore, it is not always possible to locate specific individuals in a timely manner as issues arise.

Similarly, news coverage is determined by events occurring in the community that will be of interest to the viewers, so not all broadcasts can cover stories about all designated groups everyday.

(ii) If barriers have been identified, are any new initiatives being planned to address those barriers?

Our community outreach initiatives, as described throughout this report and specific to each station, are specifically designed to address news-related barriers, especially the location of appropriate subject-matter experts within the various ethno-cultural, Aboriginal, and persons with disabilities communities. These efforts will continue.

(d) Please identify the timelines for those initiatives that have not yet been implemented.

No new initiatives are scheduled for 2008.

However, in 2005, increasing diversity in news was identified as a critical initiative by RTNDA.⁴ This association has already unveiled a public service campaign to promote diversity in news media, and is providing diversity-related educational sessions at its professional development seminars and national conferences. In January 2007, RTNDA released a diversity toolkit that was distributed to all of our newsrooms. We expect activities with RTNDA to continue.

⁴ RTNDA is the voice of electronic journalists and news managers in Canada.

Of special note: Global Calgary was the first ever recipient of the Adrienne Clarkson Diversity Award in recognition of their week-long news series “Racism at the Door,” which examined the issue of racial profiling at Calgary nightclubs. The Right Honourable Adrienne Clarkson presented the award at the President’s Gala in June 2007 which recognizes stories, features or series that best exemplify or explore an issue of diversity in a Canadian news program.

Of course, community outreach initiatives at the station level, involvement in diversity-related organizations (e.g., CCAB; SABAR, MAP, CWC), and the associated expansion of our rainbow news rolodex, will continue throughout 2008.

(e) If applicable, please describe any new initiatives, including those that might have resulted from work in this area.

N/A

Diversifying news stories: “Ensuring that stories about ethnic communities do not appear solely within the context of coverage of cultural celebrations or reporting of negative stories.”

(a) What specific initiatives have been identified in the corporate plan?

Corporate Plan Checklist Item:
“Programming: News”

Subsection C4 of our Best Practices Diversity Workforce Statement (“News”)

(b) In this reporting year, which initiatives have been implemented?

- (i) For those initiatives that have been implemented, please describe how each initiative has contributed to diversifying news stories. *For those initiatives that have yet to be implemented, please proceed to question (D).***

Diversity in news is re-emphasized and discussed regularly at assignment meetings. Station reports reveal that there is no single system initiative, but rather hundreds of mini-initiatives undertaken by dozens of station reporters.

As such, similar to last year’s exercise, we asked our Station General Managers and News Directors to communicate some of their outstanding diversity-related news reporting in calendar 2007.

The examples below provide just a snapshot of initiatives undertaken by our stations and really do not do justice to the number and quality of diversity-related news stories we broadcast in 2007.

- Between February and April 2007, Global Maritimes aired a series of reports that focused on supported housing for persons with disabilities. The reports looked extensively at families of children with disabilities who required special care in the home and those who required assistance to place older children in supported housing. Several families were followed as their members with disabilities struggled to gain independence, live on their own, and obtain government funding in order to do so.
- Global Quebec serves three (3) Native communities: Kanawake, Kanesatake, and the Huron-Wendat Village and two (2) stories from these communities particularly stand out. First, the announcement of new money for the Kateri Memorial Hospital in Kahnawake in January was the subject of a major news story as well as an extensive interview on *This Morning Live*. Second, on July 31, reporter Valerie Boyer told the story of young people from Kahnawake attending a firefighting camp that has been recruiting members for the fire department’s junior brigade for thirty (30) years.
- In November, Global Ontario launched a two-part investigative series on how people with disabilities are denied access to one of the most basic consumer acts, buying gasoline. The story held the big gas companies accountable for claiming they provided service to people with disabilities when they did not, in practice, live up to those promises.

- In April CH Hamilton News aired a story about hijabs. After donning a hijab to promote understanding among diverse communities, McMaster University professor Murial Walker, a non-muslim, received threats of violence. Those threats prompted other non-muslim women at McMaster to wear hijabs in support of Ms. Walker. In addition to news coverage, *CHCH News Live @ 5:30* – a daily half hour talk show – devoted several segments in 2007 to the hijab, its symbolism, its acceptance in Canadian society, and its controversy even within Muslim society.
- Global Winnipeg aired a story in December 2007 centering around the new census numbers that show Winnipeg with the highest immigration rate it has had in over seventy-five (75) years.
- In December, Global Regina aired a story about the Regina Public School Board planning to close or amalgamate several schools. There had been heavy news coverage on the potential impact these closures would have on area children and their families, but Global News took a somewhat different tack; it focused on reporting the loss of unique Aboriginal programs provided at one of the schools and the impact this would have on the community.
- Global Saskatoon ran a story about a young Saskatoon woman, an avid mountain biker, who lost her arm in an accident. She worked with the Abilities Council and a local craftsman who was able to create a modification to her bike that allows her to attach her prosthetic arm to the handlebars and once again enjoy the sport she loves.
- Global Calgary: last year in this section we noted a news series titled *Racism at the Door*. As noted above, this series was the first winner of the Adrienne Clarkson Diversity Award.

In September 2007, Global Calgary launched a series of reports on the problems faced by immigrants to Alberta with a live broadcast from Brooks, considered one of the most culturally diverse cities in Canada. The News team dispelled stereotypes about visible minority immigrants with a story about an employee of the Lakeside Packers plant who was a lawyer in his native Sudan. They also profiled a woman who devotes countless hours to helping immigrants adapt to their new lives in Brooks. They talked to the Mayor about what strides the city has made in bringing cultures together, and what lessons Calgary can learn from the Brooks experience.

