

## FINANCIAL OVERVIEW →→

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
<b>SOURCES OF INCOME</b>						
Operating appropriation	914,323 <sup>1</sup>	948,321 <sup>1-2</sup>	967,034 <sup>1-2</sup>	946,423 <sup>1-2</sup>	946,423 <sup>2</sup>	946,423
Additional funding for programming initiatives	60,000	60,000	60,000	60,000 <sup>3</sup>	60,000 <sup>3</sup>	60,000 <sup>3</sup>
<b>Total Operating Appropriation</b>	<b>974,323</b>	<b>1,008,321</b>	<b>1,027,034</b>	<b>1,006,423</b>	<b>1,006,423</b>	<b>1,006,423</b>
Advertising and program sales	330,735	335,227	395,341 <sup>4</sup>	343,349	345,066	346,791
Real Estate	7,332	7,994	8,216	8,298	8,381	8,465
Transmission and distribution	7,339	7,307	7,642	7,718	7,796	7,874
Galaxie	21,449	22,307	19,281	20,052	20,854	21,689
Other revenues <sup>5</sup>	192,155	177,807	178,261	180,044	181,844	183,662
<b>TOTAL SOURCES OF INCOME</b>	<b>1,533,333</b>	<b>1,558,963</b>	<b>1,635,775</b>	<b>1,565,884</b>	<b>1,570,364</b>	<b>1,574,904</b>
<b>OPERATING EXPENDITURES</b>						
Television and Radio services <sup>6-7</sup>	1,439,564	1,464,753	1,541,121 <sup>4</sup>	1,470,784	1,475,432	1,479,527
Transmission, distribution and collection	60,898	61,203	61,509	61,816	62,125	62,436
Corporate Management	15,984	16,064	16,145	16,225	16,306	16,387
Additional pension contribution	11,200	11,200	11,200	11,200	11,200	11,200
Amortisation of capital assets	119,666	120,862	122,070	123,292	123,908	125,147
Deduct: items not requiring current operating funds	(113,979)	(115,119)	(116,270)	(117,433)	(118,607)	(119,793)
<b>TOTAL OPERATING EXPENDITURES</b>	<b>1,533,333</b>	<b>1,558,963</b>	<b>1,635,775</b>	<b>1,565,884</b>	<b>1,570,364</b>	<b>1,574,904</b>
<b>NET POSITION</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Net position after reduction of funding for programming and other expenditures				(60,000)	(60,000)	(60,000)

1 Includes the repayments of funds transferred from NATV proceeds (\$9,277,000 in 2006-2007, 2007-2008, 2008-2009, and 2009-2010).

2 Salary funding increases from Treasury Board have not yet been determined for fiscal years beyond 2006-2007. It is assumed that salary funding received will be equal to actual increases in salary expenditures.

3 While the \$60 million in temporary funding has been approved for 2007-2008 and 2008-2009, it has not been approved for the three following years.

4 Includes 2008 Beijing Olympics revenues and expenditures.

5 Includes Specialty Services (CBC Newsworld, RDI and CBC Country Canada) and other miscellaneous revenues.

6 Includes expenditures related to CBC | Radio-Canada's Main Services and Specialty Services (CBC Newsworld, RDI and CBC Country Canada).

7 Includes \$60 million spending on programming initiatives.

## CAPITAL BUDGET →→

The Corporation's total capital spending base in 2007–2008 is planned to be \$91.6 million, which excludes any funds carryover from 2006–2007 to complete projects started in that year. Beyond 2007–2008, the capital spending base will remain at approximately \$91 million.

Roughly 60 per cent of the capital budget over the next three years is planned to be spent on production infrastructure, where major initiatives include replacing failing obsolete analogue equipment with digital standards, modernising Radio production facilities, further rollout of Desktop Television production and some high definition television (HDTV) production investments to replace existing assets which have reached their end of life.

Approximately 15 per cent of the budget is planned to be spent on Corporate-wide systems and technology infrastructure. Specific initiatives include the rollout of our Desktop Radio production system which has been pushed to the limits of its useful life, and initial investments in an electronic document and records management system. Further investments include updating our server infrastructure and software upgrades. A major facility improvement and integrated newsroom operation investment in Vancouver is also underway which is primarily funded by the sale of unused density on our property.

