CBC/Radio-Canada's Annual Public Meeting
November 20, 2024
Written transcript

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[LAND ACKNOWLEDGEMENT]

CBC/Radio-Canada works to uphold the rights of Indigenous Peoples and acknowledges historic and ongoing harms of colonization. Our stations are located across the country on traditional, unceded and Treaty territories. We express our respect and gratitude to all First Nations, Inuit, and Métis peoples, recognizing their unique perspectives and realities. We recognize the importance for our content to portray Indigenous Peoples with dignity. As an organization, we are grateful to tell stories from all regions and continue to foster meaningful relationships with local Nations.

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[PRODUCER - SARAH OUELLETTE]
The next guest is arriving. Stand by, Raph.
The 2024 Annual Public Meeting, we're rolling. The 2024 Annual Public Meeting, we're rolling!

- Hi! I'm Sarah. I'm the producer. You can just sit there. And you can look directly in the camera right here.

[JIM MATHER]
- I'm going to take my glasses off.

[JAN SOUČEK]
- I'm Jan Soucek, I'm director general of Czech Television.

[JIM MATHER]
- My name Jim Mather, I'm the chair of the board of governors of RNZ in New Zealand.

[ÉRIC POIVRE]
- Éric Poivre, secrétaire général des Médias Francophones Publics.

[TIM DAVIE]
- I'm Tim Davie, I'm director general of the BBC.

[ANNE-SOPHIE VOUMARD]
- My name is Anne-Sophie Voumard. I'm the managing director of the International Olympic Committee television and marketing services, and we're based in Switzerland.

[KATHERINE MAHER]
- Katherine Maher, NPR.

[CINDY SHYU]
- My name is Cindy Shyu, I come from Taiwan public television service, as the president.

[NOEL CURRAN]
- My name is Noel Curran and I am director general of the European Broadcasting Union.

[PAUL THOMPSON]
- I'm Paul Thompson, I'm the chief executive and editor-in-chief of RNZ, New-Zealand's public broadcaster. I'm also the president of Public Media Alliance.

[JEAN-PAUL PHILIPPOT]
- Je m'appelle Jean-Paul Philippot. Je suis l'administrateur général de la RTBF, la Radio Télévision Belge de langue française.

[HANNA STJÄRNE]
- My name is Hanna Stjärne and I'm CEO of Swedish television.

[PRODUCER - SARAH OUELLETTE]
- What is the greatest challenge facing public broadcasting today?

[PAUL THOMPSON]
- Trust.

[JEAN-PAUL PHILIPPOT]
- Trust.

[JIM MATHER]
- Trust is not something that we can take for granted.

[PAUL THOMPSON]
- That's our currency and there are a lot of things happening in the world at the moment that are pulling communities apart. There's polarization, there's misinformation, there's the rise of authoritarian politics. The biggest challenge that we have is to be a cohesive force and to be bringing people back through trusted and relevant content.

[ÉRIC POIVRE]
- The rapid growth of artificial intelligence means we'll be confronted with deepfakes, with disinformation that flies in the face of the facts. So, clearly, our first challenge will be to fight fake news by setting up mechanisms through which our audiences can check that the information we convey is the right information.

[CINDY SHYU]
- The diversity of video platforms. It's very hard for us to reach young audiences again. And that's why we have to develop our content through different platforms to reach our audiences. I think that's the time when we, public broadcasters, should collaborate together and to make sure that the content is good and that we deliver quality information.

[JEAN-PAUL PHILIPPOT]
- The challenge is threefold: work on our values and missions, connect people in a fragmented digital world, and maintain trust. These are our challenges and they're substantial — which also makes our task
very exciting.

[ANNE-SOPHIE VOUMARD]
- Public broadcasters have a critical role to play engaging communities and bringing a nation together. In today's media landscape, public broadcasters generally face a number of challenges including, you know, greater public scrutiny, proliferation of misinformation on social media, and securing financial support.