- Global Edmonton aired a story about the Get Fit Challenge at the Samson Cree First Nation in Hobbema. Over forty (40) communities are involved in the program to help Aboriginal people lead healthier lives. Led by a Hobbema resident, the program invites everyone to participate but pays special attention to nutrition and those who are prone to diabetes.

After this story aired CITV received the following email at their viewer feedback address:

*Hi Global,
Thanks for showing us Sue's report on "First Nations Fitness Challenge" and tonight the "Remembrance Day" item with Paula Makinaw and family.*

Finally we see First Nations people as part of society instead of just a tragic headline. Please keep up the good work and continue to recognize our north-central neighbors as people with their own history, ideas and capabilities.

- Last year we noted that CH Central Alberta tackled a very sensitive and important issue related to the local Aboriginal community: Hobbema's efforts to curb gangs on the reserve. This story continued in 2007 with coverage of the local RCMP Anti-Gang Unit's initiatives on Hobbema Reserve that have successfully reduced crime in the area.
- Global Lethbridge aired a story about how the city joined twenty-one (21) other Canadian cities in signing a pledge against racism and discrimination in the community. The News team reported on what the signing meant, why it was important, and who it affected.
- CHBC Okanagan Valley successfully portrayed positive diverse role models in its newscasts. One example was titled *Disabled Employment Conference*:

The community of Lake Country has taken the challenge to help employ more persons with disabilities. It played host to an employment conference where those with different physical abilities spoke up to give an idea what employers... both public and private... need to do to hire more people with physical and mental challenges. The District of Lake Country wants to meet the challenge by Vancouver mayor Sam Sullivan to hire 10 per cent more disabled persons by the year 2010.

A second example of the positive stories was titled *Little Women for Little Women in Afghanistan*, described by Derek Hinchcliff in the station tracking report:

When Afghanistan is in the news, it's almost always about the war. CHBC News broadcast five stories about a ten year old girl from Lake Country who formed a group called "Little Women for Little Women in Afghanistan." We followed the birth of the organization, to its December gala, at which \$20 thousand dollars was raised to hire teachers in Afghanistan.

- In April 2007, Global Vancouver ran a series of news stories profiling persons with disabilities. Anchor Deb Hope told stories about individuals who had overcome setbacks in their lives to make significant contributions to their communities.
- CH Vancouver Island and Global BC worked together to provide coverage of an historic, spiritual canoe journey from New Westminster to Victoria, BC. The paddlers were Aboriginal youth and members of the RCMP. The aim of Pulling Together was to bridge gaps through communication and hard work. CHEK News crews documented the journey as the paddlers visited communities in Cowichan Bay, Maple Bay, Tsartlip, Tsawout, and Songhees.

(c) For those initiatives that have been implemented, please describe how each initiative has contributed to diversifying news stories. For those initiatives that have yet to be implemented, please proceed to question (D).

See response immediately above – and note how many of the stories were positive or uplifting and/or directly addressed stereotypes.

i. If diversification has not improved in this area, have barriers been identified?

N/A

ii. If barriers have been identified, are any new initiatives being planned to address those barriers?

As reported in previous years, it is not always possible to cover as many stories as we would hope to, or to respond to every request for airtime. In times of crisis or urgency, Canadians expect their news services to provide in-depth up-to-the-minute coverage of issues of public concern. Our newsrooms are staffed appropriately but efficiently to make best use of resources. During times of crisis, or when events of national or local importance occur, our resources are first and foremost focused on getting those stories out to our viewers. While these realities sometimes pre-empt other important stories, we have maintained our commitment to increase our coverage of stories that reflect the diversity of our audiences. All News Directors are aware of the importance of airing positive stories that reflect the diverse communities in the regions they serve.

(d) Please identify the timelines for those initiatives that have not yet been implemented.

N/A

(e) If applicable, please describe any new initiatives, including those that might have resulted from work in this area.

N/A

Diversifying on-air personalities: “Ensuring that on-air personalities reflect the diversity of the community that the station serves.”

(a) What specific initiatives have been identified in the corporate plan?

Corporate Plan Checklist Item:

“Hiring and retention of visible minorities (including training on how to hire and retain)”
“News”

Sections A and B, and subsection C3 of our Best Practices Diversity Workforce Statement (“Hiring,” “Retention,” and “News”)

(b) In this reporting year, which initiatives have been implemented?

In previous reports, we provided a comprehensive review of our diverse news personalities. In this report, we provide illustrative highlights:

- Of the sixty-eight (68) posted jobs for on-air personalities in 2007, thirty-eight (38) were filled by persons from the four designated groups.
- Global Ontario is continuing its recruitment program aimed at members of the four (4) designated groups. Many entry level and part-time positions provide valuable work experience and on-the-job training. These positions reflect a wide range of news functions: editorial assistant; writer; and reporter. For example, in 2007, Global Ontario hired four (4) female editorial assistants – one a visible minority, and one female news director.
- Global Winnipeg promoted Adrienne Pan to full-time Reporter-Anchor.
- Global Regina also promoted a female casual reporter to a Reporter – Anchor in 2007.
- Global Saskatoon hired two women to report on-air – one of them is a visible minority. This station also promoted a female reporter to the position of Weekend Anchor-Reporter.
- Global Calgary hired two (2) women - one visible minority to work on-air in 2007. Currently, seven (7) of the thirteen (13) personalities listed on Global Calgary’s website are women – including two who are visible minorities.
- Global Edmonton hired two women for on-air positions in 2007. The news team on their websites already boasts ten (10) women out of nineteen (19) total.
- Global Lethbridge, hired four (4) women for on-air positions in 2007 – one is a visible minority.

