

**Board of Directors**  
(January 24-25, 2012)

**Subject matter**

***Everyone. Every way.* – Semi-Annual Report: January 2012**

**Background**

The semi-annual Report Card presented in January 2012 is an **interim measure** of CBC/Radio-Canada's performance in the first five months of the 2011-2012 fiscal year compared to benchmark data for the same period in 2010-2011.

It should be viewed as a progress report, providing the Board with an early indication of our services' performance and the impacts of the Plan's implementation vis-à-vis the following points:

- English and French Services' performance vis-à-vis its mandate, the key pillars of Strategy 2015 and the overall mission delivery;
- CBC Television and Télévision de Radio-Canada performance by program genre; and
- English and French Services' performance against 2011-12 Media Business Plan Targets.

The June 2012 Report Card will present data on CBC/Radio-Canada's performance for the entire 2011-2012 fiscal year and should be viewed as the **final Report Card**. It will also indicate how English and French Services have fared vis-à-vis the targets established in their 2011-2012 Business Plans.

**Information on the matter**

See attached documents

**For decision**

**For information**

**Prepared by**

Name: Michel Tremblay/Stam Staple + Media Planning Groups

Date: January 6, 2012

**Management recommendation****Last discussed at the Board**

Date: June 2011

Decision made: Provide Progress Report at January 2012 Board

**Next steps**

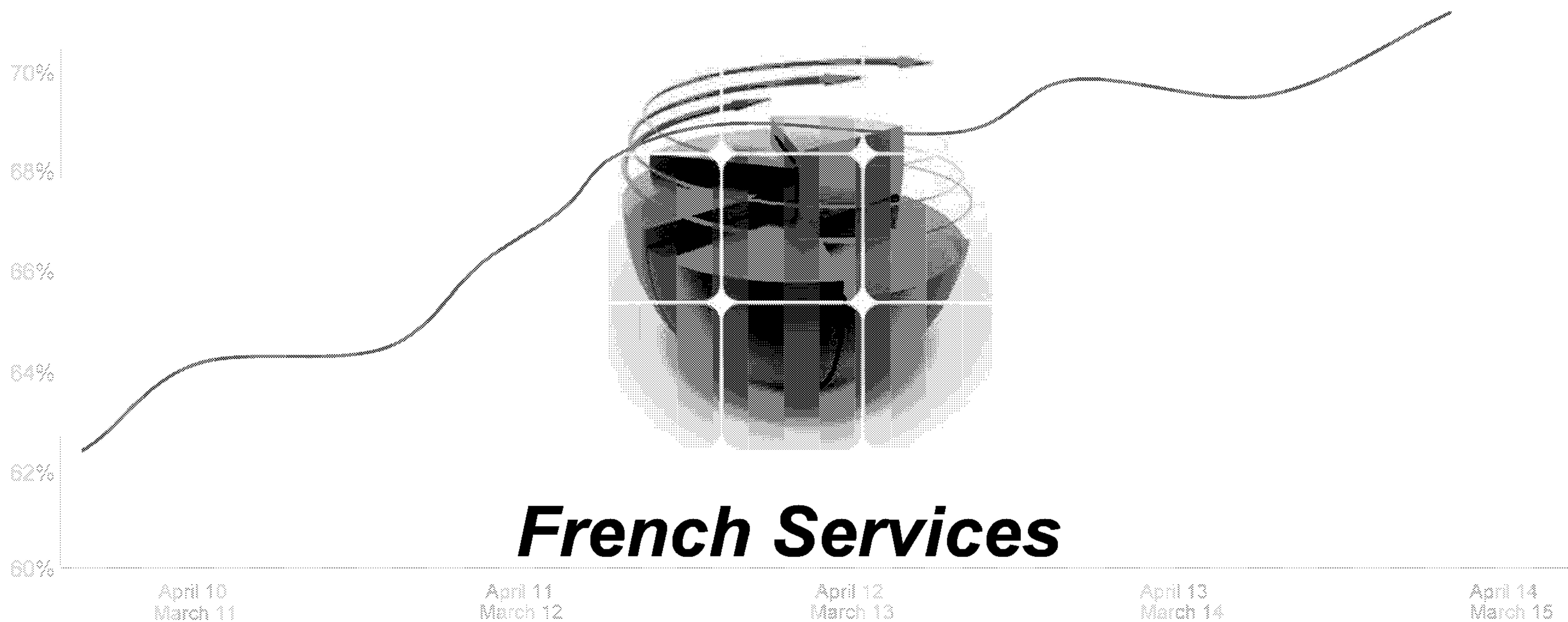
Present Final Report Card for 2011-2012 at June 2012 Board

**Anticipated project completion date:** \_\_\_\_\_

**(If contract, indicate date of expiry):** \_\_\_\_\_

# ***Everyone, Every way***

## ***Semi-Annual Report: January 2012***



### ***French Services***

**CBC/Radio-Canada Board of Directors  
January 24-25, 2012**

**English Version**

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# 1. Introduction

- **The January 2012 Report Card is an interim measure of our performance in the first five months of the 2011-2012 fiscal year** (April to August).
  - It should be viewed as a "progress report" which provides the Board with an early indication of the impacts of the Plan's implementation.
  - The June 2012 Report Card will present data on our performance for the full fiscal year (April to March) and should be viewed as the final Report Card.
- **Data for the first measurement period (April to August) of the 2011-12 fiscal year is compared to the benchmark data for the same measurement period.**
- **This January Report Card presents data for two points in time which provides the Board with insights into the performance of French Services. It includes:**
  - French Services' performance vis-à-vis its mandate, the key pillars of Strategy 2015 and the overall mission delivery;
  - Télévision de Radio-Canada's performance by program genre; and
  - French Services' performance against 2011-12 Media Business Plan Targets.

## 2. Context — The Impact of News Coverage on the Perception of French Services

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**In the first half of 2011-12, the news coverage involving CBC/Radio-Canada has been dominated by two main issues:**

### **1. The Government's Deficit Reduction Action Plan (DRAP):**

- The extent to which CBC/Radio-Canada's 2012-2013 parliamentary appropriation will be cut in the 2012 Federal Budget to be announced in March has received widespread coverage.

### **2. A Hostile Press Environment**

- Being one of the largest and most visible public institutions in the country, CBC/Radio-Canada has always been under scrutiny by the press but never to the levels experienced throughout the first semester of 2011-12.

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# 3. Key Preliminary Findings

## 1. French Services and the Fulfillment of its Mandate Under the 1991 *Broadcasting Act*

Page 10

- Francophones' perception towards Radio-Canada's French-language radio and television programming has remained stable and strong compared to last year while they continue to perceive our programming as being more informative than enlightening, entertaining and available on new platforms.
- 

Pages  
11-17

## 2. Performance of Individual Services against the key pillars of the strategy

<u>Exceeding</u> Benchmarks
<u>Meeting</u> Benchmarks

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# 3. Key Preliminary Findings

## 3. Télévision de Radio-Canada: Performance by Program Genre

Pages  
22-23

	Decrease	Stable	Increase
Perception Scores			
Market Share			

# 3. Key Preliminary Findings

## 4. Key Performance Indicators Against 2011-12 Business Plan Targets

Pages  
26-27

<b>Currently <u>Exceeding</u> Target</b>	
<b>Currently <u>Meeting</u> Target</b>	
<b>Currently <u>Not Meeting</u> Target</b>	

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# 3. Key Preliminary Findings

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## ***4. Performance of French Services***

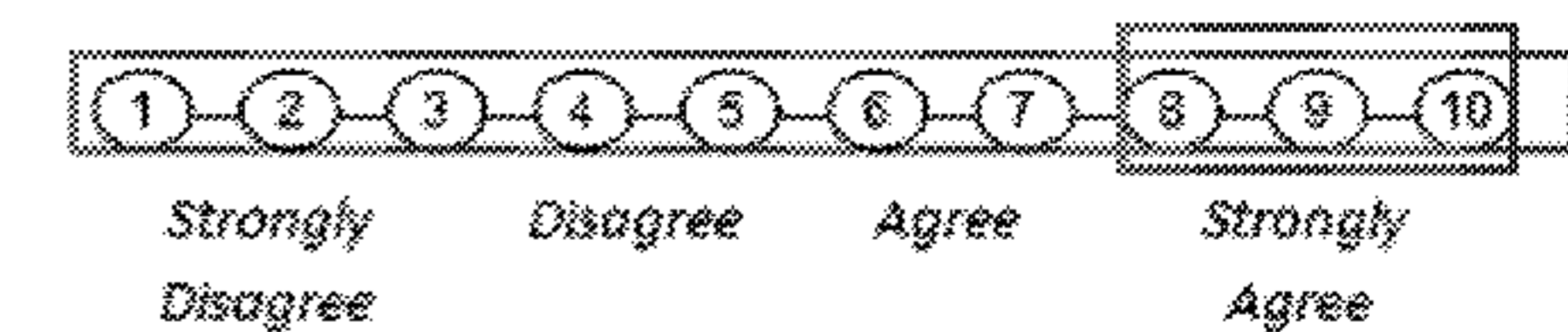
# How French Services Fulfills Its Mandate Under the *Broadcasting Act*?