[HANNA STJÄRNE]
- You have to be very close to people in the country. You have to understand what are the big discussions, what are the issues that you should scrutinize, what are the things that you should cover to be very close to people. It's an honour and a privilege to be a public broadcaster, to be there for everyone in the country, for all citizens.

[GROUP OF PEOPLE]
- Relevance

[TIM DAVIE]
- We can talk about big policy issues, big threats, but at the end of the day, it's all about the audience. They have infinite choice of content. We just have to make sure that what we do and what we deliver is completely unique, relevant to them and makes the cut.

[NOEL CURRAN]
- Staying relevant to audiences who are much more visually sophisticated, have much more choice, are accessing their content in so many different ways.

[JAN SOUČEK]
- The effort to stabilize the funding systems and to keep the role and the relevance for the audience on the highest level possible.

[KATHERINE MAHER]
- The greatest challenge facing public broadcasting today is to continue to understand why we matter, why we're relevant, and what our audiences need from us.

[PRODUCER - SARAH OUELLETTE]
- Why does public media matter?

[TIM DAVIE]
- I think public service media have actually never been more important.

[PAUL THOMPSON]
- We're needed more...

[NOEL CURRAN]
- ...than ever.

[JIM MATHER]
- Public media continue to matter because of the fact that we have a crucial role to play in any democracy.

[KATHERINE MAHER]
- We are the only form of media that is entirely independent and serves the public interest and the public good. We are a form of civic infrastructure and where and when we exist, we know that societies and democracies are healthier as a result.

[HANNA STJÄRNE]
- We live in challenging times in many ways. We live in quite tense times with a lot of world conflicts going on, and the need for journalism, for good programming, for public broadcasting is bigger now than I think it has been for a very, very long time.

[PAUL THOMPSON]
- And I'd argue that public media are not only important within our countries, where it's vitally important, but it's also important for us to really come together as a family of public media in all of the democracies of the world and to be stronger together.

[CINDY SHYU]
- In an era where there's so much...

[GROUP OF PEOPLE]
- ...misinformation...

[CINDY SHYU]
- I think public media can provide a reliable source for the truth. I think that's the value for us right now.

[JAN SOUČEK]
- I guess an era of internet, with no borders and with such a huge portion of disinformation and misinformation, leads to a much greater need for some safe point where, when you reach this point, you get the most objective news, unbiased news, and then also the news that answers the question, that deals with your own life.

[TIM DAVIE]
- Pursuing the truth with no agenda, really without fear or favour. That's become more important in the world of disinformation.

[PAUL THOMPSON]
- And we can really connect with people as citizens, not as consumers, with content that connects and forms and brings us together and celebrates our culture.

[JEAN-PAUL PHILIPPOT]
- Having media outlets committed to promoting pluralism in their information delivery, to producing content by local creators in all their diversity. Media outlets who, in a fragmented society, can rally people around shared values.

[ÉRIC POIVRE]
- The importance of public media is in our role as the custodians of cultural diversity. We give all levels of society a chance to have their say. We're also the guardians of pluralism, of making room for all opinions on our airwaves. And we help build social connection: we unite far more than we divide.

[TIM DAVIE]
- And finally, bringing people together. Not just personalizing them and putting them into an echo chamber that we see from other media, but actually bringing connections, getting people to understand their similarities, not just their differences. Public service media have a real growth role to play in the future.

[KATHERINE MAHER]
- Entertainment that delights and connects us across our various and textured cultures across an entire nation and the joy that comes with understanding the world around us better.

[NOEL CURRAN]
- Providing escape from all of this through our entertainment and our drama programs. Providing moments where people still come together.

[ANNE-SOPHIE VOUMARD]
- In the context of the Olympic Games, the role that public media plays… is as important as ever. The IOC's philosophy is to reach the widest possible audience in order that people around the world are able to experience and be inspired by the magic of the Olympic Games. Public media can provide unparalleled support in achieving this objective. Our partnership with

CBC/Radio-Canada inspired Canadians in a way that was only possible due to the support of public media.

