



SEMI-ANNUAL REPORT CARD: JUNE 2013

TO:	Board of Directors
MEETING:	June 18-19, 2013
FROM:	Steven Guiton, Vice-President Technology and Chief Regulatory Officer
PURPOSE:	The June Report Card updates the Board on CBC/Radio-Canada's progress in implementing <i>Strategy 2015</i> in 2012–2013 compared to the benchmark year (2010–2011) and year one (2011–2012).
DATE:	June 7, 2013



SIGNIFICANT POINTS

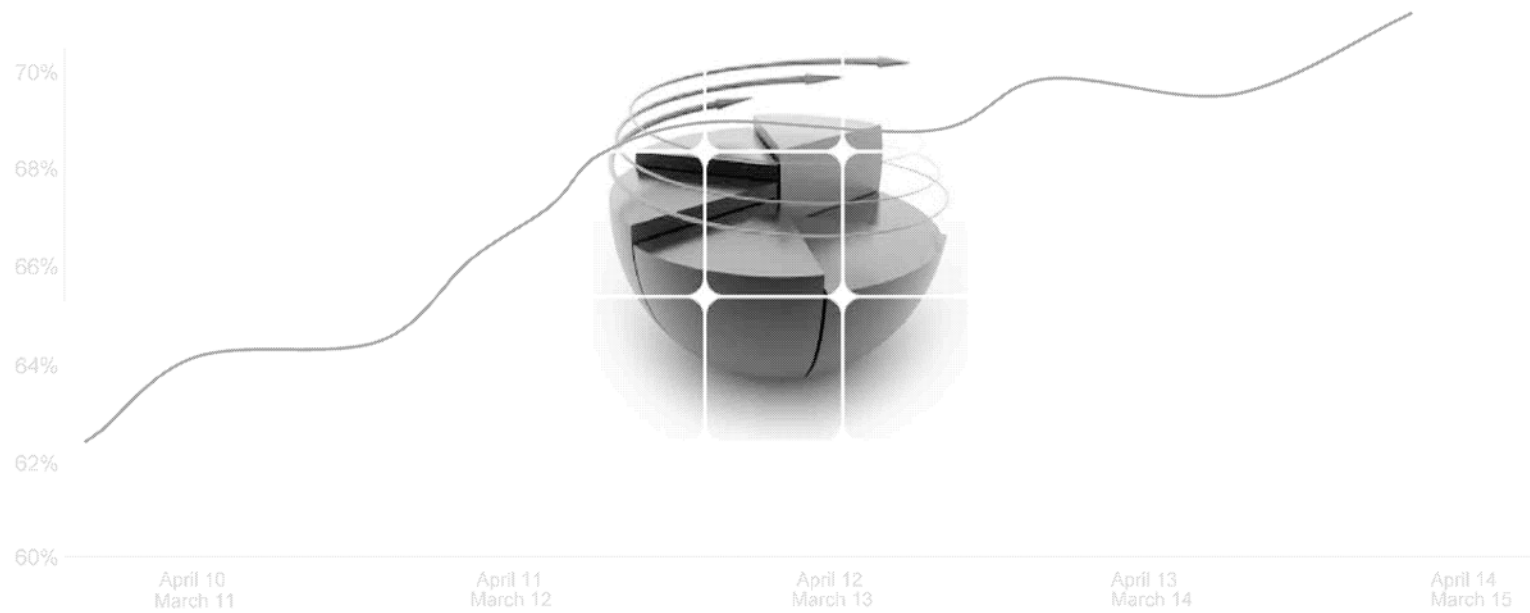
- **This report provides the Board with a full year view of:**
 - English and French Services' performance vis-à-vis the mandate, the key pillars of Strategy 2015, diversity of opinions and fair and balanced coverage of major news events;
 - The performance of individual services, including the Bubble Charts showing the mission delivery versus net return per usage hour and the overall mission delivery scores of each service;
 - The performance of CBC Television and Télévision de Radio-Canada program genres; and
 - English and French Services' 2012–2013 performance against Media Business Plan targets.



APPENDICES

- The following presentations are attached:
 1. A Report Card Primer
 2. Semi-Annual Report Card: English Services
 3. Semi-Annual Report Card: French Services

A Report Card Primer



**CBC/Radio-Canada Board of Directors
June 18-19, 2013**

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1. Monitoring the implementation of *Strategy 2015* is a key element of our strategy

- **The Report Card Captures All Elements of the Four Pillars¹ and Guiding Principles**
 - It was developed following extensive consultation with Media, Corporate Finance and our external consultant
- **The scope of the measurement framework ranges from the most general (Mandate fulfillment) to the more specific (selected TV genres)**
- **It does not apply to individual programs**
- **It includes performance against Media Business Plan Targets**
 - These are the same performance measures as are reported in the Quarterly Financial Reports, Annual Report, Corporate Plan and Corporate Plan Summary
- **It is presented to the Board twice a year, in January and June**
- **Separate Report Cards are presented for English and French services**
- ¹Pillar 1—"Original, Innovative, Quality Canadian Content"; Pillar 2—"Reflects/Draws Canadians Together"; Pillar 3—"Engaging Audiences"; Pillar 4—Cost-effective and Accountable

2. What is Measured in the Report Card?

- **For Media Services as a Whole:**

s.18(b)
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- Fulfillment of Mandate
- Progress against the four pillars and guiding principles underlying the Strategy
- Reflects a diversity of opinion and covers major news events in a fair and balanced way

- **For Each Service (Television, Specialty, Radio and Online):**

- Its overall contribution to CBC/Radio-Canada's mission
- The relationship between Mission Delivery and Net Return per Usage Hour
 - These are the **'bubble charts'**

2. What is Measured in the Report Card?

- **For selected TV Genres (Entertainment, Variety, News, Documentaries, Current Affairs, Children's and Sports):**

- **Performance against Media Business Plan Targets**
 - As reported in the Quarterly Financial Reports, Annual Report, Corporate Plan and Corporate Plan Summary

- **Performance against Other Targets**

3. The Report Card Relies on a Wide Range of Qualitative and Quantitative Data, Including...

1. **Public opinion surveys** (Source: TNS Canadian Facts)

- Conducted twice a year in November and March via telephone
- Utilize a large sample, representative of the adult Canadian population¹
 - 1,200 Anglophones and 1,200 Francophones in each wave of the survey
- High response rate
 - At least 25% for each survey
- Small margin of error
 - +/- 2.8% at the 95% confidence level (based on a sample size of 1,200)

2. **Output data** (Source: Media Services)

- Hours of CANCON aired by each service throughout the fiscal year (expressed as a percentage of the schedule)
- Hours of Regional content aired by each service throughout the fiscal year (expressed as a percentage of the schedule)

1) Public opinion polls in Canada often rely on samples of 1,000 Canadians or less

3. The Report Card Relies on a Wide Range of Qualitative and Quantitative Data, Including...

3. **Ratings data** (Source: BBM Canada, comScore)

- For Services, reach, share and hours tuned
- For Genres, share and hours tuned
- For TV services and genres and CBC.ca, data is based on the fiscal year, for Radio services, the data is based on the Fall survey

4. **Financial data** (Source: Media Services, Corporate Finance)

- Cost, revenue and net return for each service and genre
- Data pertains to the fiscal year

Data used in the Report Card has either been validated or provided by an independent third party

4. A Note on the Highlighting of Variances

The manner in which variances are highlighted is dependent on the source of the data:

Semi-Annual Report Card Final Report for 2012–2013



English Services

**CBC/Radio-Canada Board of Directors
June 18-19, 2013**

English Version

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1. Introduction

- **The June 2013 Report Card is the second full fiscal year report of our performance since the launch of *Strategy 2015: Everyone, Every way*.**
 - It compares year two of the *Strategy* (2012–2013) against the benchmark year (2010–2011) and year one of the *Strategy* (2011–2012), providing the Board with an understanding of the impact of implementing our five-year plan during the second year.
- **This current Report Card for English Services covers the following areas:**
 - The **overall performance of English Services** vis-à-vis its mandate, the key pillars of *Strategy 2015*, diversity of opinions and fair and balanced coverage (as in the public version of the Report Card);
 - The **performance of individual services**, including the Bubble Chart showing the mission delivery versus net return per usage hour of English Services and the overall mission delivery scores of each service;
 - CBC Television's **performance by program genre**; and
 - English Services' **performance against 2012–2013 Media Business Plan Targets**.

2. Context

English Services continued to roll-out *Strategy 2015*, albeit at a slower pace:

- ***More Canadian***
 - Further Canadianized CBC Television's primetime schedule, with the debut of George Stroumboulopoulos Tonight in primetime. No longer have Jeopardy and Wheel of Fortune in the schedule;
 - Delivered 9 All Canadian Signature Events throughout the year across multiple platforms.
- ***More Regional***
 - Implemented new CBC Television Weekend News Services and increased radio & digital weekend local news services in Edmonton, Ottawa, Montreal and the Maritimes;
 - Expanded CBC Television Monday-Friday late night news in Vancouver, Calgary, Edmonton, Toronto, Ottawa, Montreal and the Maritimes from 10 minutes to 30 minutes;
 - Implemented new local CBC Radio and digital services in Kamloops (October 2012), Waterloo Region (March 2013) and launched a digital service in Saskatoon (April 2013)
 - Launched CBC's first digital station in Hamilton, Ontario.
- ***More Digital***
 - Grew the CBCMusic.ca portal by expanding the number of channels from 40 to 50;
 - Introduced a new CBCMusic.ca App for Android devices and HNIC & CBC News Apps for Windows 8, launched an Olympic website and re-launched the KIDSCBC.ca website; and
 - Launched a new CBC Kids App where preschoolers can enjoy their favourite CBC Kids' shows on iPad.

