



## INFORMATION ITEM (*Strategy 2020 Report Card*)

<b>TO:</b>	<b>BOARD</b>
<b>FROM:</b>	Marco Dubé, Interim VP Strategy and Public Affairs
<b>PURPOSE:</b>	Provide SET with a third quarter performance update on the <i>Strategy 2020 Report Card</i>
<b>DATE:</b>	February 25, 2016

### SIGNIFICANT POINTS:

The *Strategy 2020 Report Card* is a reporting tool for CBC/Radio-Canada's Board, the President and CEO, the members of SET and our external stakeholders to demonstrate that we are meeting the enterprise-wide strategic objectives of 'A space for us all'. The most recent version of the report card – the third quarter update – is provided to the Board for informational purposes prior to the approval of the business plans. Targets will be set at the June Board.

Status of 2015/16 Targets at Third Quarter*	Metrics
Ahead of Target	<ul style="list-style-type: none"> <li>Audience metrics 3 and 4 (digital reach and interactions) are tracking well ahead of target. Metric 4 has actually surpassed the 2020 target at close to 100 million interactions a month.</li> </ul>
On Target	<ul style="list-style-type: none"> <li>Audience metrics 1 and 2 (personally important and diversity/objectivity) are tracking on target within the margin of error of 2.0%.</li> <li>Real estate metric 6 is tracking on target.</li> <li>Financial metrics 9 and 10 (cost reduction and investment fund).</li> </ul>
Behind Target	<ul style="list-style-type: none"> <li>Time spent metric 5 is tracking behind target and may not meet it by year-end. However, the last quarter of the fiscal year is a heavy one for TV viewers, so it is possible this metric could make up lost ground.</li> <li>Employee metric 8 (employee diversity) is tracking behind target due to lower attraction and hiring of external candidates than labour force availability. We will reinforce efforts with the Talent Acquisition team to work towards achieving target by fiscal year end.</li> </ul>
No Target	<ul style="list-style-type: none"> <li>The 2015/16 Employee metric 7 (pride of association) target could not be set because the last employee survey was conducted in 2012. The 2016/17 target will be set using the June 2015 survey.</li> </ul>

\* At nine months (April 1<sup>st</sup> to December 31<sup>st</sup>) for all metrics except the perception survey (metrics 1 and 2), which was in the field from October 22<sup>nd</sup> to December 1<sup>st</sup>.


# Enterprise-wide Performance Measurement: *Strategy 2020 Report Card*

## Third Quarter Update



Indicator	Fiscal Year 2014-15	Fiscal Year 2015-16 to-date	Target 2015-16	Expected Shape of Growth	2020 Target
<b>Audience/Market</b>					
1. Personal importance to Canadians (% very important)	59%	57.3%	58%		75%
2. Information programming has diverse opinions and is objective (% who strongly agree)	57%	56.5%	57%		57%
3. Digital Reach of CBC/Radio-Canada	12.4 million	14.2 million	12.7 million		18 million
4. Monthly Digital Interactions with CBC/Radio-Canada	79.7 million	97.5 million	77 million		95 million
5. Overall Time Spent with CBC/Radio-Canada	177 million hrs/wk	169 million hrs/wk	173 million hrs/wk		173 million hrs/wk

### Methodology and Source Notes by Indicator:

1. 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 2015/16 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 a high quality telephone survey conducted among a representative sample of the Canadian population. The 2015/16 fiscal year to date result is from the Fall 2015 Mission Metrics survey which ran from October 22<sup>nd</sup> to December 1<sup>st</sup>.
2. 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 2015/16 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 to budget cuts to news, the transformation of our news offerings and the fragmentation of public opinion. The data is obtained from a high quality telephone survey conducted among a representative sample of the Canadian population. This metric used to be tracked as an average score out of 10. Under that approach, a score of 57% would be 7.5 out of 10. The 2015/16 fiscal year to date result is from the Fall 2015 Mission Metrics survey which ran from October 22<sup>nd</sup> to December 1<sup>st</sup>.
3. 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, which explains the significant increase in 2014/15. The 2014/15 fiscal year is the average from the months of July 2014 to March 2015. The 2015/16 fiscal year to date is as of December 31, 2015.
4. 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, which explains the significant increase in 2014/15. 2014/15 fiscal year is the average from the months of July 2014 to March 2015. The 2015/16 fiscal year to date is as of December 31, 2015.
5. Time spent for our TV and Radio services is measured by Numeris (BBM Canada) 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 accurate. For 2015/16 Radio-Canada Web Time Spent is measured using an approach that blends Adobe SiteCatalyst data with ComScore VideoMetrix data. The 2014/15 fiscal year measure for Radio-Canada's Internet services is an estimate using comScore. Note this metric includes Hockey and assumes continuation through to 2019/20. Also note that 13/14 included Sochi and 14/15 includes FIFA, which is why the 15/16 target is lower. Also, there are no Olympics in fiscal year 2019/20. This 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. The 2015/16 fiscal year to date is as of December 31, 2015.



Indicator	Fiscal Year 2014-15	Fiscal Year 2015-16 to-date	Target 2015-16	Expected Shape of Growth	2020 Target
<b>Infrastructure</b>					
6. Reduce Real Estate Footprint	4.0 million rentable square feet (rsf)	3.88 million rsf	3.9 million rsf		2.0 million rsf

Note 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. 2015/16 fiscal year to date data is as of December 31, 2015.

Indicator	Fiscal Year 2014-15	Fiscal Year 2015-16 to-date	Target 2015-16	Expected Shape of Growth	2020 Target
<b>People</b>					
7. Employee Engagement (% proud to be associated)	n/a	69%	n/a		90%
8. Employee Diversity (% of new employees)	16.1%	15.7%	23.2%		23.2%

Notes:

- 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. The last employee survey was conducted in 2012 so the 2015/16 target could not be set. The 2016/17 target will be set using the June 2015 survey. Employee results for 2015/16 are from June 2015.
- 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+. The 2015/16 fiscal year as of December 31, 2015.

Indicator	Fiscal Year 2014-15	Fiscal Year 2015-16 to-date	Target 2015-16	Expected Shape of Growth	2020 Target
<b>Financial</b>					
9. Achieve Cost Reduction Target	n/a	\$62 million	\$62 million		\$117 million
10. Achieve Investment Fund Target	n/a	\$5 million	\$5 million		\$20 million

Notes:

- Year-end forecast as at December 31, 2015 for reductions is on target at \$62M.
- \$5M Investment Fund target for 2015/16 was achieved.