SEMI-ANNUAL REPORT CARD: JANUARY 2014

TO:	Board of Directors
MEETING:	January 27, 2014
FROM:	Steven Guiton, Vice-President Technology, and Chief Regulatory Officer
PURPOSE:	The semi-annual Report Card presented in January 2014 is an interim measure of CBC/Radio-Canada's performance during the first half of the 2013-2014 fiscal year
DATE:	January 22, 2014

SIGNIFICANT POINTS

- **This report provides the Board with a mid-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;
  - The performance of individual services, including their reach (**NEW**), overall mission delivery score and net return per usage hour;
  - The performance of selected program genres on CBC Television and ICI Radio-Canada Télé; and
  - English and French Services' performance against 2013-2014 Media Business Plan Targets.

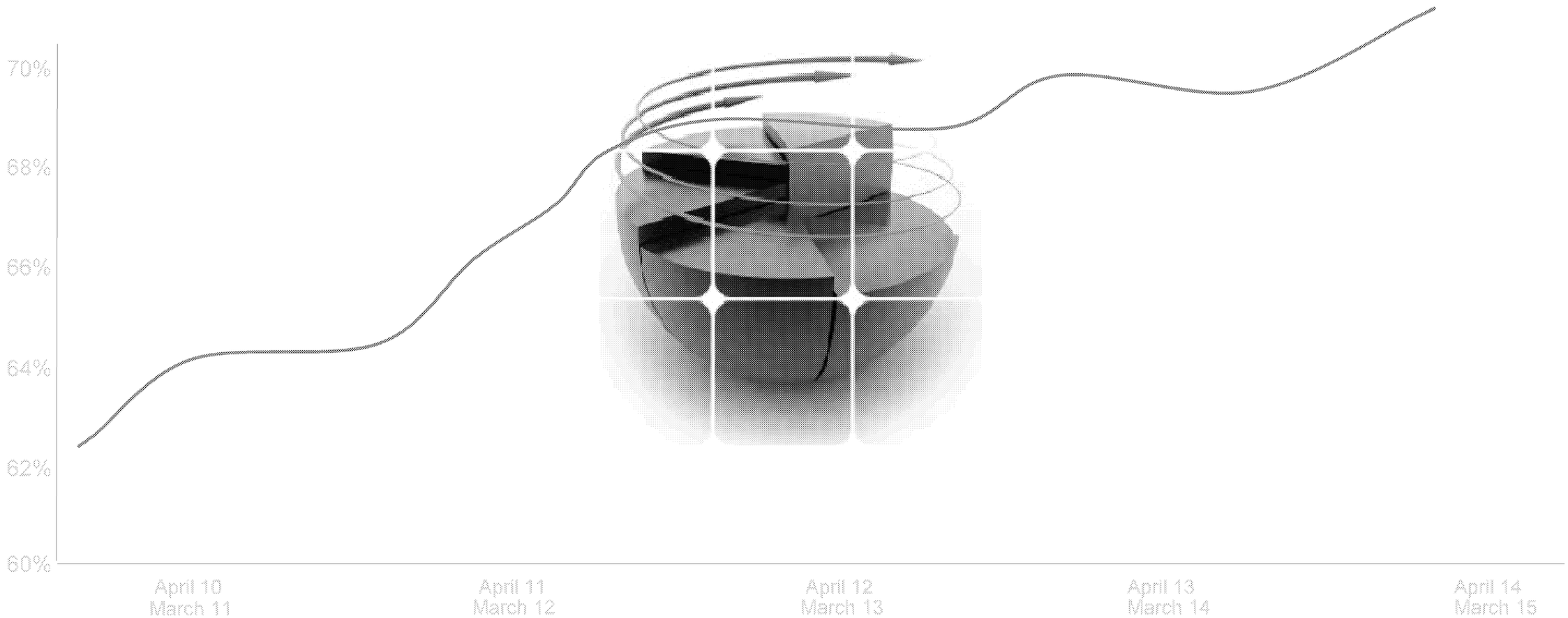
- **The format of the Report Card has changed - data tables have been replaced with charts showing year-over-year results since 2010-2011.**

APPENDICES

- **The following documents are included in the presentation:**

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
January 27, 2014

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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 pillars[1] 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.**

1. Pillar 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?

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

- **For Media Services as a Whole:**
  - Fulfillment of Mandate.
  - Progress against the four pillars and guiding principles underlying Strategy 2015.
  - 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.
    - These are the "**bubble charts**".

Presented only in the June Report Card

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

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 population[1]:
     - 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%, 19 times out of 20** (based on a 95% confidence level and on a sample size of 1,200).

Notes on perception scores

Average **:** Sum of the scores given by all respondents on a scale of 10 / number of respondents

Strongly Agree **:** Scores of 8, 9 or 10 on a scale of 10.

Agree **:** Scores of 6 or 7 on a scale of 10.

Disagree **:** Scores of 4 or 5 on a scale of 10.

Strongly Disagree **:** Scores of 1, 2 or 3 on a scale of 10.

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… (cont'd)

2. **Output data** (Source: Media Services).
   - Hours of Canadian content 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).

3. **Ratings data** (Source: BBM Canada, comScore).
   - For Services: reach, share and hours tuned.
   - For Genres: share and hours tuned.
   - For TV services, genres and web services, 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.

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

4. A Note on the Highlighting of Variances

- **The manner in which variances are highlighted is dependent on the source of the data.**

1.

2.

Semi-Annual Report Card
Report of January 2014

English Services

CBC/Radio-Canada Board of Directors
January 27, 2014

English version

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1. Introduction

- **The January 2014 Report Card is an <u>interim measure</u> of our performance in the first half of 2013–2014 fiscal year (April to August), i.e. the 3rd year of *2015: Everyone, Every way*.**
  - Financial results, content results (e.g. % of Canadian Content) and audience results are based on the first 5 months of fiscal 2013-2014 (April to August).
  - The perception measures are based on the telephone surveys conducted in November among Anglophones.

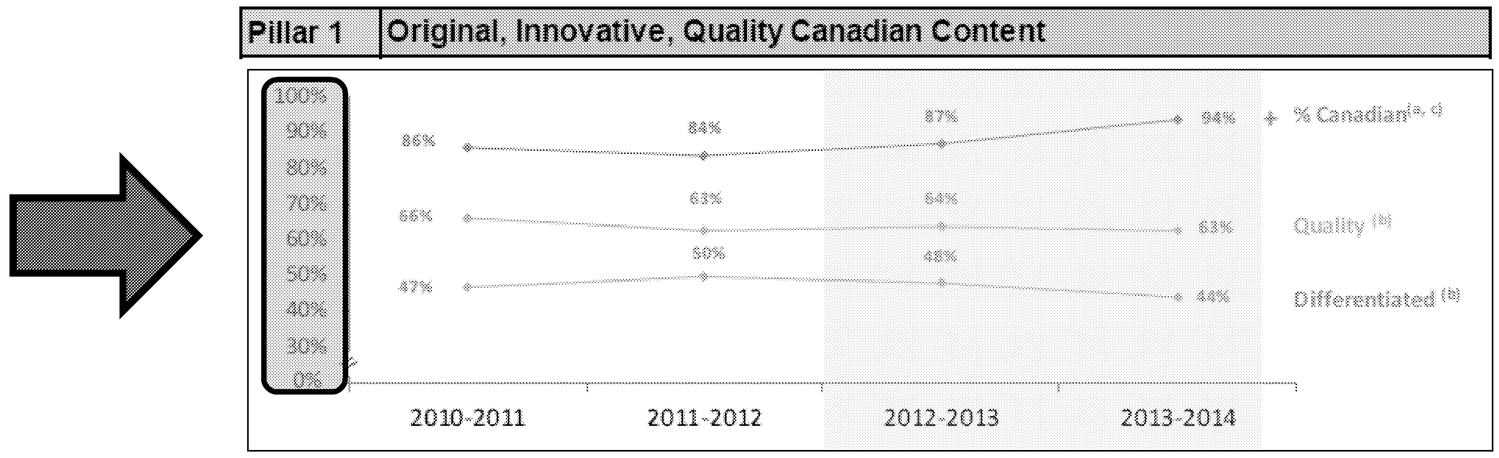
- **The results from the first five months of 2013–2014 are compared against the first five months of the previous year (2012–2013).**
  - This is a progress report that highlights our performance during the first half of the 3rd year of the Strategy.
  - The final report card, including the bubble chart, will be presented in June 2014.

- **The January Report Card covers the following areas:**
  - The overall performance of English Services vis-à-vis its mandate, the first two pillars of Strategy 2015, and the mission delivery of the various English services;
  - English Services' performance against 2013–2014 Media Business Plan targets;
  - CBC Television performance by selected program genres.

2. What's New in This Report?

Two changes have been made to the January 2014 Report Card:

1. To facilitate the reading of results and trends, the format of the Report Card has been changed. Charts populated with year-over-year results have replaced data tables. **It is important to take into account the scale for each chart when reading throughout the report.**



2. A new performance indicator, Reach by Individual Service, has been added to this Report Card.

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3. Context: Implementation of Strategy 2015

The first half of 2013-14 saw a continued progression in the roll out of the three priorities of Strategy 2015:

- ***More Canadian***
  - Delivered one high-quality signature Canadian event in the summer: Canada Day (the remainder are scheduled for September 2013 or later);
  - Increased the levels of Canadian programming on CBC Television to 94% of the whole day schedule.
- ***More Regional***
  - CBC launched a digital local morning show in Saskatoon. This was followed by the over-the-air broadcast which debuted on September 26, 2013;
  - CBC's Sunday late night news programming in Calgary expanded to 30 minutes in June.
- ***More Digital***
  - CBCMusic.ca streamed audio of the first-ever CBCMusic.ca Festival and featured special online coverage of the Juno awards in conjunction with a cross-country road trip.

3. Context: Key elements of 2013-2014

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s.18(b)
s.68.1

English Services' performance has been impacted by the following key events in the first half of 2013–2014:

1. **Budget cuts initiated in 2012-2013:**
   - CBC/Radio-Canada faces a $200 million financial challenge ($115 million in our appropriations as a result of Budget 2012 and $85 million in unavoidable costs);
   - The gradual elimination of the LPIF, which provided $35 million to CBC/Radio-Canada, also adds to the financial challenges we face.

2. **The NHL labour disruption extended the CBC Television Regular Season by 3 weeks.**

4. Key Results

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

Page 10

- Overall, Anglophones continue to perceive that English Services meets its mandate under the *1991 Broadcasting Act*, receiving high scores for each of the four aspects of our mandate.
- Scores measuring the key guiding principles of Strategy 2015 *(*Pillars 1 and 2) **remained stable compared to November 2012.**

Pages 11-12

2. Contribution of individual services to the delivery of the overall mission

Page 17

	2013-2014 vs. 2012-2013
Exceeded last year's first measurement results	• *N/A*
Met last year's first measurement results	• CBC Radio One • CBC Television • CBC News Network • CBC.ca • *documentary*
Did Not Meet last year's first measurement results	• CBC Radio 2

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

4. Key Results (cont'd)

3. Results of Key Performance Indicators versus 2013-2014 Targets

Pages 24-27

	Network Programs	Regional	New Platform	Financial
Trending to <u>Exceed</u> Target				
Trending to <u>Meet</u> Target				
Trending <u>NOT to</u> <u>Meet</u> Target				

5. English Services and Its Mandate

The results presented in the following section are taken from the perception survey and are presented as averages.

$$\textbf{Average} = \frac{\textbf{Sum of the scores of all respondents on a 10-point scale*}}{\textbf{Number of respondents}}$$

An average of 5.5 out of 10 or higher is considered to be positive.

** 1 represents strongly disagree and 10 represents strongly agree.*

Is English Services Fulfilling Its Mandate?

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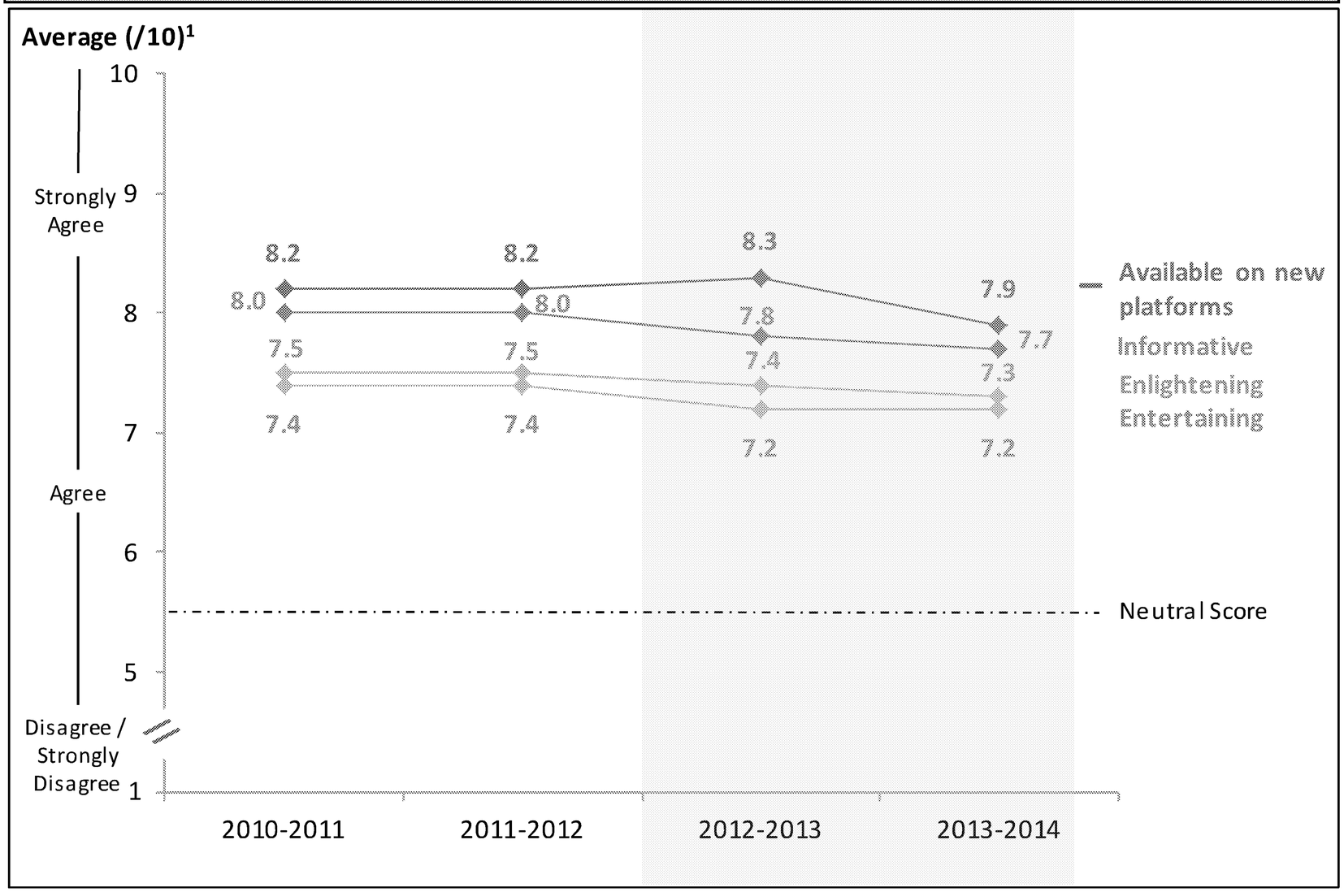
s.21(1)(b)
s.68.1

CBC's English-language Radio and Television Programming is…



Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

Management's Comments
2012-2013 vs. 2013-2014

Overall, during the First Measurement Period of 2013-2014, CBC/Radio-Canada's English Services' programming maintained the results it obtained last year. Results indicate that Anglophone Canadians continue to believe that CBC/Radio-Canada's English Services is meeting its mandate under the 1991 *Broadcasting Act* . English Services continues to receive its highest scores for making its content "Available on new platforms" (7.9) and for programming that is "Informative" (7.7).

