

**MERGER OF SIRIUS CANADA AND CANADIAN SATELLITE RADIO (CSR) HOLDINGS**

On November 24, 2010, Canada's two satellite radio providers – Sirius Canada Inc. and Canadian Satellite Radio (CSR) Holdings Inc. (the parent company of XM Canada) – announced a merger of the two companies, subject to regulatory and governmental approvals. CBCI Radio-Canada held a 25 per cent equity interest in Sirius Canada and was one of three shareholders. With approval of the merger, which took place in June 2011, CBCI Radio-Canada received shares in the merged company for its shares in Sirius Canada, resulting in a 15 per cent equity interest (20 per cent voting interest). There are no financial obligations imposed on CBCI Radio-Canada as a result of the merger.

The merged company will benefit from significant synergies, a greater subscriber base and an improved business model and outlook in an evolving audio entertainment marketplace. CBCI Radio-Canada produces six Canadian channels for Sirius Canada (Radio One, Radio 3, Espace musique, Première Plus, Bande à Part, and Sports Extra) under a supply agreement that will be extended by five years (to 2022) as a result of the merger. Currently, the six channels are distributed to Sirius XM Satellite Radio in the United States on the Sirius satellite platform. Accordingly, the merger will eventually permit CBCI Radio-Canada to extend distribution of its channels and content to XM satellite customers. This is in keeping with the Corporation's objective of providing content where, when and how Canadians want it.

**2. KEY PERFORMANCE DRIVERS AND MEASURES****2A. KEY PERFORMANCE DRIVERS**

The performance drivers that are critical to success are as follows: our People, our Programs and our ability to continue Pushing Forward. They are key to achieving our goals and commitment to Canadians.

**PEOPLE**

We need to provide employees with the tools and knowledge to help them become more agile as they face new challenges. Smart and open labour relations make CBCI Radio-Canada an effective organization and result in better programming for Canadians.

**PROGRAMS**

We need to ensure that our programming remains relevant and engaging, and that we create richer Canadian content for audiences, in whatever format they prefer.

**PUSHING FORWARD**

We need the organization to evolve so that it can stand out on the media landscape in the coming years. In order to do so, CBCI Radio-Canada must have the capacity to adapt quickly to changing conditions in the broadcasting and media environment.

We will build upon these three drivers, integrating them with our strategic plan *Everyone, Every way*. Our future direction is cast in line with its three main thrusts – network, regional, and digital programming.

## 2B. KEY PERFORMANCE MEASURES 2010–2011

Corporate measures of performance are linked to key priorities as shown.

PRIORITY	PERFORMANCE INDICATORS	2010–2011 TARGETS <sup>1</sup>	2010–2011 RESULTS
<b>PEOPLE</b>	CBC   Radio-Canada Usage by Visible Minorities	81%	80% <sup>2</sup>
	Visible Minority Staff (excluding short-term workforce)	565	570 <sup>3</sup>
	Commitment to Training and Development	\$1,055 per employee	\$1,154 per employee <sup>3</sup>
<b>PROGRAMS</b>	<b>CANADIAN CONTENT</b>		
	<b>CBC TELEVISION</b>		
	Broadcast Day	75%	85% <sup>4</sup>
	Prime Time (Monday–Sunday, 7:00–11:00 p.m.)	80%	82% <sup>4</sup>
	<b>TÉLÉVISION DE RADIO-CANADA</b>		
	Broadcast Day	75%	82% <sup>4</sup>
	Prime Time (Monday–Sunday, 7:00–11:00 p.m.)	80%	88% <sup>4</sup>
	<b>CBC RADIO</b>		
	Broadcast Day	99%	99% <sup>3</sup>
	Prime Time (Monday–Sunday, 6:00–9:00 a.m.)	100%	100% <sup>3</sup>
	<b>RADIO DE RADIO-CANADA</b>		
	Broadcast Day	99%	100% <sup>3</sup>
	Prime Time (Monday–Sunday, 6:00–9:00 a.m.)	100%	100% <sup>3</sup>
	Distinctiveness (Main Television and Radio Networks)	90%	92% <sup>2</sup>
	Programs Produced in Regions for Regions	83,500 hours	95,500 hours <sup>3</sup>
	Programs Produced in Regions for Network	8,300 hours	8,080 hours <sup>3</sup>
	Expenditures on Cross-media Programming	\$6.6 million	\$6.1 million <sup>3</sup>
	Satisfaction (Main Television and Radio Networks)	89%	89% <sup>2</sup>
	Expenditures on Canadian Programming	93% of programming budget	93% of programming budget <sup>3</sup>
	Programming Expenditures	82% of total budget	80% of total budget <sup>3</sup>
<b>PUSHING FORWARD</b>	Self-generated Revenues	\$88.6 million	\$100.4 million <sup>3</sup>
	Revenue Generated from New Platforms	Increase of 40%	Increase of 88% <sup>3</sup>
	Investment in New Platforms	Increase of 8%	Increase of 41% <sup>3</sup>