- CHBC Okanagan Valley hired four (4) women (two of these are visible minorities) for on-air positions in 2007.
- The following positions are filled by women on *Global National with Kevin Newman*: Tara Nelson (Weekend Anchor), Hannah Boudreau (Ottawa Correspondent), Lauren McNabb (Toronto Correspondent), Jennifer Tryson (Health Specialist), and new in 2007 is Crystal Goomansingh, (Manitoba Correspondent).

(c) For those initiatives that have been implemented, please describe how each initiative has contributed to diversifying on-air personalities. For those initiatives that have yet to be implemented, please proceed to question (D).

i. If diversification has not improved in this area, have barriers been identified?

We believe that diversification of news personalities has improved over the past few years.

ii. If barriers have been identified, are any new initiatives being planned to address those barriers?

Some specific initiatives are:

- One of the main barriers is finding qualified people from the designated groups to represent Canwest on-air. To this end, we note that our CHCA Central Alberta benefits we will be providing four (4) paid internships per year for the next seven (7) years for Aboriginal students.
- A second initiative created from benefits – in this case the purchase of the Alliance Atlantis’ specialty properties – will see a module of NAAF’s Industry in the Classroom series, Taking Pulse program created to encourage Aboriginal youth to consider broadcasting as a career choice.
- Also through benefits is the creation of three (3) four- (4) month internships per year for persons with disabilities at any of our stations.
- Another initiative is to try to reach more diverse job candidates. In partnership with Equitek through which Canwest now distributes job posting for all positions (not just on-air) across the country to a “wide group of partners representing Aboriginal peoples, visible minorities, the physically disabled, women and internationally-trained professionals.”

Other initiatives are ongoing.

- This year, the recipient of the Aboriginal People’s Internship Award worked at the Global Ontario News assignment desk where her job description was as follows:

works closely with the Assignment Editor and is responsible for research, setting up and doing interviews, attending press conferences, relaying important information to the desk after a shoot and helping reporters gather information for

their stories. The intern may also be asked to choose clips and write voice-overs for the show.

- The Scholarship/Internship Award for a Person with a Disability was awarded to a young woman who chose to work at Global Calgary starting in November of 2007. Below is the Calgary Human Resources Director's report on this intern:

...She reported to News Director Mark Jan Vrem and Managing Editor Dave Moretta.

Lately, she has been working on a special series with producer Lisa Geddes called "Calgary Inside Out" which is aired every Friday during the 6pm news. "Calgary Inside Out" features stories of interesting places, people, and landmarks around Calgary.

For this series, she has been creating story ideas, doing research, and arranging and conducting interviews. She has been working closely with reporter Doug Vaessen participating with him in the interview process, story development, and editing.

Some examples of the stories she has worked on for this series are: Calgary's Chinatown--the past and present, the Calgary Boot Company, the Mewata Armory, and the Fish Creek Park Ranch.

During her time here, she has shadowed most of the reporters in the newsroom, sat in on live news broadcasts, observed the daily workings of the news room, and she attends the morning meetings and pitches story ideas.

She has also been working on making her own stories and editing them; basically, practicing the art of putting packages together.

Next week, she will be going out with the "Alberta Votes" bus to for 4-days to assist the news crew in gathering information that viewers need to know about for the coming election.

Presently, she is in the process of putting together a demo tape for personal reference and future employment.

- The Global Television Scholarship Award for a Canadian Visible Minority Student was given to Diona Dolabaille, a young woman who is already making a name for herself in the Canadian production community as a writer, director, producer, and performer.
- This year again the majority of mentorship program participants were from news departments; reporters, editorial assistants, etc. Since this program is geared toward the four (4) designated groups, we have found that mentorship is a useful tool in breaking down the barriers we face in hiring/promoting visible minorities, persons with disabilities, Aboriginal people, and women to on-air positions.

Canwest continues to look at on-air representation at the station level and fills positions at this level too.

We consider having a low turn-over in this area a strength and thus are not attempting to increase turnover. When positions become available Canwest proactively seeks on-air personalities who will be representative of their local communities.

(d) Please identify the timelines for those initiatives that have not yet been implemented.

Our recruitment and retention initiatives, and awards programs – all outlined elsewhere in this report – will continue in 2008. Station-specific retention efforts will continue on an as-needed basis, and on a market-based timeline.

(e) If applicable, please describe any new initiatives, including those that might have resulted from work in this area.

N/A

Equitable distribution of news beats: “Ensuring that reporters and journalists from minority communities are not assigned exclusively to covering stories of principal concern to cultural groups.”

(a) What specific initiatives have been identified in the corporate plan?

Corporate Plan Checklist Item:
“Programming: News”

Subsections C4 of our Best Practices Diversity Workforce Statement

(b) In this reporting year, which initiatives have been implemented?

As stated last year, our policy on assigning news stories remained the same in 2007:

As explained in the Corporate Plan, it has never been our practice to assign reporters and journalists from ethnic or cultural communities, or persons with disabilities, exclusively to stories of principal concern to those groups. In essence, then, the initiative implemented during the reporting year, was the continuance of practices already ensconced in the corporate culture, although it is a topic that is routinely discussed and revisited during regular assignment and editorial meetings in our newsrooms.

It should be noted, however, that there are instances when reporters from ethno-cultural or Aboriginal communities, or persons with disabilities, cover issues of relevance to those groups due to (a) the interest expressed by the reporters themselves in covering those stories, and/or (b) language or cultural barriers challenge our ability to access those communities to cover the story.