♪ ♪ ♪

[PRODUCER - SARAH OUELLETTE]
- Are we rolling?

[CAMERAMAN]
- Yes.

[PRODUCER - SARAH OUELLETTE]
- Sophie Fouron, could you do a sound test?

[SOPHIE FOURON]
- Sure! Hello, everyone.

[SOPHIE FOURON]
Catherine Tait, Michael Goldbloom, hello to you both.

[MICHAEL GOLDBLOOM]
- Hello!

[SOPHIE FOURON]
- We're here in our Ottawa facility. And I'll start my questions with you, Catherine. Worldwide, the media industry is in flux and facing unprecedented challenges. How is CBC/Radio-Canada adapting so that it can continue to meet its public service mandate?

[CATHERINE TAIT]
- Well, thanks for the question, Sophie. All the media, traditional, digital, domestically and worldwide, are challenged at this time.

The domination of the digital giants, when I say that, I mean Google, Meta, Netflix, Amazon, all of those big services have undermined the presence of local media, and have threatened local media, especially in areas... what we call news deserts now, across the country.

Where there are just simply no Canadian-owned companies anymore. And if you add to that the challenge of production costs going up, inflation,

revenues going down, revenues tied to our traditional services declining, we have a perfect storm.

But the good news is: CBC/Radio-Canada is more relevant than ever! In fact, we're here to serve Canadians where they live.

[SOPHIE FOURON]
- Michael.

[MICHAEL GOLDBLOOM]
- Since 2008, I think we've lost close to 500 news outlets in 300 communities across the country.

Less news means more room for disinformation to thrive.
Responding to this demands that public broadcasters do more,
in my opinion.

You know, there was a study done by an organization called Policy Horizons, this past year. The question they were asking themselves is: What are the greatest risks to Canada in terms of disruption?

And I was somewhat surprised by their conclusion. I thought it would be climate change or international security. Their conclusion was, the greatest risk is that Canadians will not know what is true.

And when you think about that, the essence of a democracy is to have a population that is informed so that they can make informed decisions. So I would argue that we probably need the public broadcaster more than we ever have.

[SOPHIE FOURON]
- The public broadcaster, like all Canadian media, is facing ferocious competition from foreign platforms. What do you think CBC/Radio-Canada should do to stand out and stay relevant?

[MICHAEL GOLDBLOOM]
- I think, as Catherine has said, it's a question of presence.

We are the national public broadcaster. It's important that we be as close to Canadians as possible. We have what, 88 radio stations? We've got 27 television stations across the country.

I think last year we commissioned about 300 productions from independent producers across the country. So I think it's that presence that is one of the things that distinguishes us.

[SOPHIE FOURON]
- Catherine.

[CATHERINE TAIT]
- If I might add, it's about forging relationships with our independent producers in the regions, above all, in French-speaking minority communities.

And I think of the hits we've had with shows like *Le monde de Gabrielle Roy* and *El Toro*, both from Manitoba, and *Mont-Rouge* from New Brunswick.

And on the CBC side, this year we launched seven local podcasts from P.E.I. to Saskatchewan to Vancouver Island.

[SOPHIE FOURON]
- Catherine, what have been the highlights of your year and the biggest challenges?

Let's start with the highlights.

[CATHERINE TAIT]
- OK, the highlights, I can speak from... personally. We worked for many years on developing and creating the first ever National Indigenous Strategy for CBC/Radio-Canada.

The project was led by our Indigenous employees, with tremendous input from Indigenous creators and communities. So it's a real community effort.

And I think at the end of the day, when we launched this Indigenous strategy, it was CBC/Radio-Canada speaking to First Nations, Métis and Inuit across the country. We're here for you. Help us serve you better. And we're here to serve you.

As for the issues, if I may call them that...

[SOPHIE FOURON]
- Yes, the challenges.

[CATHERINE TAIT]
- Challenges, yes. Of course, it's our financial situation. Given the pressures I've just described — production costs, shrinking revenues, unfair competition from digital giants — the public broadcaster faces serious challenges.