Radio-Canada's French-language Radio and Television Programming is...	November 2010	November 2011	Management's Comments
Informative			<p><b>1. Francophones' perception towards Radio-Canada's French-language radio and television programming has remained stable and strong compared to last year.</b></p> <p><b>2. Francophones continue to perceive our programming as being more informative (</b></p>
Enlightening			
Entertaining			
Available on New Platforms			
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# Télévision de Radio-Canada

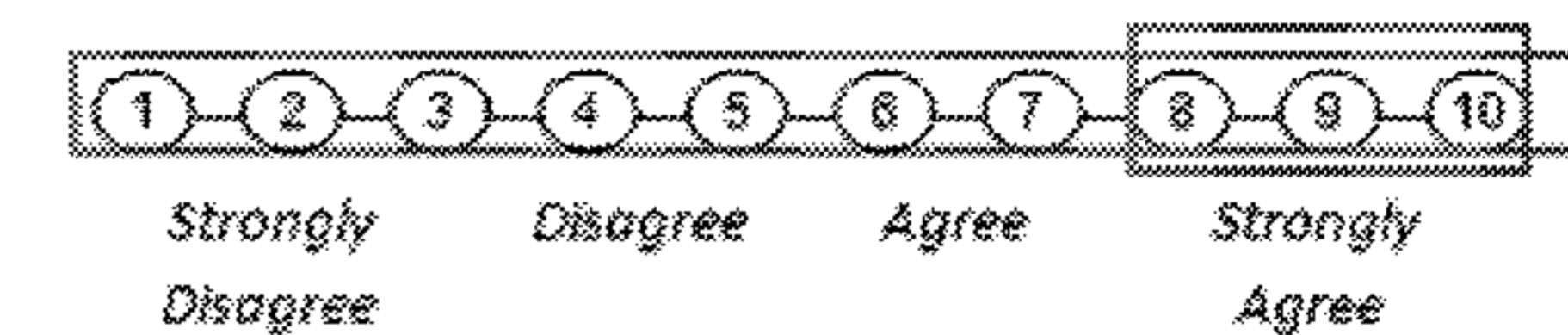


Pillars	Original, Innovative, Quality Canadian Content	First Measurement Period 2010-11	First Measurement Period 2011-12	Management's Comments					
1	% Canadian <sup>(a)</sup>								
	Quality <sup>(b)</sup>								
	Differentiated <sup>(b)</sup>								
2	<b>Reflects/Draws Canadians Together</b>								
	% Regional <sup>(a)</sup>								
	Reflects Regions <sup>(b)</sup>								
	Reflects my Region <sup>(b)</sup>								
	Reflects Diversity <sup>(b)</sup>								
3	<b>Engaging Audiences</b>								
	% of All Canadian Content Usage of French Services <sup>(c)</sup>								
4	<b>Cost Effective</b>								
	Net Return per Audience Hour (\$) <sup>(c)</sup>								
<p><b>Legend</b></p> <table style="display: inline-table; border: none;"> <tr> <td style="background-color: #cccccc; padding: 2px;">Substantial decrease</td> <td style="background-color: #e0e0e0; padding: 2px;">Slight decrease</td> <td style="background-color: #ffffff; padding: 2px;">Stable</td> <td style="background-color: #e0e0e0; padding: 2px;">Slight increase</td> <td style="background-color: #cccccc; padding: 2px;">Substantial increase</td> </tr> </table> <p style="text-align: right;"><i>Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11</i></p>					Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase
Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase					



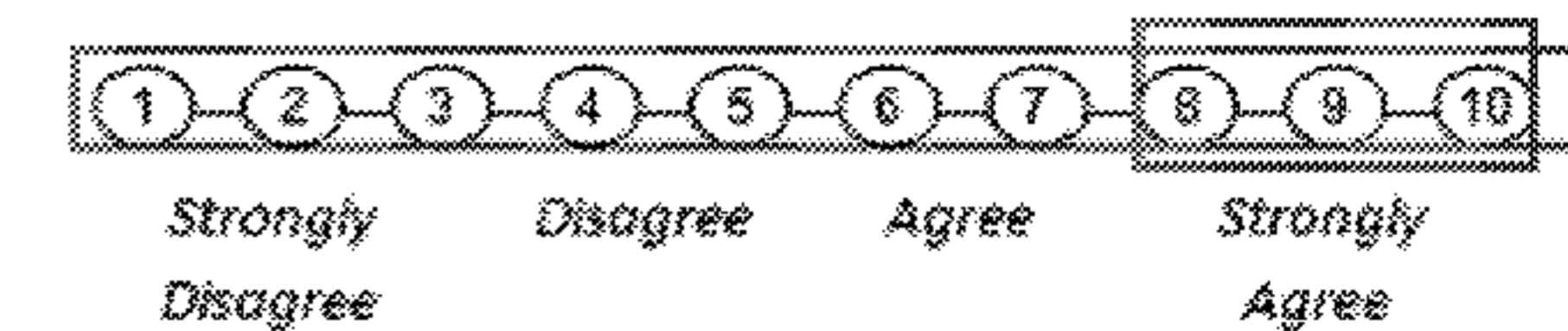
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	Net Return per Audience Hour (\$) <sup>(c)</sup>										
<table border="0" style="width: 100%;"> <tr> <td style="text-align: left;"><b>Legend</b></td> <td style="text-align: center;"><b>Substantial decrease</b></td> <td style="text-align: center;"><b>Slight decrease</b></td> <td style="text-align: center;"><b>Stable</b></td> <td style="text-align: center;"><b>Slight increase</b></td> <td style="text-align: center;"><b>Substantial increase</b></td> <td style="text-align: right;"><b>Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11</b></td> </tr> </table>					<b>Legend</b>	<b>Substantial decrease</b>	<b>Slight decrease</b>	<b>Stable</b>	<b>Slight increase</b>	<b>Substantial increase</b>	<b>Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11</b>
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Notes:





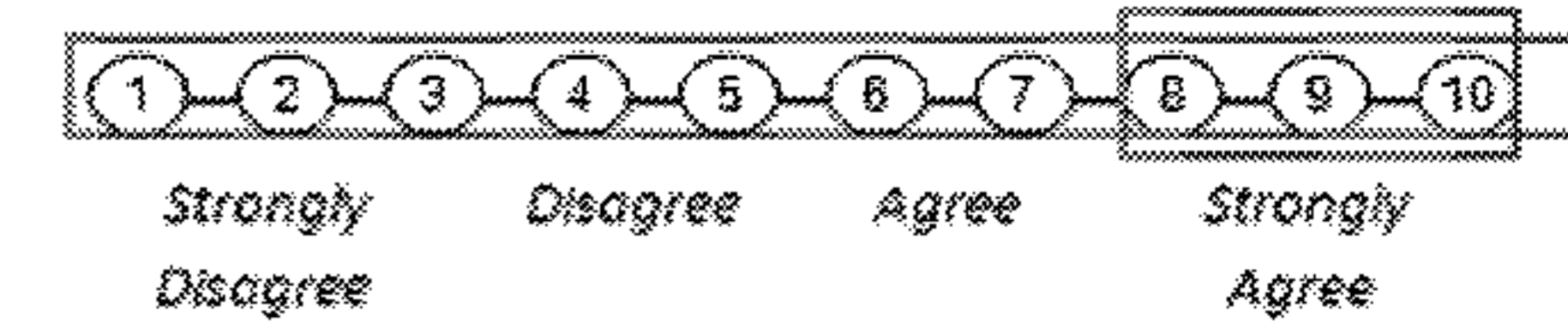
Pillars	Original, Innovative, Quality Canadian Content	First Measurement Period 2010-11	First Measurement Period 2011-12	Management's Comments							
1	% Canadian <sup>(a)</sup> Quality <sup>(b)</sup> Differentiated <sup>(b)</sup>										
2	<b>Reflects/Draws Canadians Together</b> % Regional <sup>(a)</sup> Reflects Regions <sup>(b)</sup> Reflects my Region <sup>(b)</sup> Reflects Diversity <sup>(b)</sup> Reflects my Culture <sup>(b)</sup>										
3	<b>Engaging Audiences</b> % of All Canadian Content Usage of French Services <sup>(c)</sup>										
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<table border="0"> <tr> <td data-bbox="382 1537 479 1563">Legend</td> <td data-bbox="674 1537 908 1611" style="background-color: #cccccc;">Substantial decrease</td> <td data-bbox="916 1537 1150 1611" style="background-color: #e0e0e0;">Slight decrease</td> <td data-bbox="1159 1537 1393 1611" style="background-color: #f0f0f0;">Stable</td> <td data-bbox="1402 1537 1636 1611" style="background-color: #e0e0e0;">Slight increase</td> <td data-bbox="1645 1537 1879 1611" style="background-color: #cccccc;">Substantial increase</td> <td data-bbox="1907 1537 2507 1611" style="text-align: right;"><i>Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11</i></td> </tr> </table>					Legend	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase	<i>Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11</i>
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	% Canadian <sup>(a)</sup>
	Quality <sup>(b)</sup>
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	<b>Reflects/Draws Canadians Together</b>
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	Reflects Regions <sup>(b)</sup>
	Reflects my Region <sup>(b)</sup>
<b>2</b>	Reflects Diversity <sup>(b)</sup>
	Reflects my Culture <sup>(b)</sup>
	<b>Engaging Audiences</b>
<b>3</b>	% of All Canadian Content Usage of French Services <sup>(c)</sup>
	<b>Cost Effective</b>
<b>4</b>	Net Return per Audience Hour (\$) <sup>(c)</sup>