2. Context

English Services performance was impacted by three key events throughout 2012–2013:

1. The financial challenges faced by the Corporation:

- CBC/Radio-Canada faces a \$200 million financial challenge (\$115 million as a result of Budget 2012 and \$85 million in unavoidable costs);
- The ending of the LPIF, which provided \$47 million to CBC/Radio-Canada, also adds to the financial challenges we face.

3. Key Results

1. How *Strategy 2015* has impacted the perception of English Services

Page 10

- Anglophones continue to perceive that English Services meets its mandate under the 1991 *Broadcasting Act*, receiving high marks for each of the four aspects of the Mandate measured.
- Scores for every dimension measuring the key guiding principles of Strategy 2015 (Pillars 1 & 2), except one, were higher in 2012–2013 compared to the benchmark year.

Page 11

2. Contribution of Individual Services to the delivery of the overall mission

Page 21

	Year 2 vs Benchmark	Year 2 vs Year 1
<u>Improved</u> Overall Mission Delivery Score	<ul style="list-style-type: none"> • <i>documentary</i> • CBC Radio One • CBC Radio 2 • <i>CBC.ca</i> 	
<u>Maintained</u> Overall Mission Delivery Score	<ul style="list-style-type: none"> • CBC News Network • CBC Television 	<ul style="list-style-type: none"> • CBC Television • CBC News Network • <i>documentary</i> • CBC Radio One • CBC Radio 2 • <i>CBC.ca</i>
<u>Reduced</u> Overall Mission Delivery Score		

3. Key Results

3. CBC Television: Perception of Program Genre Performance

	Year 2 vs <u>Benchmark Year</u>		Year 2 vs <u>Year 1</u>	
	Quality	Differentiation	Quality	Differentiation
Entertainment				
News				
Documentaries				
Current Affairs				
Children's				
Sports				

Legend: ↗ = Increase ↘ = Decrease ↔ = Stable

3. Key Results

4. Results of 13 Key Performance Indicators Versus 2012–2013 Targets

Pages
34-35

	Network Programs	Regional	New Platform	Financial
<u>Exceeded Target</u>				
<u>Met Target</u>				
Did Not <u>Meet</u> Target				

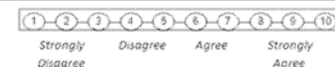


4. English Services and Its Mandate

Is English Services Fulfilling Its Mandate?

CBC's English-language Radio and Television Programming Is...	Year 2 2012–2013	Benchmark 2010–2011	Year 2 2012–2013	Year 1 2011–2012	Management's Comments
	Average (/10) ¹				
Informative	7.9	7.8	7.9	7.9	<p>Results indicate that anglophone Canadians believe that English Services is fulfilling its obligations under the 1991 <i>Broadcasting Act</i>.</p> <p><u>Year 2 vs. Benchmark:</u></p> <p>1. In year two of Strategy 2015, English Services' Radio and Television programming maintained the results it obtained against the benchmark year (2010–2011).</p> <p>2. English Services receives its highest scores for making its content available on new platforms (8.2) and for programming that is informative (7.9).</p> <p><u>Year 2 vs. Year 1:</u></p> <p>1. In Year 2 of Strategy 2015, English Services' Radio and Television programming maintained the results it obtained compared to Year 1 (2011–2012) of <i>Strategy 2015</i>.</p>
Enlightening	7.5	7.4	7.5	7.5	
Entertaining	7.3	7.2	7.3	7.4	
Available on New Platforms	8.2	8.2	8.2	8.2	
Legend :	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase

1. **Average Score** refers to the average scores given by all respondents on a 10-point scale.



Source: TNS Canadian Facts (1,200 Anglophones per survey, for a total of 2,400 Anglophones per year). Surveys conducted in March and November of each year.

How Does English Services' Programming Fare Against the First Two Pillars of Strategy 2015?

Pillars	CBC's English-language Programming ¹ ...	Year 2 2012-2013	Benchmark 2010-2011	Year 2 2012-2013	Year 1 2011-2012	Management's Comments
	Original, Innovative, Quality Canadian Content	Average (/10) ²				
1	Is high quality	8.2	8.0	8.2	8.1	<p>Year 2 vs. Benchmark:</p> <ol style="list-style-type: none"> The implementation of <i>Strategy 2015</i> continued to be perceived positively by Anglophones in the second year of the Plan. Scores for every dimension of <i>Strategy 2015</i> were maintained or increased in 2012-2013 compared to the benchmark year. Scores for reflects my region demonstrate an increased trend from 6.1 in the benchmark year to 6.5 in 2012-2013 - This represented the largest shift of any of the six metrics measured (+7 per cent) <p>Year 2 vs. Year 1:</p> <ol style="list-style-type: none"> The gains recorded in the first year of <i>Strategy 2015</i> compared to the benchmark year were maintained in year 2, with the score for 'reflects my region' continuing to improve (from 6.3 to 6.5).
	Is different from that offered on other channels	7.4	7.2	7.4	7.5	
	Reflects/Draws Canadians Together					
	Reflects regions of Canada	8.0	7.9	8.0	8.0	
	Reflects my region	6.5	6.1	6.5	6.3	
2	Reflects diversity	7.6	7.4	7.6	7.7	
	Reflects my culture	6.7	6.5	6.7	6.8	
	Legend :	Substantial decrease	Slight decrease	Stable	Slight increase	

1. Programming and content offered on any of our services i.e. CBC Television, CBC News Network, **bold** (benchmark and year 1 surveys only), *documentary*, CBC Radio One, CBC Radio 2 and CBC.ca.

2. **Average Score** refers to the average of the scores given by all respondents on a 10-point scale.

Source: TNS Canadian Facts (1,200 Anglophones per survey for a total of 2,400 Anglophones per year). Surveys conducted in March and November of each year.



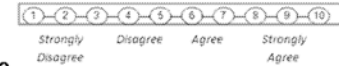
Does English Services' Programming Reflect a Diversity of Opinion and Cover Major Issues in a Fair and Balanced Way?

CBC's Information Programming... ¹	2012–2013	Management's Comments
	Average (/10) ²	
Reflects a diversity of opinions on a wide range of issues	7,4	The 2012-2013 surveys included questions on the perception of diversity of opinions offered in English Services information programming and on the perception of fairness and balance of its coverage of major issues.
Covers major issues in a fair and balanced way	7,5	The results, which were very similar for the two questions , will provide the benchmark against which future results will be measured.

1. Radio, television and online information programming offered by CBC.

2. Average of the scores given by all respondents on a 10-point scale.

Source : TNS Canadian Facts (1,200 Anglophones per survey for a total of 2,400 Anglophones). Surveys conducted in November 2012 and March 2013.