In the updated Best Practices Diversity Workforce Statement submitted to the Commission in March 2007 Canwest solidified its position noted above with the following from Section C 4:

We will ensure equitable distribution of news beats and renew our commitment to ensure gender neutrality and that journalists from ethnic, cultural, disability and Aboriginal communities are not limited to coverage of those communities. However, if the reporter or journalist has insight into a particular community and is willing to offer this unique perspective into an ethnic, cultural, disability, or Aboriginal story, this will be encouraged in order to relay the intricacies and perspective of the story to our viewers.

(c) For those initiatives that have been implemented, please describe how each initiative has contributed to diversifying news beats. For those initiatives that have yet to be implemented, please proceed to question (D).

Canwest has never supported a policy of news assignment ghettoization. As such, we do not see a need to institute any specific new initiatives in this area, beyond discussions at regular assignment meetings.

i. If diversification has not improved in this area, have barriers been identified?

N/A

ii. If barriers have been identified, are any new initiatives being planned to address those barriers?

N/A

(d) Please identify the timelines for those initiatives that have not yet been implemented.

We have not planned any new initiatives.

(e) If applicable, please describe any new initiatives, including those that might have resulted from work in this area.

N/A

Reflection of Diversity in Non-news Programming

As in previous reports, we have combined these sections:

Diversifying casts: “Those responsible for casting make a concerted effort to hire visible minority actors in leading and recurring roles.”

Diversifying scripts: “Those persons responsible for script development ensure that minorities are not portrayed in a stereotypical manner.”

Diversifying acquisitions: “Programming from independent producers reflects the presence and accurate portrayal of visible minorities.”

(a) What specific initiatives have been identified in the corporate plan?

Corporate Plan Checklist Item:

“Programming: Original Programming and Acquired Programming”

Section D of our Best Practices Diversity Workforce Statement (“Non-News Programming”)

(b) In this reporting year, which initiatives have been implemented?

In this reporting year the Original Programming department has become more aggressive in ensuring that all new productions reflect diversity – either behind, or on camera. This attitude is solidified in the updated Best Practices Diversity Workforce Statement filed with the CRTC in March 2007. For ease of reference the diversity objectives of the Original Programming department are listed below:

- *To avoid stereotypes and ensure that under-represented groups are well represented on camera in Canadian prime-time programming.*
- *Increase diversity hiring in production and support the development of the production sector that was identified as under-represented in the WIFT Framework Study.*
- *To create opportunities for access for members of designated groups to every Canadian Canwest Original production.*

Following these objectives – the initiatives that have been put in place are:

- Develop a range of strategies to ensure every Canwest Original Program engages the independent producer in supporting Canwest’s broadcast diversity and ensure that people from the designated groups are involved in every original production in some capacity.
- Each programming contract with producers clearly states our policy of avoiding discrimination.
- Writers and producers are advised that Canwest wants to reflect Canada’s diversity on-screen.
- When a show is greenlit for production, producers and production managers are provided with a template to give a detailed account of their diversity hiring practices both on- and off-camera.
- Canwest has asked producers to interview more persons with disabilities, persons of colour, and Aboriginal Peoples for available positions wherever possible.

Christine Shipton, the Senior Vice President Drama and Factual Content says the following about Original Programming:

In the Original Programing department we commisssion programming from independent producers. As a mainstream conventional network, our goal is to reflect Canada’s diversity in a manner that engages mainstream audiences. This means depicting multi racial communities in a manner that makes them loyal viewers because of the authentic portrayals. It also means making sure that audiences outside the specific community depicted, understand why this story is relevant to them. Here is where CanWest’s motto to Enlighten, Inform and Entertain is a guiding principle. Rather than specific Diversity related initiatives, the Original Programming department, incorporating both factual and drama series, strives to make diversity an integral part of its entire prime time programming slate for Canwest stations.

... we have focused on four areas in which diversity has been implemented. 1. The focus of the stories that we tell, 2. The people depicted in the stories we tell (actors, hosts or subjects) ; 3: The people telling the stories (writers/directors) and 4. the people who bring the stories to the screen (producers and crew). To that end we urge producers to tell stories that will engage our changing Canadian audiences, by hiring diverse casts, crews, and writing teams in making their programming for our channels. In so doing, we hope to tell stories that will reflect our nation’s diversity in ways that aren’t stereotypical, and that promise to enlighten and inform, entertain and engage Canadian audiences.

Other protections in place during the reporting period included:

- Canwest’s Canadian programming executives were involved in host selection and casting for all commissioned programming to ensure diversity of characters and on-camera hosts.
- Potential acquisitions were screened for negative stereotyping of minority groups as well as for diverse casts and storylines.

- Output deals with major American studios, in most cases, allow Canwest the right to edit to meet the broadcast standards and practices in the Territory, and/or which allow Canwest to refuse programming that is, irreconcilable with the laws, regulations or public policy to which Canwest is bound.

(c) For those initiatives that have been implemented, please describe how each initiative has contributed to diversifying casts, scripts, and acquisitions. For those initiatives that have yet to be implemented, please proceed to question (D).

In keeping with past reports, we believe the best way to answer this question is to provide illustrative examples of diverse non-news programming.

First, it is worth noting that our local ethnic station in Montréal, CJNT-TV, programs to (at minimum) fifteen (15) distinct linguistic groups and eighteen (18) distinct ethnic groups on a monthly basis. This station is one of only four (4) over-the-air ethnic services operating in Canada.

In 2007, diversity-related programming highlights included:

- Canwest was once again a network partner for the National Aboriginal Achievement Awards airing the event on Global across the country in primetime in conjunction with existing network partner APTN. Last year, the event held in Edmonton showcased fourteen (14) outstanding individuals from a variety of Aboriginal communities who were recognized for their excellence in fields ranging from Education, Finance, the Arts, Entertainment, Sports, Politics and Youth awards and more. The event is one of Global's most high profile opportunities to demonstrate our support of Aboriginal communities by showcasing its best and brightest.