<sup>1</sup> Monetary targets are based on annual budgets.

<sup>2</sup> Source: Mission Metrics survey Fall 2010.

<sup>3</sup> Source: CBC | Radio-Canada official programming data and internal records.

<sup>4</sup> Based on previous broadcast year CBC Annual Report to CRTC.

In 2010–2011, CBC | Radio-Canada met or exceeded most of the targets it had set for corporate measures of performance linked to its key priorities of People, Programs and Pushing Forward. CBC | Radio-Canada met two of three targets relating to People. With respect to the Programs priority, it exceeded the targets relating to the airing of Canadian content on its main English and French television networks. The corporation exceeded its targets relating to revenue generated from new platforms and investment in new platforms, two of the key indicators used to measure the priority of Pushing Forward.

## ENGLISH SERVICES

PERFORMANCE INDICATORS		2010–2011 TARGETS <sup>5</sup>	CONFIRMED RESULTS
<b>RADIO SHARE</b>	Combined	14.1%	14.7% <sup>6</sup>
<b>TELEVISION SHARE</b>	CBC Television (prime time)	8.7%	9.3% <sup>7</sup>
	CBC News Network (all day)	1.0%	1.4% <sup>8</sup>
<b>NEW PLATFORMS</b>	CBC.ca	5.6 million	5.8 million <sup>9</sup>
(2+ comScore Monthly Average Unique Visitors)	CBC News Online	3.9 million	4.0 million <sup>9</sup>
	CBC Sports Online	1.1 million	0.9 million <sup>9</sup>
	CBC Entertainment Online	1.3 million	1.9 million <sup>9</sup>
<b>TOTAL REVENUES</b> (Conventional, specialty and online)		<b>\$328 million</b>	<b>\$367 million<sup>10</sup></b>
<b>SUBSCRIBER COUNT</b>	CBC News Network	10.8 million	11.0 million <sup>10</sup>
	<b>bold</b>	2.5 million	2.2 million <sup>10</sup>
	<i>documentary</i>	2.3 million	2.4 million <sup>10</sup>
<b>TOTAL COSTS</b>		<b>\$807 million</b>	<b>\$820 million</b>

<sup>5</sup> Monetary targets are based on annual budgets.

<sup>6</sup> Source: BBM Canada (Fall Survey 2010, All Persons 12+).

<sup>7</sup> Source: BBM Canada (Regular Season, Weeks 4 to 31, All Persons 2+).

<sup>8</sup> Source: BBM Canada (Regular Season, Weeks 1 to 31, All Persons 2+).

<sup>9</sup> Source: comScore (September 2010 to March 2011).

<sup>10</sup> Source: CBC | Radio-Canada programming data and internal records.