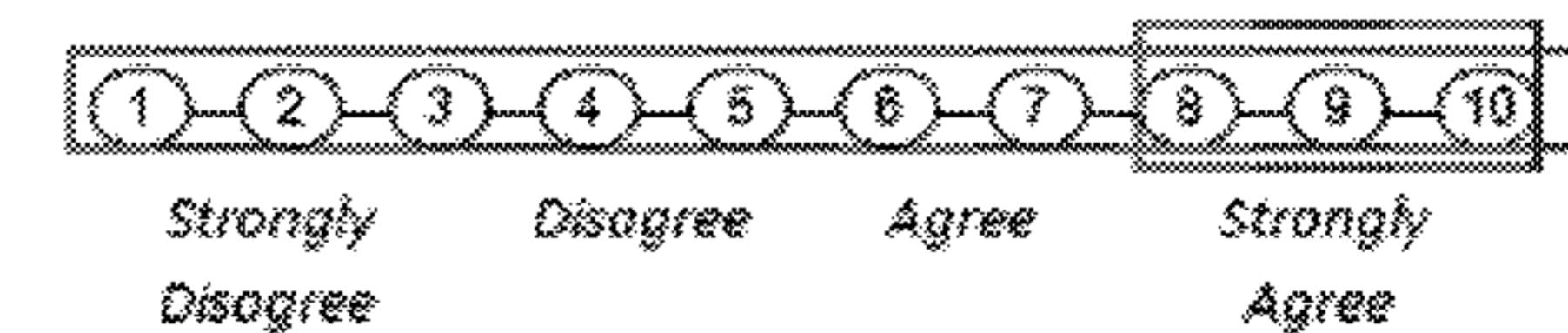
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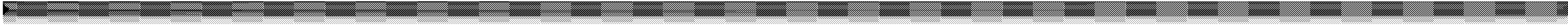
# Espace musique



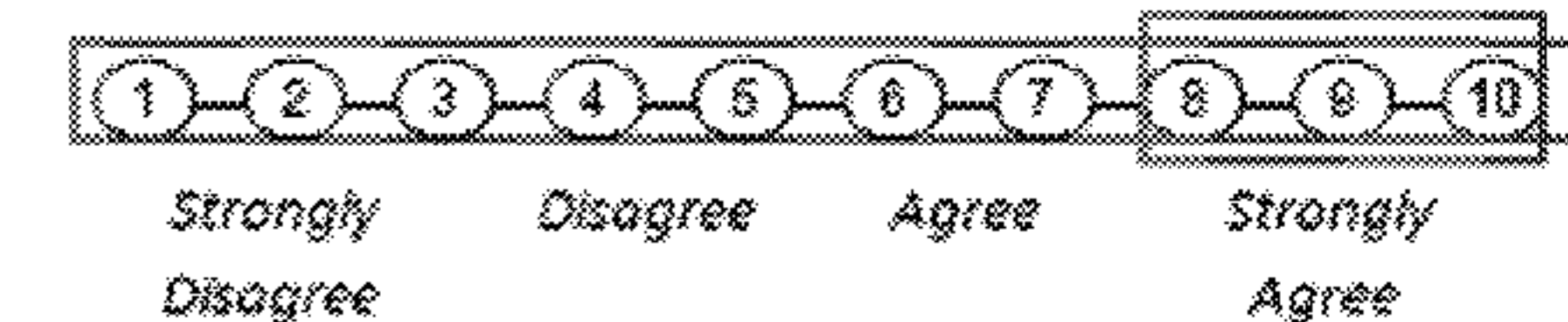
Pillars		First Measurement Period 2010-11	First Measurement Period 2011-12	Management's Comments					
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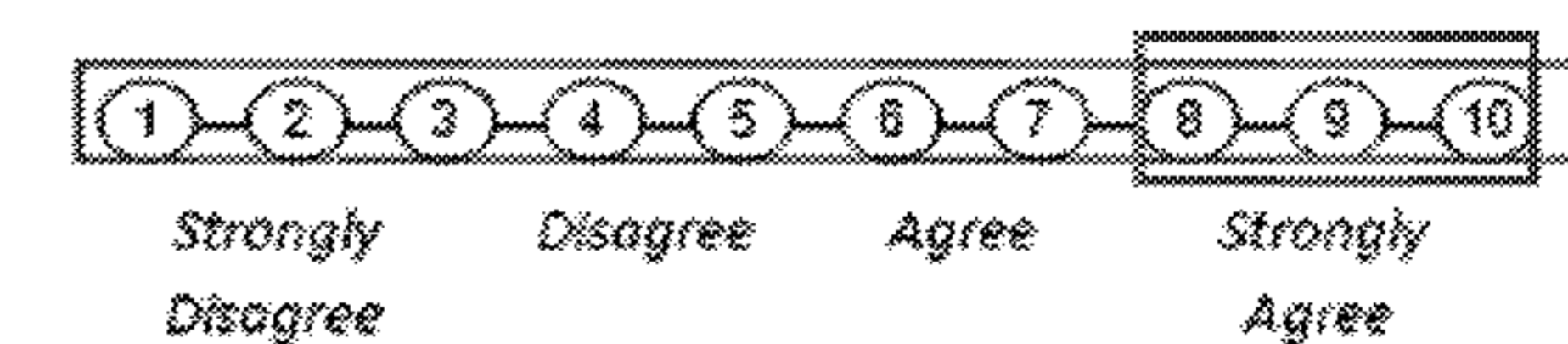
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# Overall Mission Delivery Scores by Service

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**Note: Detailed results of each service provided on pages 11 to 17 are used to calculate the overall mission delivery score presented on the next page.**

# Overall Mission Delivery Scores by Service

Services	First Measurement Period 2010-11	First Measurement Period 2011-12	Management's Comments
Télévision de Radio-Canada			
RDI			
ARTV			
Première Chaîne			
Espace musique			
Radio-Canada.ca			
Tou.TV			

Legend	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase	<i>Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11</i>
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***5. Télévision de Radio-Canada:  
Performance by Program Genre***

# What Is Measured?

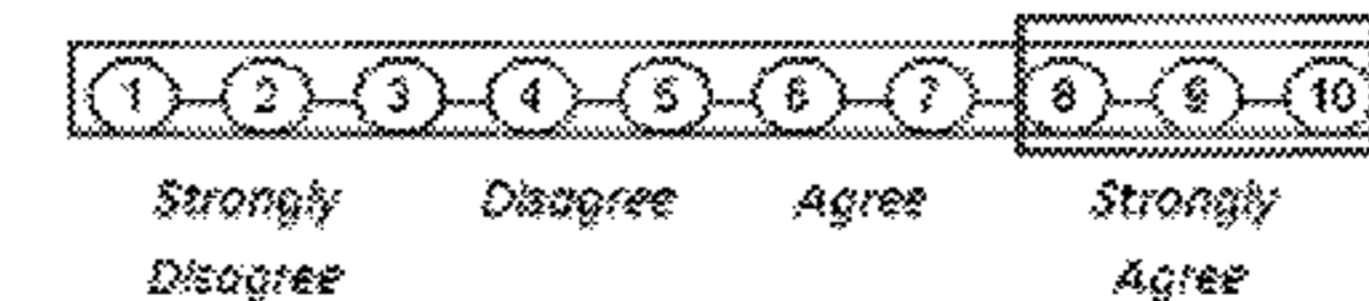
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- **We are monitoring the performance of the following genres on Télévision de Radio-Canada:**
  - **Dramas and Feature Films**
  - **Culture and Variety**
  - **News**
  - **Current Affairs and Documentaries**
  - **Children's**
  - **Sports**
  
- **The performance of each genre is measured on the following:**
  - **Quality**
  - **Differentiation**
  - **Share of viewing among key competitors**
  - **Net return per viewing hour**

# Perception of Télévision de Radio-Canada Genres



<b>1. Quality Scores:</b> <i>Télévision de Radio-Canada provides high quality...</i>	November 2010	November 2011	Management's Comments
Dramas and Feature Films			
Culture and Variety			
News			
Current Affairs and Documentaries			
Children's			
Sports			
<b>2. Differentiation Scores:</b> <i>Télévision de Radio-Canada provides programming that you can't find on other channels</i>			
Dramas and Feature Films			
Culture and Variety			
News			
Current Affairs and Documentaries			
Children's			
Sports			



○ = statistically significant increase

# Market Share of Télévision de Radio-Canada Genres and Their Net Cost per Viewing Hour



1. Télévision de Radio-Canada's Shares of Viewing Among Key Competitors (Canadian programming)	Spring-Summer Season <sup>1</sup> 2010-11	Spring-Summer Season <sup>1</sup> 2011-12	Management's Comments
Dramas and Feature Films			
Culture and Variety			
News			
Current Affairs and Documentaries			
Children's			
Sports			
<b>2. Net Cost per Viewing Hour (Canadian programming)</b>			
Dramas and Feature Films			
Culture and Variety			
News			
Current Affairs and Documentaries			
Children's			
Sports			
<b>Legend</b> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #cccccc; padding: 2px;">Substantial decrease</div> <div style="background-color: #e0e0e0; padding: 2px;">Slight decrease</div> <div style="background-color: #ffffff; padding: 2px;">Stable</div> <div style="background-color: #e0e0e0; padding: 2px;">Slight increase</div> <div style="background-color: #cccccc; padding: 2px;">Substantial increase</div> </div> <p style="text-align: right; margin-top: 5px;"><i>Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11</i></p>			





***6. Performance Against  
2011-12 Business Plan Targets***

# What is Measured?

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- **French Services' key performance indicators are measured against targets, taken from the French Services' Business Plan that was approved by the Board in March 2011 or that subsequently emerged from discussions with the Board.**
  - New performance indicators were developed to ensure that the three priorities of *Everyone, Every way* are being monitored.
- **This section also presents regulatory requirements that Télévision de Radio-Canada is subject to as specified by the Canadian Radio-television and Telecommunications Commission (CRTC) with respect to Canadian content.**

# French Services' Key Performance Indicators (1)

		For the year 2010-2011		For the year 2011-2012		Management's Comments	
		Targets	Results	Targets	Preliminary Results (April 1 to November 30)		
Television Audience Share	Télévision de Radio-Canada <sup>1</sup>						
	RDI <sup>2</sup>						
	ARTV <sup>2</sup>						
Radio Audience Share	Première Chaîne and Espace musique combined <sup>3</sup>						
Internet	Average Monthly Reach <sup>4</sup>						
		Targets	Results	Targets	2011-12 Year-End Forecast 11-12 (as of november 30)		
Self-generated Revenues	Total Revenues <sup>5</sup>						
<b>Legend</b> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #cccccc; padding: 2px;">Substantial decrease</div> <div style="background-color: #e0e0e0; padding: 2px;">Slight decrease</div> <div style="background-color: #f0f0f0; padding: 2px;">Stable</div> <div style="background-color: #e0e0e0; padding: 2px;">Slight increase</div> <div style="background-color: #cccccc; padding: 2px;">Substantial increase</div> </div>							<i>Indicators results are compared to year targets</i>