Because even though part of our revenue comes from advertising and subscriptions, three-quarters of it relies on public funding. And we've worked hard to improve our efficiency and find real solutions.

But it's an ongoing challenge because we have a structural problem: the fact that traditional media are in flux.

[SOPHIE FOURON]
- Let's talk about rising polarization. In Canada and worldwide, we're seeing how the growth of polarization is weakening social cohesion. What is the public broadcaster doing, or what should it be doing, to help address these divisions?

[MICHAEL GOLDBLOOM]
- I think we need to find events, situations that can bring Canadians together. The Olympic and Paralympic Games: I think we can all agree that this was a proud moment for our country, as Canadians came together to support our athletes. And it was the public broadcaster that made this possible.

There are also national emergencies, wildfires, storms. There's no doubt that, when it really counts, Canadians turn to CBC/Radio-Canada for their news.

[CATHERINE TAIT]
- And we can't forget the *Bye bye*.

[SOPHIE FOURON]
- Ah!

[CATHERINE TAIT]
- And the rest of our arts programs. We're there to reflect Canada's many cultures.

But I'd like to add, all the same… Don't forget, CBC/Radio-Canada is probably the only media company in the country that has as many foreign correspondents around the world.

In both English and French.

The planet is getting smaller; issues have become global. So we absolutely have that role to play. The other piece I would add to this is, Michael talked about not knowing what's true.

And we know that disinformation is undermining our democracy. We know there's fake news. And in what I called news deserts, people are going to online sites and they're getting fed fake news and disinformation. And how does that feed a sense of common values? It doesn't. That's where the polarization occurs. So CBC/Radio-Canada has a critical role to play in

combating disinformation.

We do it with *Les décrypteurs*, for example. We work non-stop to check the facts.

Our journalistic standards are the highest in the country. And 75% of Canadians still consider CBC/Radio-Canada the most trusted source of credible news in the country.

[SOPHIE FOURON]
- Michael, it's your last annual meeting with Catherine.

[MICHAEL GOLDBLOOM]
- Hum-hum.

[SOPHIE FOURON]
- This year. Do you have any words on Catherine, on her mandate for this last meeting?

[MICHAEL GOLDBLOOM]
- Well, it's a little awkward sitting beside each other.

[CATHERINE TAIT]
- Bring it on!

[MICHAEL GOLDBLOOM]
- Well, sometimes I think in terms of lists, so let me give you five things.

First, and we touched on this, is the digital transformation.

I remember — this was in the first few weeks or months of her mandate — when CBC launched Gem and Radio-Canada launched OHdio.

So, two major success stories that secured the future of our public broadcaster.

And it was really Catherine's doing.

We talked about the Olympics. I remember the board decided to mandate her to go to Geneva to negotiate with the IOC to ensure that CBC/Radio-Canada would be the official Olympic broadcaster all the way through to 2032 in Brisbane, in Australia.

Keeping Canadians well informed. Sure, we'd all love to forget the whole COVID-19 period, but Canadians turned to CBC/Radio-Canada to get informed, and in near-record numbers.

Leading an organization at a time when Canadians faced unprecedented challenges was no easy task. Managing a media company under those circumstances, and successfully at that — this is a massive accomplishment.

Catherine mentioned the first National Indigenous Strategy. I was in Winnipeg when it was announced. And the evident trust that Indigenous leaders had in her and the strategy really touched me. I think this is a very important time in our country's history.

And I would just finish by saying, Catherine's work with the Association of Public Broadcasters, so several broadcasters from different countries, other democracies working together under Catherine's leadership to ensure that all of our citizens will have access to reliable information.

It's been a pleasure and an honour and a learning experience for me to work side by side with Catherine. So I'm very grateful to you.

[CATHERINE TAIT]
- Thank you so much.

[SOPHIE FOURON]
- Thank you, Catherine. Thank you, Michael. Thank you.