## RESULTS FOR ENGLISH SERVICES' IN 2010–2011

The year 2010–2011 has proven to be another successful year, following the top performance of 2009–2010. This year, the media industry in Canada continued to consolidate in terms of ownership. At the same time, advertising revenues rebounded from the lows of the economic crisis, providing CBC with incremental resources.

In this context, English services once again met or exceeded most of its performance targets.

CBC Radio exceeded its combined share target (for Radio One and Radio 2) by achieving a 14.7% national share in the Fall Survey, an all-time high. Furthermore, 20 of 22 local Radio One morning shows achieved a ranking of 1st, 2nd or 3rd in their respective markets.

CBC Television finished the year with a 2+ prime time, regular season share of 9.3 per cent, representing the highest share in the past 10 years (and tied with last year's 9.3 per cent). Moreover, CBC Television outperformed the target by several tenths of a per cent. It continued to outperform a key network competitor whose prime time schedule contains overwhelmingly foreign content. Celebrating more than 1 million viewers per episode on CBC Television were *Battle of the Blades*, *Dragons' Den*, *Hockey Night in Canada*, *Republic of Doyle* and *The Rick Mercer Report*.

Usage of CBC.ca exceeded its targeted number of monthly average unique visitors (Sept to March) – 5.8 million versus a target of 5.6 million – a target which itself represented an increase of 5 per cent over the prior year. Furthermore, usage of news, sports and entertainment fared well, achieving an increase that was 40 per cent higher than target for the entertainment site, driven in part by the full introduction of CBC's media player with key programming available 'on demand.'

Broadcast distribution agreements with key partners permitted digital specialty channels to significantly increase their subscriber base. Furthermore, CBC News Network, the country's most widely distributed specialty service, also grew in excess of the targeted number of subscribers during the year.

Finally, the total revenue performance indicator exceeded the target by 12 per cent, driven by incremental advertising revenue, programming related initiatives and other income. Cost management was achieved, with incremental expenses being incurred as a direct result of incremental revenue generation.

## ENGLISH SERVICES' FUTURE DIRECTIONS

Programming strategies will continue to focus on offering distinctive and high-quality Canadian programming on local and national levels. The future direction of English Services for the coming year is based on the three strategic thrusts of our plan *Everyone, Every way*.

## NETWORK PROGRAMMING

- **CANADIAN FIRST:** Content strategies built around Canadian programming as a priority
- **IMPACT:** Focusing on 'What Canadians Want' from their public broadcaster
  - Broadcast network programming that reflects our national identity
  - Maintain usage of CBC services by building on past success on radio, television and online
  - Continue breaking original news stories for properties including, but not limited to, *The National*
  - Develop the Music portal, Books portal and audio-content windowing strategy
  - Position CBC Television to decrease reliance on foreign programming
  - Increase viewing and revenue to programs through digital channels, satellite radio and new platforms
  - Create 10 Signature Events to celebrate and enshrine distinctive programming, such as performing arts, Canadian awards shows, distinct Canadian documentaries, movies and mini-series, and grassroots-oriented programming
  - Ensure diversity for our on-air programming (externally representative) and our "team" (internal organizational diversity)

## REGIONAL PROGRAMMING

- **EXPANDING OUR SERVICE:** Getting closer to Canadians through our local service extension plan
- **STRENGTHENING OUR CONNECTIONS:** Continue to strengthen our existing mix of local, regionally representative and cross-regional expression through:
  - Programming produced in the regions through which local experiences are shared with Canadians

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  - Communicating local stories and experiences in the regions and for the regions
    - Continue to produce prime time television programs in the regions
    - Produce network programming reflective of and contributed from the regions
    - Strengthen current level of local radio service and enhance local news coverage
    - Add new local programming
    - Expand to areas currently without local service
    - Expand local service to mobile and other digital platforms

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## DIGITAL PROGRAMMING

- **DELIVERING MORE CONTENT TO MORE CANADIANS – HOW AND WHEN THEY WANT IT**
  - Seek programming opportunities for partnerships, including (but not limited to) specialty channels. Work to leverage existing and future programming and music rights.