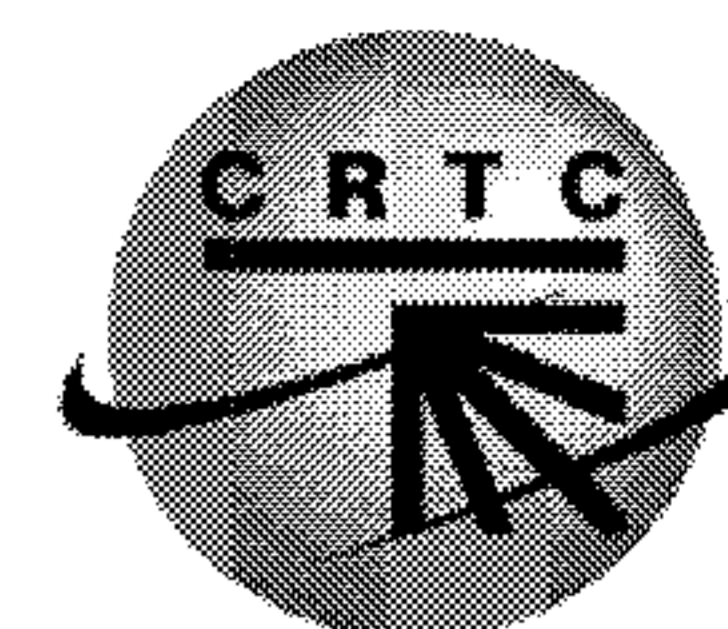
# French Services' Key Performance Indicators (2)

		For the year 2010-2011		For the year 2011-2012		Management's Comments
		Targets	Results	Targets	Résultats préliminaires (1 avril au 30 novembre)	
Key Regional Indicators	Télévision					
	Téléjournal 18h Average Minute Audience (000) <sup>1</sup>					
	Radio					
	Share of Early Morning Radio Programs <sup>2</sup>					
	Internet - Regional Sites					
	Unique visitors (000) <sup>3</sup>					
	Live update periods on regional websites (hours/week) <sup>4</sup>					
	Regional reflections					
Survey – Perceptions of regional reflections <sup>5</sup>						
Specialty Channel Subscriber Count	RDI <sup>8</sup>					
	ARTV <sup>8</sup>					

Legend						Indicators results are compared to year targets
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# French Services' Regulatory Requirements



		For the Broadcast Year Sept 2009 - Aug 2010 <sup>2</sup>		For the Broadcast Year Sept 2010 - Aug 2011 <sup>2</sup>		Management's Comments
		Yearly Regulatory Expectations <sup>1</sup>	Results	Yearly Regulatory Expectations <sup>1</sup>	Results	
Canadian Content	<b>Télévision de Radio-Canada</b>					<b>1.</b> In 2010-2011, Télévision de Radio-Canada exceeded the CRTC's regulatory expectations and aired more Canadian content than mandated.
	<b>Broadcast Day</b> (Monday to Sunday 6am to midnight)	75%	82%	75%	86%	
	<b>Prime Time</b> (Monday to Sunday 7pm to 11pm)	80%	88%	80%	93%	

<b>Legend</b>	<b>Substantial decrease</b>	<b>Slight decrease</b>	<b>Stable</b>	<b>Slight increase</b>	<b>Substantial increase</b>	<i>Indicators results are compared to year targets</i>
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- Notes:
1. CRTC regulatory expectations based on a broadcast year (September to August).
  2. Canadian content data are based on the most recently completed broadcast year.

# French Services: Financial Indicators



French Services' Financial Indicators	2010-11 Targets	Pour l'année 2010-2011	2011-12 Targets	2011-12 year-end Forecast (as of Nov. 2011)	Management's Comments
Spending					
Spending on New Platforms <sup>1</sup>					
Efficiencies					
Reduce Cost of Media Production Methods					

Legend	<b>Substantial decrease</b>	<b>Slight decrease</b>	<b>Stable</b>	<b>Slight increase</b>	<b>Substantial increase</b>	<i>Indicators results are compared to year targets</i>
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# Corporate: Cost Effectiveness Indicators



Corporate Financial Indicators <sup>1</sup>	2010-11 Targets	Fiscal Year 2010-11	2011-12 Targets	Year-end Forecast (as of Nov. 2011)	Management's Comments
Efficiencies					
Reduce Cost of Corporate G&A					
Assets					
Capital budget: Average annual capital spent					

Legend	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase	<i>Indicators results are compared to year targets</i>
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Notes:

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# ***Appendix***

- **Mission Statement** **32**
- **Key Pillars and Guiding Principles** **33**
- **Distribution of Canadian Content Usage Across French Services** **34**



# Our Mission Ensures We Fulfill our Mandate as Set Out in the *1991 Broadcasting Act*

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## **CBC Radio-Canada**

**CBC/Radio-Canada will be the recognized leader in expressing Canadian culture and will enrich the democratic life of all Canadians**

- **Creating and delivering original and innovative, quality Canadian content**
- **Reflecting and drawing together all Canadians**
- **Actively engaging with audiences**
- **Being cost-effective and accountable**

# The Accomplishment of Our Mission is Based on Four Pillars and Guiding Principles

## Mission

CBC/Radio-Canada will be the recognized leader in expressing Canadian culture and will enrich the democratic life of all Canadians through...

## Pillars

**1** ... original, innovative, quality "Canadian content" ...

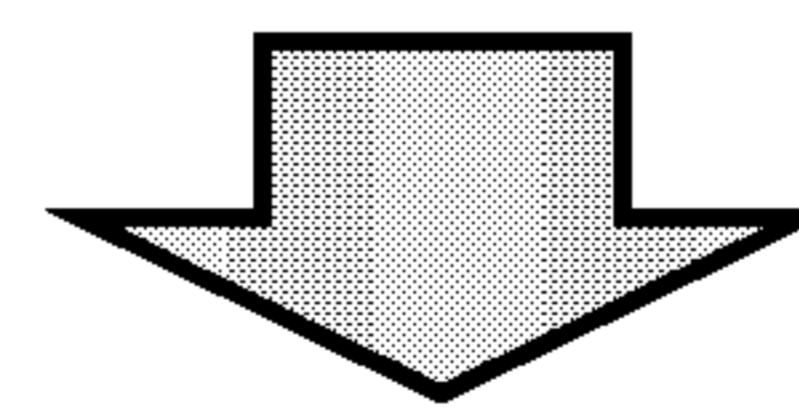
**2** ... that reflects and draws together Canadians ...

**3** ... actively engaging with audiences ...

**4** ... while being cost-effective and accountable

## Guiding Principles

- Creating and delivering **quality content** for, by and about Canada & Canadians
  - Leading in **Canadian cultural expression**
  - Offering a **distinctly Canadian perspective**
- Investing in **differentiated programming**
- Commitment to **"signature event"** programming
- Contributing to **shared national consciousness and identity**
- Reflecting Canada's **multicultural diversity**
- Reflecting the **regions** to themselves and to the country
- Contributing to **diversity of voices and to social cohesion**
- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms
- Delivering our services in the **most efficient manner**
- Ensuring the **economic sustainability** of our services
- Optimizing the percent of **funds** spent on **content**



... and Provide a 'Wide Range' of Programming that Informs, Enlightens and Entertains

**Our Performance is Tracked and Assessed with Metrics That Have Been Developed and Agreed To**

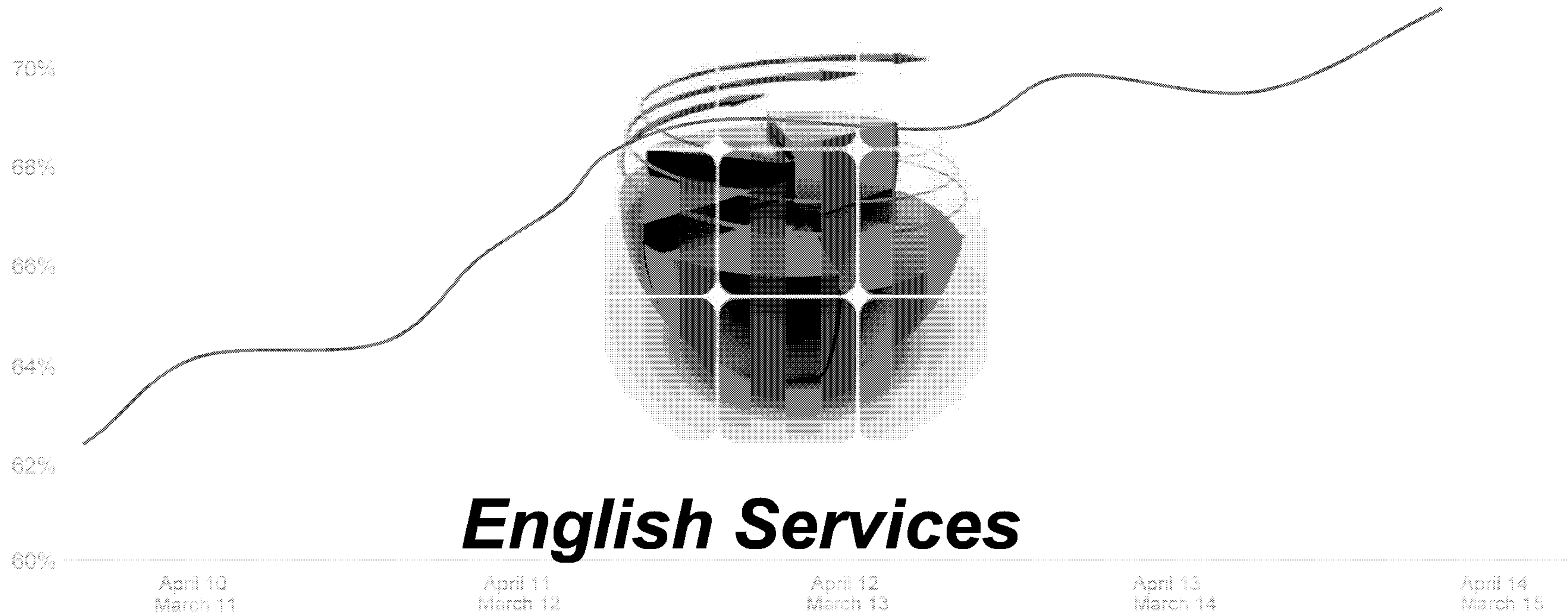
# Engaging Audiences – Distribution of Canadian Content Usage Across French Services