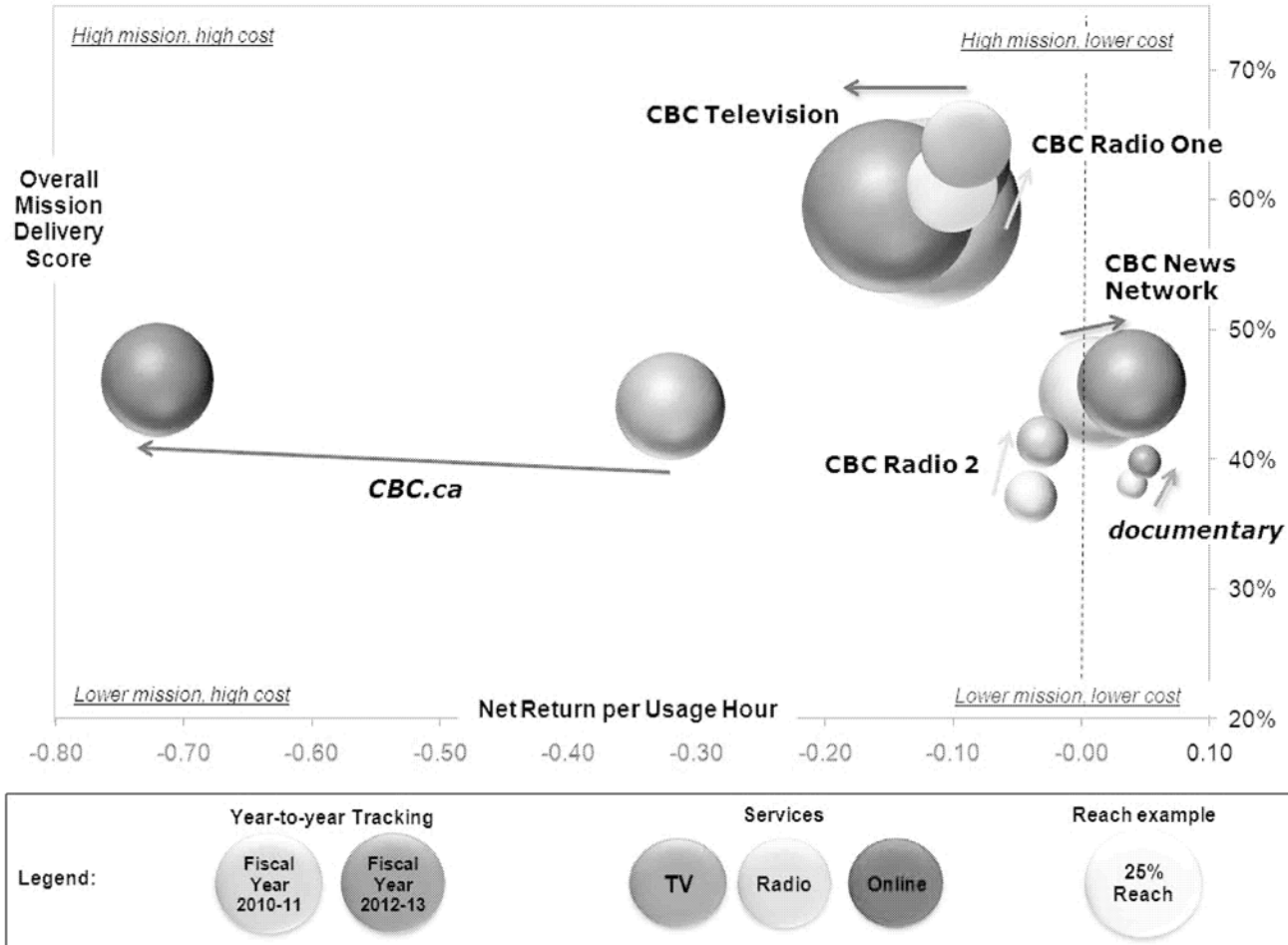


5. Bubble Charts

The Bubble Chart Shows the Mission Delivery Versus Net Return per Usage Hour of English Services

- **The Bubble Chart is a snapshot in time showing where our services stand in terms of mission delivery and their net return per usage hour.**
 - It has been developed to help us visualize the delivery of our mission, our cost efficiency as well as changes to our performance over time.
- **How to interpret the chart?**
 - A higher position along the y-axis means that a service has improved its ability to contribute to CBC/Radio-Canada's mission.
 - A shift to the right on the x-axis means that a service has increased its net return per audience hour to English services.
 - Finally, an increase in bubble size means that a service is reaching more Anglophones.

Year 2 vs Benchmark Year



Note: The overall mission delivery score of each service is presented on page 21.
 Source: BBM Canada; comScore; TNS Canadian Facts (surveys conducted in March and November of each year; 1,200 Anglophones per survey); English Services Budgets.

Management's Comments: Year 2 vs. Benchmark

Four of the six services comprising English services have shown improvements in their position since the launch of *Strategy 2015*.

Progress on both axes:

documentary, **CBC Radio One** and **CBC Radio 2** have recorded improvements on both axes since the launch of *Strategy 2015*.

Progress on one axis, while stable on the other:

CBC News Network's net return per usage hour (x-axis) has improved, while its overall mission score (y-axis) has remained stable.

Progress on one axis, while decrease on the other axis:

CBC.ca's overall mission score has increased since the launch of *Strategy 2015*, but its net return per usage hour has decreased.

Stability on one axis, while decrease on the other axis:

CBC Television's overall mission score is unchanged since the launch of *Strategy 2015*, while its net return per usage hour has decreased.

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s.68.1

s.18(b)
s.21(1)(b)
s.68.1

6. Performance by Individual Service

Overall Mission Delivery Scores by Service

- **Detailed results of each service provided on pages 22 to 27 are used to calculate the overall mission delivery scores shown on the next page.**
- **The Overall Mission Delivery Score (y-axis) is a composite score composed of the first three pillars of CBC/Radio-Canada's guiding principles:**
 1. Original, Innovative, Quality Canadian Content; (pillar 1)
 2. Reflects/Draws Canadians Together (pillar 2); and
 3. Engaging Audiences (pillar 3).

Overall Mission Delivery Scores by Service

Services	Year 2 2012–2013	Benchmark Year 2010–2011	Year 2 2012–2013	Year 1 2011–2012	Management's Comments
CBC Television	59	59	59	59	<p>Year 2 vs. Benchmark:</p> <p>1. CBC Radio One, followed by CBC Television, are the two services that contribute the most to the delivery of English service's mission.</p> <p>2. Since the launch of Strategy 2015, the overall mission scores for documentary, CBC Radio One, CBC Radio Two and CBC.ca have increased.</p> <p>Year 2 vs. Year 1:</p> <p>1. Overall mission scores in year 2 for each service were maintained compared to year 1.</p>
CBC News Network	46	45	46	46	
<i>documentary</i>	40	38	40	39	
CBC Radio One	63	61	63	64	
CBC Radio 2	41	37	41	41	
<i>CBC.ca</i>	46	44	46	46	
Legend :	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase

Source: BBM Canada; comScore; TNS Canadian Facts (Surveys conducted in March and November of each year: 1,200 Anglophones per survey for a total of 2,400 Anglophones per year); English Services Budgets. Underlying data used to calculate the overall mission delivery scores are presented on pages 22 to 27.

Pillars	Year 2		Year 2	Year 1	Management's Comments
		Benchmark			
1	Original, Innovative, Quality Canadian Content				
	% Canadian ^(a, c)				
	Quality ^(b)				
2	Differentiated ^(b)				
	Reflects/Draws Canadians Together				
	% Regional ^(a, c)				
	Reflects Regions ^(b)				
	Reflects my Region ^(b)				
3	Engaging Audiences				
	% of All Canadian Content Usage of English Services ^(a)				
4	Cost Effective				
	Net Return per Audience Hour ^(a)				

Output data (a):

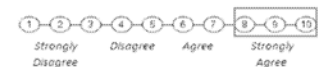
Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase
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Perception scores (b):

Statistically significant decrease	Statistically significant increase
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Notes:

- (a) Output data (content, financial and audience) collected from CBC Media Lines and Research and Analysis. They refer to the fiscal year (April to March)
- (b) Perception data measured using % *who Strongly Agree* = percentage of respondents who gave a score of 8, 9 or 10 on a 10 point scale. They are based on telephone tracking surveys conducted in March and November of each year. Source: TNS Canadian Facts (1,200 Anglophones per survey, for a total of 2,400 Anglophones per year).
- (c) Output data provided to external sources, such as the CRTC.



CBC News Network

s.18(b)
s.21(1)(b)
s.68.1



Pillars	Year 2		Benchmark	Year 2	Year 1	Management's Comments
1	Original, Innovative, Quality Canadian Content					
	% Canadian ^(a, c)					
	Quality ^(b)					
2	Differentiated ^(b)					
	Reflects/Draws Canadians Together					
	% Regional ^(a, c)					
	Reflects Regions ^(b)					
	Reflects my Region ^(b)					
3	Engaging Audiences					
	% of All Canadian Content Usage of English Services ^(a)					
4	Cost Effective					
	Net Return per Audience Hour ^(a)					

Output data (a): Substantial decrease Slight decrease Stable Slight increase Substantial increase

Perception scores (b): Statistically significant decrease Statistically significant increase

Notes:

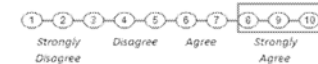
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They are based on telephone tracking surveys conducted in March and November of each year.

Source: TNS Canadian Facts (1,200 Anglophones per survey, for a total of 2,400 Anglophones per year).

(c) Output data provided to external sources, such as the CRTC.



Pillars	Year 2		Year 1		Management's Comments
	Year 2	Benchmark	Year 2	Year 1	
1	Original, Innovative, Quality Canadian Content				
	% Canadian ^(a, c)				
	Quality ^(b)				
	Differentiated ^(b)				
2	Reflects/Draws Canadians Together				
	% Regional ^(a, c)				
	Reflects Regions ^(b)				
	Reflects my Region ^(b)				
	Reflects Diversity ^(b)				
3	Engaging Audiences				
	% of All Canadian Content Usage of English Services ^(a)				
4	Cost Effective				
	Net Return per Audience Hour ^(a)				

Output data (a):

Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase
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Perception scores (b):

<input type="radio"/>	Statistically significant decrease	<input type="radio"/>	Statistically significant increase
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Notes:

(a) Output data (content, financial and audience) collected from CBC Media Lines and Research and Analysis. They refer to the fiscal year (April to March)

(b) Perception data measured using % *who Strongly Agree* = percentage of respondents who gave a score of 8, 9 or 10 on a 10 point scale.

They are based on telephone tracking surveys conducted in March and November of each year.

Source: TNS Canadian Facts (1,200 Anglophones per survey, for a total of 2,400 Anglophones per year).

(c) Output data provided to external sources, such as the CRTC.



Pillars	Year 2		Benchmark	Year 2	Year 1	Management's Comments
1	Original, Innovative, Quality Canadian Content					
	% Canadian ^(a,c)					
	Quality ^(b)					
2	Reflects/Draws Canadians Together					
	% Regional ^(a,c)					
	Reflects Regions ^(b)					
	Reflects my Region ^(b)					
	Reflects Diversity ^(b)					
3	Engaging Audiences					
	% of All Canadian Content Usage of English Services ^(a)					
4	Cost Effective					
	Net Return per Audience Hour ^(a)					

Output data (a): Substantial decrease Slight decrease Stable Slight increase Substantial increase

Perception scores (b): Statistically significant decrease Statistically significant increase

Notes:

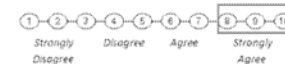
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Source: TNS Canadian Facts (1,200 Anglophones per survey, for a total of 2,400 Anglophones per year).