The majority of the remaining budget will be spent on transmitter and tower maintenance, and to improve and extend Radio services in line with CRTC commitments. Other investments include building improvements and changes to comply with codes and regulations, and investments to refresh part of our vehicle fleet.

The Corporation will also be grappling with the pressures of replacing its aging towers and transmitters that were introduced during the Accelerated Coverage Program (ACP) of the late 1970s and early 1980s to provide service to small communities. Generally, these assets have a useful life of 20 to 30 years. The concentration of towers and transmitters introduced over the ACP period presents an anomaly in the replacement cycle of these assets, with a resultant spike in the demand on the capital funds.

The transition to digital radio, digital television (DTV) and high definition television (HDTV) will be market driven and will be very costly but necessary. The CRTC issued its Licensing Policy framework to oversee the transition from analogue to digital

over-the-air television broadcasting (PN 2002-31) and its Regulatory Framework for the distribution of digital television services (PN 2003-61). Private broadcasters, as well as CBC|Radio-Canada, have commenced to roll out DTV and will continue to do so over the next few years.

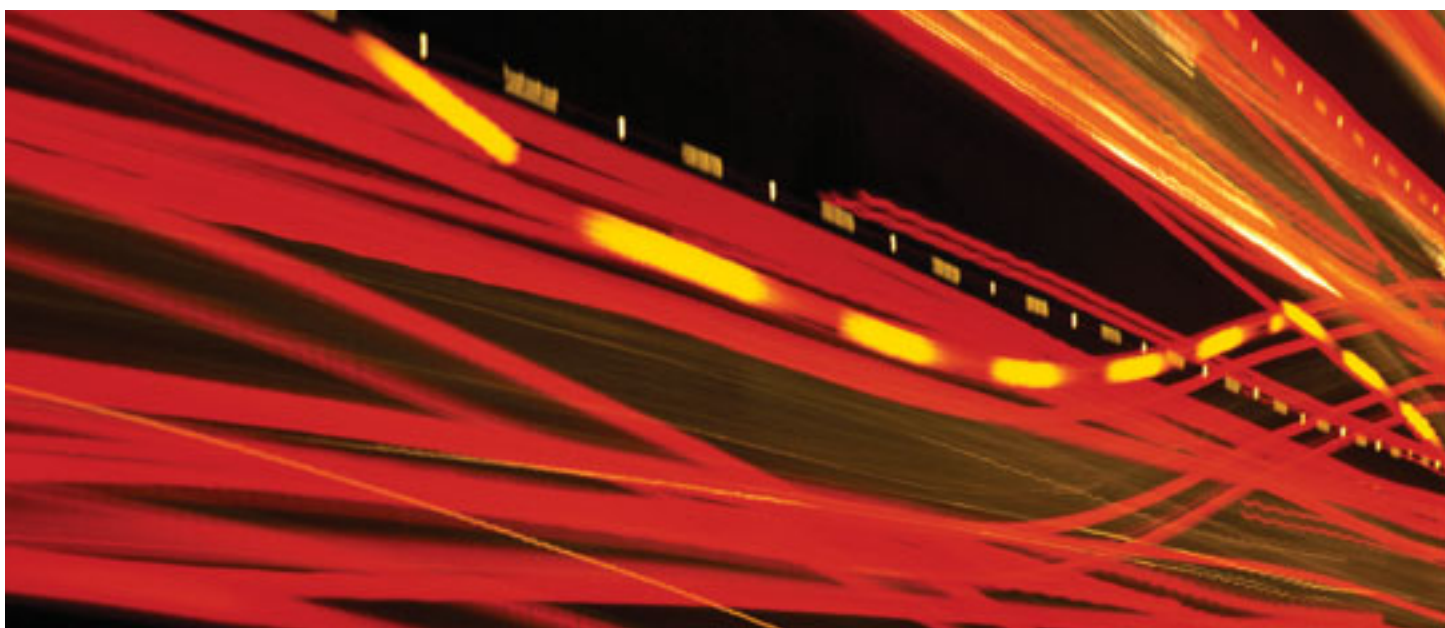
Following an in-depth hearing in late 2006, the Canadian Radio-television and Telecommunications Commission (CRTC) released its review of policies with respect to over-the-air (OTA) television. The Commission confirmed its carriage rules for OTA television and its authority to implement subscriber fees for OTA television broadcasters. However, the CRTC concluded that those fees are not yet needed. The Commission also heard from parties on the transition to digital television. CBC|Radio-Canada presented its proposed hybrid model involving both OTA and cable/satellite for the digital environment.