However, the average score for being "Available on new platforms" recorded a drop of 0.4 points compared to the same period last year.

1. Average Score refers to the average scores given by all respondents on a 10-point scale.
2.
3. For more details on individual services see pages 34 - 39.

Source: TNS Canadian Facts (1,200 Anglophones per survey). Survey conducted in November of each year.

How Does English Services' Programming Fare Against the Pillar 1 of Strategy 2015?

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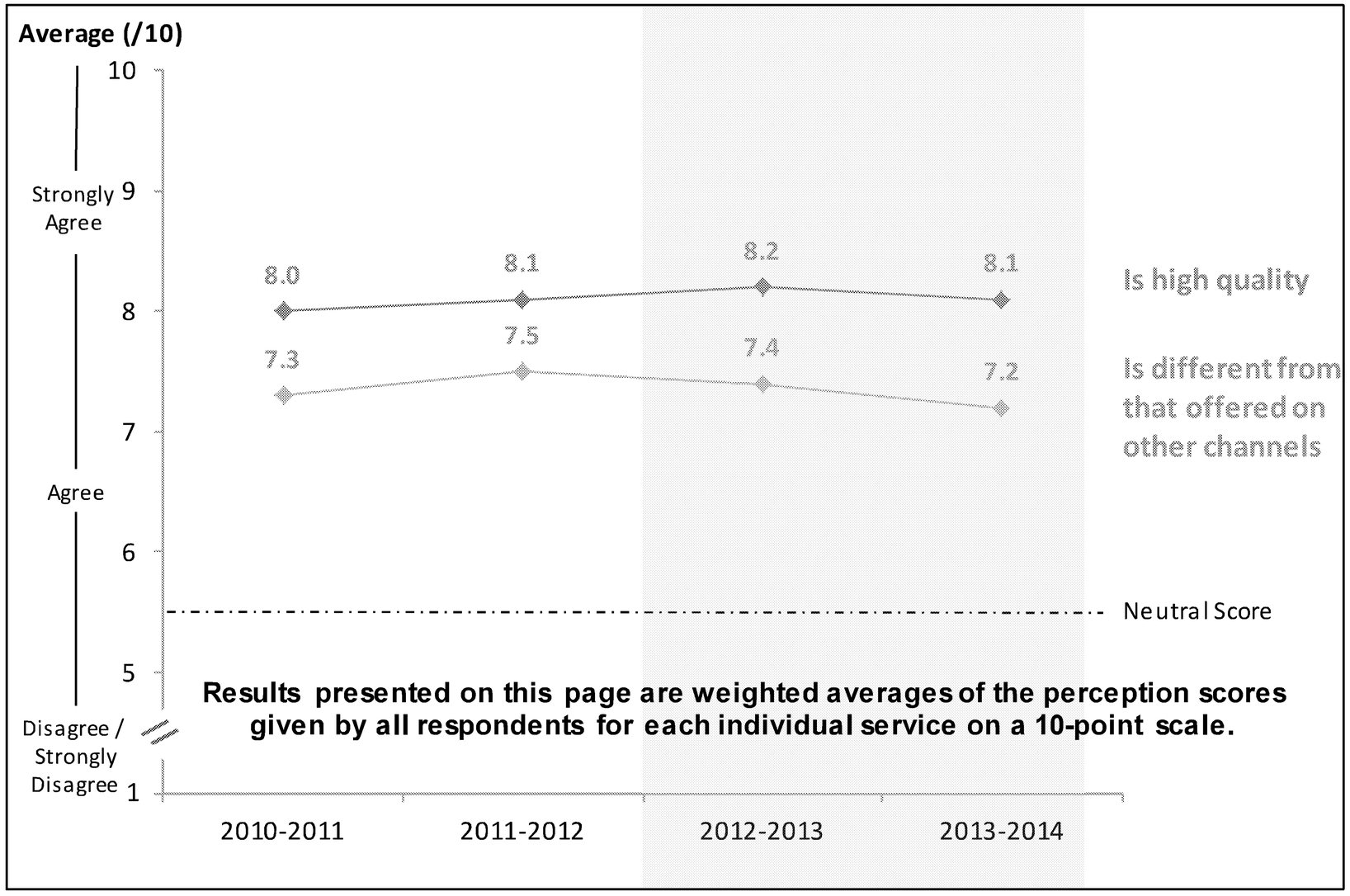
s.21(1)(b)
s.68.1

CBC's English-language Radio and Television Programming...[1]	
Pillar 1	**Original, Innovative, Quality Canadian Content**



Management's Comments
2012-2013 vs. 2013-2014

English-language programming continues to receive high scores for offering high-quality Canadian content and programming that is different from that offered by others. Scores obtained in November 2012 have been maintained in November 2013.

Detailed results for individual services can be found on pages 34 - 39.

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

1. Programming and content offered on any of our services i.e. CBC Television, CBC News Network, *documentary,* CBC Radio One, CBC Radio 2 and CBC.ca.

Source: TNS Canadian Facts (1,200 Anglophones per survey). Survey conducted in November of each year.

How Does English Services' Programming Fare Against the Pillar 2 of Strategy 2015?

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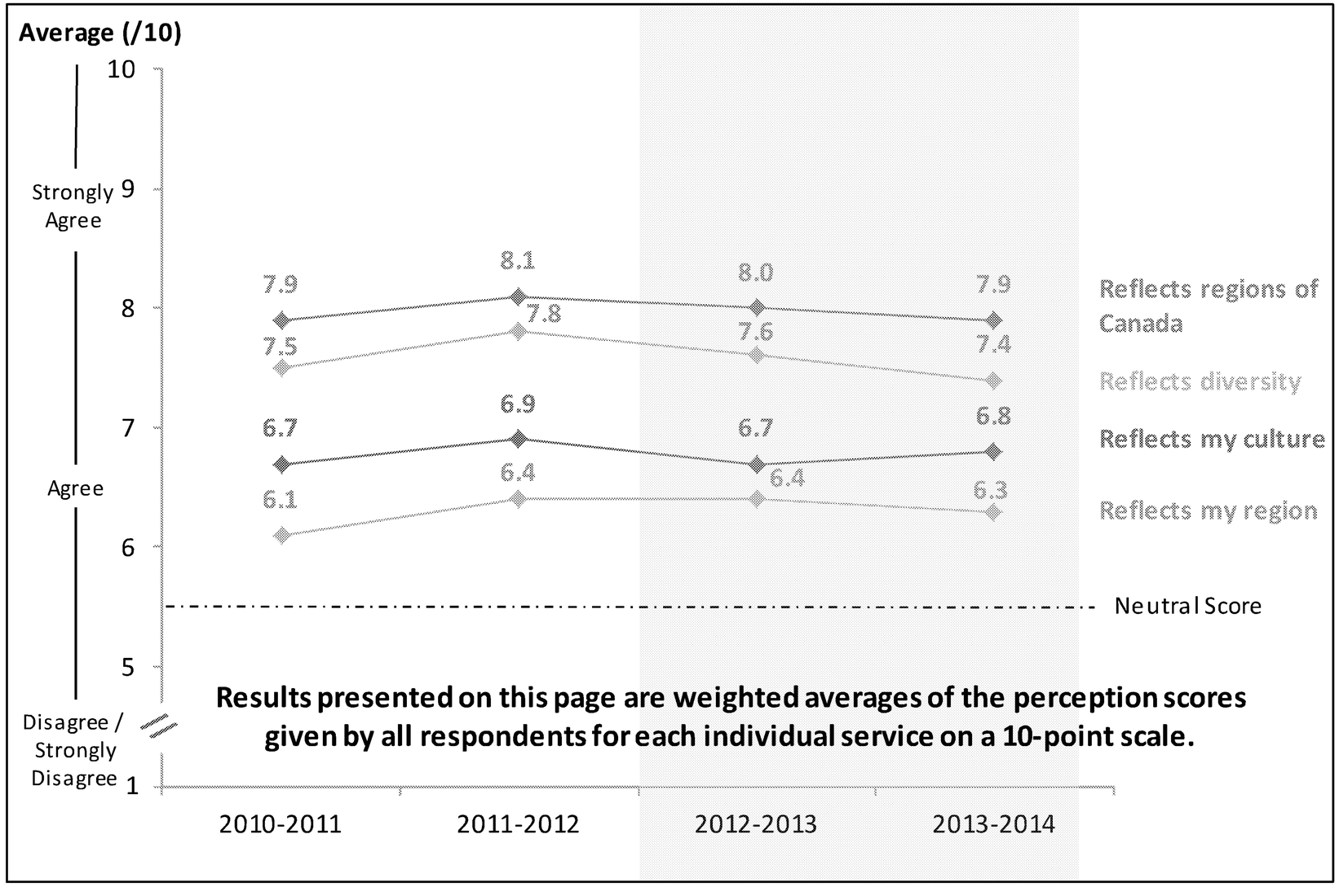
s.68.1

CBC's English-language Radio and Television Programming...[1]	
Pillar 2	Reflects/Draws Canadians Together



Management's Comments
2012-2013 vs. 2013-2014

All 4 metrics measuring Anglophones' perception that CBC/Radio-Canada's English-language Radio and Television programming "Reflects and draws Canadians together" maintained the results recorded the previous year. The indicator "Reflects regions of Canada" continues to receive the highest score (7.9).

Detailed results for individual services can be found on pages 34 - 39.

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

1. Programming and content offered on any of our services i.e. CBC Television, CBC News Network, *documentary,* CBC Radio One, CBC Radio 2 and CBC.ca.

Source: TNS Canadian Facts (1,200 Anglophones per survey). Survey conducted in 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	2013-2014	Management's Comments 2012-2013 vs. 2013-2014
	Average (/10)[2]		
Reflects a diversity of opinions on a wide range of issues	7.3	7.3	This is the second year that "Reflects a diversity of opinions on a wide range of issues" and "Covers major issues in a fair and balanced way" of CBC's Information Programming has been measured in the perception survey. Overall, scores of 7 points or more were obtained on both questions, which remained unchanged from the prior year.
Covers major issues in a fair and balanced way	7.5	7.3	s.18(b) s.21(1)(b) s.68.1

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

Source: TNS Canadian Facts (1,200 Anglophones per survey). Survey conducted in November of each year.

6. Performance by Individual Service

a. Reach by Individual Service

b. The Overall Mission Delivery Score

c. Engaging Audiences (pillar 3)

d. Net Return per Usage (pillar 4)

Notes:

1. The Bubble Chart is only presented in the Final Report Card (June 2014)
2. Results of pillars 1 and 2 for each service can be found in the appendices (pages 34-39)

Reach by Individual Service

New page

Reach (000)[1] by Individual Service	Management's Comments 2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
–		+

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

1. TV Services: average weekly reach, total Canada 2+ (Source: BBM Canada, PPM)
Radio Services: average weekly reach, total Canada 12+ (Source: BBM Canada, diary)
Web Services: average monthly unique visitors, total Canada 2+ (Source: comScore)

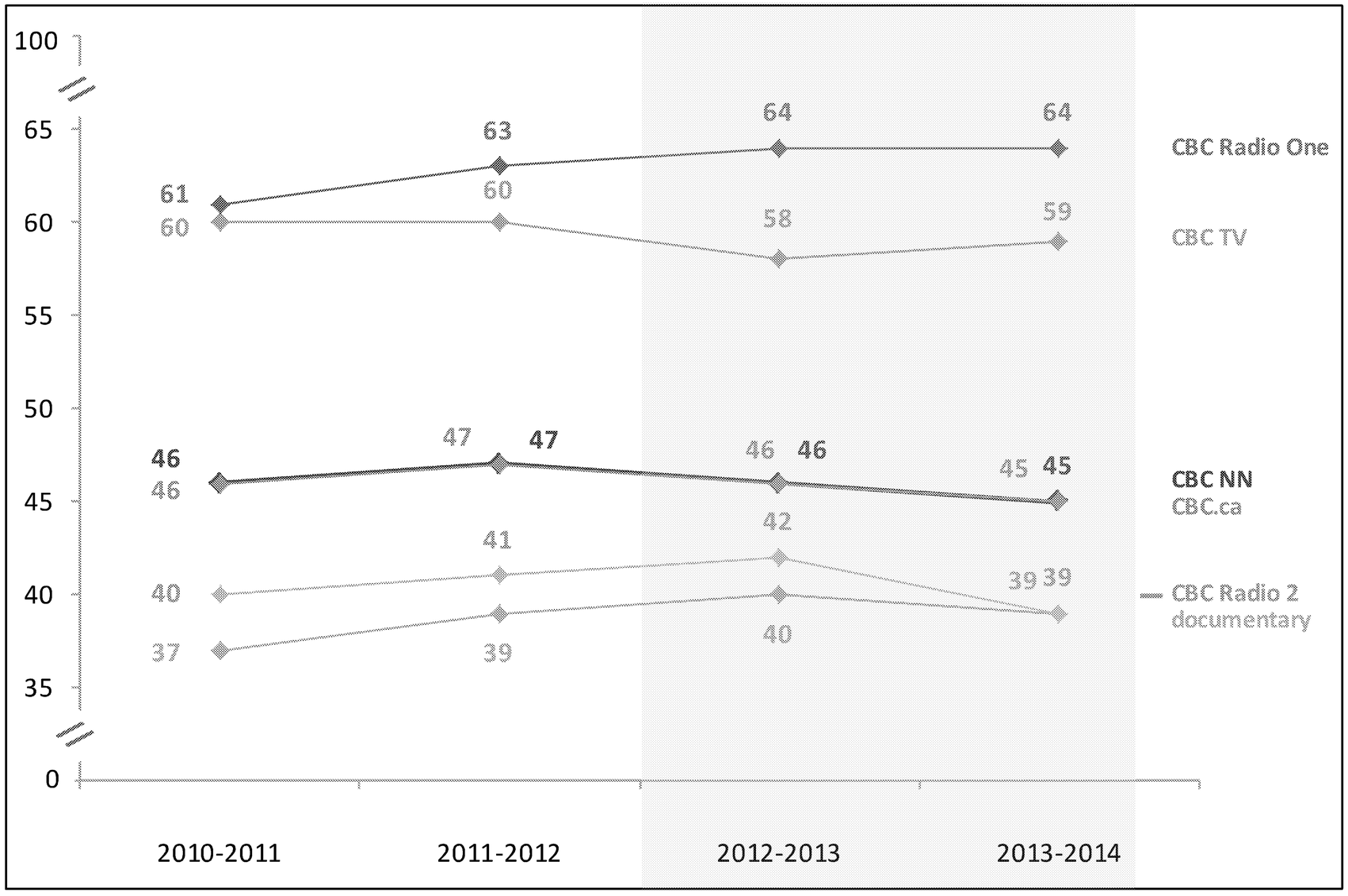
Overall Mission Delivery Scores by Service

- **Detailed results of each service provided on pages 19 and 34 to 39 are used to calculate the overall mission delivery scores shown on the next page.**

- **The Overall Mission Delivery Score 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 Score by Service

Overall Mission Delivery Scores by Service



Management's Comments
2012-2013 vs. 2013-2014

CBC Radio One and CBC Television remain the two services that contribute the most to the delivery of English Services' mission.