[CATHERINE TAIT]
- Thank you.

[SOPHIE FOURON]
- Thank you so much.

[CREW MEMBER]
- It's a wrap!

[SOPHIE FOURON]
- Thank you!

[CATHERINE TAIT]
- It's a wrap! Très bien!

♪ ♪ ♪

[ISABELLE RACICOT]
- Okay, now we're going to surprise Ms. Tait.

Catherine Tait has no idea who's going to interview her today, so I can't wait to see her face. She'll either be really happy, or not at all!

♪ ♪ ♪

[ISABELLE RACICOT]
Hello, Ms. Tait!

[CATHERINE TAIT]
- Oh! Ha! Ha!

[ISABELLE RACICOT]
- How are you?
(laughs)

[CATHERINE TAIT]
- Wow!

[ISABELLE RACICOT]
- How's it going?

[CATHERINE TAIT]
- Just great, thank you!
You?

[ISABELLE RACICOT]
- Great!
You didn't know who was going to interview you today.

[CATHERINE TAIT]
- No!
Well, there you go. They wanted it to be a surprise.
And here we are!

[ISABELLE RACICOT]
- Is it a good surprise?

[CATHERINE TAIT]
- It's a wonderful surprise!

[ISABELLE RACICOT]
- Oh, great! Phew!
Catherine, I'm delighted to be here.

[CATHERINE TAIT]
- Me, too: to be here with Isabelle Racicot, what a treat! A great pleasure.

[ISABELLE RACICOT]
- Thank you. So, how does it feel to be a few weeks from the end of your term?

[CATHERINE TAIT]
- Well, listen, it's... There's sadness, of course, having to say goodbye to all the teams, all the people, the colleagues who I now feel so close to.

[ISABELLE RACICOT]
- Yes.

[CATHERINE TAIT]
- But at the same time, I'm eager to see what the future holds.

[ISABELLE RACICOT]
- I can imagine there are all sorts of feelings tied up in what you're going through. It's also important to note that you're the first woman in CBC/Radio-Canada's 88-year history to be at the helm. We'll talk about that milestone, but what's really intriguing me is that you nearly didn't take the job — you'd initially said no. I'd love to know why.

[CATHERINE TAIT]
- Well, listen. I started off as a producer...

[ISABELLE RACICOT]
- Yes.

[CATHERINE TAIT]
- Television, feature films, an entrepreneur. I had my private life...

[ISABELLE RACICOT]
- Yes.

[CATHERINE TAIT]
- And my anonymity. And then I'd always worked in the private sector. So the thought of moving over to the public sector, of being a personality — it was frankly terrifying. So I hesitated. And finally it was my colleagues, my friends in the industry who said: "Listen, Catherine, you're the only one for the job." So I said, "Well, okay, then."

There was also my mother, 95 years old and living in Ottawa, who persuaded me to return to Canada and take the job.

[ISABELLE RACICOT]
- As if it all just came together.

[CATHERINE TAIT]
- Yes.

[ISABELLE RACICOT]
- And you just mentioned it. You had your life, you know, you had a great job in New York.

[CATHERINE TAIT]
- Hum-hum.

[ISABELLE RACICOT]
- Great life there. And you still made that leap of faith. So I want to know, when you're comfortable in a situation and you get an opportunity, when do you know you have to take it?

[CATHERINE TAIT]
- Such a great question, Isabelle. I was actually, yesterday, talking with our emerging leaders. You know, we have this program for diverse emerging leaders at CBC/Radio-Canada. And they asked me exactly the same question!

[ISABELLE RACICOT]
- Really!

[CATHERINE TAIT]
- How will I know what job to take and what... which one to avoid? And I said, there's a kind... for me personally, it's an equal measure of fear, learning and adventure.
And service.

[ISABELLE RACICOT]
- Oh, wow!

[CATHERINE TAIT]
- So for me, what am I doing? How am I serving in... whether it's in the creative process, how am I advancing the creative process or how am I advancing, in the case of the public broadcaster, how am I advancing this service that we do each and every day?