In order that CBC|Radio-Canada not fall behind in the transition to digital, large capital investments are required in its transmission and distribution infrastructure, as well

as production studios and other equipment, which can only be partially addressed within current funding levels.

The CRTC has also recently issued its new policy on digital radio, in Broadcasting Public Notice CRTC 2006-160. This new policy opens the door for alternative usages of the RF spectrum currently allocated to digital radio broadcasting (DRB), including the broadcasting of new digital audio programming services, multimedia and IP packaged content, which may make DRB another element of the CBC|Radio-Canada multiplatform strategy.

Developments in the US marketplace around In-Band on-Channel (IBOC) digital radio services and its planned, and still to be tested, development of related HD radio receivers on the market in 2006-2007 may have some implications in the Canadian marketplace, prompting a possible utilisation of a similar technology in Canada. We are currently monitoring US developments in this area, as well as digital radio broadcasting (DRB) developments in Canada and around the world. These may increase capital pressures on the Corporation.



# MANDATE AND GOVERNANCE →→

## CORPORATE MANDATE

The Canadian Broadcasting Corporation/Société Radio-Canada (“CBC | Radio-Canada” or the “Corporation”) was first established by an *Act of Parliament* in 1936. The Corporation’s current legislative mandate, Corporate powers and governance mechanisms are set out in the 1991 *Broadcasting Act* (the *Act*). Each year, pursuant to section 54 of the *Act*, the Corporation must submit to the Minister of Canadian Heritage a Corporate Plan regarding the businesses and activities, including investments, of the Corporation and its subsidiaries, if any.

## THE ROLE OF THE CORPORATION IN THE CANADIAN BROADCASTING SYSTEM

Section 3 of the *Act* sets out the broadcasting policy for Canada and includes provisions specifically addressing the role of the Corporation in the Canadian broadcasting system. In particular, paragraphs 3(1)(l) and (m) provide:

- (l) the Canadian Broadcasting Corporation, as the national public broadcaster, should provide Radio and Television services incorporating a wide range of programming that informs, enlightens and entertains;
- (m) the programming provided by the Corporation should:
  - i. be predominantly and distinctively Canadian;
  - ii. reflect Canada and its regions to national and regional audiences, while serving the special needs of those regions;
  - iii. actively contribute to the flow and exchange of cultural expression;
  - iv. be in English and in French, reflecting the different needs and circumstances of each official language community, including the particular needs and circumstances of English and French linguistic minorities;
  - v. strive to be of equivalent quality in English and French;

- vi. contribute to shared national consciousness and identity;
- vii. be made available throughout Canada by the most appropriate and efficient means and as resources become available for the purpose; and,
- viii. reflect the multicultural and multiracial nature of Canada.

These provisions establish a very broad mandate for CBC | Radio-Canada, requiring the Corporation to make its programming available across the country in a manner which satisfies both national and regional needs, in both English and French, while also reflecting the multicultural and multiracial nature of Canada.

In addition to this domestic mandate, CBC | Radio-Canada is also required by section 46(2) of the *Act* to provide an international service which must comply with license conditions and regulations issued by the Canadian Radio-television and Telecommunications Commission (the “CRTC”), as well as any directions issued by the Governor in Council.

No other Canadian broadcaster – commercial or public – has the same breadth of mandate or the same scale or scope of operations as CBC | Radio-Canada.

## CORPORATE POWERS

Part III of the *Act* sets out the basic powers of the Corporation.

A central feature of the regime established by Part III is the arms-length relationship between CBC|Radio-Canada and the Government with respect to the Corporation's broadcasting activities. Section 35(2) specifically provides that Part III "shall be interpreted and applied so as to protect and enhance the freedom of expression and the journalistic, creative and programming independence enjoyed by the Corporation in the pursuit of its objects and in the exercise of its powers." This requirement is repeated in section 46(5) (in the context of the Corporation's objects and powers) and again in section 52(1) (in the context of certain financial reporting provisions).