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# ***Everyone, Every way***

## ***Semi-Annual Report: January 2012***



### ***English Services***

**CBC/Radio-Canada Board of Directors  
January 24-25, 2012**

**English Version**

# Table of Contents

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# 1. Introduction

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- **The January 2012 Report Card is an interim measure of our performance in the first five months of the 2011-2012 fiscal year (April to August).**
  - It should be viewed as a "**progress report**" which provides the Board with an early indication of the impacts of the Plan's implementation.
  - The June 2012 Report Card will present data on our performance for the full fiscal year (April to March) and should be viewed as **the final Report Card**.
- **Data for the first measurement period (April to August) of the 2011-12 fiscal year is compared to the benchmark data for the same measurement period – i.e. April to August of 2010-11.**
- **This January Report Card presents data for two points in time which provides the Board with insights into the performance of English Services. It includes:**
  - English Services' performance vis-à-vis its mandate, the key pillars of Strategy 2015 and the overall mission delivery;
  - CBC Television performance by program genre; and
  - English Services' performance against 2011-12 Media Business Plan Targets.

## **2. Context – The Impact of News Coverage on the Perception of English Services**

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**In the first half of 2011-12, the news coverage involving CBC/Radio-Canada has been dominated by two main issues:**

### **1. The Government's Deficit Reduction Action Plan (DRAP):**

- The extent to which CBC/Radio-Canada's 2012-2013 parliamentary appropriation will be cut in the 2012 Federal Budget to be announced in March has received widespread coverage.

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s.21(1)(b)

### **2. A Hostile Press Environment**

- Being one of the largest and most visible public institutions in the country, CBC/Radio-Canada has always been under scrutiny by the press but never to the levels experienced throughout the first semester of 2011-12.

-

# 3. Key Preliminary Findings

## 1. English Services and the Fulfillment of its Mandate Under the 1991 *Broadcasting Act*

Page 10

- Anglophones perceive English Services as meeting its mandate under the 1991 *Broadcasting Act* with its programming perceived to be more informative and available on new platforms than enlightening or entertaining.
- 

## 2. Performance of Individual Services against the key pillars of the strategy

Pages 11-17

- <u>Exceeding</u> Benchmarks
- <u>Meeting</u> Benchmarks
- <u>Not Meeting</u> Benchmarks

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# 3. Key Preliminary Findings

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## 3. CBC Television: Performance by Program Genre

Pages  
22-23

	Decrease	Stable	Increase
Perception Scores			
Market Share			

# 3. Key Preliminary Findings

## 4. Key Performance Indicators Against 2011-12 Business Plan Targets

Pages  
26-27

<p>- Currently <u>Exceeding</u> Target</p>	
<p>- Currently <u>Meeting</u> Target</p>	
<p>- Currently <u>Below</u> Target</p>	

# 3. Key Preliminary Findings

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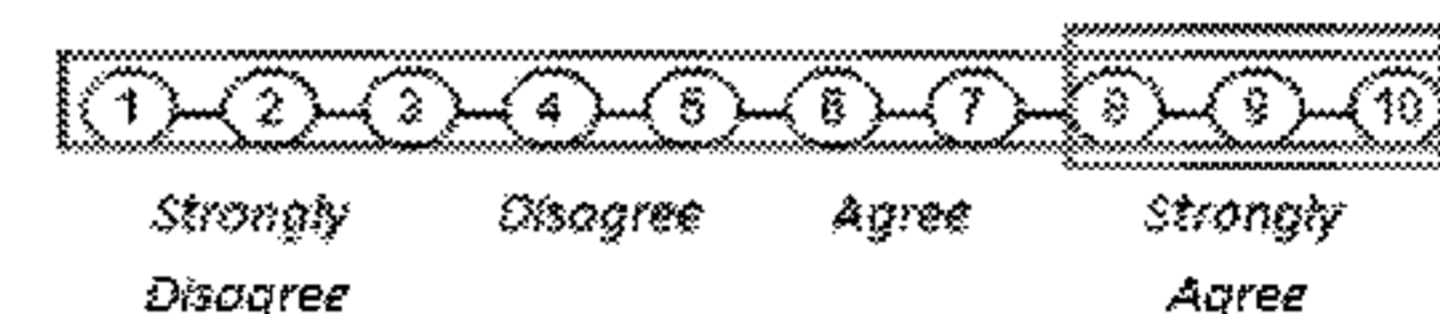
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## ***4. Performance of English Services***

# How English Services Fulfills Its Mandate Under the Act?

CBC's English-language Radio and Television Programming is...	November 2010	November 2011	Management's Comments
Informative			<p><b>1. Anglophones perceive that CBC/Radio-Canada's English services are meeting their mandate under the 1991 Broadcasting Act.</b></p> <ul style="list-style-type: none"> <li>- They still perceive CBC's English-language radio and television programming to be more "<b>informative</b>" and "<b>available on new platforms</b>" than "enlightening" and "entertaining".</li> </ul>
Enlightening			
Entertaining			
Available on New Platforms			



○ = statistically significant increase

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# CBC Television

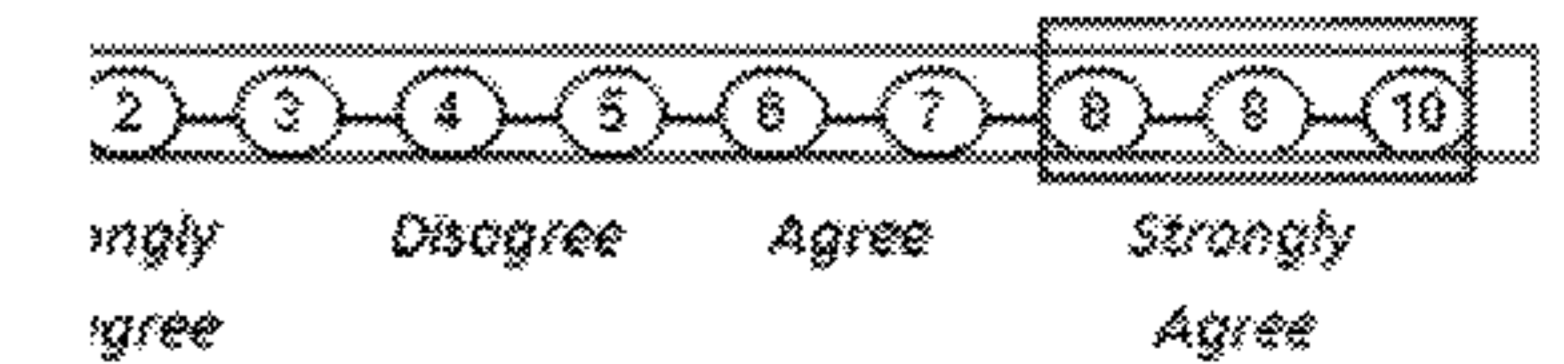


Pillars		First Measurement Period 2010-11	First Measurement Period 2011-12	Management's Comments
1	<b>Original, Innovative, Quality Canadian Content</b>			
	% Canadian <sup>(a)</sup>			
	Quality <sup>(b)</sup>			
2	<b>Reflects/Draws Canadians Together</b>			
	% Regional <sup>(a)</sup>			
	Reflects Regions <sup>(b)</sup>			
	Reflects my Region <sup>(b)</sup>			
	Reflects Diversity <sup>(b)</sup>			
3	<b>Engaging Audiences</b>			
	% of All Canadian Content Usage of English Services <sup>(c)</sup>			
4	<b>Cost Effective</b>			
	Net Return per Audience Hour (\$) <sup>(c)</sup>			

Legend:

<b>Substantial decrease</b>	<b>Slight decrease</b>	<b>Stable</b>	<b>Slight increase</b>	<b>Substantial increase</b>
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Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11