(c) Output data provided to external sources, such as the CRTc.



Pillars	Year 2		Benchmark	Year 2	Year 1	Management's Comments
1	Original, Innovative, Quality Canadian Content					
		% Canadian ^(a, c)				
		Quality ^(b)				
2		Differentiated ^(b)				
	Reflects/Draws Canadians Together					
		% Regional ^(a, c)				
		Reflects Regions ^(b)				
		Reflects my Region ^(b)				
3		Reflects Diversity ^(b)				
		Reflects my Culture ^(b)				
3	Engaging Audiences					
		% of All Canadian Content Usage of English Services ^(a)				
4	Cost Effective					
		Net Return per Audience Hour ^(a)				

Output data (a):

Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase
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Perception scores (b):

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Notes:

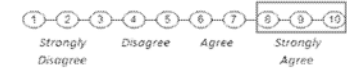
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They are based on telephone tracking surveys conducted in March and November of each year.

Source: TNS Canadian Facts (1,200 Anglophones per survey, for a total of 2,400 Anglophones per year).

(c) Output data provided to external sources, such as the CRTC.



Pillars	Year 2	Benchmark	Year 2	Year 1	Management's Comments
1	Original, Innovative, Quality Canadian Content				
	% Canadian ^(a, c)				
	Quality ^(b)				
2	Reflects/Draws Canadians Together				
	% Regional ^(a, c)				
	Reflects Regions ^(b)				
	Reflects my Region ^(b)				
	Reflects Diversity ^(b)				
3	Engaging Audiences				
	% of All Canadian Content Usage of English Services ^(a)				
4	Cost Effective				
	Net Return per Audience Hour ^(a, d)				

Output data (a):

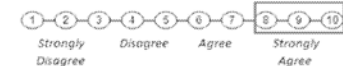
Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase
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Perception scores (b):

<input type="radio"/>	Statistically significant decrease	<input type="radio"/>	Statistically significant increase
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Notes:

- (a) Output data (content, financial and audience) collected from CBC Media Lines and Research and Strategic Analysis. They refer to the fiscal year (April to March).
- (b) Perception data measured using % who **Strongly Agree** = percentage of respondents who gave a score of 8, 9 or 10 on a 10 point scale. They are based on telephone tracking surveys conducted in March and November of each year. Source: TNS Canadian Facts (1,200 Anglophones per survey, for a total of 2,400 Anglophones per year).
- (c) Output data provided to external sources, such as the CRTC.
- (d) Compared to the June 2011 Report Card, CBC.ca's financial data has been restated to include CBC Radio 3 data for 2010–11 and 2011–12. Since last year, CBC Radio 3 has effectively become part of the CBC Music portal online and therefore part of CBC.ca.







7. CBC Television: Performance by Program Genre

What Is Measured?

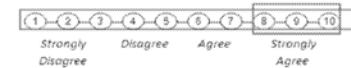
- **We are monitoring the performance of the following program genres on CBC Television:**
 - **Entertainment**
 - **News**
 - **Documentaries**
 - **Current Affairs**
 - **Children's**
 - **Sports**

- **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

1. Quality Scores: <i>CBC Television provides high quality...</i>	Year 2 2012-2013	Benchmark Year 2010-2011	Year 2 2012-2013	Year 1 2011-2012	Management's Comments
Entertainment					
News					
Documentaries					
Current Affairs					
Children's					
Sports					
2. Differentiation Scores: <i>CBC Television provides programming that you can't find on other channels</i>	Year 2 2012-2013	Benchmark Year 2010-2011	Year 2 2012-2013	Year 1 2011-2012	
Entertainment					
News					
Documentaries					
Current Affairs					
Children's					
Sports					
Legend:  Statistically significant decrease  Statistically significant increase					

Perception data measured using % *who strongly agree*, i.e. percentage of respondents who gave a score of 8, 9 or 10 on a 10 point scale.
Source: TNS Canadian Facts (1,200 Anglophones per survey, for a total of 2,400 Anglophones per year). Surveys conducted in March and November of each year.





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>)	Year 2012-2013	Year 2010-2011	Year 2012-2013	Year 2011-2012	Management's Comments
Entertainment					
News					
Documentaries					
Current Affairs					
Children's					
Sports					
2. Net Return per Viewing Hour (Canadian programming)	Year 2012-2013	Year 2010-2011	Year 2012-2013	Year 2011-2012	
Entertainment					
News					
Documentaries					
Current Affairs					
Children's					
Sports					

Legend : Substantial decrease Slight decrease Stable Slight increase Substantial increase

Source : BBM Canada.



8. Performance Against 2012–2013 Business Plan Targets

What is Measured

- **English Services' key performance indicators are measured against targets, taken from the English Services' Business Plan that was approved by the Board in March 2012 or that subsequently emerged from discussions with the Board.**
 - New performance indicators were developed to ensure that the three key priorities of *Strategy 2015* 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 2012-2013		For the year 2011-2012		Management's Comments	
		Targets	Results	Targets	Results		
Television Audience Share	CBC Television ¹	8.1%	6.8%	9.3%	8.6%		
	CBC News Network ²	1.4%	1.3%	1.5%	1.4%		
Radio Audience Share	CBC Radio One ³						
	CBC Radio 2 ³						
	CBC Radio One & CBC Radio 2 Combined ³	14.3%	15.3%	14.9%	14.5%		
		Targets	Results	Targets	Results		
Advertising Revenues by Source	Main Channel						
	CBC News Network						
	Other (e.g. bold , <i>documentary</i> and barter)						
Self-generated Revenues ⁴	Total Revenues (including LPIF): 2011-12	\$399 m	\$362 m	\$373 m	\$397 m		
Legend	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase		

Notes:

- 2+, regular season (2011-12: weeks 1-32; 2012-13: weeks 4-34), prime time (7pm to 11pm) (Source: BBM Canada).
 - 2+, regular season (2011-12: weeks 1-32; 2012-13: week 32 (2012-04-02) - week 31 (2013-03-31), all day (Source: BBM Canada).
 - 12+, Fall survey (Source: BBM Canada).
 - Total revenue is based on fiscal year and includes advertising, specialty services (CBC News Network, **bold** and *documentary*), subscriber revenues and other miscellaneous revenues. Indicators results are compared to year targets.
- Source: English Services Budgets

English Services' Key Performance Indicators (2)

		Year 2012-2013		Year 2011-2012		Management's Comments
		Targets	Results	Targets	Results	
Key Regional Indicators	TV Supper/Late-Night News					
	Average weekly hours tuned ('000s) ¹	3,500 hrs		3,115 hrs	3,292 hrs	
	Radio Morning Shows					
	Average weekly hours tuned ('000s) ²	6,047 hrs		4,765 hrs	6,047 hrs	
	Regional Web Pages					
	Monthly Average Unique Visitors ('000s) ³	975		930	941	
New Platform	CBC.ca					
	Monthly Average Unique Visitors ('000s) ³	6.5 m		6.0 m	6.2 m	
Specialty Channel Subscriber Count	CBC News Network	11.4 m		11.1 m	11.3 m	
	bold	2.7 m		2.6 m	2.6 m	
	<i>documentary</i>	2.6 m		2.5 m	2.6 m	

Legend:	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase
----------------	----------------------	-----------------	--------	-----------------	----------------------

Notes:

1. 2+, regular season (2011-12: weeks 1-32; 2012-13: weeks 4-34), Monday to Friday, Supper news (5pm to 6:30pm in most markets); 2011-2012 Late Night News (10:55pm-11:05pm) ; 2012-13 Late Night News (either 11:00pm-11:30 pm or 11:00pm-11:10, depending on the market). (Source: BBM Canada).
2. 2+, 2011-12: September to March, Preliminary results 2012-13: August 17th to November 23rd. BBM PPM (Source: BBM Canada).
3. 2+, 2011-12: Sept. to March, Preliminary results 2012-13: April to March 2012 (Source: comScore). In 2011-2012, measurement was based on the television season (i.e. September-March). In 2012-2013, measurement was on the fiscal year (April-March). Results are compared against their targets

English Services' Regulatory Requirements



		For the Broadcast Year Sept 2011–Aug 2012		For the Broadcast Year Sept 2010–Aug 2011		Management's Comments
		Yearly Regulatory Expectations ²	Results	Yearly Regulatory Expectations ²	Results	
Canadian Content ¹	CBC Television					During the 2011-2012 broadcast year, CBC Television exceeded the CRTC's Canadian content expectations, both over the whole day and in prime time.
	Broadcast Day (Monday to Sunday 6am to midnight)	75%	85%	75%	84%	
	Prime Time (Monday to Sunday 7pm to 11pm)	80%	81%	80%	82%	
Legend:	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase	

Notes:

1. Network programming only. Canadian content data is based on the most recently completed broadcast year.
 2. CRTC regulatory expectations based on a broadcast year (September to August).
- Source: Output data (content) collected from CBC Media Lines and provided to external source, such as the CRTC.
Results are compared against their regulatory expectations

English Services: Financial Indicators

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English Services' Financial Indicators	Year 2012-2013		Year 2011-2012		Management's Comments
	Targets	Results	Targets	Results	
Spending					
Spending on New Platforms¹					
Efficiencies					
Reduce Cost of Media Production Methods					
Legend:	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase

Note:

1. Spending on new platforms includes spending on **CBC.ca**, **CBC Radio 3/Music Portal** and the **Book Portal**.

Source: English Services Budgets. Results are compared against their targets

Corporate: Cost Effectiveness Indicators

Corporate Financial Indicators ¹	Year 2012-2013		Year 2011-2012		Management's Comments
	Target	Results	Target	Results	
Efficiencies					
Reduce Cost of Corporate G&A					
Assets	Total capital spent over 5 years	Results	Total capital spent over 5 years	Results	
Capital budget: Average annual capital spent					

1. These indicators apply to the Corporation as a whole. (Source: Corporate Finance)

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Appendix

- **Mission Statement** 40
- **Pillars and Guiding Principles** 41
- **Distribution of Canadian Content Usage Across English Services** 42

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

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" ...