All services, with the exception of CBC Radio 2 maintained their mission delivery scores from the prior year.
- CBC Radio 2's overall mission delivery score decreased by 3 points (to 39) as a result of slight decreases recorded for its regional output and a drop in the "High-quality" perception score compared to last year.

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

Source: BBM Canada; comScore; TNS Canadian Facts (1,200 Anglophones per survey - survey conducted in November of each year).
Underlying data used to calculate the overall mission delivery scores are presented on pages 19, 21 and 34 to 39.

Engaging Audiences – Distribution of Canadian Content Usage Across English Services

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

- **The distribution of Canadian content usage across the various services provides a measure of the extent to which each service is successful in actively engaging audiences.**
  - The distribution scores are based on usage to <u>all Canadian</u> programming across English Services.
  - Usage data is based on industry standards, i.e. BBM Canada and comScore.

Engaging Audiences: Distribution of Canadian Content Usage Across English Services

Pillar 3	Distribution of Canadian Content Usage Across English Services	Management's Comments 2012-2013 vs. 2013-2014
		s.18(b) s.21(1)(b) s.68.1

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

Notes:

1. bold is no longer part of CBC/Radio-Canada as it was sold to Blue Ant Media in April 2012. (2010-2011: 0.3%, 2011-2012: 0.3%, 2012-2013: 0.3%)

Net Return per Usage Hour by Service

- **The net return per usage hour provides a measure of the cost effectiveness of each service.**

- **The net return per usage hour is a ratio comprised of two different types of data:**

$$\textbf{Net Return per usage hour} = \frac{\text{Net return (revenues – costs)}}{\text{Total usage hour}}$$

  - Financial data, including all costs and revenue sources for each service, is the numerator of the ratio.
  - Usage hour data, derived from industry standards (BBM Canada and comScore) and measuring the total usage of each service, is the denominator of the ratio.

Net Return per Usage Hour by Service

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

Pillar 4	Cost Effectiveness by Individual Service[1]	Management's Comments 2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

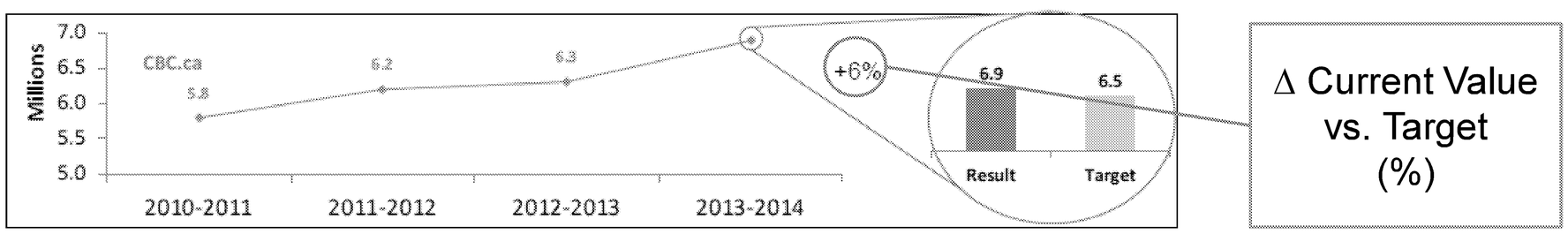
1. Output data (content, financial and audience) collected from CBC Media Lines and Research and Analysis. They refer to the fiscal year (April to March).

7. Performance Against 2013–2014 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 2013 or that subsequently emerged from discussions with the Board. Targets were approved in June 2013.**
    - For each indicator, measurement period varies.
- **This section also presents regulatory requirements that CBC Television is subject to as specified by the CRTC with respect to Canadian content.**

Charts in this section will present data in the following format:



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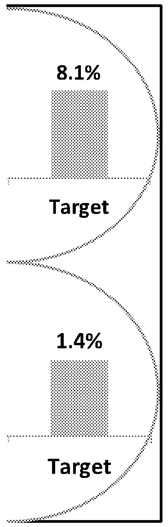
s.68.1

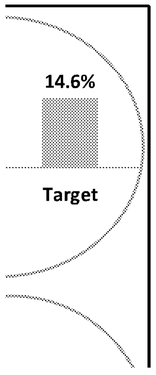
English Services: Key Performance Indicators

Television & Radio Audience Share

Pillar 3	Television Audience Share[1,2]	2013-2014 Results (November 2013)



Pillar 3	Radio Audience Share[3]



Management's Comments
2013-2014 vs. Targets

Notes:
1. CBC Television: 2+, regular season, prime time (7pm-11pm).
2. CBC News Network: 2+, fiscal year, all day.
3. 12+, fall survey.
Source: BBM Canada

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

English Services: Key Performance Indicators

Advertising Revenues by Source & Self Generated Revenues

Pillar 3	Advertising Revenues, Self-Generated Revenues[1]	2013-2014 Year-end Forecast (November 2013)	Management's Comments 2013-2014 vs. Targets

Notes:
1. Total revenue is based on fiscal year and includes advertising, specialty services (CBC News Network, bold and *documentary*), subscriber revenues and other miscellaneous revenues. Other revenues (non-advertising) are not represented in this chart.
2. bold is no longer part of CBC/Radio-Canada as it was sold to Blue Ant Media in April 2012.
Source: English Services Budgets

English Services: Key Performance Indicators

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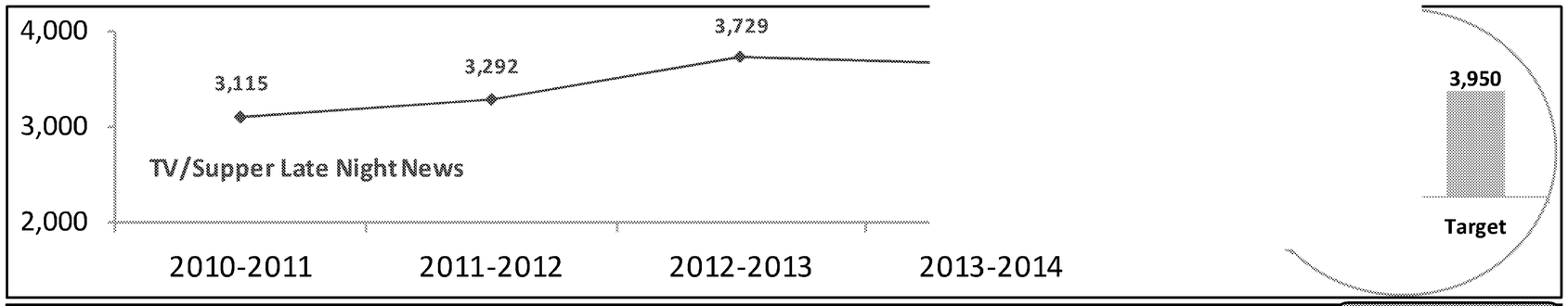
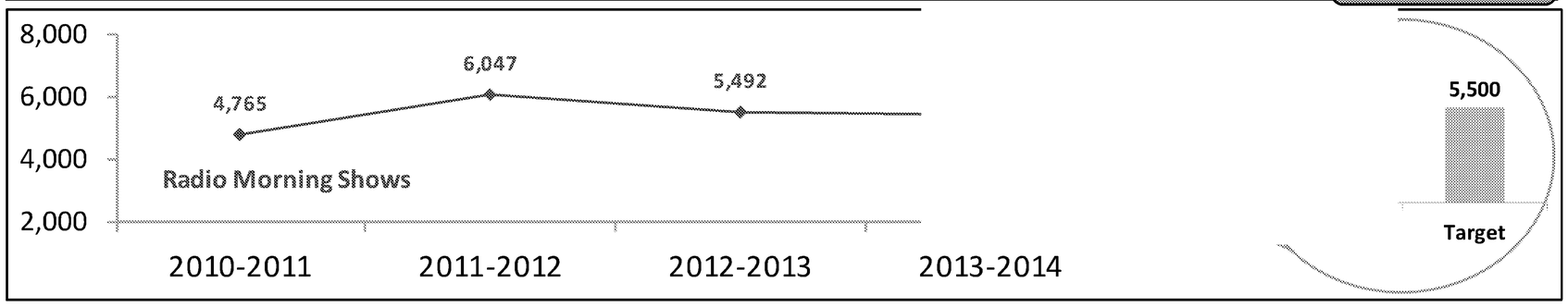
Key Regional Indicators

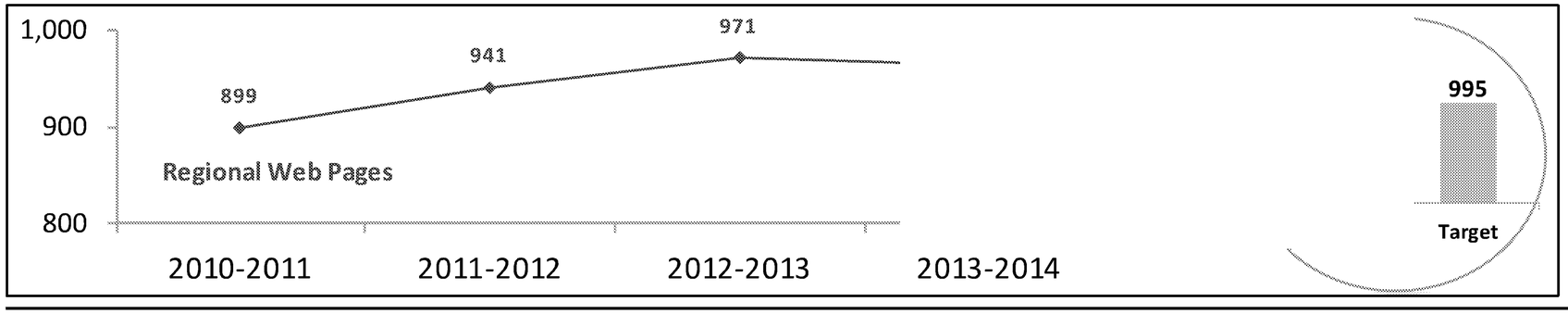
Pillar 2	TV Supper/Late-Night News (Average weekly hours tuned ('000s))[1]	2013-2014 Results (November 2013)



Pillar 2	Radio Morning Shows (Average weekly hours tuned ('000s))[2]	2013-2014 Results (November 2013)



Pillar 2	*CBC.ca*'s Regional Home Pages (Monthly Average Unique Visitors ('000s))[3]	2013-2014 Results (November 2013)



Management's Comments
2013-2014 vs. Targets

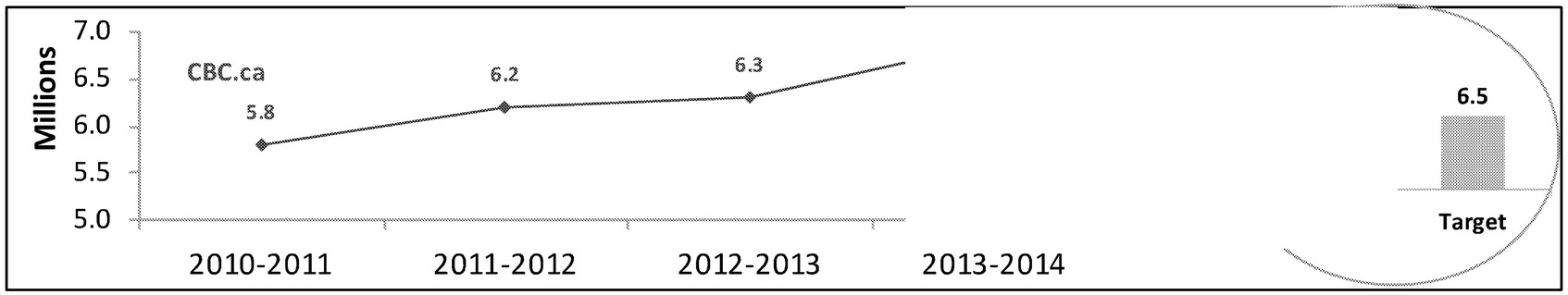
Notes:
1. 2+, regular season, Monday to Friday, Supper & Late-Night News. (Souce: BBM Canada)
2. 12+, BBM PPM. (Source: BBM Canada)
3. 2+, measurement is based on fiscal year. Note that 2010-2011 & 2011-2012 measurement was based on TV regular season (September-March) (Source: comScore)

