



CORPORATE CULTURAL DIVERSITY PLAN
2017 REPORT

**Submitted to the Canadian Radio-Television and
Telecommunications Commission**

January 30, 2018

Introduction

CPAC is pleased to update the Commission on its diversity related initiatives and activities for the calendar year 2017.

CORPORATE ACCOUNTABILITY

(i) Senior Executive in Charge of Diversity:

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

The Director, Business Affairs, a position created and filled following CPAC's 2002 licence renewal, continues to be responsible for matters related to cultural diversity and for the overall achievement of the objectives outlined in CPAC's corporate plan.

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

The Director, Business Affairs is responsible, among other duties, for ensuring the goals in CPAC's corporate plan are met, including:

- Providing recommendations to the Senior Management team with respect to new initiatives or opportunities that could enhance CPAC's performance in the area of diversity;
- Monitoring the progress of CPAC's cultural diversity objectives as outlined in the Corporate plan;
- Together with CPAC's Director, Finance and Administration, coordinating relevant workshops, training and information sessions for staff and management;
- Ongoing analysis of programming statistics as they relate to CPAC's diversity objectives;
- And, preparing relevant diversity status and achievement reports.

(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?*

Management initiatives relevant to the fulfillment of CPAC's diversity objectives during 2017 can be summarized as follows:

- On an ongoing basis and as part of the annual performance review process, all Managers are reminded of their responsibilities with respect to cultural diversity objectives within their overall performance management goals and likewise with their staff.
- The Director, Business Affairs monitors and analyzes programming statistics related to all of CPAC's conditions of licence and specifically with respect to cultural diversity on a weekly basis.

At the end of 2017, CPAC's Management team consisted of 12 people, 6 of whom were women.

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

N/A

(ii) Clear Goals for Station Managers:

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

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

(C) *What are the outcomes of those initiatives?*

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

CPAC is based in Ottawa and does not have station managers as do other national television networks. CPAC does however contribute significantly to the enhancement of diversity in the broadcasting system overall by its continued adherence to the following programming principles:

- CPAC will present a balance of diverse points of view and, in particular, represent the various views held by Canadians in the different regions of the country; and
- CPAC's programming reflects Canada's dual linguistic nature.

Highlights of our achievements in the area of diverse public affairs programming are outlined in part ii) of the section entitled "Reflection of diversity in programming" later in this report.

(iii) Diversity Training for Management:

(A) *What specific training initiatives have been identified in the corporate plan:*

CPAC's corporate plan outlined the following training initiatives:

- Annual cultural diversity workshops before the start of the broadcast season.
- Workshops and/or presentations by aboriginal and cultural groups on media awareness of diversity matters for production staff.

(B) *In this reporting year, which training initiatives have been implemented?*

In June 2017, a workshop was organized with staff from AMI TV focused on making content more accessible to persons who are partially sighted or blind.

(C) *For those training initiatives that have been implemented, please answer the following questions.*

(i) *What kind of training has been received?*

(ii) *Please indicate which levels of management have participated in the training and what proportion of management that this represents.*

(iii) *What have been the benefits of this training?*

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

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

CPAC Programming and Production personnel attended the 3-hour workshop presented by AMI TV staff. The training provided an in-depth overview of how to make broadcasts and content accessible to viewers who are blind or partially sighted. The session began with a look at traditional (audio) description and the guidelines associated with creating and adding a descriptive audio track to a pre-produced program.

This session also focused on what to describe, what is relevant and the use of b-roll by way of a variety of video and still image examples to illustrate techniques.

The workshop was highly interactive and engaging, greatly enlightened CPAC's staff, now more mindful of creating more accessible content in light of related obligations that will become effective during CPAC's next licence term.

(iv) Staff Involvement in Plan's Progress:

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

Specific initiatives regarding the involvement of staff in general were not outlined in our corporate plan but since the majority of CPAC's staff is involved in the creation of programming, the result is that nearly everyone contributes to the achievement of CPAC's cultural diversity objectives directly or indirectly.

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

(C) *For those initiatives that have been implemented, please answer the following questions.*

(i) *In this reporting year, describe the opportunities provided for staff assessment of progress in the area of cultural diversity*

(ii) *How many staff participated in this assessment?*

(iii) *Through these opportunities for staff assessment, have future challenges been identified?*

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

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

N/A

**(v) Improving Employment Practices with respect to Visible Minorities:
Hiring:**

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

The following hiring initiatives were identified in CPAC's corporate plan:

- When national recruitment is undertaken, CPAC will advertise positions in ethnic, aboriginal media and institutions most likely to reach designated target groups.
- An annual review of employment systems will be undertaken to determine whether barriers exist to the employment of designated groups, particularly in the areas of recruitment, selection, hiring, career development and retention.
- Seeking out mentoring and internship opportunities for visible minorities and/or co-op placements with aboriginal broadcasting institutions.
- Institute on-the-job training or mentoring by senior staff.
- Specific recruitment plans must be developed to achieve better gender balance and more cultural representation on air with the overall goal of improving upon our entire staff complement.