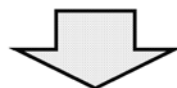
2 ... that reflects and draws together Canadians ...

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

- **The third pillar results of each service below allows us to visualize the distribution of Canadian content usage across all English Services.**
 - It currently shows that the conventional services (Radio and TV) are generating most of English Services' usage, with new platforms only generating a small portion. In the future, the graph should demonstrate the impact of *Strategy 2015* as usage of new platforms grows.

Percentage of Canadian Content Usage Across English Services

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- CBC.ca
- CBC Radio 2
- CBC Radio One
- documentary
- **bold**
- CBC News Network
- CBC Television

Year
2010–2011

Year
2011–2012

Year
2012–2013

Semi-Annual Report Card ***Final Report for 2012-2013***



French Services

CBC/Radio-Canada Board of Directors
June 19-20, 2013

English Version

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1. Introduction

The June 2013 Semi-Annual Report Card is the second full fiscal-year report of our performance since the launch of Strategy 2015: *Everyone, Every way.*

- It compares year two of the Strategy (2012–2013) against the benchmark year (2010–2011) and year one of the Strategy (2011-2012), providing the Board with an understanding of the impact of implementing our five-year plan during the second year.

This current Report Card for French Services covers the following areas:

- The **overall performance of French Services** vis-à-vis its mandate and the key pillars of Strategy 2015, diversity of opinions and fair and balanced (as presented in the public version of the Semi-Annual Report Card);
- The **performance of individual services**, including the bubble chart showing the mission delivery versus net return per usage hour of French services and the overall mission delivery score of each service;
- **Télévision de Radio-Canada's performance by program genre**; and
- **French Services' performance against 2012–2013 Media Business Plan targets.**

2. Context

Over the course of 2012–2013, French Services continued to roll out Strategy 2015:

- ***More Canadian***
 - Production of 10 Signature Events
 - Production of engaging drama series that draw large audiences: *19-2*, *Unité 9*
 - Production of a new variety format: *Un air de famille*
- ***More regional***
 - Opening of Eastern Quebec Broadcast Centre
 - Consolidation of the 24-7 regional news offering
- ***More digital***
 - More extensive rollout of Espace.mu musical offering
 - Launch by Radio-Canada International of the new web-only service, RCI.net
 - Development of the multiplatform news strategy

2. Context

Over the course of 2012–2013, a number of key events had an impact on French Services' performance:

1. Budget cuts

- CBC/Radio-Canada faces a \$200 million financial shortfall (\$115 million reduction in our parliamentary appropriation following the 2012 Federal Budget, and \$85 million in unavoidable costs).
- The elimination of the Local Programming Improvement Fund (LPIF) created an additional \$47 million shortfall.

2. CTV's coverage of the 2012 Summer Olympics in London

3. A busy news period

- The large number of major news stories in 2012–2013 drew substantial audiences, especially for RDI, Télévision de Radio-Canada newscasts and Radio-Canada.ca's regional sites.

3. Key Results

1. How *Strategy 2015* has impacted the perception of French Services

- Francophones continue to perceive that French Services meets its mandate under the 1991 *Broadcasting Act*, receiving high marks for each of the four aspects of the Mandate measured.
- Scores for every dimension measuring Pillar 1 and 2 were maintained compared to the Strategy 2015 benchmark year. However, the scores were slightly lower than they were in Year 1.

Page 10

Page 11

2. Contribution of Individual Services to the delivery of the overall mission

Page 21

	Year 2 vs Benchmark	Year 2 vs Year 1
Improved Overall Mission Delivery Score	<ul style="list-style-type: none"> • RDI • Espace musique • Radio-Canada.ca 	
Maintained Overall Mission Delivery Score	<ul style="list-style-type: none"> • Télévision de Radio-Canada • Première Chaîne 	<ul style="list-style-type: none"> • RDI • Espace musique • Radio-Canada.ca
Reduced Overall Mission Delivery Score	<ul style="list-style-type: none"> • ARTV • TOU.TV 	<ul style="list-style-type: none"> • Télévision de Radio-Canada • ARTV • Première chaîne • TOU.TV

3. Key Results

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3. Télévision de Radio-Canada : Perception of Program Genre Performance

	Year 2 vs <u>Benchmark Year</u>		Year 2 vs <u>Year 1</u>	
	Quality	Differentiation	Quality	Differentiation
Dramas and Feature Films				
Variety and Cultural				
News				
Current Affairs and Documentaries				
Children's				
Sports				

Legend : ↗ = Increase ↘ = Decrease ↔ = Stable

3. Key Results

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4. Results of Key Performance Indicators Versus 2012-2013 Targets

Pages
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	Network Programs	Regional	New Platform	Financial	

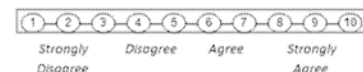


4. French Services and its Mandate

Is French Services Fulfilling Its Mandate?

Radio-Canada's French-language Radio and Television Programming Is...	Year 2	Benchmark Year	Year 2	Year 1	Management's Comments
	2012-2013	2010-2011	2012-2013	2011-2012	
	Average (/10) ¹				
Informative	8.2	8.1	8.2	8.2	<p>Results indicate that Francophones believe that French Services is fulfilling its obligations under the 1991 Broadcasting Act.</p> <p style="text-align: center;"><u>Year 2 vs. Benchmark</u></p> <p>1. During the second year of Strategy 2015, French Services' TV and radio programming maintained the results obtained in the benchmark year (2010–2011).</p> <p>2. French Services received scores ranging from 7.8 (enlightening and entertaining) to 8.2 (informative).</p> <p style="text-align: center;"><u>Year 2 vs. Year 1</u></p> <p>1. French Services' TV and radio programming maintained the results obtained in Year 1 of the Strategy.</p>
Enlightening	7.8	7.8	7.8	8.0	
Entertaining	7.8	7.7	7.8	7.8	
Available on New Platforms	8.1	8.0	8.1	8.2	
Legend :	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase

1. Average Score refers to the average of the scores given by all respondents on a 10-point scale.
Source: TNS Canadian Facts (1,200 Francophones per survey, for a total of 2,400 Francophones per year).
 Surveys conducted in March and November of each year.



How Does French Services' Programming Fare Against the First Two Pillars of Strategy 2015?

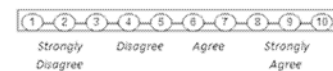
Pillars	Radio-Canada's French-language Programming ¹ ...	Year 2 2012-2013	Benchmark Year 2010-2011	Year 2 2012-2013	Year 1 2011-2012	Management's Comments	
	Original, Innovative, Quality Canadian Content	Average (/10)					
1	Is high quality	8.1	8.2	8.1	8.4	<p style="text-align: center;">Year 2 vs. Benchmark</p> <p>1. Overall, results of Year 2 returned to levels similar to the results obtained in Benchmark year. These initial results were high.</p> <p>2. French Services received its highest scores for "high quality" (8.1), while its lowest score was for "reflects my region" (6.7).</p> <p style="text-align: center;">Year 2 vs. Year 1</p> <p>1. All indicators declined slightly relative to Year 1 of Strategy 2015. Radio-Canada's Strategy 2015 initiatives received considerable public exposure in 2011-2012 following their launch. This exposure most likely had an impact on perception scores, which were up slightly during the first year of the Strategy. This was not the case in 2012-2013.</p>	
	Is different from that offered on other channels	7.6	7.6	7.6	7.9		
	Reflects/Draws Canadians Together	Average (/10)					
	Reflects regions of Canada	7.3	7.5	7.3	7.7		
2	Reflects my region	6.7	6.8	6.7	7.1		
	Reflects diversity	7.2	7.3	7.2	7.6		
	Reflects my culture	7.3	7.4	7.3	7.6		
	Legend :	Substantial decrease	Slight decrease	Stable	Slight increase		Substantial increase

1. Programming and content offered on any of our services i.e. Télévision de Radio-Canada, RDI, ARTV, Première Chaîne, Espace musique, R-C.ca et TOU.TV.

2. Average Score refers to the average of the scores given by all respondents on a 10-point scale.

Source: TNS Canadian Facts (1,200 Francophones per survey, for a total of 2,400 Francophones per year).

