








AGENDA ITEM: Strategy 2020 Report Card

TO:	Board of Directors
MEETING:	November 25, 2015
FROM:	Marco Dubé, Interim VP, Strategy and Public Affairs
PURPOSE:	<p>The Strategy 2020 Report Card is a reporting tool for CBC/Radio-Canada's Board, the President and CEO with the members of SET and our external stakeholders to demonstrate that we are meeting the enterprise-wide strategic objectives of 'A space for us all'. It will be reviewed annually in March in advance of the approval of the Business Plans.</p> <p>The Board of Directors approved the Strategy 2020 Report Card last March, with the exception of metrics #2 and #7. The Board requested Metric #2 be added, which measures Canadian's perceptions of the diversity opinions and objectivity of our information programming. Data from metric #7, which measures employee pride of association via an employee survey, was not available last March.</p> <p>RESOLUTION: That the revised 2015-16 annual targets and the 2020 targets associated with the strategy's established performance indicators be approved.</p>
DATE:	November 17, 2015


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

Metrics 2 and 7 require approval from the Board



Indicator	Fiscal Year 2013-14	Fiscal Year 2014-15	Target 2015-16	Expected Shape of Growth	2020 Target
Audience/Market					
1. Personal importance to Canadians (% very important)	57%	59%	58%		75%
2. Information programming has diverse opinions and is objective (% who strongly agree)	57%	57%	57%		57%
3. Digital Reach of CBC/Radio-Canada	8.7 million	12.4 million	12.7 million		18 million
4. Monthly Digital Interactions with CBC/Radio-Canada	54.9 million	79.7 million	77 million		95 million
5. Overall Time Spent with CBC/Radio-Canada	177 million hrs/wk	177 million hrs/wk	173 million hrs/wk		173 million hrs/wk

Methodology and Source Notes by Indicator:

1. This is the per cent of Canadians who say that CBC/Radio-Canada is very important to them personally. Strongly agree is those who rate an 8, 9 or 10 on a scale from 1 to 10. The question is: "How important would you say CBC (or Radio-Canada) is to you personally?" The 2015/16 target is the average of the past two years. The 2020 target is a stretch in hopes that new programs and services will increase CBC/Radio-Canada's importance to Canadians. The data is obtained from a high quality telephone survey conducted among a representative sample of the Canadian population.
2. This is the per cent of Canadians who strongly agree that CBC/Radio-Canada's information programming has a diversity of opinions and is objective. Strongly agree is those who rate an 8, 9 or 10 on a scale from 1 to 10. This metric is comprised of two questions weighted equally (50/50). The statements that are rated from 1-10 are: "CBC's (or Radio-Canada's) information programming reflects a diversity of opinions on a wide range of issues" and "CBC's (or Radio-Canada's) information programming covers major issues in a fair and balanced way". The 2015/16 target is the average of the past two years. The 2020 target recognizes that it will be difficult to maintain this already high score due to budget cuts to news, the transformation of our news offerings and the fragmentation of public opinion. The data is obtained from a high quality telephone survey conducted among a representative sample of the Canadian population. This metric used to tracked as an average score out of 10. Under that approach, a score of 57% would be 7.5 out of 10.
3. Monthly average unique visitors to our Internet services as measured by comScore. Note that comScore introduced multiplatform measurement that includes mobile visitors on smartphones and tablets in July 2014, which explains the significant increase in 2014/15. The 2014/15 fiscal year is the average from the months of July 2014 to March 2015.
4. Monthly average visits to our Internet services as measured by comScore. Note that comScore introduced multiplatform measurement that includes mobile visitors on smartphones and tablets in July 2014, which explains the significant increase in 2014/15. 2014/15 fiscal year is the average from the months of July 2014 to March 2015.
5. Time spent for our TV and Radio services is measured by Numeris (BBM Canada) and for our Internet services we use internal server data (Adobe SiteCatalyst). Adobe SiteCatalyst was chosen over comScore for the time spent measure because it is more accurate. Radio-Canada will implement AdobeSiteCatalyst by the start of fiscal year 2015/16. The 2014/15 fiscal year measure for Radio-Canada's Internet services is an estimate using comScore. Note this metric includes Hockey and assumes continuation through to 2019/20. Also note that 13/14 included Sochi and 14/15 includes FIFA, which is why the 15/16 target is lower. Also, there are no Olympics in fiscal year 2019/20. This metric assumes declines in the use of our traditional TV and radio services will mostly be offset by increases in the use of our Internet services.



Indicator	Fiscal Year 2013-14	Fiscal Year 2014-15	Target 2015-16	Expected Shape of Growth	2020 Target
Infrastructure					
6. Reduce Real Estate Footprint	4.3 million rentable square feet (rsf)	4.3 million rsf	4.2 million rsf		2.0 million rsf

Note 6: Our "Rentable Square Feet (rsf)" results exclude: foreign offices (e.g. bureaus), transmission sites, parking lots and leases for the sole purpose of storage (i.e. no broadcasting activity). For cities where projects are in progress (such as Halifax, Moncton, Sudbury, Windsor, Gander and Grand Falls), square footage for both the property and leased location are included in the results. 2014/15 fiscal year to date data is as of January 1, 2015.

Indicator	Fiscal Year 2013-14	Fiscal Year 2014-15	Target 2015-16	Expected Shape of Growth	2020 Target
People					
7. Employee Engagement (% proud to be associated)	92% in 2012	n/a	Result: 69%		90%
8. Employee Diversity (% of new employees)	16.0%	16.1%	23.2%		23.2%

Notes:

- This is the per cent of employees who are proud to be associated with CBC/Radio-Canada. This is measured as the per cent who respond 4-5 on a scale of 1 to 5 in a representative survey of employees. The last employee survey was conducted in 2012 so the 2015/16 and 2020 targets could not be set last March. An employee survey went into the field in June 2015 to update the baseline data for this metric. We anticipated that the scope and rate of organizational change has had a negative impact on pride of association, which was confirmed with the June 2015 survey result of 69%. Please note that while the Corporation has changed its supplier to Gallup, the pride of association question remained the same and is comparable to previous results.
- This metric is made up of three groups: Aboriginal Peoples, persons with disabilities, and visible minorities. It is calculated as a per cent of new external hires for positions 13 weeks+.

Indicator	Fiscal Year 2013-14	Fiscal Year 2014-15	Target 2015-16	Expected Shape of Growth	2020 Target
Financial					
9. Achieve Cost Reduction Target	n/a	n/a	\$62 million		\$117 million
10. Achieve Investment Fund Target	n/a	n/a	\$5 million		\$20 million

Notes:

- Cost reduction target for Strategy 2020 as per the November 2014 Board approved 5-year financial plan.
- Investment fund target for Strategy 2020 as per the November 2014 Board approved 5-year financial plan. This target is subject to approval of the Organizational Design Review Project.