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Create a 'suite' of specialty channels focused on specific genres (such as kids and the arts). Continue to grow audiences, increase distribution and expand the brand for **bold** and *documentary*.

- Continually adapt our programming offers on existing new platforms
  - Increase the amount of content delivered on emerging new platforms (such as mobile devices)
  - Maximize the opportunities around content syndication for alternate and partner platforms
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## FRENCH SERVICES

PERFORMANCE INDICATORS		2010–2011 TARGETS <sup>11</sup>	2010–2011 RESULTS
<b>RADIO SHARE</b>	Combined	19.0%	19.5% <sup>12</sup>
<b>TELEVISION SHARE</b>	Télévision de Radio-Canada (prime time)	18.5%	19.9% <sup>13</sup>
<b>RADIO-CANADA.CA</b> (Includes Radio-Canada.ca, TOU.TV and bandeapart.fm)	Unique Visitors	1.8 million	2.0 million <sup>14</sup>
<b>TOTAL REVENUES</b> (Conventional, specialty and online)		<b>\$190.7 million</b>	<b>\$205 million<sup>15</sup></b>
<b>SUBSCRIBER COUNT</b>	RDI	10.8 million	11.0 million <sup>14</sup>
	ARTV	N/A	2.1 million
<b>TOTAL COSTS</b>		<b>\$588.9 million</b>	<b>\$582.6 million</b>

11 Monetary targets are based on annual budgets.

12 Source: BBM Canada (Fall 2010 Survey, All Persons 12+).

13 Source: BBM Canada (2010–2011 Regular Season, All Persons 2+).

14 Source: comScore (September 2010 to March 2011, All Persons 2+).

15 Source: CBC | Radio-Canada programming data and internal records.

### RESULTS FOR FRENCH SERVICES' IN 2010–2011

The year 2010–2011 was a resounding success for Radio-Canada.

Ratings were up across all media platforms.

Télévision de Radio-Canada's regular season posted average weekly market shares of 19.9 per cent in prime time. Radio-Canada is still the second most watched TV network among French speakers. With its distinctive, engaging programming schedule, Télévision de Radio-Canada continues to reach wide audiences with shows that draw over a million viewers (*Tout le monde en parle*, *Les enfants de la télé* in its first season), current affairs programs that have a big impact week after week (*Enquête*, *Découverte*, *La facture*), new original drama series (*30 vies*, *19-2*), as well as regionally developed and produced programs like *Les chefs* in Quebec City, which were all a huge success when launched. RDI shared in this success, further growing its subscriber base.

Radio de Radio-Canada achieved historic results, with Première Chaîne and Espace musique obtaining a combined share of 19.5 per cent, with shares of 15.8 per cent and 3.8 per cent respectively.

The Radio-Canada.ca group, which includes the Radio-Canada.ca, RCInet.ca, bandeapart.fm and TOU.TV websites, broke traffic records by posting a 14 per cent increase over the same period last year (comScore, September to March). This success is partly due to the arrival of TOU.TV, North America's largest French-language web TV service. Besides webcasting TV programs for catch-up viewing, TOU.TV also serves as a springboard for developers of original web content. As an aggregator, it provides a platform for public broadcasters throughout the French-speaking world, enabling a broad range of high-quality programming. The strategy of leveraging network sales and specialty products as part of major agreements also contributed to higher advertising revenues.

On the cost side, the meticulous planning exercise undertaken through *Every one, Every way* saw us make strategic choices to phase projects over several years, allowing us to fund other initiatives going forward.

## FRENCH SERVICES' FUTURE DIRECTION

French Services' future contribution is in line with our past achievements as Canada's premier francophone news and culture organization. We will strive to be as efficient and innovative as possible to ensure a sustainable economic model for public broadcasting and continue to build a brand that Canadians recognize as the place for home-grown, quality and distinctive programming that brings them together in a common informative, enlightening and entertaining experience.