Surveys conducted in March and November of each year.



Does English Services' Programming Reflect a Diversity of Opinion and Cover Major Issues in a Fair and Balanced Way?

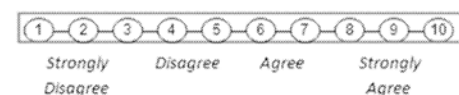
Radio-Canada's Information Programming... ¹	2012-2013	Management's Comments
	Average (/10) ²	
Reflects a diversity of opinions on a wide range of issues	7.7	The November 2012 and March 2013 perception surveys included questions on the diversity of opinion offered in French Services News and Current Affairs programming, as well as on fairness and balance in its coverage of major stories.
Covers major issues in a fair and balanced way	7.7	The results , which are identical for the two questions , will serve as a benchmark against which future results will be measured. Francophones feel that the news programs produced by French Services offer a diversity of opinions on many issues (7.7) and cover major stories in a fair and balanced way (7.7).

1. Radio, television and online information programming offered by Radio-Canada.

2. **Average Score** refers to the average of the scores given by all respondents on a 10-point scale.

Source : TNS Canadian Facts (1,200 Francophones per survey for a total of 2,400 Francophones).

Surveys conducted in November 2012 and March 2013.

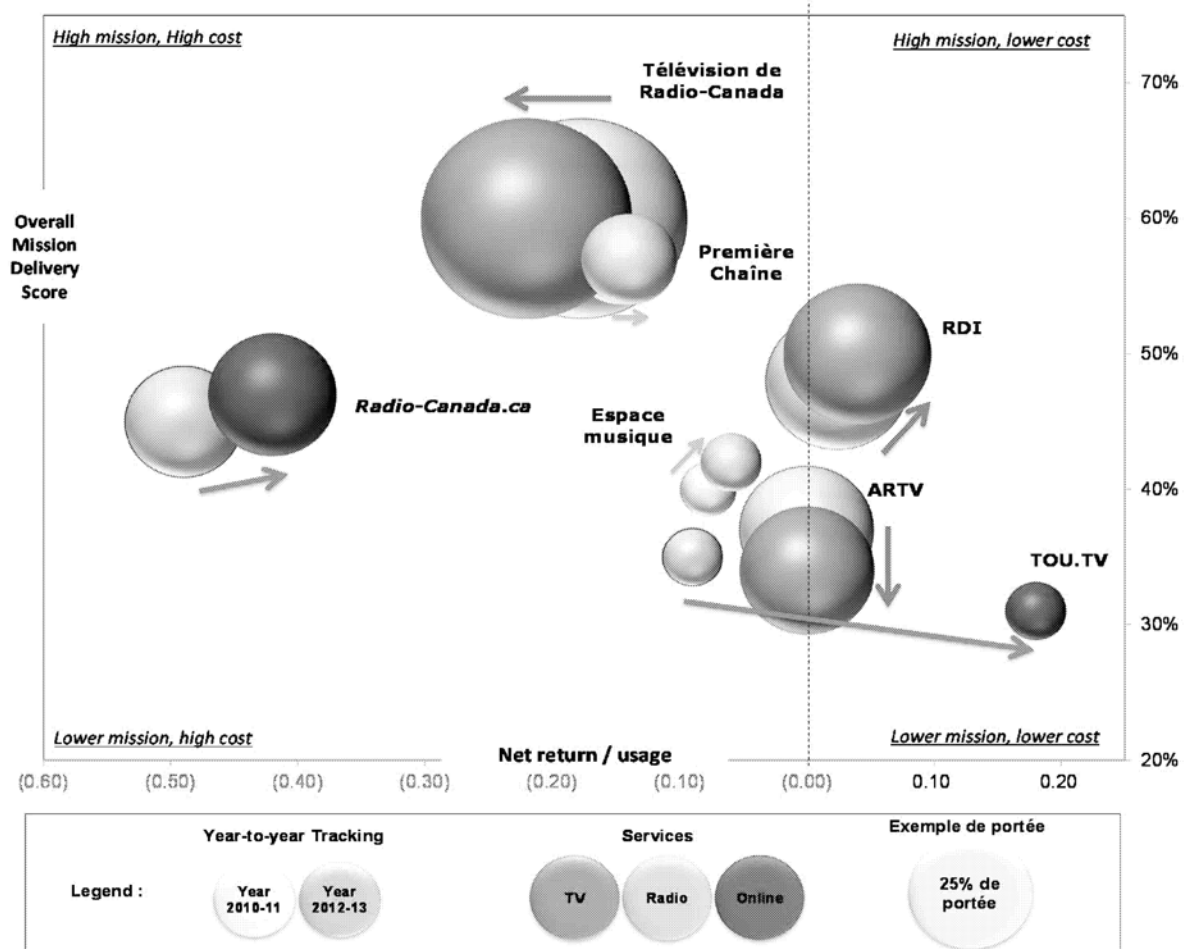


5. Bubble Charts

The Bubble Chart Shows the Mission Delivery Versus Net Return per Usage Hour of French Services

- **The Bubble Chart shows a snapshot in time of where our services stand in terms of mission delivery and their net return per usage.**
 - It has been developed to help us visualize the delivery of our mission, our cost efficiency as well as changes to our performance over time.
- **How to interpret the chart?**
 - A higher position along the y-axis means that a service has improved its ability to contribute to CBC/Radio-Canada's mission.
 - A shift to the right on the x-axis means that a service is now more cost effective.
 - Finally, an increase in bubble size means that a service is reaching more Francophones.

Year 2 vs Benchmark Year



Note: The overall mission delivery score of each service is presented on page 21.

Source: BBM Canada; comScore; TNS Canadian Facts (surveys conducted in March and November of each year; 1,200 Francophones per survey); French Services Budgets.

Management's Comments : Year 2 vs Benchmark Year

Progress on both axes:

Compared to the benchmark year, four services – **RDI**, **Espace musique**, **Première Chaîne** and **Radio-Canada.ca**, showed improvements in their position for both mission delivery and net return per usage hour.

Progress on one axis, while decrease on the other:

Tou.tv substantially raised its score for net return per unique visitor. The platform's mission delivery score declined slightly, however.

Stability on one axis, while decrease on the other:

ARTV held steady in terms of net return per audience hour, but saw its mission delivery score decline, mainly owing to a decreased Canadian content offering.

Conversely, **Télévision de Radio-Canada** saw its mission delivery score hold steady, while experiencing a slight drop in net return per audience hour.

Bubble size:

Three services expanded their reach among French-speaking audiences: **RDI** was up 5%, **Espace musique**, 17%, and **Radio-Canada.ca**, nearly 20%.

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Management's Comments : Year 2 vs Year 1

Progress on one axis, while stable on the other:

Compared to Year 1 of the Strategy, **RDI** and **Radio-Canada.ca** improved their position in terms of net return per usage hour. Their mission delivery scores remained stable.

Progress on one axis, while decrease on the other:

Three services, **Première Chaîne**, **Espace musique** and **Tou.tv**, improved their net return per usage score, but saw slight declines in mission delivery.

Stability on one axis, while decrease on the other:

ARTV's return per usage hour remained unchanged, while its mission delivery score declined slightly.

Decline on both axes:

Télévision de Radio-Canada is the only service to record decreases in both its net return per usage and mission delivery scores.

Bubble size:

Three services increased their reach compared to Year 1: **Première Chaîne**, by nearly 10%, **Espace musique**, by close to 17%, and **Radio-Canada.ca**, by 12%.

6. Performance by Individual Service

Overall Mission Delivery Scores by Service

- **Detailed results of each service provided on pages 22 to 28 are used to calculate the overall mission delivery scores shown on the next page.**
- **The Overall Mission Delivery Score (y-axis) is a composite score composed of the first three pillars of CBC/Radio-Canada's guiding principles:**
 1. Original, Innovative, Quality Canadian Content (pillar 1);
 2. Reflects/Draws Canadians Together (pillar 2), and
 3. Engaging Audiences (pillar 3).

Overall Mission Delivery Scores by Service

Services	Year 2 2012-2013	Benchmark Year de référence 2010-2011	Year 2 2012-2013	Year 1 2011-2012	Management's Comments
Télévision de Radio-Canada	60	60	60	62	<p>Télévision de Radio-Canada, Première Chaîne and RDI remain the three services that contribute most to the delivery of French service's mission.</p> <p>Year 2 vs. Benchmark</p> <p>1. Three services saw their overall mission scores increase slightly:</p> <ul style="list-style-type: none"> - For RDI and Radio-Canada.ca, the increase is due to growth in their share of total Canadian content usage. - For Espace musique, the improvement can be attributed to an enhanced regional content offering. <p>2. Three services recorded declines.</p> <ul style="list-style-type: none"> - For ARTV, this is due to a decreased Canadian content offering and a drop in its share of total Canadian content usage. - For TOU.TV, the decline can be explained by a reduced Canadian content offering. <p>Year 2 vs. Year 1</p> <p>1. Four services, Télévision de Radio-Canada, ARTV, Première Chaîne and TOU.TV, experienced slight drops in their overall mission scores, attributable to two factors:</p> <ul style="list-style-type: none"> - Lower perception scores - Reduction in share of total Canadian content usage
RDI	50	48	50	50	
ARTV	34	37	34	36	
Première Chaîne	57	57	57	59	
Espace musique	42	40	42	43	
Radio-Canada.ca	47	45	47	47	
TOU.TV	31	35	31	35	
Legend :	Substantial decrease	Slight decrease	Stable	Slight increase	

Source: BBM Canada; comScore; TNS Canadian Facts (surveys conducted in March and November of each year; 1,200 Francophones per survey for a total of 2,400 Francophones per year). French Services Budgets. Underlying data used to calculate the overall mission delivery scores are presented on pages 22 to 28.