[ISABELLE RACICOT]
- What's my purpose? Right?

[CATHERINE TAIT]
- Exactly. Yeah.

[ISABELLE RACICOT]
- Have you always... Is that a question that comes often? What is my purpose?

[CATHERINE TAIT]
- Absolutely. Absolutely. Especially as a woman in the media sector.

[ISABELLE RACICOT]
- OK, let's talk about being the woman.

[CATHERINE TAIT]
- Yes!

[ISABELLE RACICOT]
- Because I know you were reminded of this a lot at the start of your term.

[CATHERINE TAIT]
- Especially the start.

[ISABELLE RACICOT]
- Yes! But it's true that you broke through the glass ceiling. Before you, it had been 15 men at the helm in one long line.

I'm wondering if there was anything you experienced from being the first woman CEO that you didn't necessarily expect?

[CATHERINE TAIT]
- There's the fact that, as a woman, the expectations are a lot higher.

[ISABELLE RACICOT]
- Yes.

[CATHERINE TAIT]
- And you're criticized harshly if things go wrong.

[ISABELLE RACICOT]
- Yes.

[CATHERINE TAIT]
- And for me personally, I think that, as a woman, I also tend to judge myself. I felt I had to be better, go faster, because in a way, I was representing all women.

So there were these pressures, of course.

[ISABELLE RACICOT]
- It comes with responsibility as well, right?

[CATHERINE TAIT]
- Yes.

[ISABELLE RACICOT]
- When you look back, what was the pressure?

[CATHERINE TAIT]
- Listen, my mother worked as a secretary at CBC in the 50s. So when I got this job to be the president and CEO of CBC/Radio-Canada... Oh my goodness! That's a big, big weight on my shoulders. I had to prove to her and to everybody that the choice was the right one, and that I was the right person in the right place at the right time.

And that responsibility is huge. And the weight of that is huge.

[ISABELLE RACICOT]
- Yeah. And I don't know about you, but because, you know, I'm a person of colour in a very white environment, I always felt that I had to be always better, do more, work harder, just to make sure that I would not only be considered as good as my, you know, white counterpart but also because I wanted to make sure that I was going to leave the door open for others behind me.

Did you feel that kind of weight as well of, I cannot be just the first: I have to open up the doors for the others, right?

[CATHERINE TAIT]
- I often said that, that... At the beginning I was a little resistant to what is it like to be the first woman. Because honestly, I'm a human being and that's what matters.

But then with time and especially during the pandemic, and the cry for social justice that we experienced after the murder of George Floyd. And we were having those kinds of discussions about racism in our institution. And I was like, the penny dropped. I realized, oh, I know why I'm here. I've spent my life on the other side of the window looking in. And here I am. I'm now at the table. And so my responsibility is, I got my foot in the door, I'm holding the door open with that foot.

[ISABELLE RACICOT]
- Yeah.

[CATHERINE TAIT]
- So that others can come in, not just women, people of colour, people... Indigenous people, people living with disabilities. Because our responsibility, as you know, at CBC/Radio-Canada, is to serve all Canadians, not one group. We must reflect.

[ISABELLE RACICOT]
- I have to tell you that while preparing for our conversation, you know, I couldn't help noticing how you were the target of many attacks, whether it came from political leaders or the media or even employees within the organization. And I'm curious to find out what did that ignite in you?

[CATHERINE TAIT]
- Well, it's very painful. You know that from anybody who's in, anyone who's a public figure experiences that, especially the online hate can be very, very hard. And as somebody who was not born to be in front of a camera — I'm behind the camera as a producer — I had no interest in being in front of the camera.

So it was really, really hard. I had to separate my person, my personal experience from the chair that I sit in. I'm the CEO, I'm the president of CBC/Radio-Canada. That's what they're attacking. They're trying to discredit the organization. And if I'm the vehicle for that, well, I have to separate myself from it. But honestly, there is no doubt in my mind that as an early feminist, we're losing ground, and...