In 2008, as mentioned earlier in this report, Canwest will not only air the Awards on Global but also on all of our E! stations across the country, also in primetime. Canwest will be contributing \$100,000 per year for the next three years for production of the Awards show and will be creating vignettes about the winners to be aired on our stations and shared with other broadcasters at no charge.

- National programming highlights include:
 - *Da Kink in My Hair* as described by Christine Shipton:

Set in Letty's, a bustling hair salon in Toronto's Caribbean community, 'da Kink in my Hair features an all Black lead cast reflecting the diversity within the Black community featuring West Indians from a variety of Islands, Africans, and Black Canadians. Understanding this diversity within the diversity is due in large part to the fact that this series was created by Black producers.

In addition, nine of the 13 scripts were written by Black writers, who came from theatre and film, providing several of them with their first television credits. The producers made a commitment to ensure that their production crew and creative time were at least 25% people of colour. They exceeded their goals hiring 40%

visible minorities. Canwest was able to assign a Production Executive from the Black community who was committed to diversity, understood the stories they were telling and the broader audiences they were targeting. This resulted in full broadcaster support of the production company's diversity initiatives and a series very firmly grounded in its authentic cultural storytelling and successful with mainstream audiences.

- *The Jane Show*: The title character is a woman, and in 2007 a second person of colour was added to the main cast. This brought the recurring cast to 40% people of colour. This series hired a visible minority emerging writer who wrote one of the best scripts of the season which was dedicated to diversity.
- *ET Canada*, now into its third year, is continuing to highlight diverse entertainment personalities from Canada including but not limited to the following Canadians: Sandra Oh; Trey Anthony; Adam Beach; Susur Lee; Keisha Chante; Deepa Mehta; Sean Majumder; Tamara Podemski; Meesha Brugger Grossman; Masari; Shinan Govani; etc.
- *Faith Without Fear*: This documentary about the personal journey of Irshad Manji, a Toronto lesbian South Asian Muslim journalist/activist and author of the book "The Trouble with Islam." Irshad travels to several countries in search of "ijtihad", the openness, the spirit of reform of Islam. This program emphasizes the diversity of perspectives within the Islamic community.
- Specialty programming included a wide range of diverse programming such as *North of 60* on TVTropolis; *Women's Murder Club* on Mystery; and *The Cosby Show* on DejaView.
- Among the rich body of both Canadian and foreign programs broadcast on Global and E! in 2007, examples of diversity in main or regular recurring characters and storylines include: *Malcolm in the Middle*, *Las Vegas*, *Heroes*, *House*, *Kimora: Life in the Fast Lane*, etc.
- In 2007 the Canwest Original Programming team commissioned four (4) documentaries highlighting the history and challenges of Canada's Native Peoples:
 - *Pow Wow's and Partners: The Calgary Stampede* (1 hour documentary) A one hour special for Global Television that documents the First Nations People of Treaty Seven as they gather for ten days during the Calgary Stampede to celebrate their remarkable cultural heritage.
 - *Thin Ice* (Global Currents, 1 hour documentary) The sovereignty of the far north is becoming hugely important as shipping lanes become viable through the region. In the middle of this region is Hans Island - a small outcrop of rocky land claimed both by Canada and Denmark. Who controls this island will make all the difference in the north and affect the lives of the Aboriginal people who live in the region.
 - *100 Days of Freedom* (1 hour documentary) Released offenders face an uphill battle to reintegrate into the community. Parolees often have a

multitude of problems, including unstable relationships, substance abuse problems, limited education and difficulties maintaining a job when released. Changing the only way of life ever known to them is difficult, to say the least. We follow two Aboriginal men and one Caucasian man as they are released back into the community at Christmas 2005.

- *Stolen Sisters (Global Currents, 1 hour documentary) Amnesty International has made a bold pronouncement -- that Canada is "putting Indigenous women in danger of kidnapping and violent deaths through racism and indifference." As many as 500 Aboriginal women have gone missing or been murdered in the last 20 years. This statistic raises many hard questions. Somewhere between the streets and the highest levels of government, is the truth about our Stolen Sisters.*

- Local non-news programming highlights include but are not limited to:

- CHCH Hamilton dedicated one of their *Straight Talk* episodes in November to profiling newly elected Six Nations Band Council Chief Bill Montour. The issues discussed included history, governance, health, achievements, land claims, and finances of First Nations Peoples.

Earlier in the year an episode of *Straight Talk* focused on Black History Month. It explored issues such as achievements by members of the Black community, and changing immigration patterns.

- In its daily program *Scene & Heard*, Global Lethbridge aired segments focusing on the Lethbridge Handicapped Riding Association; Japanese Drums; Japanese art exhibit at University of Lethbridge; services offered to seniors by the Canadian National Institute of the Blind; a barrier-free playground fundraiser; etc.
- CH Okanagan Valley aired a one-hour feature produced by one of their Aboriginal reporters – Tracey Kim Jack titled *Magic on the Water*. This documentary captured the poignant story of Okanagan’s First Peoples with an exploration of art, history, and oral traditions of the Sylic Nation.

CH Okanagan Valley also aired a weekly half hour series in Punjabi from January to August 2007. *Jovan* was locally produced and included Indo-Canadian music and coverage of cultural events. The Global Vancouver newsroom supplied current local stories that were re-voiced in Punjabi, produced and aired promos to draw attention to the program, and provided airtime at no charge.

Other non-news programming airing at the station level includes PSAs, community calendars, *Short Cuts* mentioned elsewhere in this report.

i. If diversification has not improved in this area, have barriers been identified?