The head office of the Corporation is required by section 50(1) of the *Act* to be located in the National Capital Region. The powers of the Corporation are spelled out in section 46(1). Section 46(1) reiterates that CBC|Radio-Canada's mandate is to provide the programming contemplated by paragraphs 3(1)(l) and (m) and then identifies a list of powers, such as the ability to originate or purchase programs, enter into associated contracts, and acquire copyright and trademarks that have been granted to the Corporation so that it may achieve this purpose.

The Corporation is an agent of Her Majesty, except in respect of the Corporation's international service and the Corporation's employees: section 47(1) of the *Act*. As such, the Corporation may enter into contracts (47(2)) and acquire property (47(3)) in the name of Her Majesty (48(2)(a)), subject to a \$4,000,000 limit with regard to the

acquisition of real property or the disposition of real or personal property (other than program material or rights), as well as a \$15,000,000 (modified by Governor in Council approval) (48(2)(b)) limit for the lease of real property. Transactions involving greater amounts require the approval of the Governor in Council.

Pursuant to section 46.1 of the *Act*, CBC|Radio-Canada may borrow money, with the approval of the Minister of Finance, up to a limit of \$25,000,000, or any greater amount authorised by Parliament.

## REGULATORY REQUIREMENTS

In the establishment and operation of its broadcasting activities, CBC|Radio-Canada must comply with the licensing and other regulatory requirements established by the CRTC under the *Act*, as well as any requirements under the *Radiocommunication Act* which may apply to the Corporation's use of radiocommunication spectrum.

Given the special role of CBC|Radio-Canada in the Canadian broadcasting system, there are limits set out in the *Broadcasting Act* with respect to the CRTC's regulatory authority over the Corporation.

Section 23(1) of the *Act* requires the CRTC to consult with CBC|Radio-Canada, if CBC|Radio-Canada so requests, regarding any license conditions proposed to be applied to the Corporation. If license conditions are applied which the Corporation believes will unreasonably impede its ability to fulfil its mandate under the *Act*, the Corporation may refer the matter to the Minister of Canadian Heritage (23(2)). The Minister may then issue a directive

to the CRTC regarding the disputed license condition.

Pursuant to section 24(2) of the *Act*, none of CBC|Radio-Canada's "core" licenses (i.e., conventional Television and Radio station licenses) may be revoked or suspended without CBC|Radio-Canada's consent. If the CRTC determines that the Corporation has breached a condition of license, the CRTC must forward a report to the Minister of Canadian Heritage and the Minister must lay the report before Parliament (S25).

The Corporation's other broadcasting activities (e.g., speciality Television and pay audio services) are subject to the same regulatory regime as is applicable to other industry participants. Pursuant to section 26(1)(b) of the *Act*, however, the Governor in Council may direct the CRTC to reserve channels or frequencies for CBC|Radio-Canada. Such a direction need not relate to one of the Corporation's core licenses.

CBC|Radio-Canada's main broadcasting licenses are scheduled to expire on August 31, 2007. The CRTC has granted an administrative renewal of these licenses and will re-initiate the license renewal process when it has completed its review of its conventional television policy, speciality services and the distribution sector. This will likely occur in 2008.

## GOVERNANCE

As indicated above, Part III of the *Act* establishes the governance mechanisms for the Corporation.

Pursuant to section 36 of the *Act*, CBC|Radio-Canada has a Board of Directors comprising 12 Directors, including the Chair and the President, all of whom are

appointed by the Governor in Council. Directors are appointed for a term of up to five years. The Chair and the President may be re-appointed any number of times, but all other Directors are limited to two consecutive terms, unless the third term is as Chair or President.

The Board of Directors is responsible for the management of the businesses, activities and other affairs of the Corporation which, pursuant to section 40 of the *Act*, is accountable to Parliament through the Minister of Canadian Heritage.

Pursuant to section 45 of the *Act*, the Board must establish two standing committees, one in regard to English-language broadcasting, and another in regard to French-language broadcasting. Section 148.1 of the *Financial Administration Act (FAA)* requires the Board to establish an audit committee of no fewer than three Directors.

The Corporate Plan, which the Corporation is required to file with Government pursuant to section 54 of the *Act*, must include a statement of the Corporation's objectives for the next five years and its strategy for achieving those objectives, the capital budget and the operating budget for the next financial year and any borrowing plans for that year. The capital budget is subject to the approval of Treasury Board and any borrowing plans are subject to the approval of the Minister of Finance.