Piliers	Year 2		Year 1		Management's Comments
	Year 2	Benchmark	Year 2	Year 1	
	Original, Innovative, Quality Canadian Content				
1	% Canadian ^(a, c)				
	Quality ^(b)				
	Differentiated ^(b)				
	Reflects/Draws Canadians Together				
2	% Regional ^(a, c)				
	Reflects Regions ^(b)				
	Reflects my Region ^(b)				
	Reflects Diversity ^(b)				
	Engaging Audiences				
3	% of All Canadian Content Usage of French Services ^(a)				
	Cost Effective				
4	Net Return per Audience Hour ^(a)				
Output data (a) : Substantial decrease Slight decrease Stable Slight increase Substantial increase					
Perception scores (b) : <input type="radio"/> Statistically significant decrease <input type="radio"/> Statistically significant increase					

(a) Output data (content, financial & audience) collected from Media Lines and Research & Strategic Analysis. They refer to the fiscal year (April to March).

(b) Perception data measured using % who **Strongly Agree** = percentage of respondents who gave a score of 8, 9 or 10 on a 10 point scale
Source: TNS Canadian Facts (1,200 Francophones per survey, for a total of 2,400 Francophones per year).

They are based on telephone tracking surveys conducted in March and November of each year.

(c) Output data provided to external sources, such as the CRTC.



Piliers	Year 2		Benchmark	Year 2		Year 1	Management's Comments
	Original, Innovative, Quality Canadian Content						
1	% Canadian ^(a, c)						
	Quality ^(b)						
	Differentiated ^(b)						
	Reflects/Draws Canadians Together						
2	% Regional ^(a, c)						
	Reflects Regions ^(b)						
	Reflects my Region ^(b)						
	Reflects Diversity ^(b)						
	Reflects my Culture ^(b)						
	Engaging Audiences						
3	% of All Canadian Content Usage of French Services ^(a)						
	Cost Effective						
4	Net Return per Audience Hour ^(a)						

Output data (a): Substantial decrease Slight decrease Stable Slight increase Substantial increase

Perception scores (b): Statistically significant decrease Statistically significant increase

(a) Output data (content, financial & audience) collected from Media Lines and Research & Strategic Analysis. They refer to the fiscal year (April to March).

(b) Perception data measured using % who Strongly Agree = percentage of respondents who gave a score of 8, 9 or 10 on a 10 point scale.

Source: TNS Canadian Facts (1,200 Francophones per survey, for a total of 2,400 Francophones per year).

They are based on telephone tracking surveys conducted in March and November of each year.

(c) Output data provided to external sources, such as the CRTC.



Piliers	Year 2		Benchmark	Year 2		Year 1	Management's Comments
	Original, Innovative, Quality Canadian Content						
1	% Canadian ^(a, c)						
	Quality ^(b)						
	Differentiated ^(b)						
	Reflects/Draws Canadians Together						
2	% Regional ^(a, c)						
	Reflects Regions ^(b)						
	Reflects my Region ^(b)						
	Reflects Diversity ^(b)						
	Reflects my Culture ^(b)						
	Engaging Audiences						
3	% of All Canadian Content Usage of French Services ^(a)						
	Cost Effective						
4	Net Return per Audience Hour ^(a)						
Output data (a) : Substantial decrease Slight decrease Stable Slight increase Substantial increase							
Perception scores (b) : <input type="radio"/> Statistically significant decrease <input type="radio"/> Statistically significant increase							

(a) Output data (content, financial & audience) collected from Media Lines and Research & Strategic Analysis. They refer to the fiscal year (April to March).

(b) Perception data measured using % **who Strongly Agree** = percentage of respondents who gave a score of 8, 9 or 10 on a 10 point scale.

Source: TNS Canadian Facts (1,200 Francophones per survey, for a total of 2,400 Francophones per year).

They are based on telephone tracking surveys conducted in March and November of each year.

(c) Output data provided to external sources, such as the CRTC.



Piliers		Year 2	Benchmark	Year 2	Year 1	Management's Comments
	Original, Innovative, Quality Canadian Content					
1	% Canadian ^(a, c)					
	Quality ^(b)					
	Differentiated ^(b)					
	Reflects/Draws Canadians Together					
2	% Regional ^(a, c)					
	Reflects Regions ^(b)					
	Reflects my Region ^(b)					
	Reflects Diversity ^(b)					
	Reflects my Culture ^(b)					
	Engaging Audiences					
3	% of All Canadian Content Usage of French Services ^(a)					
	Cost Effective					
4	Net Return per Audience Hour ^(a)					
Output data (a) :		Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase
Perception scores (b) :		<input type="radio"/> Statistically significant decrease	<input type="radio"/> Statistically significant increase			

(a) Output data (content, financial & audience) collected from Media Lines and Research & Strategic Analysis. They refer to the fiscal year (April to March).

(b) Perception data measured using % **who Strongly Agree** = percentage of respondents who gave a score of 8, 9 or 10 on a 10 point scale.

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Piliers	Year 2		Benchmark	Year 2		Year 1	Management's Comments
1	Original, Innovative, Quality Canadian Content						
	% Canadian ^(a, c)						
	Quality ^(b)						
2	Reflects/Draws Canadians Together						
	% Regional ^(a, c)						
	Reflects Regions ^(b)						
	Reflects my Region ^(b)						
	Reflects Diversity ^(b)						
3	Engaging Audiences						
	% of All Canadian Content Usage of French Services ^(a)						
4	Cost Effective						
	Net Return per Audience Hour ^(a)						

Output data (a): Substantial decrease Slight decrease Stable Slight increase Substantial increase

Perception scores (b): Statistically significant decrease Statistically significant increase

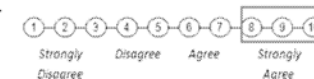
(a) Output data (content, financial & audience) collected from Media Lines and Research & Strategic Analysis. They refer to the fiscal year (April to March).

(b) Perception data measured using % **who Strongly Agree** = percentage of respondents who gave a score of 8, 9 or 10 on a 10 point scale.

Source: TNS Canadian Facts (1,200 Francophones per survey, for a total of 2,400 Francophones per year).

They are based on telephone tracking surveys conducted in March and November of each year.

(c) Output data provided to external sources, such as the CRTC.



Piliers		Year 2	Benchmark	Year 2	Year 1	Management's Comments
1	Original, Innovative, Quality Canadian Content					
	% Canadian ^(a, c)					
	Quality ^(b)					
2	Reflects/Draws Canadians Together					
	% Regional ^(a, c)					
	Reflects Regions ^(b)					
	Reflects my Region ^(b)					
	Reflects Diversity ^(b)					
3	Engaging Audiences					
	% of All Canadian Content Usage of French Services ^(a)					
4	Cost Effective					
	Net Return per Unique Visitor ^(a, d)					
Output data (a):		Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase
Perception scores (b):		<input type="radio"/> Statistically significant decrease			<input type="radio"/> Statistically significant increase	

(a) Output data (content, financial & audience) collected from Media Lines and Research & Strategic Analysis. They refer to the fiscal year (April to March).

(b) Perception data measured using % **who Strongly Agree** = percentage of respondents who gave a score of 8, 9 or 10 on a 10 point scale.

Source: TNS Canadian Facts (1,200 Francophones per survey, for a total of 2,400 Francophones per year).

They are based on telephone tracking surveys conducted in March and November of each year.

(c) Output data provided to external sources, such as the CRTC.

(d) For Radio-Canada.ca, we use the total number of unique visitors for 2010–2011, 2011–2012 and 2012–2013 (April to March). The total number of unique visitors was used to compensate for the fact that comScore data provides no way to adequately measure Radio-Canada.ca's total number of audience hours for 2012–2013.



Piliers	Year 2		Benchmark	Year 2		Year 1	Management's Comments
	Original, Innovative, Quality Canadian Content						
1	% Canadian ^(a,c)						
	Quality ^(b)						
	Differentiated ^(b)						
	Reflects/Draws Canadians Together						
	% Regional ^(a,c)						
2	Reflects Regions ^(b)						
	Reflects my Region ^(b)						
	Reflects Diversity ^(b)						
	Reflects my Culture ^(b)						
3	Engaging Audiences						
	% of All Canadian Content Usage of French Services ^(a)						
4	Cost Effective						
	Net Return per Unique Visitor ^(a,d)						
Output data (a) : Substantial decrease Slight decrease Stable Slight increase Substantial increase							
Perception scores (b) : <input type="radio"/> Statistically significant decrease <input type="radio"/> Statistically significant increase							

(a) Output data (content, financial & audience) collected from Media Lines and Research & Strategic Analysis. They refer to the fiscal year (April to March).

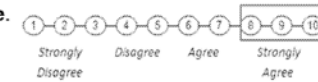
(b) Perception data measured using % who Strongly Agree = percentage of respondents who gave a score of 8, 9 or 10 on a 10 point scale.