We are satisfied with the level of diversification in our non-news programming.

ii. If barriers have been identified, are any new initiatives being planned to address those barriers?

N/A

(d) Please identify the timelines for those initiatives that have not yet been implemented.

All initiatives are on-going.

(e) If applicable, please describe any new initiatives, including those that might have resulted from work in this area.

As mentioned above, the new initiatives currently being implemented by the Original Programming department will result in increased diversity both in front of and behind the camera by stating our diversity expectations to producers. For example, *Da Kink in My Hair* was created by an all Black team of writers and producers. This is the first time a private conventional broadcaster in Canada has commissioned a series with an all Black cast.

Community Involvement

Community input and feedback: “The plan should set out mechanisms that the licensee will put in place to ensure that it receives effective input and feedback from its community with respect to the reflection of cultural diversity, including Aboriginal cultures, in its programming.”

(a) What specific initiatives have been identified in the corporate plan?

Corporate Plan Checklist Item:

“Community Involvement: Building Relationships; Station Diversity Committees; External Feedback”

Section E of our Best Practices Diversity Workforce Statement (“Community Outreach”)

(b) In this reporting year, which initiatives have been implemented?

We outlined our framework approach to community involvement in previous reports. For ease of reference, various local approaches to community involvement include:

- on-going dialogue with representatives of the four (4) designated groups via on-site meet-and-greet sessions, one-on-one meetings, round-table discussions, and so on.
- production and/or airing of diversity-related PSAs;
- facilities tours for members of the four (4) designated groups (esp. persons with disabilities and Aboriginal Peoples);
- support for third-party diversity-related initiatives (esp. on-air promotional support; provision of local high-profile hosts/emcees for events, sponsorships); and
- on-air community calendars.

We will not attempt to list each and every local initiative across the country, but rather will provide illustrative examples of specific activities.

Local meet-and-greet sessions with members of diverse organizations

This initiative is specifically described in subsections E(1)(i)(a) to E(1)(i)(d) of our Best Practices Diversity Workforce Statement.

At the core, meet-and-greet sessions:

- provide an opportunity for senior station employees to outline diversity-related objectives to members of the communities most affected by our activities;
- make us more aware of relevant news issues and community events;
- provide an on-site, in-person venue for community feedback and exchange; and
- help us develop resource contacts from the four (4) designated groups in all subject areas.

The meet-and-greet sessions at CHCA Central Alberta in March 2007 provide an illustrative example of this type of activity. The purpose of the meeting was to communicate with members of the various diverse communities in the area advising them that CHCA was seeking their input on how the station could better reflect their communities. Organizations that attended this session included the following:

- Central Alberta Immigrant Women’s Association
- Métis Nation of Alberta Association
- Mormondeau Cultural & Natural History Society
- Red Deer Native Friendship Society
- The French Canadian Association

In May 2007 CH Okanagan Valley hosted a cultural appreciation evening in order to thank community members for their contributions in helping showcase the diversity of the Okanagan Valley. This was an informal opportunity to obtain feedback, suggestions, and contacts from diverse communities.

A number of other Canwest Stations across the country held this type of meet-and-greet to further community relations. However, we have found that this type of group meeting while successful in the beginning, became less so several years later – especially in smaller communities. Stations report that it is often the same community groups/representatives that attend the station meet-and-greets year after year. Many stations have chosen alternatives such as diversity fora, one-on-one meetings, or station representatives visiting community groups in their communities.

Round-table discussions

This diversity initiative creates an enhanced environment for in-depth discussion with a smaller number of groups. Discussion may be general in nature or topic-oriented.

- For example, In December Global Ontario held a round table discussion regarding Chinese perspectives in a global society. The organizer of the round table described it as follows:

Global hosted a roundtable discussion with the local heads of several prominent Chinese organizations/associations as part of initiative to establish initial contact and learn more about issues concerning the Chinese community. Brief overviews of Global news, HR and programming, and community relations processes were provided along with handouts and comments solicited. Many of the suggestions proposed may be applicable to both Chinese and non-Chinese communities: dedicated resources to diversity-related activities at Global (i.e. diversity coordinator, website); culturally-sensitive news reader/editor; cultural exchanges

with local communities (i.e. Global reps to participate in local boards/events; invite community members to participate in advisory committee); more coverage = more viewers; Chinese on-air personality; and cross-media partnerships with ethnic stations. Recommendations have been compiled and will be presented at next CIII Diversity Committee meeting for further consideration and planning.

Attendees of this discussion included:

- Chinese Business Chamber of Canada
 - Chinese Cultural Centre of Greater Toronto
 - Association of Chinese Canadian Entrepreneurs
 - Federation of Chinese Canadians in Markham
 - Toronto Reel Asian International Film Festival
 - Fairchild Radio
 - North American Association of Asian Professionals
 - Chinese Canadian National Council
- In June 2007 Global Maritimes hosted a representative from the MicMac Rights Initiative, the Assembly of First Nations (AFN) Regional Chief, and the Communications Office Tripartite Forum to discuss what the goals were for Action Day. The role of Global Maritimes News was discussed and a plan was developed and implemented.