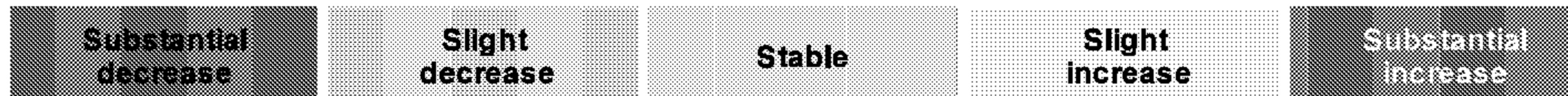


# CBC News Network

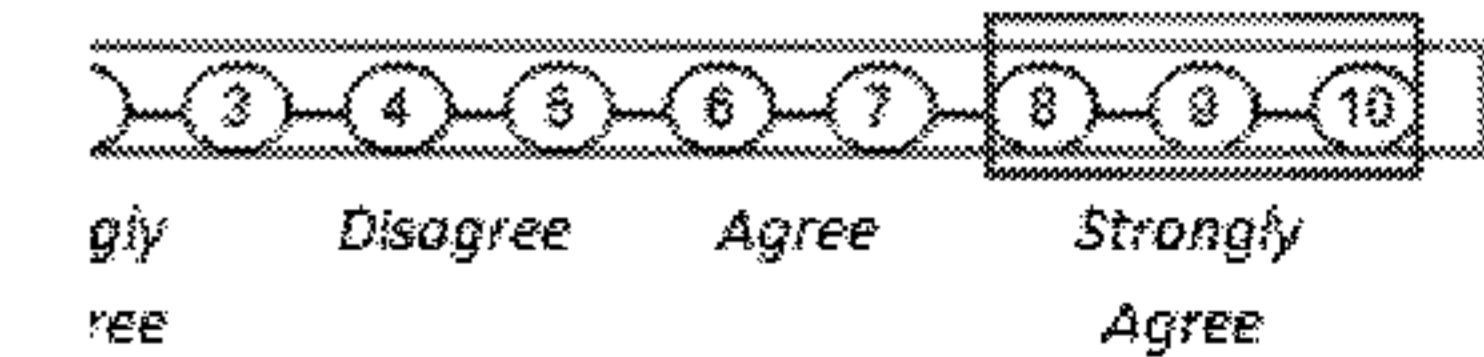
**Pillars**

	First Measurement Period 2010-11	First Measurement Period 2011-12	Management's Comments
1	<b>Original, Innovative, Quality Canadian Content</b>		
	% Canadian <sup>(a)</sup>		
	Quality <sup>(b)</sup>		
2	<b>Reflects/Draws Canadians Together</b>		
	% Regional <sup>(a)</sup>		
	Reflects Regions <sup>(b)</sup>		
	Reflects my Region <sup>(b)</sup>		
	Reflects Diversity <sup>(b)</sup>		
3	<b>Engaging Audiences</b>		
	% of All Canadian Content Usage of English Services <sup>(c)</sup>		
4	<b>Cost Effective</b>		
	Net Return per Audience Hour (\$) <sup>(c)</sup>		

Legend:

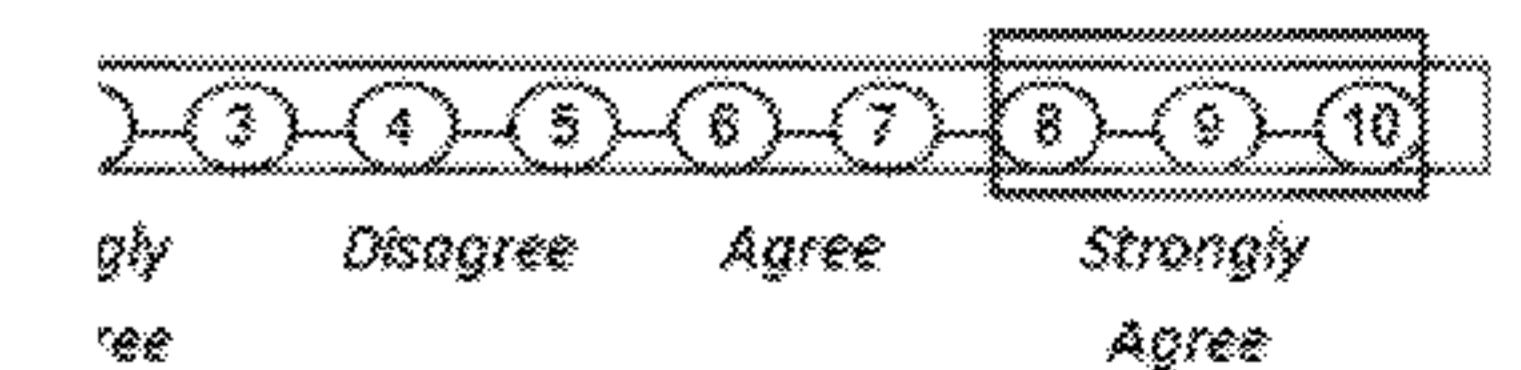


Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11





Pillars		First Measurement Period 2010-11	First Measurement Period 2011-12	Management's Comments					
1	<b>Original, Innovative, Quality Canadian Content</b>								
	% Canadian <sup>(a)</sup>								
	Quality <sup>(b)</sup>								
2	<b>Reflects/Draws Canadians Together</b>								
	% Regional <sup>(a)</sup>								
	Reflects Regions <sup>(b)</sup>								
	Reflects my Region <sup>(b)</sup>								
	Reflects Diversity <sup>(b)</sup>								
3	<b>Engaging Audiences</b>								
	% of All Canadian Content Usage of English Services <sup>(c)</sup>								
4	<b>Cost Effective</b>								
	Net Return per Audience Hour (\$) <sup>(c)</sup>								
<p>Legend:</p> <table style="display: inline-table; border: none;"> <tr> <td style="background-color: #cccccc; padding: 2px;">Substantial decrease</td> <td style="background-color: #e0e0e0; padding: 2px;">Slight decrease</td> <td style="background-color: #f0f0f0; padding: 2px;">Stable</td> <td style="background-color: #e0e0e0; padding: 2px;">Slight increase</td> <td style="background-color: #cccccc; padding: 2px;">Substantial increase</td> </tr> </table> <p style="text-align: right;"><i>Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11</i></p>					Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase
Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase					

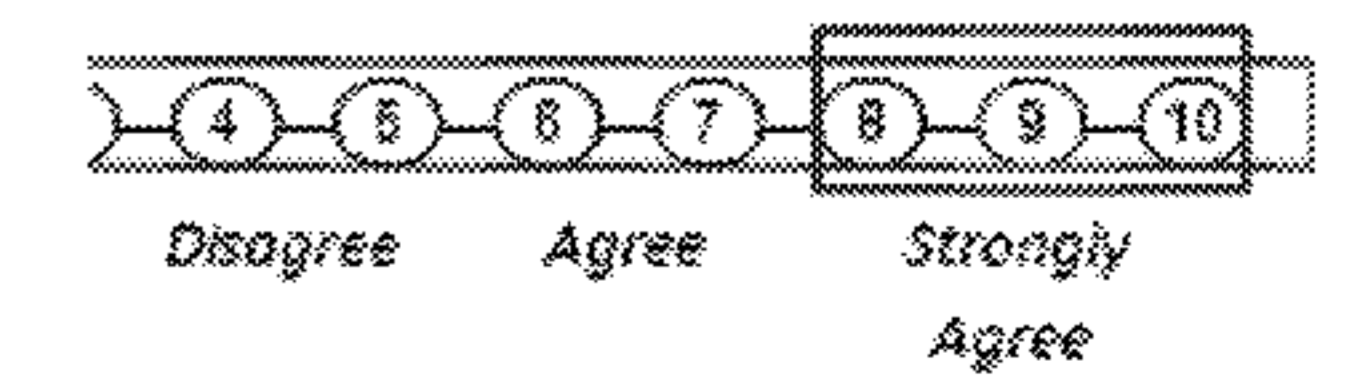




Pillars		First Measurement Period 2010-11	First Measurement Period 2011-12	Management's Comments
1	<b>Original, Innovative, Quality Canadian Content</b>			
	% Canadian <sup>(a)</sup>			
	Quality <sup>(b)</sup>			
2	<b>Reflects/Draws Canadians Together</b>			
	% Regional <sup>(a)</sup>			
	Reflects Regions <sup>(b)</sup>			
	Reflects my Region <sup>(b)</sup>			
	Reflects Diversity <sup>(b)</sup>			
3	<b>Engaging Audiences</b>			
	% of All Canadian Content Usage of English Services <sup>(c)</sup>			
4	<b>Cost Effective</b>			
	Net Return per Audience Hour (\$) <sup>(c)</sup>			

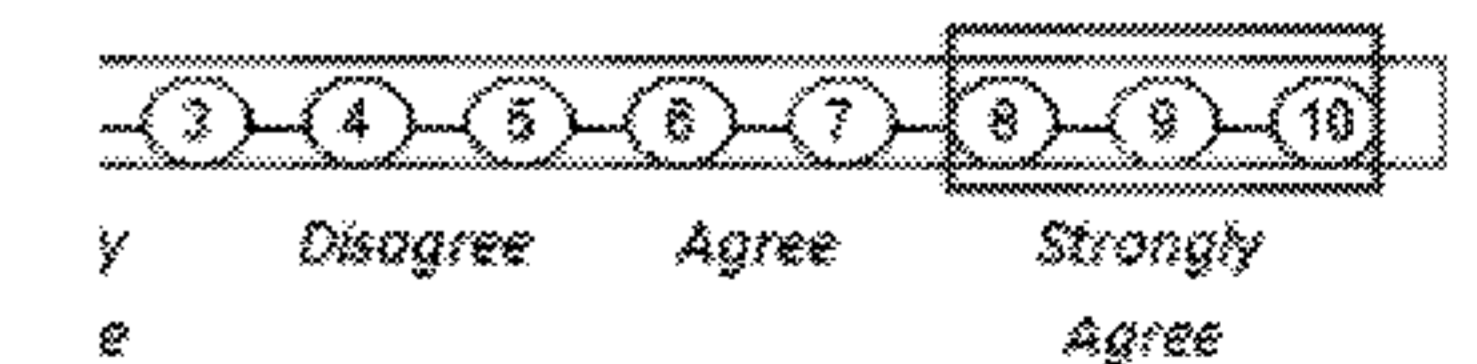
Legend:	<b>Substantial decrease</b>	<b>Slight decrease</b>	<b>Stable</b>	<b>Slight increase</b>	<b>Substantial increase</b>	<i>Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11</i>
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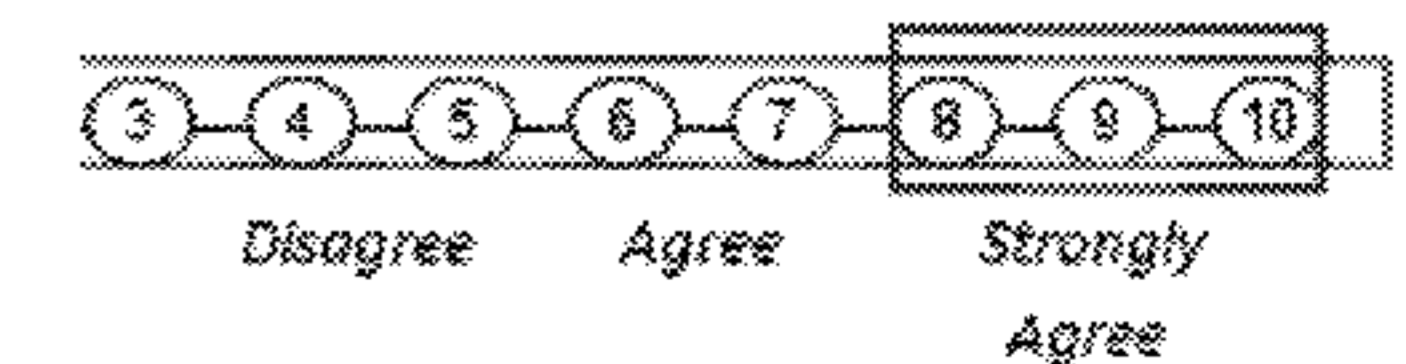
# CBC Radio One