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

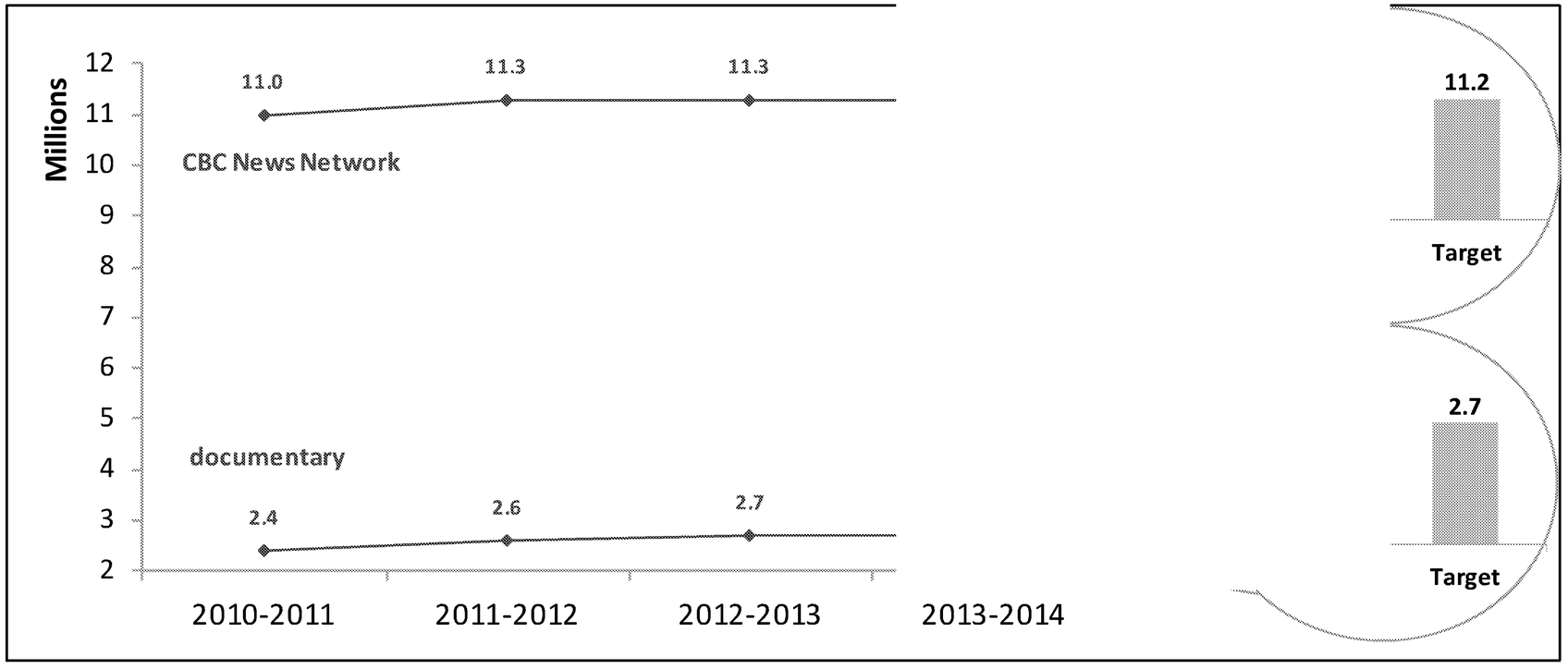
English Services: Key Performance Indicators

New Platform & Specialty Channel Subscribers

Pillar 3 | **New Platforms[1] CBC.ca (Monthly average unique visitors)** | 2013-2014 Results (November 2013)



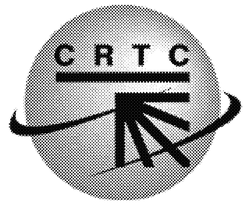
Pillar 3 | **Specialty Channel Subscriber Count[2]** | 2013-2014 Results (November 2013)



Management's Comments
2013-2014 vs. Targets

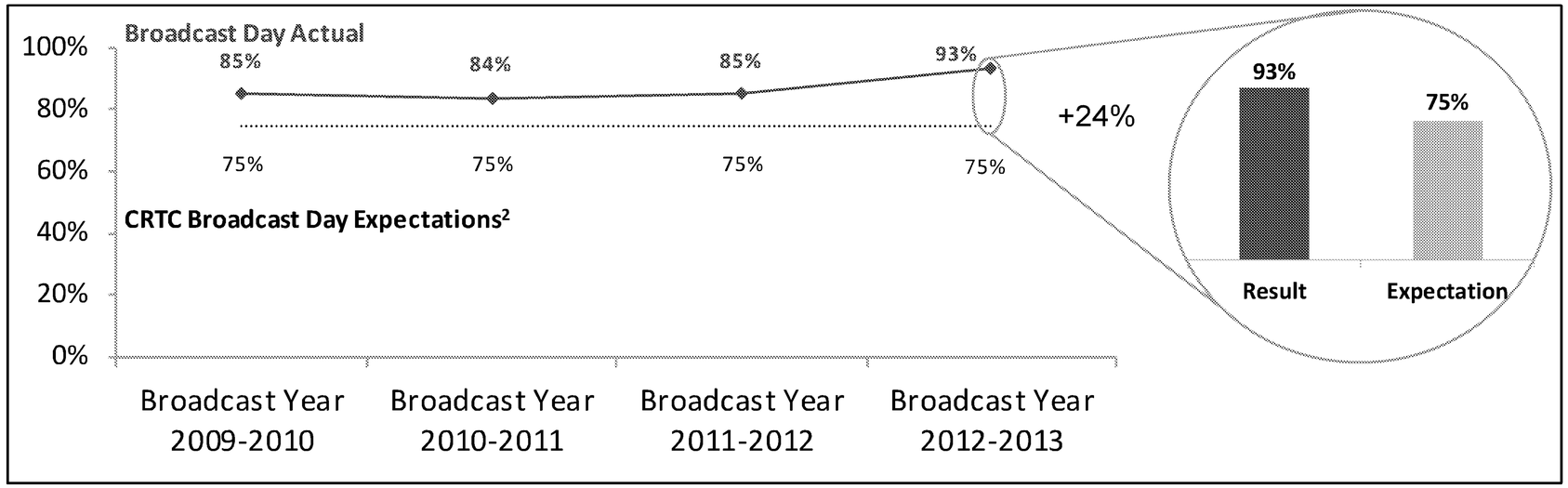
Notes:
1. 2+, measurement is based on fiscal year. Note that 2010-2011 & 2011-2012 measurement w as based on TV regular season (September-March) (Source: comScore)
2. As of March of each respective year (Source: English Services)

CBC Television: Regulatory Requirements

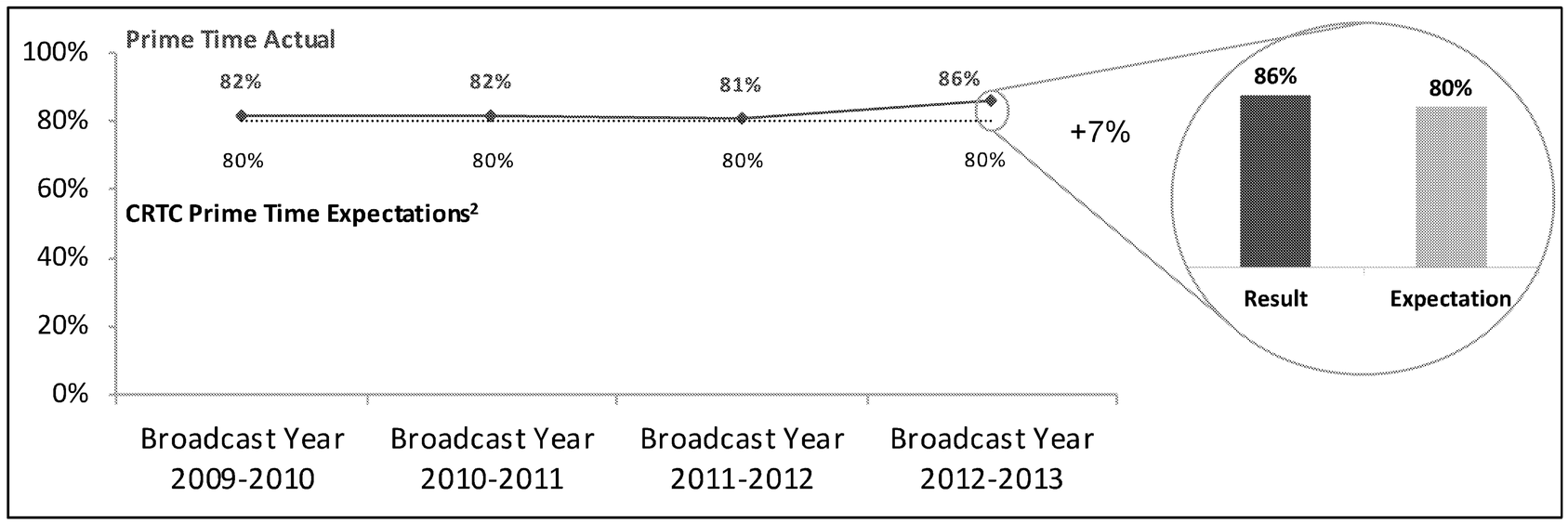


CBC Television: Regulatory Requirements - Canadian Content[1]

Broadcast Day	Monday to Sunday 6am to midnight



Prime Time	Monday to Sunday 7pm to 11pm



Management's Comments
2013-2014 vs. CRTC Expectations

Broadcasting Canadian programming is an essential element of our mandate and of Strategy 2015. During the 2012-2013 broadcast year, CBC TV increased its percentage of Canadian programming by 8 percentage points during the Broadcast Day and by 5 percentage points during the Prime Time period.

Driving this change was the Canadianization strategy, in particular, the replacement of foreign programming (*Wheel of Fortune* and *Jeopardy*) in exchange for Canadian programming on CBC TV's afternoon and Prime Time schedules.

CBC TV exceeded the CRTC's Canadian content expectations over both the entire Broadcast Day and in Prime Time:
- Broadcast Day: +24%
- Prime Time: +7%

Notes:
1. Netw ork programming only. Canadian content data is based on the most recently completed broadcast year.
2. CRTC regulatory expectations based on broadcast year (September to August).
Source: Output data (content) collected from CBC Media Lines and provided to external source, such as the CRTC.

English Services: Financial Indicators

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

Digital Investments[1]	2013-2014 Year-end Forecast (November 2013)	Management's Comments 2013-2014 vs. Targets

Reduce Cost of Media Production Methods	2013-2014 Year-end Forecast (November 2013)

Note:
1. Digital investments include 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

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

Efficiencies

Reduce Cost of Corporate G&A[1]

2013-2014 Year-end Forecast (September 2013)

Management's Comments
2013-2014 vs. Targets

Millions

Notes:
1. These indicators apply to the Corporation as a w hole. (Source: Corporate Finance)
2. More detail available in the *Reduction Plan Progress Report* presented on a quarterly basis to the Board.

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

Corporate: Cost Effectiveness Indicators

Assets

Capital budget: Cumulative Capital Spend[1]

2013-2014 Year-end Forecast (as of November 2013)

Millions

Management's Comments
2013-2014 vs. Targets

1. These indicators apply to the Corporation as a w hole.
Capital Spend in 2012-2013 = $132M ; Year-End Forecast for 2013-2014 as of November 30, 2013 = $128 M.
Source: CBC/Radio-Canada budget.

8. Appendices

8a. Services: Individual Performance (pillars 1 & 2) **33**

8b. CBC Television's Genres: Individual Performance **40**

8c. Mission Statement, Pillars and Guiding Principles **46**

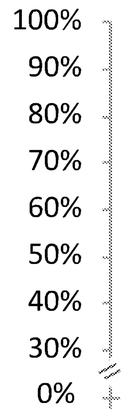
8a. Services: Individual Performance

1. Original, Innovative, Quality Canadian Content *(pillar 1)*

2. Reflects and Draws Canadians Together *(pillar 2)*

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

Pillar 1	Original, Innovative, Quality Canadian Content



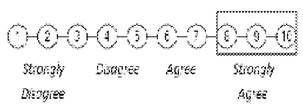
Management's Comments 2012-2013 vs. 2013-2014

Pillar 2	Reflects/Draws Canadians Together

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

(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 November of each year. Source: TNS Canadian Facts (1,200 Anglophones per survey).
(c) Output data provided to external sources, such as the CRTC.



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

Pillar 1	Original, Innovative, Quality Canadian Content

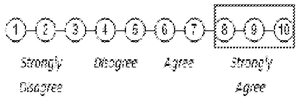
Pillar 2	Reflects/Draws Canadians Together

Management's Comments
2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

(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 November of each year. Source: TNS Canadian Facts (1,200 Anglophones per survey).
(c) Output data provided to external sources, such as the CRTC.



documentary

Pillar 1	Original, Innovative, Quality Canadian Content

Pillar 2	Reflects/Draws Canadians Together

Management's Comments
2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

(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.
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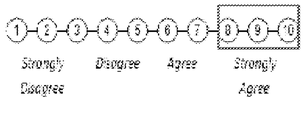


s.18(b)
s.21(1)(b)
s.68.1

radio one
CBC

Pillar 1	Original, Innovative, Quality Canadian Content

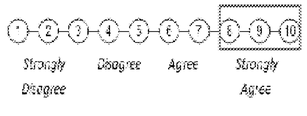
Management's Comments 2012-2013 vs. 2013-2014

Pillar 2	Reflects/Draws Canadians Together

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

(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 November of each year. Source: TNS Canadian Facts (1,200 Anglophones per survey).
(c) Output data provided to external sources, such as the CRTC.



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

Pillar 1	Original, Innovative, Quality Canadian Content

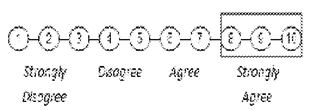
Management's Comments 2012-2013 vs. 2013-2014

Pillar 2	Reflects/Draws Canadians Together

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
–		+

(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 November of each year. Source: TNS Canadian Facts (1,200 Anglophones per survey).
(c) Output data provided to external sources, such as the CRTC.



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

Pillar 1	Original, Innovative, Quality Canadian Content

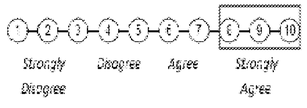
Management's Comments 2012-2013 vs. 2013-2014

Pillar 2	Reflects/Draws Canadians Together

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

(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 November of each year. Source: TNS Canadian Facts (1,200 Anglophones per survey).
(c) Output data provided to external sources, such as the CRTC.



8b. CBC Television's Genres: Individual Performance

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's Genres: Quality Scores

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

CBCtelevision

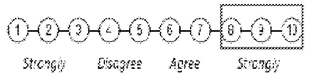
1. Quality Scores: CBC Television provides high quality…

Management's Comments
2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	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). Survey conducted in November of each year.



Perception of CBC Television's Genres: Differentiation Scores

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

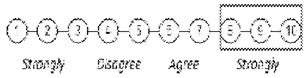
CBCtelevision

2. Differentiation Scores: CBC Television provides programming that you can't find on other channels…	Management's Comments 2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	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). Survey conducted in November of each year.