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

All noted initiatives were fulfilled in 2017 including internships. CPAC hosted 4 interns in the Programming department, all of whom were members of the designated target groups.

(C) For those initiatives that have been implemented, please describe what has been accomplished.

CPAC initiated recruitment for 9 positions in 2017. Three of 5 positions were staffed by candidates from the designated target groups and the process is ongoing for 4 positions not yet filled.

Annually, CPAC's Director, Finance and Administration reviews CPAC's hiring practices to ensure no barriers to the hiring of members from the designated target groups exist. And given CPAC's ability to attract, hire and retain such candidates, we believe no such barriers exist. We are especially pleased to report that as of December 31st, 2017, 58% of CPAC's entire staff consisted of members of the designated target groups.

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

CPAC is committed to improving representation of the designated target groups on air though it must be noted such positions at CPAC are few and turnover is limited as is the number of qualified applicants, if any, from the target groups when such positions become available.

In 2017, 4 of 8 or 50% of CPAC's on air hosts or journalists were members of the designated groups.

Retention/training:

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

The following activities related to retaining culturally diverse employees were included in CPAC's corporate plan:

- Policies and procedures judged to create possible barriers to the recruitment of culturally diverse employees will be revised in consultation with members of the appropriate designated group.
- New policies and practices will be reviewed as they are developed and implemented to ensure that they promote the goal of employment equity.
- An ad-hoc Committee on employment equity will be convened on an as-needed basis to provide advice to the Director of Finance and Administration on employment equity issues, plans and policies.
- Representatives of CPAC will participate in educational, training and professional development activities, including internal workshops, to increase awareness of current issues and trends in employment equity.

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

With the exception of the last bullet, all of the above noted initiatives were achieved in 2017.

REFLECTION OF DIVERSITY IN PROGRAMMING

(i) Diversifying News Sources:

- (A) *What specific initiatives have been identified in the corporate plan?*
- (B) *In this reporting year, which initiatives have been implemented?*
- (C) *For those initiatives that have been implemented, please describe how each initiative has contributed to diversifying news sources. N/A*
- (D) *Please identify the timelines for those initiatives that have not yet been implemented. N/A*

As previously noted, CPAC is not a news station and therefore specific news related initiatives were not set out in our corporate plan on diversity. However, CPAC provides an important national platform for public policy discussion and a forum for in depth coverage of public affairs, political and Parliamentary issues affecting all Canadians.

This rich mandate allows CPAC to produce a vast array of long form programs and cover special events in all regions of the country and, with the exception of Parliamentary programming that CPAC must broadcast un-altered, we can therefore choose to cover conferences, symposia and public events that reflect the diverse views of Canadians. [Appendix A, attached for your reference, provides a list of long form programs broadcast in 2017 that featured at least one member of a designated target group, followed by those focused on topics of diversity.]

In addition, the objective of covering diverse topics and inviting guests from the various designated target groups is always top of mind in the production of CPAC's hosted public affairs programming.

- (E) *If applicable, please describe any new initiatives, including those that might have resulted from work in this area.*
N/A

(ii) Diversifying News Stories:

- (A) *What specific initiatives have been identified in the corporate plan?*

As described at the beginning of this section, CPAC's mandate is not news but we did incorporate the following initiatives in our corporate plan that remain relevant today:

- Ensure long-form programming reflects cultural diversity objectives by continuing to provide a forum for diverse points of view.
- Air additional regional programming to better reflect the mosaic and issues from all of Canada's regions, including the North.
- Develop youth oriented public affairs program to promote dialogue on cultural diversity.

- Ensure guests interviewed during CPAC's in-house hosted programming reflect Canada's cultural mosaic.

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

CPAC achieved all of the above noted items in 2017.

(C) *For those initiatives that have been implemented, please describe how each initiative has contributed to diversifying stories.*

We are pleased to report that between January 1st and December 31st, 2017, CPAC broadcast 947 episodes of long format programs, 194 of which focused on topics of diversity for a total of 1,201 broadcast hours. It should also be noted that 667 long form programs featured guests from the designated target groups even though the topic may not specifically have been diversity. This represented 2,938 broadcast hours, 77% of this programming genre broadcast and 70% of total episodes.

CPAC also met its objective of producing, recording and broadcasting long form programming in every province and all but one territory last year.

CPAC's prime time public affairs analysis programs also go a long way in providing Canadians with a variety of voices and views by including a multitude of guests from the designated target groups.

In 2017, 160 of CPAC's 183 prime time in house public affairs episodes of *PrimeTime Politics* and *Revue Politique* featured guests from the designated groups when the topic of discussion was not necessarily diversity or minority issues.

CPAC's new weekly international affairs program, *Perspective with Alison Smith*, should also be noted for its achievements in this area. Indeed, 22 of 27 episodes of this program featured guests from the target groups.