Pillars		First Measurement Period 2010-11	First Measurement Period 2011-12	Management's Comments
1	<b>Original, Innovative, Quality Canadian Content</b>			
	% Canadian <sup>(a)</sup>			
	Quality <sup>(b)</sup>			
2	<b>Reflects/Draws Canadians Together</b>			
	% Regional <sup>(a)</sup>			
	Reflects Regions <sup>(b)</sup>			
	Reflects my Region <sup>(b)</sup>			
	Reflects Diversity <sup>(b)</sup>			
3	<b>Engaging Audiences</b>			
	% of All Canadian Content Usage of English Services <sup>(c)</sup>			
4	<b>Cost Effective</b>			
	Net Return per Audience Hour (\$) <sup>(c)</sup>			
<p>Legend: <span style="background-color: #cccccc; padding: 2px;">Substantial decrease</span> <span style="background-color: #e0e0e0; padding: 2px;">Slight decrease</span> <span style="background-color: #f0f0f0; padding: 2px;">Stable</span> <span style="background-color: #f0f0f0; padding: 2px;">Slight increase</span> <span style="background-color: #cccccc; padding: 2px;">Substantial increase</span> <span style="float: right;">Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11</span></p>				



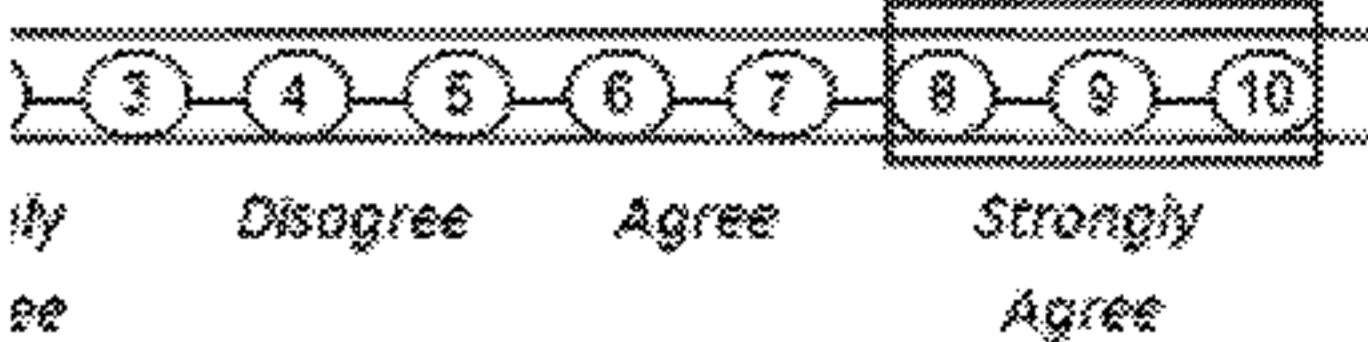
Pillars		First Measurement Period 2010-11	First Measurement Period 2011-12	Management's Comments					
1	<b>Original, Innovative, Quality Canadian Content</b>								
	% Canadian <sup>(a)</sup>								
	Quality <sup>(b)</sup>								
2	<b>Reflects/Draws Canadians Together</b>								
	% Regional <sup>(a)</sup>								
	Reflects Regions <sup>(b)</sup>								
	Reflects my Region <sup>(b)</sup>								
	Reflects Diversity <sup>(b)</sup>								
3	<b>Engaging Audiences</b>								
	% of All Canadian Content Usage of English Services <sup>(c)</sup>								
4	<b>Cost Effective</b>								
	Net Return per Audience Hour (\$) <sup>(c)</sup>								
<p>Legend:</p> <table style="display: inline-table; border: none;"> <tr> <td style="background-color: #cccccc; padding: 2px;">Substantial decrease</td> <td style="background-color: #e0e0e0; padding: 2px;">Slight decrease</td> <td style="background-color: #f0f0f0; padding: 2px;">Stable</td> <td style="background-color: #e0e0e0; padding: 2px;">Slight increase</td> <td style="background-color: #cccccc; padding: 2px;">Substantial increase</td> </tr> </table> <p style="text-align: right;"><i>Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11</i></p>					Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase
Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase					



Pillars		First Measurement Period 2010-11	First Measurement Period 2011-12	Management's Comments
1	<b>Original, Innovative, Quality Canadian Content</b>			
	% Canadian <sup>(a)</sup>			
	Quality <sup>(b)</sup>			
2	<b>Reflects/Draws Canadians Together</b>			
	% Regional <sup>(a)</sup>			
	Reflects Regions <sup>(b)</sup>			
	Reflects my Region <sup>(b)</sup>			
	Reflects Diversity <sup>(b)</sup>			
3	<b>Engaging Audiences</b>			
	% of All Canadian Content Usage of English Services <sup>(c)</sup>			
4	<b>Cost Effective</b>			
	Net Return per Usage Hour (\$) <sup>(c)</sup>			

Legend:	<b>Substantial decrease</b>	<b>Slight decrease</b>	<b>Stable</b>	<b>Slight increase</b>	<b>Substantial increase</b>	<i>Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11</i>
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# Overall Mission Delivery Scores by Service

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**Note: Detailed results of each service provided on pages 11 to 17 are used to calculate the overall mission delivery score presented on the next page.**

# Overall Mission Delivery Scores by Service

Services	First Measurement Period 2010-11	First Measurement Period 2011-12	Management's Comments
CBC Television			
CBC News Network			
<b>bold</b>			
<i>documentary</i>			
CBC Radio One			
CBC Radio 2			
CBC.ca			

Legend	<b>Substantial decrease</b>	<b>Slight decrease</b>	<b>Stable</b>	<b>Slight increase</b>	<b>Substantial increase</b>	<i>Results from First Measurement 2011-12 are compared against results from First Meas. 2010-11</i>
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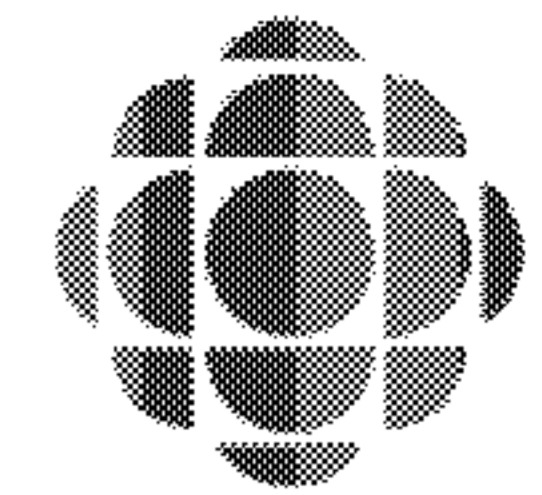
***5. CBC Television:  
Performance by Program Genre***

# What Is Measured?

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- **We are monitoring the performance of the following program genres on CBC Television:**
  - **Entertainment**
  - **News**
  - **Documentaries**
  - **Current Affairs**
  - **Children's**
  - **Sports**
  
- **The performance of each program genre is measured on the following:**
  - **Quality**
  - **Differentiation**
  - **Share of viewing among key competitors**
  - **Net return per viewing hour**





# Perception of CBC Television Genres

<b>1. Quality Scores:</b> <i>CBC Television provides high quality...</i>	November 2010	November 2011	Management's Comments
Entertainment			
News			
Documentaries			
Current Affairs			
Children's			
Sports			
<b>2. Differentiation Scores:</b> <i>CBC Television provides programming that you can't find on other channels</i>			
Entertainment			
News			
Documentaries			
Current Affairs			
Children's			
Sports			

# Market Share of CBC Television Genres and Their Net Cost per Viewing Hour



1. CBC Television's Shares of Viewing Among Key Competitors <i>(Canadian programming)</i>	Spring-Summer Season <sup>1</sup> 2010-11	Spring-Summer Season <sup>1</sup> 2011-12	Management's Comments
Entertainment			
News			
Documentaries			
Current Affairs			
Children's			
Sports			
2. Net Cost per Viewing Hour <i>(Canadian programming)</i>			
Entertainment			
News			
Documentaries			
Current Affairs			
Children's			
Sports			
<b>Legend</b> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #cccccc; padding: 2px;">Substantial decrease</div> <div style="background-color: #e0e0e0; padding: 2px;">Slight decrease</div> <div style="background-color: #f0f0f0; padding: 2px;">Stable</div> <div style="background-color: #d0d0d0; padding: 2px;">Slight increase</div> <div style="background-color: #a0a0a0; padding: 2px;">Substantial increase</div> </div> <p style="text-align: right; font-size: small;"><i>Results from First Meas. 2011-12 are compared against results from First Meas. 2010-11</i></p>			