Market Share of CBC Television's Genres

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

1. CBC Television's Shares of Viewing Among Key Competitors (Canadian programming)[1]	**Management's Comments** 2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

1. Measurement period covers the first five months of the fiscal year (April to August)
Source: BBM Canada

Net Return per Viewing Hour of CBC Television's Genres

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

CBCtelevision

1. Program Genres: Net Return per Viewing Hour[1] (Canadian Programming)	Management's Comments 2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

1. Measurement period covers the first five months of the fiscal year (April to August)
Source: BBM Canada

8c. Mission Statement, Pillars and Guiding Principles

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

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**

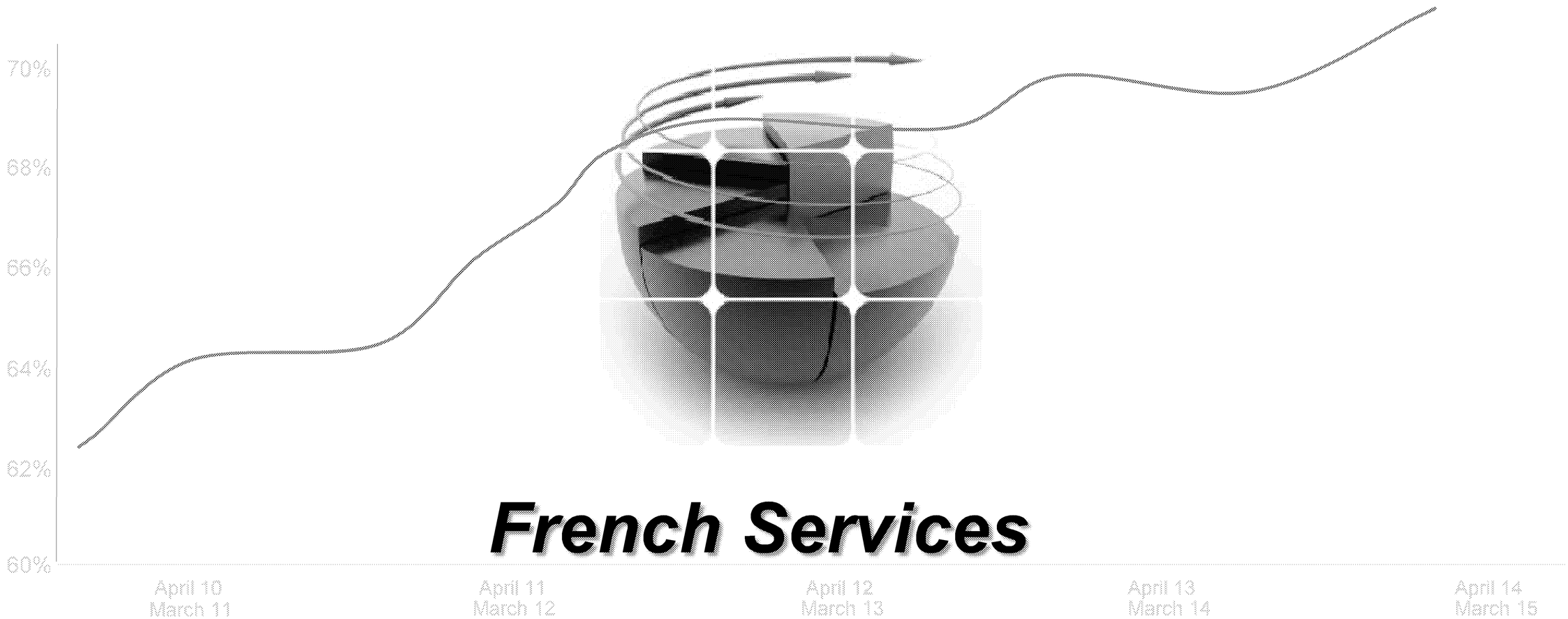
- **Serving a large number** of Canadians
- Reflecting **content preferences** of Canadian audiences across a mix of genres
- Adapting to **evolving media usage** of Canadians across platforms

- 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

Semi-Annual Report Card
Report of January 2014



French Services

CBC/Radio-Canada Board of Directors
January 27, 2014

English version

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   c) Mission Statement, Key Pillars and Guiding Principles 48

1. Introduction

- **The January 2014 Report Card is an interim measure of our performance in the first half of 2013-2014 fiscal year (April to August), i.e. the 3rd year of *2015: Everyone, Every way.***
  - Financial results, content results (e.g. % of Canadian Content) and audience results are based on the first 5 months of fiscal 2013-2014 (April to August).
  - The perception measures are based on the telephone surveys conducted in November among Francophones.

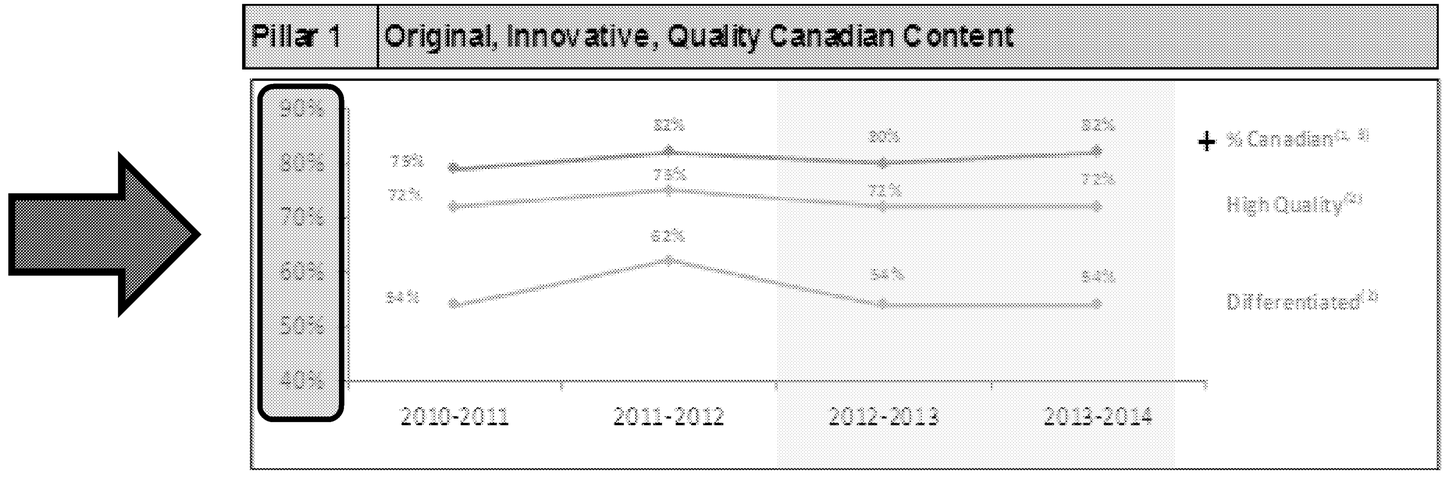
- **The results from the first five months of 2013-2014 are compared against the first five months of last year (2012-2013).**
  - This is a progress report that highlights our performance during the first half of the 3rd year of the Strategy.
  - The final report card, including the bubble chart, will be presented in June 2014.

- **The January Report Card covers the following areas:**
  - The overall performance of French Services vis-à-vis its mandate, the first two pillars of Strategy 2015, and the mission delivery of the various French Services;
  - French Services' performance against 2013-2014 Media Business Plan targets; and
  - ICI Radio-Canada Télé performance by selected program genre.

2. What's New in This Report?

Two changes have been made to the January 2014 Report Card:

1. To facilitate the reading of results and trends, the format of the Report Card has been changed. Charts populated with year-over-year results have replace data tables. **It is important to take into account the scale for each chart when reading throughout the report.**



2. A new performance indicator, Reach by Individual Service, has been added to this Report Card.

Page 16

3. Context: Implementation of Strategy 2015

Operating within budgetary restrictions and surrounded by increased competition, French Services continues to successfully implement various initiatives in support of the three priorities of Strategy 2015:

- ***More distinctive***
  - Broadcast debut of *1 000 jours pour la planète*, a new multiplatform event on ICI RDI, ICI Radio-Canada.ca, ICI Explora, TOU.TV and ICI Radio-Canada Télé.
  - Active participation in summer cultural events across the country: the 50th anniversary of Place des Arts, the *Grand Spectacle* on Acadian Day, the Orchestre symphonique de Montréal's *A Cool Classical Journey*, and the *Festival International Nuits d'Afrique*.
  - Successful, quality summer programming: *Les chefs!*, *Tout le monde en parlait*, etc.
- ***More regional***
  - The Lac-Mégantic tragedy proved to be a dramatic test of the ICI Estrie team's multiplatform production capabilities. It was the first crew on the scene and the first to provide pictures of the disaster to the world, while in the midst of preparing to cover the 2013 Canada Summer Games in Sherbrooke. When flooding hit Calgary, French Services' coverage kept Canadians informed with up-to-the-minute information on the natural disaster.
  - With close collaboration from Radio-Canada regional stations, a regional component has been introduced to *ARTV Studio*, ICI ARTV's weekly arts magazine, to bring Canadians the very latest arts and entertainment news from coast to coast to coast.

3. Context: Key elements of 2013-2014

- ***More digital***
  - Three original and innovative Web series, *Les Béliers*, *Émilie* and *Les Jaunes*, now available on TOU.TV, and the *Dossiers* section of ICI Radio-Canada.ca enhanced with distinctive content like the webdoc *Le skatepark – L'émergence du skateboard au Québec*, which looks back at the pioneers of the skateboarding movement in Quebec.
  - Exploration of new genres, through such initiatives as e-books (*e.g. Annie Brocoli, Léon*), webdocs (*Jazz Petite-Bourgogne* on Espace.mu), a revamped youth space, and a second-screen app rolled out for the second season of the program *Dans l'oeil du dragon*.

3. Context: Key elements of 2013-2014 (cont'd)

French Services' performance has been impacted by the following key events in the first half of 2013-2014:

1. **Budget cuts initiated in 2012-2013:**
   - CBC/Radio-Canada faces a $200 million financial challenge ($115 million in our appropriations as a result of Budget 2012 and $85 million in unavoidable costs);
   - The gradual elimination of the Local Programming Improvement Fund (LPIF), which provided $35 million to CBC/Radio-Canada, also adds to the financial challenges we face.

4. Key Results

1. How Canadians perceive French Services in the framework of Strategy 2015:

- Overall, Francophones continue to perceive that French Services meets its mandate under the *1991 Broadcasting Act*. French Services received scores similar to November 2012.

Page 11

- Scores measuring the key guiding principles of Strategy 2015 (Pillars 1 and 2), remained **stable compared to November 2012**.

Page 12-13

2. Contribution of individual services to the delivery of the overall mission:

Page 18

	2013-2014 vs. 2012-2013
Exceeded last year's first measurement results	• *N/A*
Met last year's first measurement results	• ICI Radio-Canada Première • ICI Radio-Canada Télé • ICI RDI • ICI Radio-Canada.ca • Espace Musique • ICI ARTV • Tou.tv
Did Not Meet last year's first measurement results	• *N/A*

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

4. Key Results (cont'd)

3. Results of Key Performance Indicators versus 2013-2014 Targets

Pages 25-28

	Network Programs	Regional	New Platform	Financial
Trending to **Exceed** Target				
Trending to **Meet** Target				
Trending **NOT to Meet** Target				

5. French Services and Its Mandate

The results presented in the following section are taken from perception survey and are presented as averages.

$$\text{Average} = \frac{\text{Sum of the scores of all respondents on a 10-point scale*}}{\text{Number of respondents}}$$

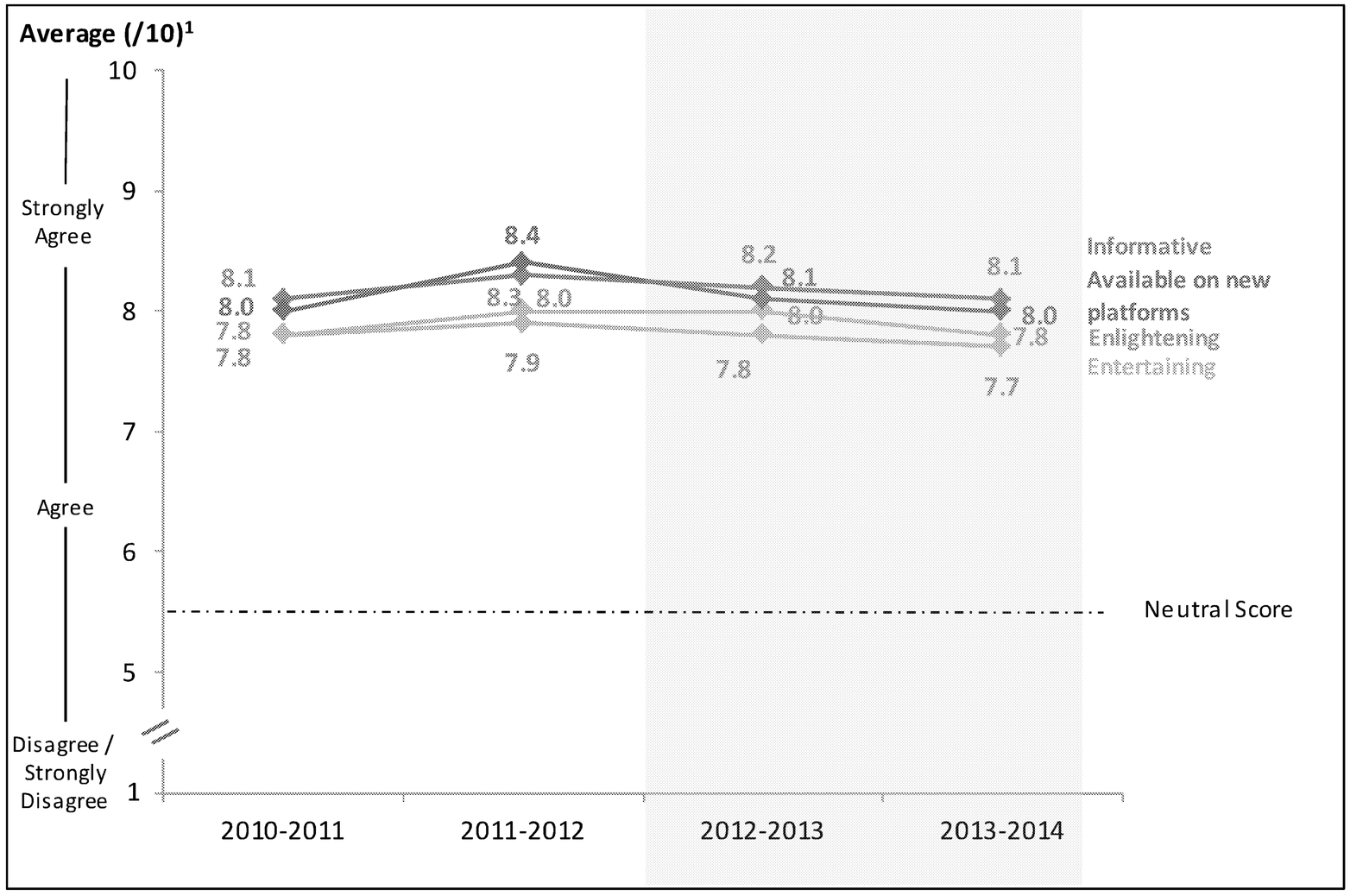
An average of 5.5 out of 10 or higher is considered to be positive.

* 1 represents strongly disagree and 10 represents strongly agree.

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

Is French Services Fulfilling Its Mandate?

Radio-Canada's Radio and Television Programming is…



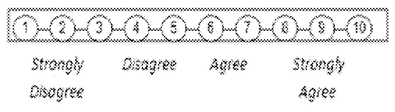
Management's Comments
2012-2013 vs. 2013-2014

Francophones continue to perceive that French Services is meeting its mandate as defined in the *1991 Broadcast Act*. Compared to the first half of 2012–13, Radio-Canada's Radio and Television programming maintained their results, with Francophones continuing to award them high scores, ranging from 7.7 (*enlightening*) to 8.1 (*informative*).