[ISABELLE RACICOT]
- As women?

[CATHERINE TAIT]
- As women.

[ISABELLE RACICOT]
- Why?

[CATHERINE TAIT]
- Well, I think there are — there's this sort of fatigue.

[ISABELLE RACICOT]
- Oh yes!

[CATHERINE TAIT]
- Among men, but also people in general: "Okay, enough already about women and parity and all that."

I think we're really in a very tough period.

[ISABELLE RACICOT]
- Ah, yes.

[CATHERINE TAIT]
- And we've seen it in the United States with Roe versus Wade. We've seen this kind of normalization of turning women into targets like you describe. So whereas a man might be described as forceful and a hero, I might be described as combative and difficult. Thin-skinned. I mean, I've even been described as, "She's not in her swim lane," as if the lane was predetermined of what I can and cannot do. So I'm an outspoken person. I'm a candid person, so I couldn't change who I am, but I felt that pressure, that really, you know, it was an effort to silence me.

And that's what I kept on saying to myself. You got to keep speaking out. You got to keep talking about the value of public broadcasting. You got to keep talking about the importance of reflecting Canada in all its diversity. And that was my focus.

[ISABELLE RACICOT]
- Would you say this position has changed you at all?

[CATHERINE TAIT]
- Oh, yes! Absolutely.

[ISABELLE RACICOT]
- Yes?

[CATHERINE TAIT]
- Well, I learned a lot.
First, for me, the real gift was
the chance to work in French and English. You know it, too: it's a marvellous thing, having these two languages.

[ISABELLE RACICOT]
- An asset, yes.

[CATHERINE TAIT]
- Absolutely an asset. And then there's everything I learned about Indigenous Peoples. I gained an enormous amount from that.

I mean, I had no idea. When I took the job, I thought it was all about Ottawa and finding funds for public media. I really thought this was the mandate. But in the end, it wasn't that at all.

It was about connecting with people, getting out into the field, meeting Canadians in every region. And all these people: it gave me a great pleasure. Something I'll have for life.

[ISABELLE RACICOT]
- A richness.

[CATHERINE TAIT]
- Yes, exactly.

[ISABELLE RACICOT]
- So I want to take this opportunity to get some advice from you to young women who are ambitious and who, you know, want to rule the world. What would you like to say to them?

[CATHERINE TAIT]
- Be brave, be bold. And as I said, you know, we're living in a very scary time. It's not just for women. I would say for, you know, racialized people or an Indigenous person. You have to stand up for yourself. We need to hear your voice. So don't be silenced, don't be silenced. So it's courage. It's really courage.

[ISABELLE RACICOT]
- What was your biggest takeaway from the role?

[CATHERINE TAIT]
- The public is central to everything we do. It's our audiences who count, not us. We're here to serve Canadians.

So, the lesson, if I can call it that — if there's any one lesson that will stick with me, it's this: in a public service like CBC/Radio-Canada, sometimes we can get too involved in our own affairs, and then...

[ISABELLE RACICOT]
- Sometimes it's ego.

[CATHERINE TAIT]
- Yes, there's that, too.

[ISABELLE RACICOT]
- Our own egos, sometimes.

[CATHERINE TAIT]
- Exactly. So we think we're at the centre of everything, but really it's the public. I think it's the public's sense of CBC and Radio-Canada as being theirs, that matters the most.

[ISABELLE RACICOT]
- Hmm-hmm!
Did you learn something about yourself that you didn't know prior to taking this mandate?

[CATHERINE TAIT]
- Probably the biggest learning was I had to learn to listen. And for people who are always moving very quickly and trying to be ambitious, sometimes we don't sit and listen.

And certainly in the social justice conversation, I had to listen. I would say, well, I know what it feels like. No, you don't. I'm a woman, I know exactly what you're going through. No, you don't.