## ***6. Performance Against 2011-12 Business Plan Targets***

# What is Measured?

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- **English Services' key performance indicators are measured against targets, taken from the English Services' Business Plan that was approved by the Board in March 2011 or that subsequently emerged from discussions with the Board.**
  - New performance indicators were developed to ensure that the three priorities of *Everyone, Every way* are being monitored.
- **This section also presents regulatory requirements that CBC Television is subject to as specified by the Canadian Radio-television and Telecommunications Commission (CRTC) with respect to Canadian content.**

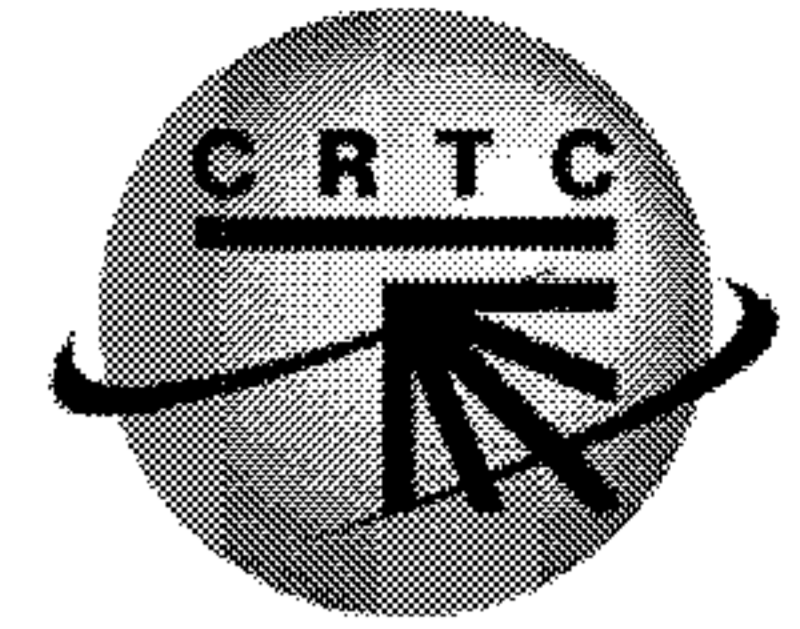
# English Services' Key Performance Indicators (1)

		For the year 2010-2011		For the year 2011-2012		Management's Comments
		Targets	Results	Targets	Preliminary Results	
Television Audience Share	CBC Television <sup>1</sup>					
	CBC News Network <sup>2</sup>					
Radio Audience Share	CBC Radio One <sup>3</sup>					
	CBC Radio 2 <sup>3</sup>					
	CBC Radio One & CBC Radio 2 Combined <sup>3</sup>					
		Targets	Results	Targets	Year-end forecast (as of Nov. 30, 2011)	
Advertising Revenues by Source <sup>4</sup>	Main Channel					
	CBC News Network					
	Other (e.g. <i>bold</i> , <i>documentary</i> and barter)					
Self-generated Revenues <sup>5 6 7</sup>	Total Revenues (excluding LPIF): 2010-11					
	Total Revenues (including LPIF): 2011-12					
Legend	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #cccccc; padding: 2px;">Substantial decrease</div> <div style="background-color: #e0e0e0; padding: 2px;">Slight decrease</div> <div style="background-color: #f0f0f0; padding: 2px;">Stable</div> <div style="background-color: #e0e0e0; padding: 2px;">Slight increase</div> <div style="background-color: #cccccc; padding: 2px;">Substantial increase</div> </div> <p style="text-align: right; margin-top: 5px;"><i>Indicators results are compared to year targets</i></p>					

# English Services' Key Performance Indicators (2)

		For the year 2010-2011		For the year 2011-2012		Management's Comments	
		Targets	Results	Targets	Preliminary Results		
Key Regional Indicators	TV Supper/Late-Night News						
	Average weekly hours tuned ('000s) <sup>1</sup>						
	Radio Morning Shows						
	Average weekly hours tuned ('000s) <sup>2</sup>						
	Regional Web Pages						
	Monthly Average Unique Visitors ('000s) <sup>3</sup>						
New Platforms <sup>3</sup> (Monthly average unique visitors)	CBC.ca						
	CBC News Online						
	CBC Sports Online						
	CBC Entertainment Online						
Specialty Channel Subscriber Count <sup>6</sup>	CBC News Network						
	<b>bold</b>						
	<i>documentary</i>						
Legend		Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase	Indicators results are compared to year targets

# English Services' Regulatory Requirements



		For the Broadcast Year Sept 2009 - Aug 2010 <sup>2</sup>		For the Broadcast Year Sept 2010 - Aug 2011 <sup>2</sup>		Management's Comments
		Yearly Regulatory Expectations <sup>1</sup>	Results	Yearly Regulatory Expectations <sup>1</sup>	Results	
Canadian Content <sup>3</sup>	<b>CBC Television</b>					1. In 2010-11, CBC Television exceeded CRTC's regulatory expectations and aired more Canadian content than mandated.
	<b>Broadcast Day</b> (Monday to Sunday 6am to midnight)	75%	85%	75%	84%	
	<b>Prime Time</b> (Monday to Sunday 7pm to 11pm)	80%	82%	80%	82%	

<b>Legend</b>	<b>Substantial decrease</b>	<b>Slight decrease</b>	<b>Stable</b>	<b>Slight increase</b>	<b>Substantial increase</b>	<i>Indicators results are compared to year targets</i>
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- Notes:
1. CRTC regulatory expectations based on a broadcast year (September to August).
  2. Canadian content data is based on the most recently completed broadcast year.
  3. Network programming only.

# English Services: Financial Indicators

English Services' Financial Indicators	2010-11 Targets	Fiscal Year 2010-11	2011-12 Targets	Year-end Forecast (as of Nov. 30 2011)	Management's Comments
Spending					
Spending on New Platforms <sup>1</sup>					
Efficiencies					
Reduce Cost of Media Production Methods					

Legend	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase	<i>Indicators results are compared to year targets</i>
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Notes:

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# Corporate: Cost Effectiveness Indicators

Corporate Financial Indicators <sup>1</sup>	2010-11 Targets	Fiscal Year 2010-11	2011-12 Targets	Year-end Forecast (as of Nov. 30 2011)	Management's Comments
Efficiencies					
Reduce Cost of Corporate G&A					
Assets					
Capital budget: Average annual capital spent					

Legend	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase	Indicators results are compared to year targets
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Notes:

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# *Appendix*

- **Mission Statement** **32**
- **Pillars and Guiding Principles** **33**
- **Distribution of Canadian Content Usage Across English Services** **34**

# Our Mission Ensures We Fulfill our Mandate as Set Out in the *1991 Broadcasting Act*

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## **CBC Radio-Canada**

**CBC/Radio-Canada will be the recognized leader in expressing Canadian culture and will enrich the democratic life of all Canadians**

- **Creating and delivering original and innovative, quality Canadian content**
- **Reflecting and drawing together all Canadians**
- **Actively engaging with audiences**
- **Being cost-effective and accountable**

# The Accomplishment of Our Mission is Based on Four Pillars and Guiding Principles

## Mission

CBC/Radio-Canada will be the recognized leader in expressing Canadian culture and will enrich the democratic life of all Canadians through...

## Pillars

**1** ... original, innovative, quality "Canadian content" ...

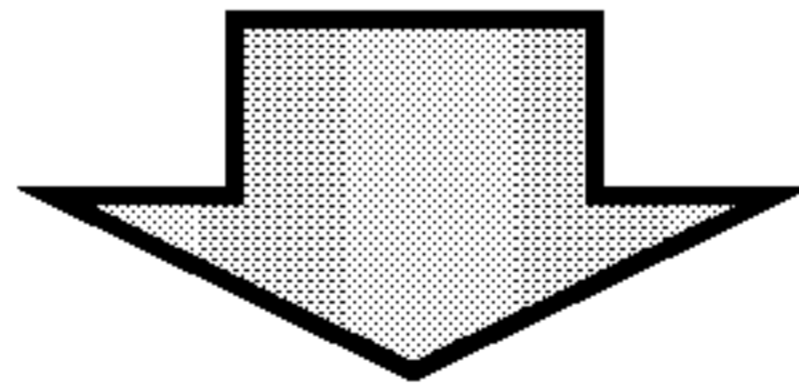
**2** ... that reflects and draws together Canadians ...

**3** ... actively engaging with audiences ...

**4** ... while being cost-effective and accountable

## Guiding Principles

- Creating and delivering **quality content** for, by and about Canada & Canadians
  - Leading in **Canadian cultural expression**
  - Offering a **distinctly Canadian perspective**
- Investing in **differentiated programming**
- Commitment to **"signature event"** programming
- Contributing to **shared national consciousness and identity**
- Reflecting Canada's **multicultural diversity**
- Reflecting the **regions** to themselves and to the country
- Contributing to **diversity of voices and to social cohesion**
- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms
- Delivering our services in the **most efficient manner**
- Ensuring the **economic sustainability** of our services
- Optimizing the percent of **funds** spent on **content**



... and Provide a 'Wide Range' of Programming that Informs, Enlightens and Entertains

**Our Performance is Tracked and Assessed with Metrics That Have Been Developed and Agreed To**

# Engaging Audiences – Distribution of Canadian Content Usage Across English Services

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