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

1. Refers to the average scores given by all respondents on a 10-point scale.
2.

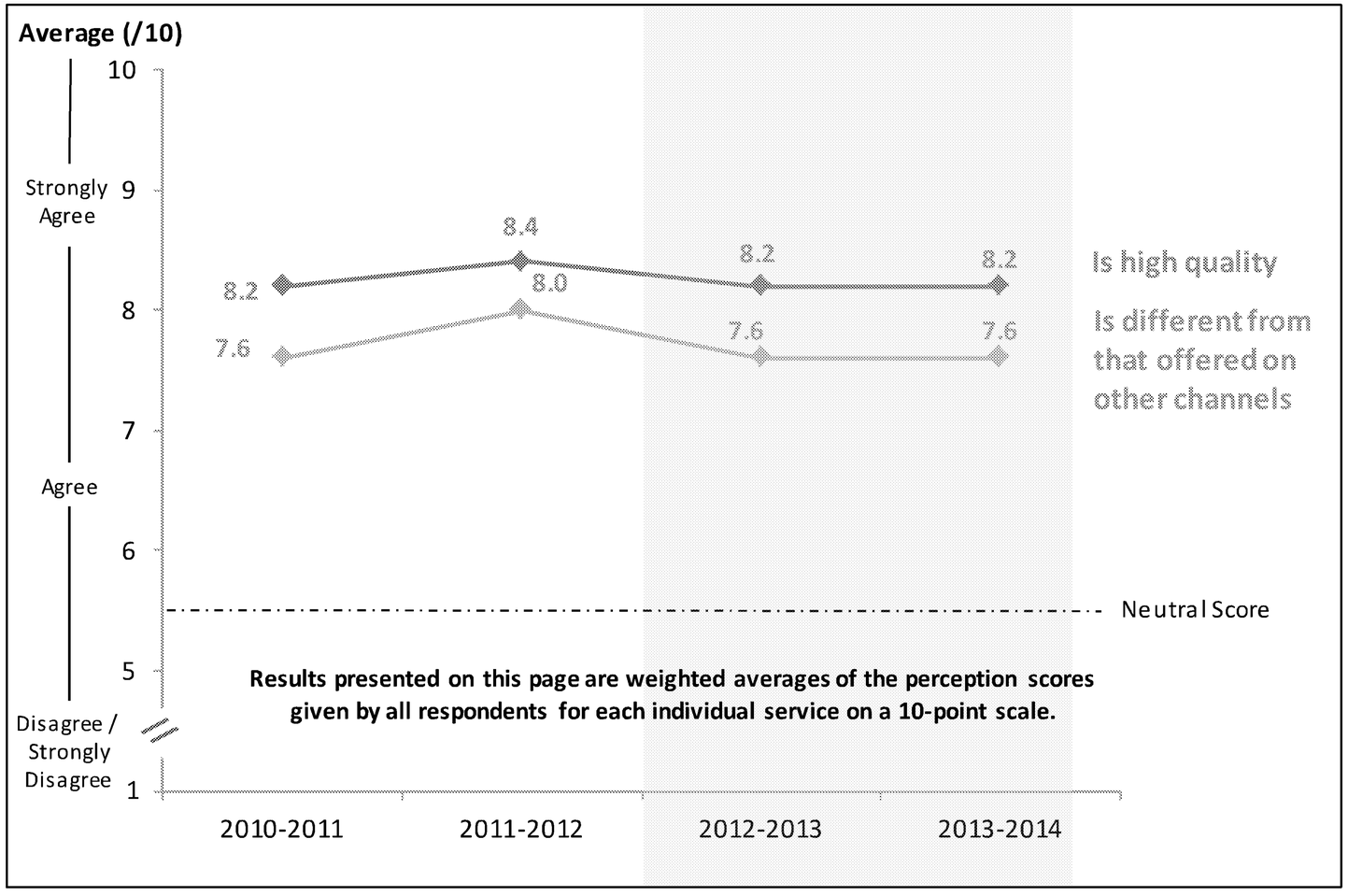


Source: TNS Canadian Facts (1,200 Francophones per survey). Surveys conducted in November of each year.

How Does French Services' Programming Fare Against the Pillar 1 of Strategy 2015?

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

Radio-Canada's Radio and Television Programming...[1]	
Pillar 1	**Original, Innovative, Quality Canadian Content**



Management's Comments
2012-2013 vs. 2013-2014

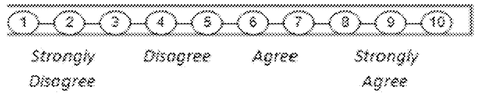
Francophones continued to respond positively to initiatives announced and introduced by French Services since the launch of Strategy 2015. Radio-Canada maintained its perception scores for the Original, Innovative, Quality Canadian Content metric (Pillar 1).

For more details, results by individual services are presented on page 35 to 41.

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

1. Programming and content offered on any of our services i.e. ICI Radio-Canada Télé, ICI RDI, ICI ARTV, ICI Radio-Canada Première, Espace musique, ICI Radio-Canada.ca et Tou.tv.
2.

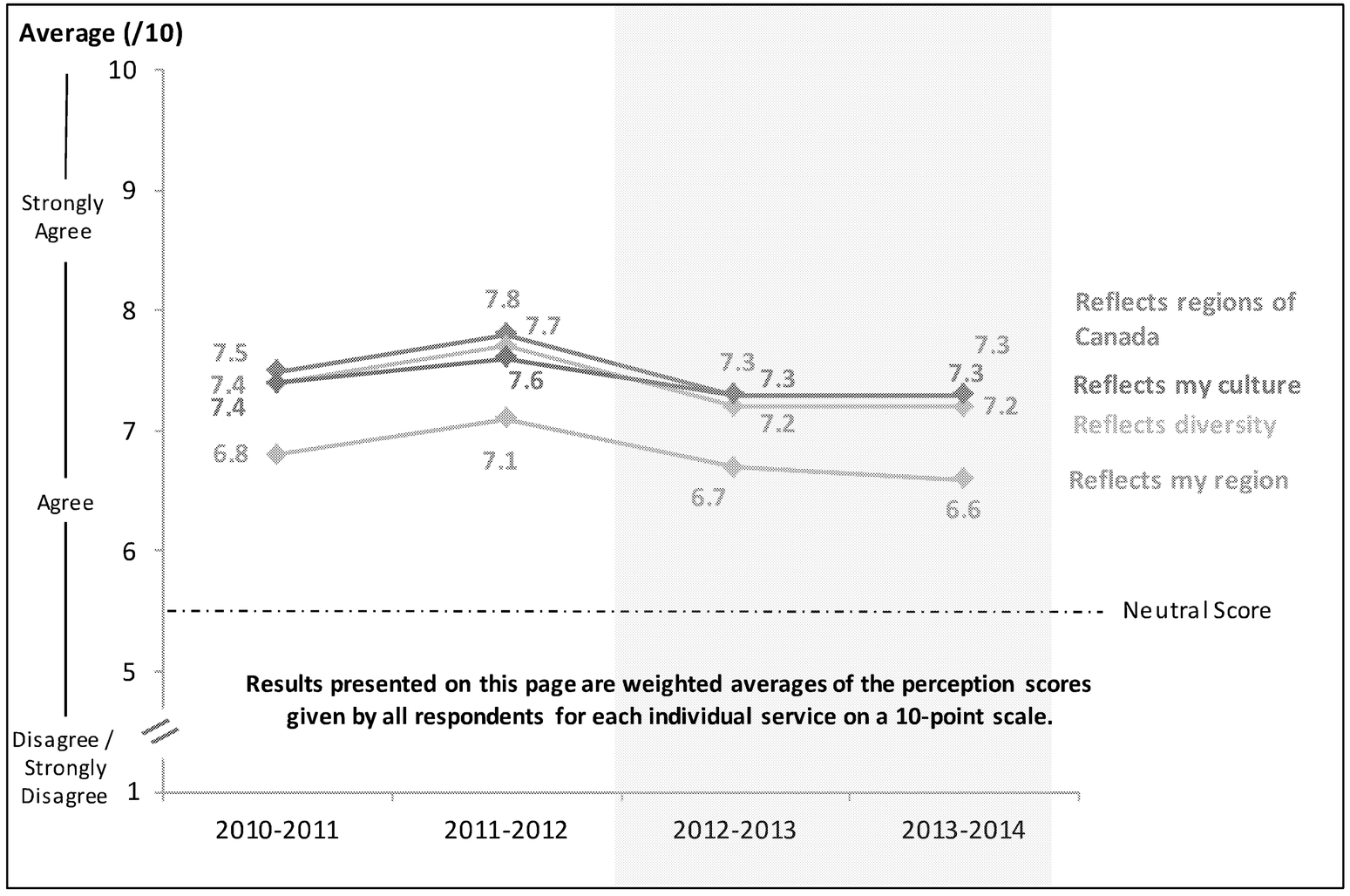


Source: TNS Canadian Facts (1,200 Francophones per survey). Surveys conducted in November of each year.

How Does French Services' Programming Fare Against the Pillar 2 of Strategy 2015?

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

Radio-Canada's Radio and Television Programming...[1]	
Pillar 2	**Reflects/Draws Canadians Together**



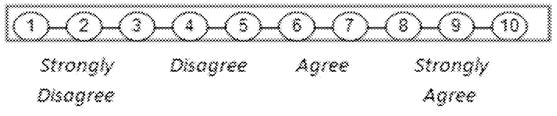
Management's Comments
2012-2013 vs. 2013-2014

The picture is similar for the "Reflects/draws Canadians together" metric, with Radio-Canada's services maintaining the scores posted last year.

For more details, results by individual services are presented on page 35 to 41.

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+



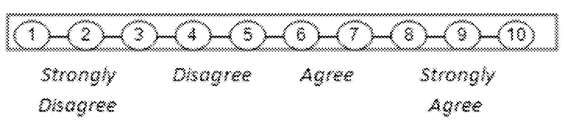
1. Programming and content offered on any of our services i.e. ICI Radio-Canada Télé, ICI RDI, ICI ARTV, ICI Radio-Canada Première, Espace musique, ICI Radio-Canada.ca et Tou.tv.
2.

Source: TNS Canadian Facts (1,200 Francophones per survey). Surveys conducted in November of each year.

Does French 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	2013-2014	Management's Comments 2012-2013 vs. 2013-2014
	Average (/10)[2]		
Reflects a diversity of opinions on a wide range of issues	7.8	7.6	Surveying of the Diversity of Opinions and Fairness and Balanced Coverage metrics was introduced in 2012-13. After the first measurement period of this year, the information programs produced by French Services maintained their perception scores for the *Reflects a Diversity of Opinions on a Wide Range of Issues* and *Covers Major Issues in a Fair and Balanced Way* metrics.
Covers major issues in a fair and balanced way	7.7	7.7	

1. Radio, television and online Information Programming offered by Radio-Canada.
2. Refers to the **average** scores given by all respondents on a 10-point scale.
3.



Source: TNS Canadian Facts (1,200 Francophones per survey). Surveys conducted in November of each year.

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

6. Performance by Individual Service

a. Reach by Individual Service

b. The Overall Mission Delivery Score

c. Engaging Audiences (pillar 3)

d. Net Return per Usage (pillar 4)

Notes:

1. The Bubble Chart is only presented in the Final Report Card (June 2014)
2. Results of pillars 1 and 2 for each service can be found in the appendices (pages 35-41)

Reach by Individual Service

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

New page

Reach (000)[1] by Individual Service	Management's Comments 2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

1. TV Services: average weekly reach, total Canada 2+ (Source: BBM Canada, PPM)
   Radio Services: average weekly reach, total Canada 12+ (Source: BBM Canada, diary)
   Web Services: unique visitors, total Canada 2+ (Source: comScore)

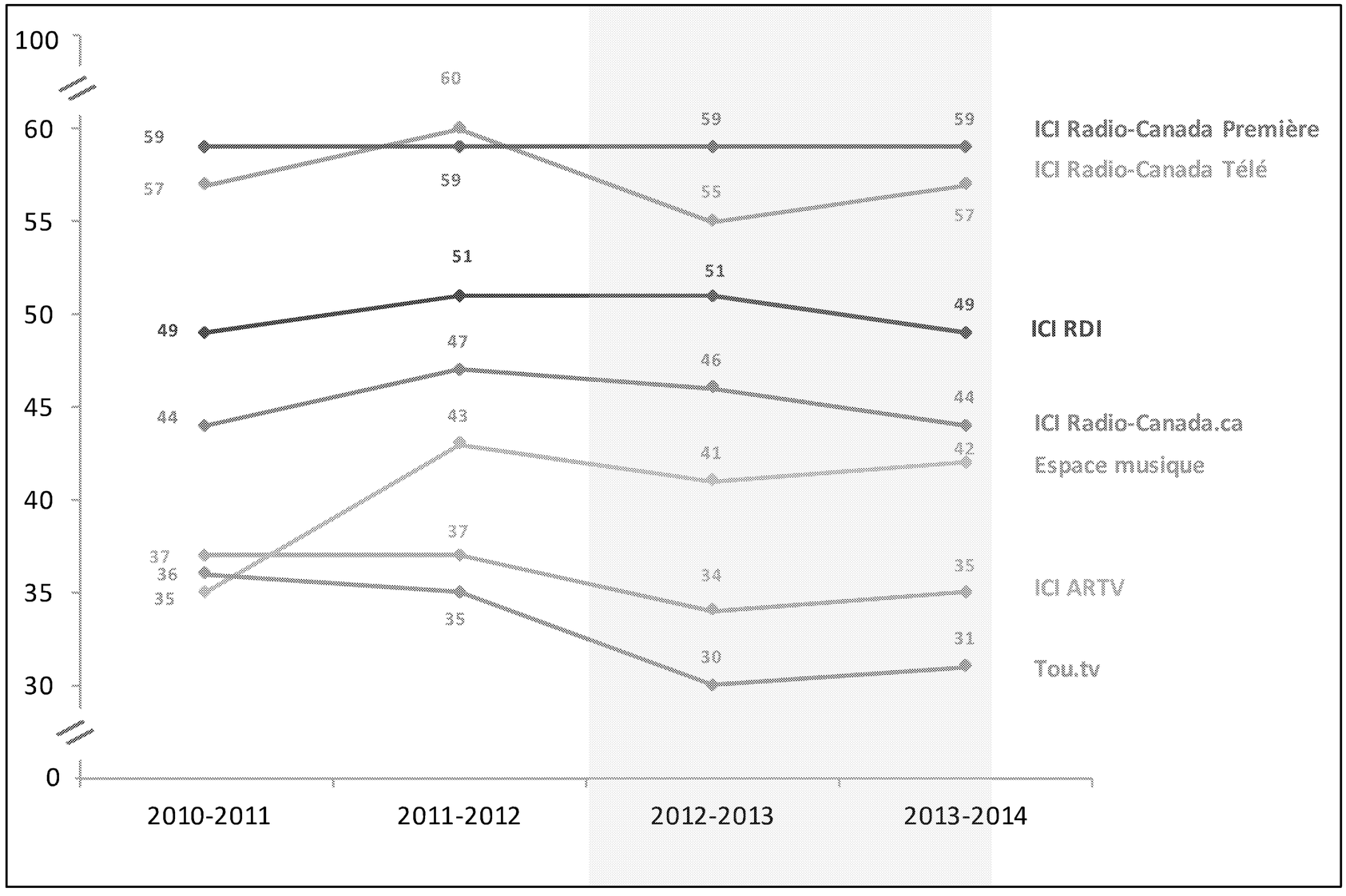
Overall Mission Delivery Scores by Service

- **Detailed results of each service provided on pages 20 and 35 to 41 are used to calculate the overall mission delivery scores shown on the next page.**

- **The Overall Mission Delivery Score 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 Score by Service

Overall Mission Delivery Scores by Service



Management's Comments
2012-2013 vs. 2013-2014

ICI Radio-Canada Première, ICI Radio-Canada Télé and ICI RDI remain the services that contribute most to the overall mission delivery score.