## NETWORK PROGRAMMING

We will offer more distinctive programming by:

### ■ EVOLVING THE BRAND

- Emphasize the complementary personalities of each channel, service and platform and their contribution to building the Radio-Canada brand
- Launch our new health, science, nature and environment specialty channel, EXPLORA, and consider other themed channels
- Increase interaction with audiences
- Continue commitment to multiplatform Signature Event programming

### ■ ENCOURAGING COHESIVE CULTURE BY PRODUCING CREDIBLE, INNOVATIVE, HIGH-QUALITY CONTENT

#### TELEVISION

- Dramas: Diversity of formats and support to high-calibre series; continue contributing to Canadian feature films
- Arts and Variety: Continue to develop and air programs that stand out from the competition
- Increase regional reflection on the network
- Kids: Focus programming on viewers age 2–12, and more specifically for those age 2–8
- Sports: Redefine the personality of multiplatform sports offering

#### INFORMATION

- Develop a 24-7 multiplatform offering
- Increase viewership for our TV newscasts
- Redefine TV and radio formats: focus on creativity to meet new trends in news consumption
- Position RDI within the new environment
- Strengthen and update Radio-Canada's intrinsic journalistic values
- Continue to produce high-impact Canadian documentaries
- Enhance the offering in investigative, business, health, science and environmental reporting

**RADIO**

- Revamp Première Chaîne
- Define and implement a multiplatform music strategy
- Consolidate Espace musique's listenership and positioning in accordance with the multiplatform music strategy
- Experiment and develop new radio/audio products

■ **REFLECTING CULTURAL DIVERSITY – BECOME TRUE GLOBAL CITIZENS**

- Provide greater reflection of the diversity of voices, regions, cultures and minorities across all platforms
- Ensure our staff reflects Canadian diversity
- Combine and coordinate our international broadcasting and promotion actions to heighten their impact
- Help members of our audiences become true global citizens
- Defend our public service model and promote it within the international Francophonie

**REGIONAL PROGRAMMING**

We will be more regional by:

■ **ENHANCING OUR PRESENCE IN COMMUNITIES ACROSS THE COUNTRY**

- Optimize the rapport between regional audiences and the various facets of the Radio-Canada brand
- Re-forge essential ties with francophone communities outside Quebec
- Continue shifting regional production centres toward an integrated multimedia model
- Increase the audience for, and impact of, the regional news offering
- Invest in new non-news regional programming
- Open a new multimedia hub in Rimouski to serve Eastern Quebec
- Explore and implement complementary service models making use of digital platforms for underserved markets or audiences



## DIGITAL PROGRAMMING

We will be more digital by:

### ■ FOCUSING ON DIGITAL PLATFORM LEADERSHIP AND INNOVATION

- Consolidate Radio-Canada's leadership on all existing and emerging digital platforms in Canada, with an eye to growing our audiences and revenue
- Strengthen Radio-Canada.ca, TOU.TV and our mobile properties
- Add an online portal for music with our Espace.mu website
- Stand out for the high-quality, innovative and distinctive nature of our content in the digital world
- Develop a hyper-local service model

## NEW TECHNOLOGIES AND EFFICIENCIES – ENGLISH AND FRENCH SERVICES

To be as efficient and innovative as possible, we will embrace new technologies and develop a sustainable economic model.