One-on-one meetings

Several stations find it beneficial to focus on one community and their issues, concerns, and suggestions at a more intimate level as this enables more in-depth discussions. For example, in 2007 CH Hamilton's Station Diversity Committee met with fourteen (14) different community groups at fourteen (14) different meetings. These included:

- Muslim Association of Hamilton
- Hamilton Filipino Community Centre
- India Canada Society of Hamilton and Region
- The Hamilton Friendship Association with Cuba
- The Burlington Caribbean Connection
- Halton Multi-cultural Council
- Hindu Samaj Temple of Hamilton & Region
- Afro-Canadian Association of Hamilton & District
- Canadian Chinese Cultural Association
- African Caribbean Cultural Potpourri Inc.
- Canadian Métis Council
- Six Nations Council
- Canadian Japanese Cultural Centre
- Chinese Community Association

Going out into the community

Some Canwest stations have had limited success attracting guests to meet-and-greets, round table sessions, or even the station for a one-on-one meeting so they have taken a more targeted approach by going out into the community to meet with specific groups in their own offices. For example:

- In March, the General Manager from Global Saskatoon and staff from the Canwest Newspaper -- the Saskatoon StarPhoenix -- traveled to North Battleford, Saskatchewan to meet with elders and organizers from the Red Pheasant Reserve. The focus of this meeting was to solidify an existing relationship and open a dialogue about how the media can, through positive messages, help change the public's awareness of First Nations issues.
- Also in March, the Managing Editor of Global Edmonton News and the Director of Human Resources traveled to Portage College in Lac La Biche to attend an Aboriginal roundtable to explore the increased secondary education opportunities for Aboriginal Peoples. Premiere Ed Stelmach was in attendance as well as Aboriginal Leaders, and college presidents from B.C. and Alberta.

External Diversity Advisory Committees

This is a formal mechanism at some stations to ensure ongoing communication with representatives of local communities. In some cases, committees are comprised of station executives and other employees, along with representatives from diverse communities.

Global Vancouver's committee for example met twice in 2007 to discuss a variety of issues including but not limited to: accountability and human rights; racial stereotyping; on-air representation of visible minorities; etc. The committee is comprised of twelve (12) station employees and representatives from the following organizations:

- Human Rights Defenders/Ardent Consulting Canada
- Philippine Migrant Women Workers
- Musqueam Band
- Chinese Society
- SFU-Communications
- Korean Society
- Caribbean Community
- BC Paraplegic Association

Facilities tours

In order to build relationships with the communities we represent and cultivate interest in the broadcast sector among youth (especially youth in the four designated groups), Canwest proactively invites groups and individuals into our local stations (and other assets) for tours and on-site presentations and discussions. Exposure of youth to media opportunities was identified in the CAB's research as a critical diversity initiative.

- CH Hamilton provides station tours to all new attendees of one-on-one diversity meetings and round table events. In 2007 a freelance writer from Nigeria who recently settled in Fort Erie expressed interest in employment opportunities at CH Hamilton and he was escorted on a private tour of the station.
- Global Winnipeg hosted children from the International Centre's Newcomer Kids program. The children, from a variety of diverse backgrounds, were treated to a detailed tour of the station.

- Global Calgary notes that: “Station tours are conducted regularly with emphasis on hosting special needs students, persons with a disability groups, senior citizens, [and] prospective broadcast students for career investigations as a component of their application process.”

Job Shadowing

Certain stations have implemented a job shadowing initiative to provide more youth exposure to the broadcast sector. For example, Global Winnipeg continued its job shadowing initiative for inner-city elementary students with the Eagle Vision Career Exposure Project in 2007. This year, all of the participants were First Nations students who took part in the two-day sessions where they were treated as employees and shadowed personnel from various areas of the station and left with a DVD copy of their work.

Global Regina entered into a contract with the Rainbow Youth Centre – an organization that assists people to complete their education in order to enter the workforce. As part of this program the News team trained a young Aboriginal woman to become a news photographer. She spent two weeks job shadowing the chief photographer and shot segments for newscasts.

Direct Participation in Community Events

In an effort to increase visibility of certain events/causes and tangibly get closer to the communities we serve, our on-air personalities and employees at all levels participated in a number of diversity-related activities in calendar 2007. Support ranged from executive attendance at a variety of diversity dinners/galas, to hosting and attending diverse events across the country. Here are just a few examples:

- Senior employees across the country attended dinners and/or galas in support of: the Abilities Foundation; Canadian Council for Aboriginal Business; Canadian Women in Communications; National Aboriginal Achievement Awards; among others.
- CH Montreal’s Harry Delva of *Noir du Monde* presented awards at the 2007 Montreal International Haitian Film Festival’s Noir & Blanc Gala Au-dela du Racisme.
- Members of Global Quebec’s News team participated in events such as the Israeli Street Festival; Montreal Action Center Gala Fundraiser; emcee for Na’amat Montreal, emcee for Harmony Day – Chateaugay International Day; emcee for Coloured Women’s Club.
- CH Hamilton staff attended BBQ day at the Muslim Association of Hamilton; Canadian Japanese Cultural Centre Dinner; Canadian Japanese Cultural Centre Wellness Day; the 11th Annual John C. Holland Awards; MC 2007 YMCA Peace Medal breakfast – Plight of Women in the Middle East, and so on.
- Global Ontario personalities hosted the Rick Hansen Wheels in Motion Toronto event; the African Achievement Awards; Miss India Pageant; and the Urbiztondo Association Dinner, etc.

At Global Ontario, draws were held for tickets for staff to imagineNATIVE Film + Media Arts Festival; the Toronto International Reel Asian Film Festival; the ReelWorld Film Festival; and Eyes on India Film Series.

- Global Winnipeg reporters participated in a Multiple Sclerosis Society cycling fundraiser, and hosted a pavilion at Folklorama – a two-week multi-cultural festival.
- Global Calgary personalities hosted the GlobalFest Human Rights Forum; YMCA Peace Medal Awards; and Through Her Eyes.
- Global Edmonton reporters emceed a swearing in ceremony for the largest number of new Canadians in Edmonton in seventy-five (75) years, and several events for the Bent Arrow Healing Society.
- Several personalities from Global Lethbridge participated in a CNIB lunch where they ate lunch blindfolded in order to experience a meal without the use of sight; a reporter used a wheelchair to experience life without the use of his legs.
- On International Women’s Day, Mohini Singh – a reporter at CH Okanagan Valley – spoke about “Canadian Women: Raising our Diverse Voices for Positive Change.”
- Global Vancouver employees emceed the Divas Gala benefiting Big Sisters; Pathfinders Dinner for United Way; and YMCA Women of Distinction Awards.
- CH Vancouver Island personalities participated in the World Partnership Walk, and an Aboriginal Games ceremony.