And especially for the Indigenous strategy, which I believe is one of my... if there is a legacy, is really important. I had to give up control to the Indigenous employees to do the strategy. For a control freak to have to give

them the power! And then I realized, oh, if you give them the power, then they fill the space in the most beautiful way.

And we have the most fantastic strategy as a result.

[ISABELLE RACICOT]
- Where do you see Radio-Canada and CBC in 10 years?

[CATHERINE TAIT]
- So we're going into a period, I would say of...

I don't want to say "hostile environment," but certainly not as friendly. We're going to have to double down on our strengths, and I believe our competitive strength is our proximity to the public.

Google and Netflix aren't going to open an office in Trois-Rivières or in Lethbridge. Not going to happen. We're there. So that's what counts. But in order to be relevant 10 years from now, CBC and Radio-Canada will have to look a lot more like the people we serve and we've done a lot of work in evolving that. You talked about it earlier.

And that journey, I think, is just beginning and it's got a long way to go, but I'm so proud of the things we've accomplished.

[ISABELLE RACICOT]
- That was really fun, Catherine. I'm so happy I got to sit down with you.
All the best for the future, whatever you choose to do. I wish you lots and lots of success in your next move.

[CATHERINE TAIT]
- Thank you, Isabelle.

[ISABELLE RACICOT]
- Since I know it's not retirement — because you'd tell us, right?
Catherine Tait is not retiring!

[CATHERINE TAIT]
- Not a chance!
Never! Ha-ha! Thanks, Isabelle.
Such a pleasure!

♪ ♪ ♪

[NARRATOR]
- Canadian stories matter. They connect us. They inform us. They inspire us.

And there's one place that brings them together.

From the triumphs on the world's biggest stage...

- Quelle bombe! Quelle bombe dès le premier..

- De Grasse s'en va chercher la médaille d'or!

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(In Inuktituk, the English translation is "They didn't have the ball at the beginning of the game.")

[NARRATOR]
- To the local voices that inspire and inform.

- ♪ ♪ ♪

- This is "The Current".

- Je suis content d'être le compagnon de vos évasions.

- Crime story.

- You're one of my favorite interviewers. So I was pumped.

♪ ♪ ♪

- Ah, je suis excitée! Ça commence!

[NARRATOR]
- With shows that captivate our imagination.

- Are you ready!

- Hi!

- What, you need me?

- I look forward to fighting you on many deals.

- Congratulations, I'm making the cut.

- Ah!

- Maude!

- Jean-René!

- Je suis venu vous demander de l'aide.

- Réginald.

- Arrête de faire ta princesse, viens me voir dans mon bureau.

[NARRATOR]
- Supporting lifelong learning.

- La chose qui me handicape le plus, c'est la société.

- Yeah, it's "The Nature of Things". It's an iconic Canadian show.

- Bonjour Nicolas. Ça fait mal aux oreilles, l'actualité.

♪ ♪ ♪

[NARRATOR]
- Delivering news exactly when it matters most.

- Thanks for joining us.

♪ ♪ ♪

- On y va.

- Ici Céline Galipeau. Ce soir, au Téléjournal.

- They're minutes away from dropping the aid now. We're just approaching Gaza.

- Hello and welcome inside the CBC newsroom. I'm Natasha Fatah.

- Paying more than $3000 a month for a one bedroom.

- Ce genre d'entraînement est un premier pas.

- C'est un revirement complet.

- So, Luther, there is just so much fuel to burn here.

- We found your car located in the West African nation of Ghana.

- Two more quick things about that 150 meter race.

- Bonjour et bienvenue au *Vidéojournal* du Grand Nord. Ici Matisse à Iqaluit.

[NARRATOR]
- Accessible to all, made possible by you.

- On a envie de donner la parole aux gens partout à travers le Canada.

♪ ♪ ♪

- Est-ce que le fait d'être Wendat, tu sens qu'il y a une responsabilité?

♪ ♪ ♪

- Our people are important.

♪ ♪ ♪

[NARRATOR]
- Your stories, your voices, your public broadcaster.