### ■ MANAGING INNOVATIVELY, RESPONSIBLY AND TRANSPARENTLY

- Increase and optimize revenues through further commercialization of programs, digital services and production centres. Diversify self-generated revenue sources to reduce our reliance on ad revenues
- Strike a balance between leveraging commercial opportunities and protecting the brand
- Develop alliances with rights holders and producers enabling the exploitation of programs we broadcast, across all markets and all digital platforms, based on an optimal windowing timeline
- Maximize the impact of additional funding sources
- Develop partnerships for content distribution at home and abroad
- Optimize production methods and reduce fixed costs
- Adopt time-saving and less costly techniques, to allow more resources to be directed to more programming for Canadians
- Achieve operating cost reductions based on technological efficiencies in a Review of Production Methods
- Optimize our internal platform and content delivery processes, to maximize efficiency of content delivery

## ■ SUPPORTING AN EFFICIENT WORK ENVIRONMENT THAT IS POSITIVE AND STIMULATING TO ATTRACT, RETAIN AND DEVELOP TALENT

- Dialogue Engagement Survey: Put forth an action plan in line with identified priorities
- Develop talent
- Foster a culture that is technology savvy and innovative
- Sustain productive contacts with our unions
- Sustain and improve internal communication efforts to further our employees' engagement and motivation
- Contribute to the improvement of succession management

## RADIO CANADA INTERNATIONAL (RCI)

RCI is specifically aimed at foreign audiences in Canada and abroad, providing content that takes into account their culture and familiarity with the topics covered.

It is a sort of cultural interface that conceptualizes, clarifies and gives perspective to contemporary Canadian social issues.

### RCI FUTURE DIRECTIONS

We are reviewing RCI in relation to our strategic plan, with announcements expected by the end of 2011–2012. In the interim, RCI will:

- Step up its web presence
- Strengthen its presence and integration within the CBC | Radio-Canada group
- Expand its content offering and enhance the group's international presence to increase its impact
- Consolidate and develop its broadcasting and distribution networks to reach a wider audience

## 2C. KEY PERFORMANCE MEASURES 2011–2012

Approval of our strategic plan came with the introduction of performance measures to evaluate success. We developed metrics for the four guiding principles supporting our vision:

1. The creation and delivery of **original, innovative “high-quality” Canadian content**
2. That **reflects** and **draws together** all Canadians
3. Actively **engaging audiences**
4. While being **cost-effective** and **accountable**

These metrics will be applied to the services that we offer in English and French, as well as selected TV genres. The metrics used to measure each of the four guiding principles are shown here.

## OUTCOMES AND METRICS

	COMPOSITE SCORE			NET COST/AUDIENCE HR
OUTCOMES:	<i>Original, innovative, quality "Canadian content"...</i>	<i>...that reflects and draws together Cdns...</i>	<i>...actively engaging with audiences...</i>	<i>...while being cost-effective and accountable</i>
<b>METRICS – OUTPUT MEASURES:</b>	<ul style="list-style-type: none"> <li>Canadian content as a % of Services' schedule</li> </ul>	<ul style="list-style-type: none"> <li>Hours produced in the region as a % of total hours produced by Service</li> <li>Diversity reflected in production process</li> </ul>	<ul style="list-style-type: none"> <li>Serving a large number of Canadians               <ul style="list-style-type: none"> <li>Share of usage of Canadian content across services</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Net cost per audience hour               <ul style="list-style-type: none"> <li>Including all costs and revenues for English and French Services</li> <li>Excluding "support", and "media related" activities</li> </ul> </li> </ul>
<b>METRICS – AUDIENCE PERCEPTION MEASURES:</b>	<ul style="list-style-type: none"> <li>Quality perception by Canadians               <ul style="list-style-type: none"> <li>Overall satisfaction with (impact of) CBC/R-C (or similar quality survey metrics)</li> </ul> </li> <li>Canadian perception of program differentiation               <ul style="list-style-type: none"> <li>Provides programming that is unique vs. alternatives</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Canadians' perception of reflection of regions               <ul style="list-style-type: none"> <li>Provides programming that reflects my community</li> <li>Reflects and represents all communities across Canada</li> </ul> </li> <li>Canadians' perception of multicultural diversity)               <ul style="list-style-type: none"> <li>Reflects all of Canada's multicultural groups</li> <li>Provides programming that reflects my culture</li> </ul> </li> </ul>		

Twice a year, our Board of Directors will be presented with a Report Card that will allow it to monitor the Corporation's success in achieving its goals. A Report Card will also be included in our Annual Report and metrics will be reported as they become available in our public quarterly and annual financial reports.