Given the Commission's identification of serious gaps in the representation of the designated target groups in news programming and while CPAC's programs are not news in the traditional sense, these three hosted political information programs make a very important contribution in addressing this gap, particularly since during 2017, 87% of the episodes for these three programs featured diverse guests.

When combining CPAC's long form and hosted public affairs formats, a total of 3,415 hours of programming included guests from the designated target groups and/or topics of diversity were broadcast in 2017.

The hosts of CPAC's youth oriented programming initiative – *Outburst* - continued to hit the streets in 2017 to interact with Canadians and to offer them a say about what's happening in Canadian politics. CPAC produced 38 original episodes of these programs during the year.

Some improvements can also be reported with respect to the participation of Aboriginal and Asian peoples in CPAC's programs. In 2017, 354 CPAC program episodes included guests from these two groups for a total of 1,528 hours of programming.

With respect to the participation of persons with disabilities in CPAC programs, 35 unique program episodes for a total of 168 hours of programming including persons with disabilities were broadcast by CPAC.

CPAC is proud of its achievements in this area and will continue to reach out and include guests from the designated target groups and to cover a diversity of topics and events that reflect Canada's political and public affairs landscape.

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

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

N/A

(iii) Diversifying On-Air Personalities:

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

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

(C) For those initiatives that have been implemented, please describe how each initiative has contributed to diversifying on-air personalities.

(D) Please identify the timelines for those initiatives that have yet to be implemented.

As noted in the previous section, CPAC's on air guests are extremely varied and consistently reflect Canada's diversity.

With respect to on air staff, at the end of 2017, CPAC employed 8 on-air hosts/journalists, 4 of whom were members of the target groups.

(iv) Equitable Distribution of News Beats:

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

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

(C) For those initiatives that have been implemented, please describe how each initiative has contributed to diversifying news beats.

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

N/A

Non-news programming:

(i) Diversifying Casts:

n/a

(ii) Diversifying Scripts:

n/a

(iii) Diversifying Acquisitions:

(A) *What specific initiatives have been outlined in the corporate plan?*

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

(C) *For those initiatives that have been implemented, please describe how each initiative has contributed to diversifying acquisitions.*

(D) *Please identify timelines for those initiatives that have not yet been implemented.*

CPAC continues to produce the vast majority of programming it broadcasts in-house and therefore did not identify any acquisitions initiatives in its corporate plan.

In 2017, we continued to acquire a weekly 30-minute program from British Parliament entitled *Prime Minister's Question Time*, a weekly program from C-SPAN in the U.S., as well as the occasional program from A-PAC in Australia, the United Nations, *Questions du gouvernement* from France, Parliament in Scotland as well as Ireland. These programs are made available to CPAC's audience, gavel to gavel, without editorial comment and as provided by the third party supplier. Each is, of course, simultaneously interpreted to the other official language.

Community Involvement:

(i) Community Input and Feedback:

- (A) *What specific initiatives have been identified in the corporate plan?*
- (B) *In this reporting year, which initiatives have been implemented?*
- (C) *For those initiatives that have been implemented, please answer the following questions*
 - (i) *What kind of input and feedback has been solicited?*
 - (ii) *Please indicate the communities and/or groups from whom input and feedback has been received.*
 - (iii) *Who within the organization reviews this input and feedback?*
 - (iv) *How is the input and feedback being used?*
- (D) *Please identify the timelines for those initiatives that have not yet been implemented.*

CPAC encourages and solicits viewer feedback on all of its programming via promotional spots on air, our web site and social media platforms. Viewers can contact us by telephone, on line, in writing by fax or mail and on Facebook and Twitter.

From January to the end of December 2017, CPAC received 1,322 viewer telephone calls, 9,433 e-mails and 16 letters including comments ranging from copies of programs to general information questions, special requests and various comments on CPAC's programming. No negative feedback or questions were received with respect to CPAC's coverage of diversity topics, guests or on air talent representation.

CPAC also maintains a healthy social media community and actively monitors our various channels for viewer feedback. In calendar 2017, there were more than 15,000 user-generated comments on CPAC's Facebook and YouTube posts. On Twitter, CPAC's account @cpac_tv was mentioned by users more than 13,000 times. The overwhelming majority of these comments pertained to the subject matter in CPAC's coverage, i.e. comments about politics and political issues and some were directed specifically at CPAC's coverage. To our knowledge, out of the more than 28,000 comments reviewed by CPAC via social media, there were only 13 comments pertaining to diversity, all of them via Twitter following CPAC's October 1st coverage of the NDP leadership announcement. These viewers called the panel in question "undiverse" and questioned why no females or persons of colour were invited on the panel.

CPAC appreciates this feedback and always strives to ensure balance and diversity in its hosted programming. While every effort was made to include more diverse guests in this instance, coordination and scheduling on this particular Sunday proved difficult.

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

N/A

We trust all of the above responds satisfactorily to your questions.

Yours truly,

A handwritten signature in black ink, appearing to read 'Catherine Cano', written in a cursive style.

Catherine Cano
President & General Manager

encl.

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