Source: TNS Canadian Facts (1,200 Francophones per survey, for a total of 2,400 Francophones per year).

They are based on telephone tracking surveys conducted in March and November of each year.

(c) Output data provided to external sources, such as the CRTC.

(d) For TOU.TV, we use the total number of unique visitors for 2010–2011, 2011–2012 and 2012–2013 (April to March). The total number of unique visitors was used to compensate for the fact that comScore data provides no way to adequately measure TOU.TV's total number of audience hours for 2012–2013.





7. Télévision de Radio-Canada : Performance by Program Genre

What Is Measured?

- **We are monitoring the performance of the following program genres on Télévision de Radio-Canada :**
 - **Dramas and Feature Films**
 - **Variety and Cultural**
 - **News**
 - **Current Affairs and Documentaries**
 - **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 Télévision de Radio-Canada Genres

1. Quality Scores : Télévision de Radio-Canada provides high quality...	Year 2012-2013	Benchmark Year 2010-2011	Year 2012-2013	Year 2011-2012	Management's Comments
Dramas and Feature Films					
Variety and Cultural					
News					
Current Affairs and Documentaries					
Children's					
Sports					
2. Differentiation Scores : Télévision de Radio-Canada provides programming that you can't find on other channels	Year 2012-2013	Benchmark Year 2010-2011	Year 2012-2013	Year 2011-2012	
Dramas and Feature Films					
Variety and Cultural					
News					
Current Affairs and Documentaries					
Children's					
Sports					

Perception Scores: Statistically significant decrease Statistically significant increase

Metric definition : % **Who Strongly Agree** refers to the percentage of respondents who gave a score of 8, 9 or 10 on a 10 point scale.
Source: TNS Canadian Facts (1,200 Francophones per survey, for a total of 2,400 Francophones per year).
Surveys conducted in March and November of each year.



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)	Year 2 2012-2013	Benchmark Year 2010-2011	Year 2 2012-2013	Year 1 2011-2012	Management's Comments
Dramas and Feature Films					
Variety and Cultural					
News					
Current Affairs and Documentaries					
Children's					
Sports					
2. Net Return per Viewing Hour (Canadian programming)	Year 2 2012-2013	Benchmark Year 2010-2011	Year 2 2012-2013	Year 1 2011-2012	
Dramas and Feature Films					
Variety and Cultural					
News					
Current Affairs and Documentaries					
Children's					
Sports					

Legend : Substantial decrease Slight decrease Stable Slight increase Substantial increase

Source : BBM Canada.



8. Performance Against 2012-13 Business Plan Targets

What is Measured

- **French Services' key performance indicators are measured against targets, taken from the French Services' Business Plan that was approved by the Board in March 2012 or that subsequently emerged from discussions with the Board.**
 - New performance indicators were developed to ensure that the three key priorities of Strategy 2015 are being monitored.
- **This section also presents regulatory requirements that Télévision of 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)

		Year 2012-2013		Year 2011-2012		Management's Comments
		Targets	Results	Targets	Results	
Television Audience Share	Télévision de Radio-Canada ¹	18,2%	20,3%	19,3%	18,7%	
	RDI ²	Combined Share 4.7% ³	Combined Share 5.4% ³	Combined Share 4.5%	Combined Share 4.6%	
	ARTV ²					
	Explora ²			No Target	--	
Radio Audience Share	Première Chaîne & Espace musique combined ⁴	16,0%	18,5%	19,5%	17,8%	
Internet	Average Monthly Reach ⁵	2 093 000 ⁶	2 212 000 ⁶	2 073 000 (+2.5%)	2 137 000	
		Targets	Results	Targets	Results	
Self-generated Revenues	Total Revenues ⁷					
Legend :	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase	

1. 2+, regular season (2011-12 : Sept. 12th to April 8th ; 2012-2013 : Sept. 10th to April 7th), 7pm to 11pm (Source : BBM Canada, PPM).
2. 2+, all day, (2011-2012 : August 29th to April 1st; 2012-2013 : Sept. 10th to April 7th), (Source : BBM Canada, PPM).
3. Results of 2011-2012 are based on television season (Sept. to March). Targets end results of 2012-2013 are based on the fiscal year (April to March).
4. BBM Canada Spring and Fall 2012 surveys (diaries), persons aged 12 years and older.
5. Average monthly reach for Radio-Canada.ca, TOU.TV, Bande à part.fm, RCI.net, Espace.mu: 2+. September to March. (comScore, hybrid data).
6. Target and results of 2012-13 cover April 2012 to March 2013 period.
7. Revenue for ARTV is reported at 100 per cent although CBC/Radio-Canada owns 85 per cent. Revenues also include funding received from the Local Programming Improvement Fund (LPIF), a fund established by the CRTC to support local television programming. The LPIF is available to conventional television stations operating in non-metropolitan markets.
8. In 2011-2012, measurement excluded merchandising/licensing revenue which are included in targets for 2012-2013. Results are compared to their target.

French Services' Key Performance Indicators (2)

		Pour l'année 2012-2013		Pour l'année 2011-2012		Management's Comments
		Targets	Results	Targets	Results	
Key Regional Indicators	Television					
	Téléjournal 18h Average Minute Audience (000) ¹	290	347	323 (+2,0%)	291	
	Radio					
	Share of Early Morning Radio Programs ²	16,0%	17,7%	19,0%	17,0%	
	Internet - Regional Websites					
Unique visitors (000) ³	497	646	458 (+2,5%)	476		
Specialty Channel Subscriber Count	RDI	11 200 000 ⁴	11 161 545 ⁴	11 000 000	11 745 221	
	ARTV	2 100 000	2 024 348	2 100 000	2 091 511	
	Explora	--	277 536	--	--	
Legend :	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase	

1. 2+, regular season ((2010-2011 : Sept. 6 to April 3; 2011-2012 : Sept. 5 to April 1; 2012-2013: Sept. 3 to March 31), Monday to Friday, 6pm to 6:30pm (BBM Canada, PPM) - weekly average in (000).

2. 12+, moyenne des cahiers d'écoute du printemps et de l'automne 2012, Monday to Friday, 6am to 9am (BBM Canada)

3. Monthly average. In 2011-2012, measure was based on TV season (Sept. to March). In 2012-2013, the measure is based on fiscal year (April to March): 2+ (comScore, hybrid data).

4. Where RDI is concerned, as indicated in the Quarterly Financial Report for the third quarter of 2012-2013, a subscriber rate miscalculation led us to revise RDI subscriber targets and results.

Results are compared to their target.



French Services' Regulatory Requirements

		For the Broadcast Year Sept 2011 - Aug 2012 ¹		For the Broadcast Year Sept 2010 - Aug 2011		Management's Comments
		Yearly Regulatory Expectations ²	Results	Yearly Regulatory Expectations ²	Results	
Canadian Content	Télévision de Radio-Canada					Throughout the 2011-12 broadcast year, Télévision de Radio-Canada exceeded CRTC regulatory expectations and aired more Canadian content than mandated.
	Broadcast Day (Monday to Sunday 6am to midnight)	75%	86%	75%	86%	
	Prime Time (Monday to Sunday 7pm to 11pm)	80%	93%	80%	93%	
Legend :	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase	

1. Canadian content data is based on the most recently completed broadcast year.

2. CRTC regulatory expectations based on a broadcast year (September to August).

Results are compared to yearly regulatory expectations.

Source: Output data (content) collected from French Services and provided to external source, such as the CRTC.

French Services: Financial Indicators

French Services' Financial Indicators	Year 2012-2013		Year 2011-2012		Management's Comments
	Targets	Results	Targets	Results	
Spending					
Spending on New Platforms					
Efficiencies					
Reduce Cost of Media Production Methods					

Legend :	Substantial decrease	Slight decrease	Stable	Slight increase	Substantial increase
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1. The French Services spending on new platforms' target is 4.5% of their 2012-13 opening budget.
2. The French Services spending on new platforms' target is 4% of their 2011-12 opening budget.
Source: French Services Budgets. Results are compared to their targets.

Corporate: Cost Effectiveness Indicators

Corporate Financial Indicators ¹	Year 2012-2013		Year 2011-2012		Management's Comments
Efficiencies	Targets	Results	Targets	Results	
Reduce Cost of Corporate G&A					
Assets	Total capital spent over 5 years	Results	Total capital spent over 5 years	Results	
Capital budget: Average annual capital spent					

1. These indicators apply to the Corporation as a whole. (Source: Corporate Finance)

Appendix

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- **Distribution of Canadian Content Usage Across French Services** 43

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

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

Distribution of Canadian Content Usage Across French Services

- **The third pillar results for each service below allows us to visualize the distribution of Canadian content usage across all French Services.**
 - It currently shows that conventional services (Radio and TV) are generating most of French Services' usage while new platforms only generate a small portion. In the future, the graph should demonstrate the impact of Strategy 2015 as usage of new platforms grows.

s.18(b)
s.21(1)(b)
s.68.1

Percentage of Canadian Content Usage Across French Services

- TOU.TV
- Radio-Canada.ca
- Espace Musique
- Première Chaîne
- ARTV
- RDI
- Télévision de Radio-Canada

Year
2010-2011

Year
2011-2012

Year
2012-2013