Overall, the various services' contributions to the overall mission delivery score have remained stable since the equivalent measurement period last year.

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

Source: BBM Canada; comScore; TNS Canadian Facts (1,200 Francophones per survey - surveys conducted in November of each year), and French Services budget. Underlying data used to calculate the overall mission delivery scores are presented on pages 20, 22 and 35 to 41.

Engaging Audiences: Distribution of Canadian Content Usage Across French Services

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

- **The distribution of Canadian content usage across the various services provides a measure of the extent to which each service is successful in actively engaging audiences.**
  - The distribution scores are based on usage to <u>all Canadian</u> programming across French Services.
  - Usage data is based on industry standards, i.e. BBM Canada and comScore.

Engaging Audiences: Distribution of Canadian Content Usage Across French Services

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

Pillar 3	Distribution of Canadian Content Usage Across French Services

Management's Comments 2012-2013 vs. 2013-2014

Source: Output data (content, financial and audience) collected from CBC/Radio-Canada Media Lines and Research and Analysis.
They refer to the first five months of the fiscal year (April to August).

Net Return per Usage by Service

- **The net return per usage hour provides a measure of the cost effectiveness of each service.**

- **The net return per usage hour is a ratio comprised of two different types of data:**

$$\textbf{Net Return per usage hour} = \frac{\text{Net return (revenues – costs)}}{\text{Total usage hour}}$$

  - Financial data, including all costs and revenue sources for each service, is the numerator of the ratio.
  - Usage hour data, derived from industry standards (BBM Canada and comScore) and measuring the total usage of each service, is the denominator of the ratio.

Net Return per Usage by Service

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

Pillar 4	Cost Effectiveness by Individual Service

Management's Comments 2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

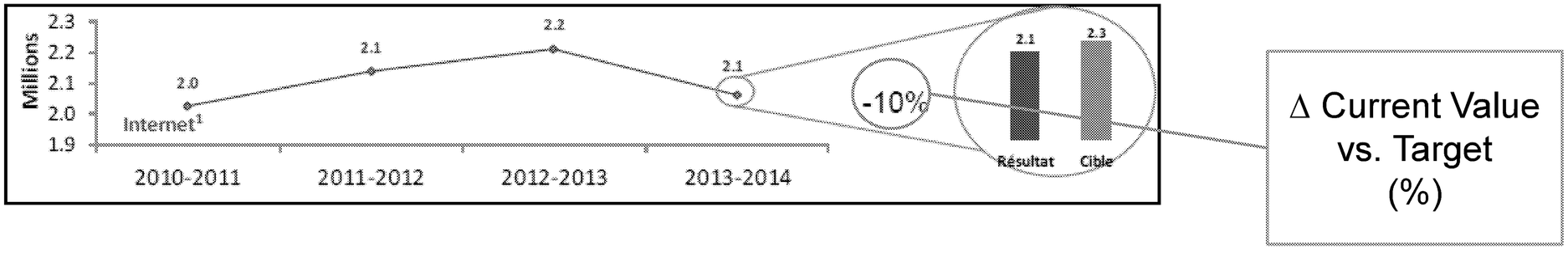
Source :Output data (content, financial & audience) collected from Media Lines and Reasearch & Strategi Analysis.
They refer to the first five months of the fiscal year (April to August).

7. Performance Against 2013–2014 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 2013 or that subsequently emerged from discussions with the Board. Targets were approved in June 2013.**
  - For each indicator, measurement period varies.
- **This section also presents regulatory requirements that ICI Radio-Canada Télé is subject to as specified by the CRTC with respect to Canadian content.**

Charts in this section will present data in the following format



French Services: Key Performance Indicators

Television & Radio Audience Share

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

Pillar 3	Television Audience Share	2013-2014 STD Results as November 30

Management's Comments 2013-2014 vs. Targets

Pillar 3	Radio Audience Share

1. 2+, regular season, prime time (7pm-11pm) (BBM Canada, PPM).
2. 2+, fiscal year, all day (BBM Canada, PPM).
3. 12+, average from Fall and Spring surveys, (BBM Canada, Diary).

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

French Services: Key Performance Indicators

Self Generated Revenues

Pillar 3	Self-Generated Revenues	2013-2014 Year-end Forecast (November 30)	Management's Comments 2013-2014 vs. Targets

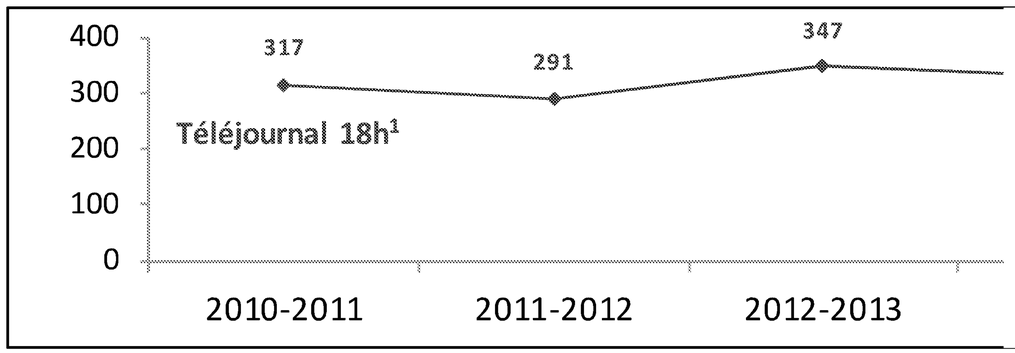
1.Revenue for ICI ARTV is reported at 100 percent, even though CBC/Radio-Canada owns only 85 percent. Includes revenue from LPIF, a fund created by the CRTC to support local programming produced by conventional television stations operating outside urban area.

French Services: Key Performance Indicators

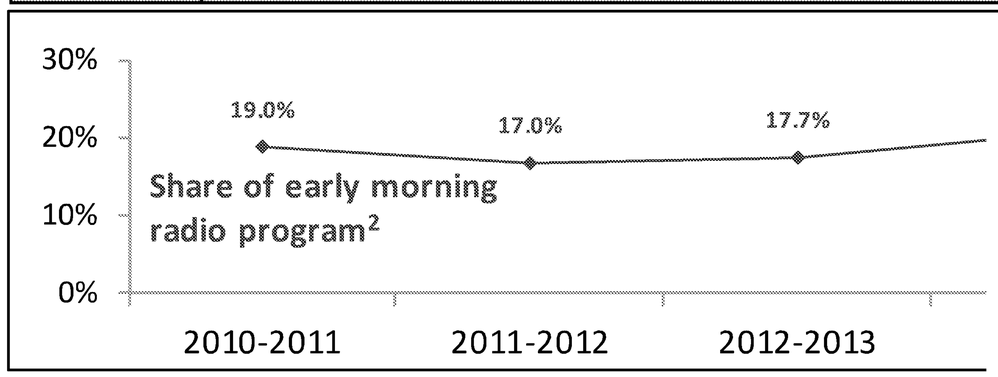
s.18(b)
s.21(1)(b)
s.68.1

Key Regional Indicators

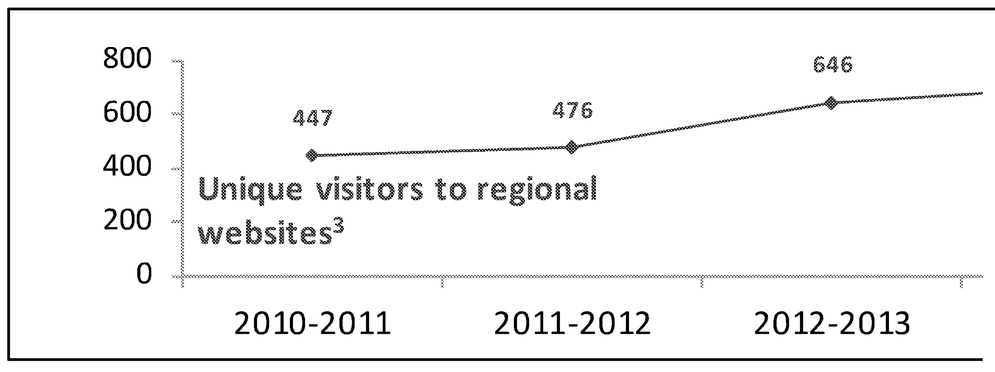
Pillar 2	Téléjournal 18h Average Minute Audience (000)	2013-2014 STD Results as November 30



Pillar 2	Share of Early Morning Radio Program



Pillar 2	Internet - Regional Websites (000)	2013-2014 STD Results as November 30



Management's Comments
2013-2014 vs. Targets

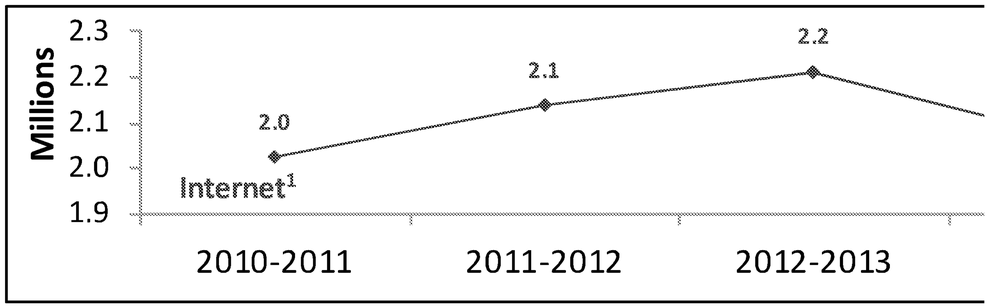
1. 2+, weekly average in (000), regular season, Monday to Friday, 6pm-6:30pm (BBM Canada, PPM).
2. 12+, Spring and Fall diaries average scores, Monday to Friday, 6am-9am (BBM Canada).
3. 2+, monthly average, fiscal year (April to March) (comScore, hybrid data).

French Services: Key Performance Indicators

Internet & Specialty Channel Subscribers

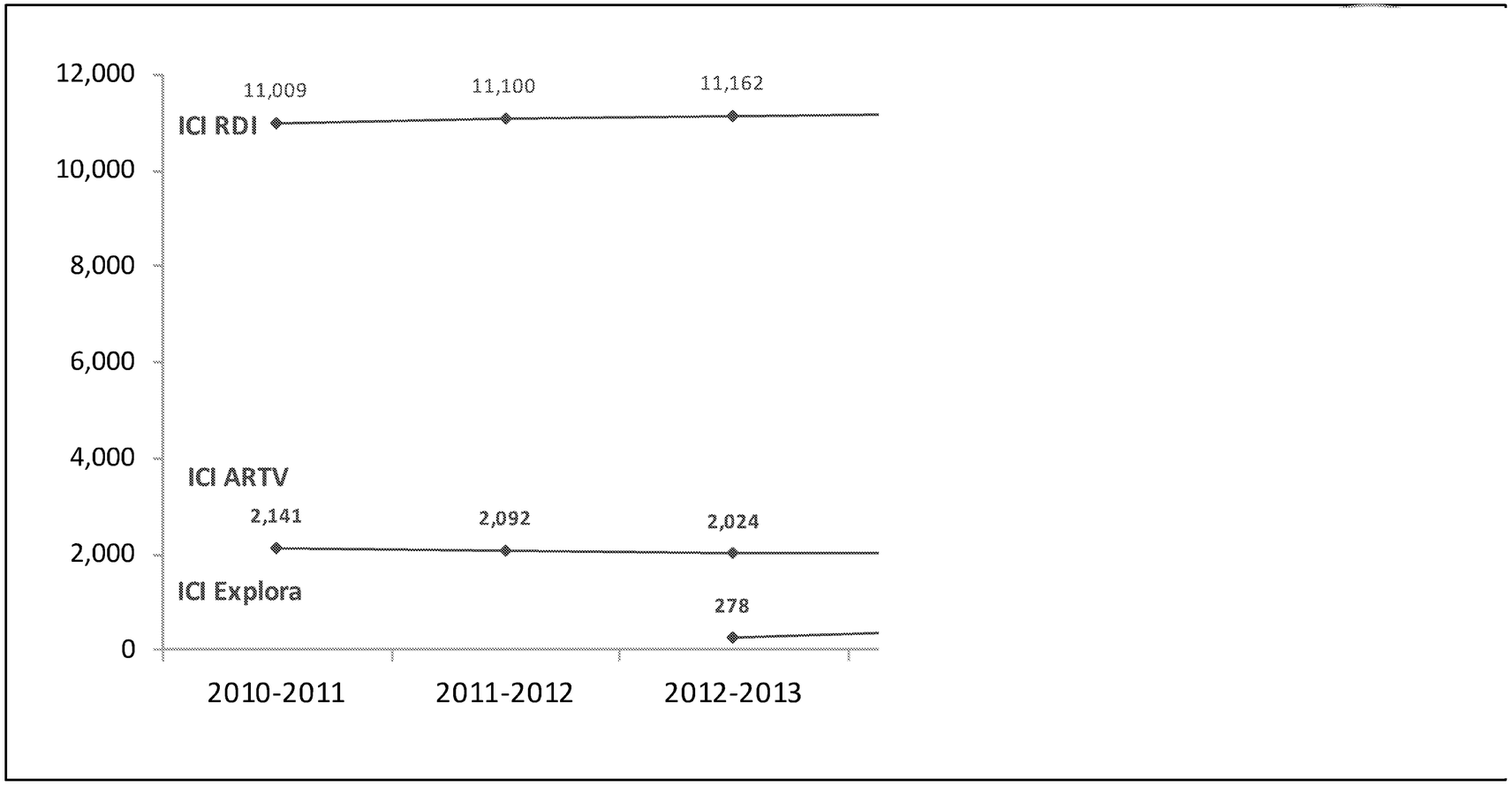
s.18(b)
s.21(1)(b)
s.68.1

Pillar 3	Internet (Monthly average unique visitors)	2013-2014 STD Results (November 30th)



Management's Comments
2013-2014 vs. Targets

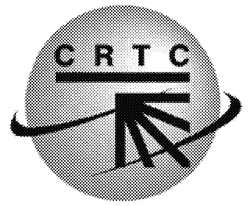
Pillar 3	Specialty Channel Subscriber Count (000)	2013-2014 STD Results (October 31)



1. 2+, monhtly average. In 2010-2011 and 2011-2012, measurement was based on TV regular season (September-March).Starting in 2012-2013 measurement is based on fiscal year (April-March) (comScore et hybrid data).