This will provide greater accountability and effective tracking of results over time.

As well, the company's media lines have developed new performance measures and targets reflecting the priorities of *Everyone, Every way*. These are set out in the tables below.

## NEW PERFORMANCE INDICATORS – ENGLISH SERVICES

You will see below that regional service expansion is a major long-term initiative under the strategic plan, *Everyone, Every Way*. While this expansion begins in 2011–2012, the first significant increase in service under this five-year strategy is slated for 2012–2013, at which time we will anticipate a measurable audience effect. Until that time, some Regional targets have been set to be the same for 2011–2012 as 2010–2011.

RADIO NETWORKS		2010–2011 TARGETS	2010–2011 RESULTS	2011–2012 TARGETS
Radio Share <sup>16</sup>	Radio One	11.1%	12.0%	12.2%
	Radio 2	3.0%	2.7%	2.7%
	Combined	14.1%	14.7%	14.9%

NEW PLATFORMS / WEBSITE		2010–2011 TARGETS	2010–2011 RESULTS	2011–2012 TARGETS
New Platforms <sup>17</sup>	CBC.ca	5.6 million	5.8 million	6.0 million
	CBC News Online	3.9 million	4.0 million <sup>18</sup>	4.1 million
	CBC Sports Online	1.1 million	0.9 million	1.0 million
	CBC Entertainment Online	1.3 million	1.9 million	2.0 million

TELEVISION AUDIENCE SHARE		2010–2011 TARGETS	2010–2011 RESULTS	2011–2012 TARGETS
CBC Television <sup>19</sup>		8.7%	9.3%	9.3%
CBC News Network <sup>20</sup>		1.0%	1.4%	1.5%

REGIONAL SERVICE <sup>21</sup>		2010–2011 TARGETS	2010–2011 RESULTS	2011–2012 TARGETS
Radio Morning Shows (Mon–Fri)	Average weekly hours tuned, regular season	N/A	4.8 million	4.8 million
TV Supper and Late-Night News (Mon–Fri)	Average weekly hours tuned, regular season	N/A	3.1 million	3.1 million
Regional Web Pages	2+ Monthly average unique visitors (Sept.–March)	N/A	0.90 million	0.93 million

<sup>16</sup> 12+, Fall Survey.

<sup>17</sup> Source: comScore (2+ comScore Monthly Avg. Unique Visitors: September 2010 through March 2011).

<sup>18</sup> CBC News Online average excludes February 2011 due to a data collection error.

<sup>19</sup> Conventional Television (2+ Reg. Season Prime Time, weeks 4 to 31).

<sup>20</sup> 2+, Reg. Season All Day, weeks 1 to 31.

<sup>21</sup> Radio and TV measured using personal people meters.

**SPECIALTY TELEVISION CHANNELS**

		2010-2011 TARGETS	2010-2011 RESULTS	2011-2012 TARGETS
Subscriber Count	CBC News Network	10.8 million	11.0 million	11.1 million
	<b>bold</b>	2.5 million	2.2 million	2.6 million
	<i>documentary</i>	2.3 million	2.4 million	2.5 million

**FINANCIAL INDICATORS:  
REVENUE**

		2010-2011 TARGETS	2010-2011 RESULTS	2011-2012 TARGETS
Revenue (Conventional, Specialty and Online)	Total revenue excluding LPIF	\$328 million	\$367 million	See below <sup>22</sup>
	Total revenue including LPIF	Redefined for 2011-2012		\$373 million

**NEW PERFORMANCE INDICATORS – FRENCH SERVICES****RADIO NETWORKS**

		2010-2011 TARGETS	2010-2011 RESULTS	2011-2012 TARGETS
Radio Share <sup>23</sup>	Première Chaîne and Espace musique, combined share <sup>24</sup>	19.0%	19.5%	19.5%