Other Community Involvement Initiatives

This section of the report is difficult to complete because we are involved in so many varied activities at the local level. In addition to the initiatives described above, we should also mention the following (some of which are described more fully in other sections of this report and/or in the Introduction):

- production and/or airing of PSAs and community service announcements. As noted in the Introduction, Canwest aired over \$3 million worth of diversity PSAs alone in 2007 – here are just a few organizations given air time:
 - Broadcaster of the Future Awards
 - Black Business Initiatives
 - GForce Diversity Job Fair
 - Asian Heritage Month
 - National Aboriginal Day
 - CBSC Abilities
 - Aboriginal Abilities
 - Canadian Association of the Deaf
 - CNIB
 - Carifest – Caribbean Festival
 - International Reggae Festival
 - Special Olympics

- Women's World Curling
- on-air community calendars which resulted in another \$1 million of air time for diversity events/organizations across the country in 2007.

Other methods of community involvement include:

- sponsorships of local events;
- donation of merchandise to events;
- local scholarships/bursaries; and
- cross-media coverage of local diversity-related events/issues.

(c) For those initiatives that have been implemented, please answer the following questions. For those initiatives that have yet to be implemented, please proceed to question (D).

i. What kind of input and feedback has been solicited?

Many of our community outreach activities are partially designed as feedback mechanisms such as meet-and-greet sessions; one-on-one meetings with representatives of diversity organizations; external diversity advisory committees; and so on.

Each station's diversity tracking report is a formal feedback mechanism allowing for centralization of information related to local community outreach efforts.

We found that there was a gap at many stations where people had valuable ideas regarding diversity issues and nowhere to make suggestions or provide feedback. As such, the Best Practices Diversity Workforce Statement, in 2007, all stations were required to establish internal Station Diversity Committees. These committees are comprised of at least the Station General Manager and the News Director and are responsible for filing the Station Diversity Tracking Reports, holding meet-and-greets and round tables, obtaining internal feedback.

Of course, some feedback is not received through formal channels, but rather via e-mails, phone calls, faxes, and so on from viewers and/or interested parties. This feedback is not solicited *per se*, but it is encouraged.

ii. Please indicate the communities and/or groups from whom input and feedback has been received.

As noted above and in other parts of this report, input and feedback has been solicited from a great number of diverse individuals and organizations in different capacities across the country. We have not listed all of these communities/groups, but we have provided illustrative examples.

In other sections of the report, we listed some diverse groups that participated in our community outreach initiatives (e.g., CH Hamilton's extensive one-on-one sessions).

At some of our smaller stations, especially out West, the focus of diversity efforts was on the surrounding Aboriginal community/ies. For example, as mentioned earlier in this report, the General Manager from Global Saskatoon and staff from the Saskatoon StarPhoenix traveled to North Battleford, to meet with elders and organizers from the Red Pheasant Reserve to discuss how the media can shed light on Aboriginal issues.

Of course, annually, we receive community requests/feedback from hundreds of groups regarding our activities related to PSAs, community calendar announcements, event sponsorship and/or coverage and/or promotion, and so on.

Our News departments across the country receive continuous feedback, both positive and negative, regarding coverage (or non-coverage) of certain community events, activities, the portrayal of certain groups or communities, and so on. This feedback can be a valuable tool to help us better reflect the communities we serve.

iii. Who in the organization reviews this input and feedback?

There are several layers within the organization that review community input and feedback:

- Station management and staffers attending and/or making presentations at local outreach events – especially at meet-and-greet sessions, one-on-one meetings with diverse representatives, diversity-related workshops/fora, facilities tours, diversity committee meetings, SABAR/CWC/CCAB events, Mentorship Program, CAB/JSIC meetings with specific groups and so on. In these instances, feedback is received directly and immediately from participants.
- Station Diversity Committees: Each station is now in a position to actively solicit diversity feedback from its employees, make decisions to act on this feedback and report the feedback to the National Diversity Task Force.
- Canwest's National Diversity Task Force: Composition of the National Diversity Task Force and the role it plays in overseeing diversity-related initiatives at the corporate and local levels is described more fully in the section entitled "Staff Involvement in Plan's Progress."
- Canwest's Regulatory Affairs Department: Members of the Regulatory Affairs Department helped develop, monitor, and actively participate in diversity activities during the year and compile the annual Diversity Report for the Commission. In turn, this effort relies on feedback provided through individual station tracking reports.
- External Diversity Advisory Committees: CH Okanagan Valley and ethnic station CJNT-TV Montréal have Advisory Boards that provide input and reports on diversity initiatives.

iv. How is the input and feedback being used?

This has been discussed in numerous sections of this report, and, therefore, is not reprinted here.

(d) Please identify the timelines for those initiatives that have not yet been implemented.

The community outreach framework is already in place. As seen above, stations get closer to their respective communities by using a combination of formal and informal community outreach mechanisms. Within this framework, Station General Managers will continue to employ community outreach initiatives appropriate to their respective markets.

Most stations have set up their Station Diversity Committees with the remainder to be established in 2008.

(e) If applicable, please describe any new initiatives, including those that might have resulted from work in this area.

The Station Diversity Committees are a new initiative for 2007 and are described elsewhere in this report.