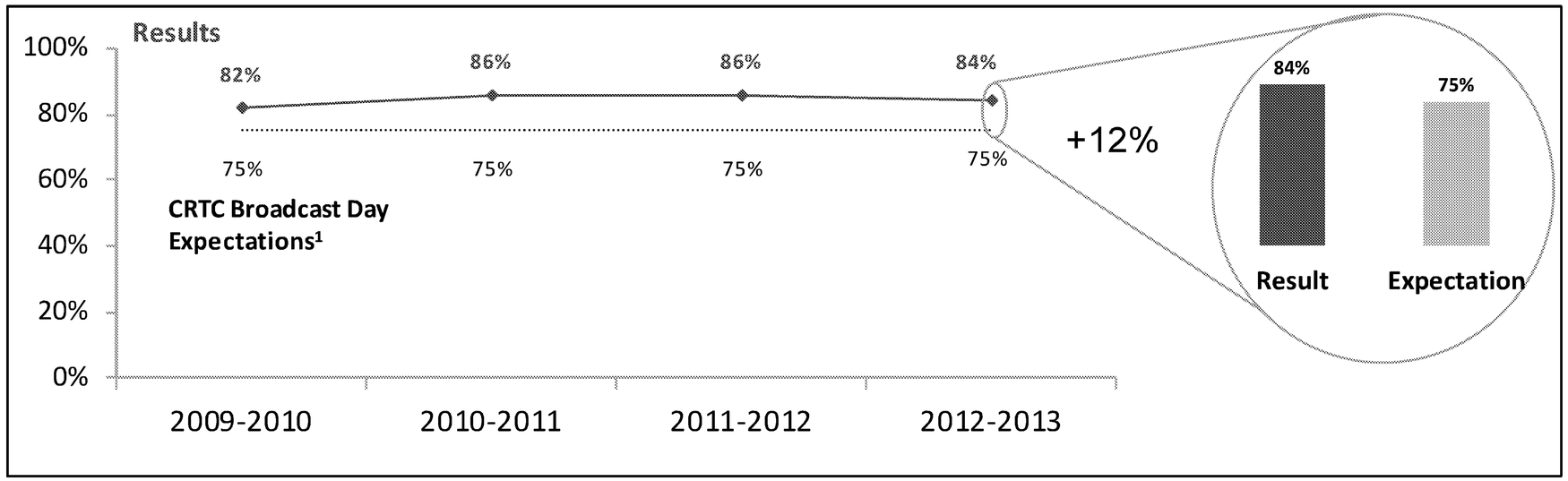
s.18(b)
s.21(1)(b)
s.68.1

ICI Radio-Canada Télé: Regulatory Requirements

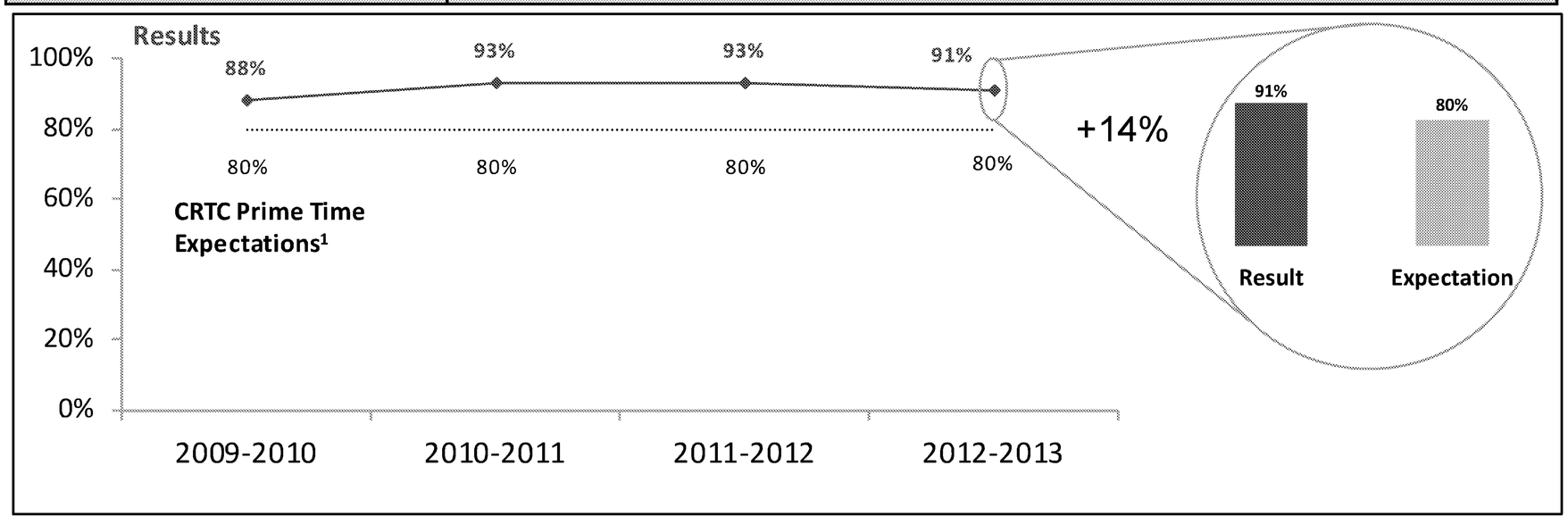


Canadian Content Broadcasted on ICI Radio-Canada Télé[2]

Broadcast Day	(Monday to Sunday, 6am to midnight)



Prime Time	(Monday to Sunday, 7pm to 11pm)



Management's Comments
2013-2014 vs. CRTC Expectations

Broadcasting Canadian content is an essential aspect of our mandate as well as of Strategy 2015.

During the 2012-2013 broadcast year, **ICI Radio-Canada Télé** substantially exceeded the CRTC's expectations with respect to Canadian content.

1. CRTC regulatory expectations based on broadcast year (September to August).
2. Canadian content data is based on the most recently completed broadcast year.

Source: Content data collected from French Services and provided to external source, such as the CRTC.

French Services: Financial Indicators

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

Digital Investment	2013-2014 Year-end Forecast (October 31)	Management's Comments 2013-2014 vs. Targets

Reduce Cost of Media Production Methods	2013-2014 Year-end Forecast (November 8)

1. Digital Investment: Any initiative or cost incurred in digital content that contributes to the growth of an existing digital brand (e.g. Tou.tv), or creates a digital space in parallel with our tradition platforms (e.g. *Qu'est-ce qu'on mange pour souper?* 's website). The new definition excludes any new platforms other than digital,such as digital specialty channels.
Source: French services budget.

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

Corporate: Cost Effectiveness Indicators

Efficiencies

Corporate financial Indicator[1]: Reduce Cost of Corporate G&A	2013-2014 Year-end Forecast (September 2013)	Management's Comments 2013-2014 vs. Targets

1. These indicators apply to the Corporation as a whole.
2. More detail available in the *Reduction Plan Progress Report* presented on a quarterly basis to the Board.
   Source: CBC/Radio-Canada budget.

Corporate: Cost Effectiveness Indicators

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

Assets

Capital budget: Cumulative Capital Spend[1]	2013-2014 Year-end Forecast (as of November 30, 2013)	Management's Comments 2013-2014 vs. Targets

1. These indicators apply to the Corporation as a whole.
   Capital Spend in 2012-2013 = $132M ;
   Source: CBC/Radio-Canada budget.

8. Appendices

8a. Services: Individual Performance (pillars 1 & 2) 34

8b. ICI Radio-Canada Télé's Genres: Individual Performance 42

8c. Mission Statement, Pillars and Guiding Principles 48

8a. Services: Individual Performance

1. Original, Innovative, Quality Canadian Content (pillar 1)

2. Reflects and Draws Canadians Together (pillar 2)

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

ICI RADIO-CANADA TÉLÉ

Pillar 1	Original, Innovative, Quality Canadian Content

Pillar 2	Reflects/Draws Canadians Together

Management's Comments
2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

1 2 3 4 5 6 7 8 9 10
Strongly Disagree — Disagree — Agree — Strongly Agree

1. Content and audience data collected from CBC/Radio-Canada Media Lines and Research and Analysis. They refer to the five first month of the fiscal year (April to August).
2. 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 November of each year. Source: TNS Canadian Facts (1,200 Francophones per survey).
3. Output data provided to external Sources, such as the CRTC.

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

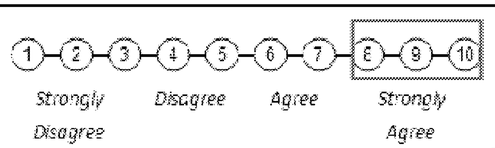
Pillar 1	Original, Innovative, Quality Canadian Content

Management's Comments 2012-2013 vs. 2013-2014

Pillar 2	Reflects/Draws Canadians Together

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+



1. Content and audience data collected from CBC/Radio-Canada Media Lines and Research and Analysis. They refer to the five first month of the fiscal year (April to August).
2. 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 November of each year. Source: TNS Canadian Facts (1,200 Francophones per survey).
3. Output data provided to external Sources, such as the CRTC.

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

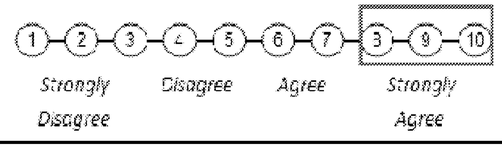
Pillar 1	Original, Innovative, Quality Canadian Content

Pillar 2	Reflects/Draws Canadians Together

Management's Comments
2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+



1. Content and audience data collected from CBC/Radio-Canada Media Lines and Research and Analysis. They refer to the five first month of the fiscal year (April to August).
2. 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 November of each year. Source: TNS Canadian Facts (1,200 Francophones per survey).
3. Output data provided to external Sources, such as the CRTC.

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

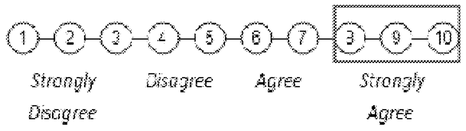
Pillar 1	Original, Innovative, Quality Canadian Content

Pillar 2	Reflects/Draws Canadians Together

Management's Comments
2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+



1. Content and audience data collected from CBC/Radio-Canada Media Lines and Research and Analysis. They refer to the five first month of the fiscal year (April to August).
2. 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 November of each year. Source: TNS Canadian Facts (1,200 Francophones per survey).
3. Output data provided to external Sources, such as the CRTC.

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

Pillar 1	Original, Innovative, Quality Canadian Content

Pillar 2	Reflects/Draws Canadians Together

Management's Comments
2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

1 2 3 4 5 6 7 8 9 10
Strongly Disagree — Disagree — Agree — Strongly Agree

1. Content and audience data collected from CBC/Radio-Canada Media Lines and Research and Analysis. They refer to the five first month of the fiscal year (April to August).
2. 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 November of each year. Source: TNS Canadian Facts (1,200 Francophones per survey).
3. Output data provided to external Sources, such as the CRTC.

ICI RADIO-CANADA .ca

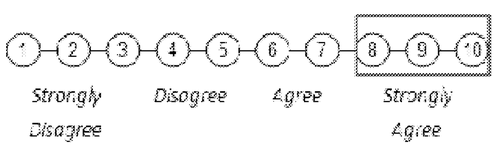
Pillar 1	Original, Innovative, Quality Canadian Content

Pillar 2	Reflects/Draws Canadians Together

Management's Comments
2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+



1. Content and audience data collected from CBC/Radio-Canada Media Lines and Research and Analysis. They refer to the five first month of the fiscal year (April to August).
2. 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 November of each year. Source: TNS Canadian Facts (1,200 Francophones per survey).
3. Output data provided to external Sources, such as the CRTC.

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

Pillar 1	Original, Innovative, Quality Canadian Content

Management's Comments 2012-2013 vs. 2013-2014

Pillar 2	Reflects/Draws Canadians Together

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease − Stable Increase +

1 2 3 4 5 6 7 8 9 10
Strongly Disagree — Disagree — Agree — Strongly Agree

1. Content and audience data collected from CBC/Radio-Canada Media Lines and Research and Analysis. They refer to the five first month of the fiscal year (April to August).
2. 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 November of each year. Source: TNS Canadian Facts (1,200 Francophones per survey).
3. Output data provided to external Sources, such as the CRTC.

8b. ICI Radio-Canada's Genres:
Individual Performance

What Is Measured?

- **We are monitoring the performance of the following program genres on ICI Radio-Canada Télé:**
  - **Dramas and Featured Films**
  - **News**
  - **Current Affairs and Documentaries**
  - **Variety and Cultural**
  - **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**

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

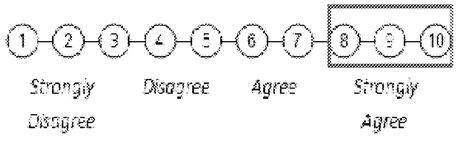
Perception of ICI Radio-Canada Télé's Genres: Quality Scores

ICI RADIO-CANADA TÉLÉ

1. Quality Scores: ICI Radio-Canada Télé provides high quality…	Management's Comments 2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	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 Francophones per survey). Surveys conducted in November of each year.

Perception of ICI Radio-Canada Télé's Genres: Differentiation Scores

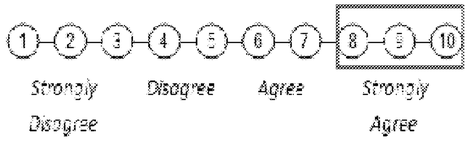
ICI RADIO-CANADA TÉLÉ

2. Differentiation Scores: ICI Radio-Canada Télé provides programming that you can't fin on other channels…

Management's Comments
2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	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 Francophones per survey). Surveys conducted in November of each year.

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

Market Share of ICI Radio-Canada Télé's Genres

ICI RADIO-CANADA TÉLÉ

1. ICI Radio-Canada Télé's Program Genres Shares of Viewing Among Key Competitors (Canadian programmi	Management's Comments 2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

Measurement period covers the first five months of the fiscal year (April to August).
Source: BBM Canada.

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

Net Return per Viewing Hour of ICI Radio-Canada Télé's Genres

ICI RADIO-CANADA TÉLÉ

2. Net Return per Viewing Hour : Program Genres (Canadian Programming)	Management's Comments 2012-2013 vs. 2013-2014

Legend: Differences between 2013-2014 and 2012-2013 are indicated as follows:

Decrease	Stable	Increase
−		+

Measurement period covers the first five months of the fiscal year (April to August).
Source: BBM Canada.

8c. Mission Statement, Pillars and Guiding Principles

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

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

1
- 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

2
- 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**

3
- **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

4
- 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