**WEBSITE**

		2010-2011 TARGETS	2010-2011 RESULTS	2011-2012 TARGETS
Radio-Canada.ca, TOU.TV, bandeapart.fm, RCI.net	Unique visitors <sup>25</sup>	1.8 million	2.0 million	2.1 million (+2.5%)

**TELEVISION AUDIENCE SHARES**

		2010-2011 TARGETS	2010-2011 RESULTS	2011-2012 TARGETS
Main network share <sup>26</sup>		18.5%	19.9%	19.3%
RDI share <sup>27</sup>		N/A	2.9%	4.5% Combined
ARTV share <sup>28</sup>		N/A	1.6%	

<sup>22</sup> Revenue includes Advertising, Specialty services (CBC News Network, **bold** and *documentary*) subscriber revenues and other miscellaneous revenues (LPIF excluded from 2010-2011 target but included for 2011-2012 target).

<sup>23</sup> 12+ Fall Survey.

<sup>24</sup> Source: BBM Canada (Survey Fall 2010, All Persons 12+).

<sup>25</sup> Source: comScore (Monthly Average, September to March, 2+, Hybrid).

<sup>26</sup> Source: BBM Canada (Fall/Winter Season, Prime Time, September 6, 2010 to April 3, 2011, All Persons 2+).

<sup>27</sup> Source: BBM Canada (Full Day, August 30, 2010 to April 3, 2011, All Persons 2+).

<sup>28</sup> Source: BBM Canada (Full Day, August 30, 2010 to April 3, 2011, All Persons 2+).

**REGIONAL SERVICE<sup>29</sup>**

		2010–2011 TARGETS	2010–2011 RESULTS	2011–2012 TARGETS
Radio	6–9 a.m. Franco Share (Diaries), 6–9 a.m. Mon.–Fri., BBM, Fall 2010	N/A	19%	19%
6 p.m. <i>Téléjournal</i> <sup>30</sup>	Average viewers per minute 6–6:30 p.m. Mon.–Fri.	N/A	317,000	323,000
Regional Web	Unique visitors <sup>31</sup>	N/A	447,000	458,000 (+2.5%)

**SPECIALTY TELEVISION CHANNELS**

		2010–2011 TARGETS	2010–2011 RESULTS	2011–2012 TARGETS
Subscriber Count	RDI	10.8 million	11.0 million	11.0 million
	ARTV	N/A	2.1 million	2.1 million

**FINANCIAL INDICATORS: REVENUE**

		2010–2011 TARGETS	2010–2011 RESULTS	2011–2012 TARGETS
Revenue (Conventional, Specialty and Online)	Total revenue excluding LPIF	\$191 million	\$205 million	See below <sup>32</sup>
	Total revenue including LPIF	Redefined for 2011–2012		\$230 million

<sup>29</sup> Radio and TV measured using personal people meters.

<sup>30</sup> Source: BBM Canada (September 6, 2010, to April 3, 2011, Weekly Average).

<sup>31</sup> Source: comScore (Monthly Average, September to March, 2+, Hybrid).

<sup>32</sup> Revenue includes Advertising, Specialty services (RDI and ARTV) subscriber revenues and other miscellaneous revenues (LPIF excluded from 2010–2011 target but included for 2011–2012 target).

## 3. CAPABILITY TO DELIVER RESULTS

### 3A. LEADERSHIP AND PEOPLE

#### CHANGES TO THE BOARD OF DIRECTORS

On April 26, 2010, the Honourable James Moore, Minister of Canadian Heritage and Official Languages, appointed Mr. Edward W. Boyd to the Board of Directors for a five-year term.

On February 3, 2011, the Minister appointed Pierre Gingras to the Board of Directors for a five-year term.

Further information is found in the Board of Directors section of this report.