



DISCUSSION ITEM (*Strategy 2020* Performance Report)

TO:	BOARD
MEETING:	June 21-22, 2016
FROM:	Alex Johnston, VP Strategy and Public Affairs
PURPOSE:	<p>The <i>Strategy 2020</i> Performance Report is a reporting tool for CBC/Radio-Canada's Board, the President and CEO with the members of SET and our external stakeholders to demonstrate that we are meeting the enterprise-wide strategic objectives of <i>A space for us all</i>. It establishes long-term 2020 targets and tracks progress against them with short-term annual targets. A set of nine (9) indicators are used to measure the four (4) key elements of our <i>Strategy 2020</i>: audience, infrastructure, people and financial sustainability. The 10th indicator, <i>Investment Fund Target</i>, is no longer necessary due to the Government's reinvestment in CBC/Radio-Canada and has been removed. We will also be discussing an accountability plan with the Government, which may, or may not, lead to an adjustment of our key performance indicators.</p> <p>The 2015-2016 fiscal year results were presented to the Board in May. This version of the report shows annual targets for the 2016-2017 fiscal year.</p> <p>RESOLUTION: That the 2016-2017 annual targets of performance indicators be approved.</p>
DATE:	June 10, 2016


Enterprise-Wide Performance Measurement: *Strategy 2020* Performance Report

Fiscal Year Results and Targets

Indicator	Fiscal Year 2014-2015	Fiscal Year 2015-2016	2016-2017 Target	Expected Shape of Growth	2020 Target
Audience/Market					
1. Personal importance to Canadians (% very important)	58.6%	56.6%	57.6%		75%
2. Information programming has diverse opinions and is objective (% who strongly agree)	56.8%	56.2%	56.5%		57%
3. Digital Reach of CBC/Radio-Canada (millions)	12.4	14.6	16.5		18
4. Monthly Digital Interactions with CBC/Radio-Canada (millions)	79.7	103.8	117.2		95
5. Overall Time Spent with CBC/Radio-Canada (millions hrs/week)	177	171	177		173



Methodology and Source Notes by Indicator:

- This is the per cent of Canadians who say that CBC/Radio-Canada is very important to them personally. Strongly agree is those who rate an 8, 9 or 10 on a scale from 1 to 10. The question is: "How important would you say CBC (or Radio-Canada) is to you personally?" The target is the average of the past two years. The 2020 target is a stretch in hopes that new programs and services will increase CBC/Radio-Canada's importance to Canadians. The data is obtained from the Mission Metrics, a high quality telephone survey conducted twice per year (e.g. fall and spring) among a representative sample of the Canadian population.
- This is the per cent of Canadians who strongly agree that CBC/Radio-Canada's information programming has a diversity of opinions and is objective. Strongly agree is those who rate an 8, 9 or 10 on a scale from 1 to 10. This metric is comprised of two questions weighted equally (50/50). The statements that are rated from 1-10 are: "CBC's (or Radio-Canada's) information programming reflects a diversity of opinions on a wide range of issues" and "CBC's (or Radio-Canada's) information programming covers major issues in a fair and balanced way". The 2015-2016 target is the average of the past two years. The 2020 target recognizes that it will be difficult to maintain this already high score due the transformation of our news offerings and the fragmentation of public opinion. The data is obtained from the Mission Metrics, a high quality telephone survey conducted twice per year (e.g. fall and spring) among a representative sample of the Canadian population.
- Monthly average unique visitors to our Internet services as measured by comScore. Note that comScore introduced multiplatform measurement that includes mobile visitors on smartphones and tablets in July 2014. Therefore, the 2014-2015 fiscal year result is the average from the months of July 2014 to March 2015.
- Monthly average visits to our Internet services as measured by comScore. Note that comScore introduced multiplatform measurement that includes mobile visitors on smartphones and tablets in July 2014. 2014-2015 fiscal year is the average from the months of July 2014 to March 2015.
- Time spent for our TV and radio services is measured by Numeris and for our Internet services we use internal server data (Adobe SiteCatalyst). Adobe SiteCatalyst was chosen over comScore for the time spent measure because it is more precise. For 2015-2016, Radio-Canada web time spent is measured using an approach that blends Adobe SiteCatalyst data with comScore VideoMetrix data. The 2014-2015 fiscal year measure for Radio-Canada's Internet services is an estimate using comScore. Note this metric includes hockey and assumes continuation through to 2019-2020. In general, the *time spent* metric assumes declines in the use of our traditional TV and radio services will mostly be offset by increases in the use of our Internet services and that it will vary up and down due to special events like the Olympics.

Indicator	Fiscal Year 2014-2015	Fiscal Year 2015-2016	Target 2016-2017	Expected Shape of Growth	2020 Target
Infrastructure					
6. Reduce Real Estate Footprint (millions of rentable square feet)	4.0	3.88	3.88		2.0


Notes:

6. Our “Rentable Square Feet (rsf)” results exclude: foreign offices (e.g., bureaus) and transmission sites. For cities where projects are in progress, square footage for both the property and leased location are included in the results.

Indicator	Fiscal Year 2014-2015	Fiscal Year 2015-2016	Target 2016-2017	Expected Shape of Growth	2020 Target
People					
7. Employee Engagement (% proud to be associated)	n/a	69%	74.2%		90%
8. Employee Diversity (% of new employees)	16.1%	18.5%	23.2%		23.2%

Notes:

7. This is the per cent of employees who are proud to be associated with CBC/Radio-Canada. This is measured as the per cent who respond 4-5 on a scale of 1 to 5 in a representative survey of employees. Results for 2015-2016 are from June 2015 Gallup Performance Dialogue survey.
8. This metric is made up of three groups: Aboriginal Peoples, persons with disabilities, and visible minorities. It is calculated as a per cent of new external hires for positions 13 weeks+.

Indicator	Fiscal Year 2014-2015	Fiscal Year 2015-2016	Target 2016-2017	Expected Shape of Growth	2020 Target
Financial					
9. Achieve Cost Reduction Target (\$ millions)	n/a	\$62	\$85.1		\$117

Notes:

9. As per the budget approved by the Board in March 2016.
10. The investment fund target has been removed (formerly indicator #10). It is no longer necessary due to the Government’s reinvestment in CBC/Radio-Canada.