Pursuant to section 55 of the *Act*, the Corporation must also submit to the Minister of Canadian Heritage a summary of the Corporate Plan, modified to reflect the financial resources proposed to be allocated to CBC|Radio-Canada by

Parliament. The Minister must lay this summary of the Corporate Plan before Parliament.

Section 131 of the *FAA* requires the Corporation to maintain satisfactory books of accounts, while section 132 requires that the Corporation have internal audits conducted in this regard. The Corporation must provide the Minister of Canadian Heritage with such reports of its financial affairs as the Minister may require. The *Act*, at section 53(2), states that the Corporation is not required to provide information which could compromise or limit the journalistic, creative or programming independence of the Corporation, to Treasury Board or the Ministers of Canadian Heritage or Finance.

The Auditor General of Canada is the auditor of the Corporation (section 61 of the *Act*). Pursuant to section 132 of the *FAA*, the Corporation must have an annual auditor's report prepared, which is addressed to the Minister of Canadian Heritage. Sections 138 to 142 of the *FAA* require the Corporation to have a special examination of its systems and practices at least once every five years. The auditor's report with respect to this special examination must be submitted to the Board of Directors. If considered necessary by the auditor, after consultation with the Board, the auditor shall bring any relevant information to the attention of the Minister of Canadian Heritage.

Pursuant to section 71 of the *Act*, the Corporation must, within three months after the end of its financial year, provide an Annual Report to the Minister of Canadian Heritage

and to the President of the Treasury Board. The Minister must lay the Annual Report before Parliament within a further 15 sitting days.

Finally, in addition to these governance mechanisms set out in the *Act*, in April 2005, the Board of Directors appointed an outsider to act as Independent Officer under CBC|Radio-Canada's Corporate Policy on Disclosure of Wrongdoings (the Whistleblower Policy). CBC|Radio-Canada's Whistleblower Policy is also in accordance with the Government's Whistleblower Legislation, which was subsequently passed in November 2005. The Corporation also has an extensive code of Journalistic Standards and Practices. Complaints from the public, which are not resolved at the program level, are referred to one of the Corporation's two independent Ombudsmen.

With the passage of Bill C-2, the *Federal Government's Accountability Act*, in December 2006, CBC|Radio-Canada becomes subject to the provisions of the *Access to Information Act (ATI)*, as of September 1st, 2007.

The *Access to Information Act* gives the public a right of access to all records held by the Federal Government, Crown Corporations and other federal institutions subject to the *Act*; it also sets out exceptions to that right. The important exception for CBC|Radio-Canada concerns information related to journalistic, creative and programming activities. Therefore, the *Act* will not apply to information that relates to CBC|Radio-Canada's programming content (Television, Radio, online).



In preparation for September 1, 2007, the Corporation is:

- DEVELOPING AN ATI FRAMEWORK FOR THE CORPORATION.
- BRIEFING MANAGERS ACROSS THE CORPORATION ON ATI, AS IT WILL RELATE TO CBC|RADIO-CANADA.
- ESTABLISHING AN ATI OFFICE IN OTTAWA, FROM WHICH CBC|RADIO-CANADA'S ATI PROGRAM WILL BE MANAGED.

### MANAGERIAL AND ORGANISATIONAL STRUCTURE

CBC|Radio-Canada's head office is located in Ottawa, with two main network offices in Toronto and Montréal and 27 regional offices across the country in such major cities as Halifax, Québec City, Calgary, and Vancouver.

The Corporation's organisational structure reflects its broadcasting and related activities, as well as its infrastructure and administrative requirements. There are a total of 10 divisions within the Corporation:

- FRENCH SERVICES (TÉLÉVISION DE RADIO-CANADA, RADIO DE RADIO-CANADA AND NEW MEDIA)
- CBC TELEVISION
- CBC RADIO
- CBC TECHNOLOGY
- REAL ESTATE
- STRATEGY AND BUSINESS DEVELOPMENT
- FINANCE AND ADMINISTRATION
- HUMAN RESOURCES AND ORGANISATION
- COMMUNICATIONS
- GENERAL COUNSEL AND CORPORATE SECRETARY

These 10 divisions report to the President through their respective divisional heads. The first three divisions (French Services, CBC Television, and CBC Radio) are responsible for the programming activities of the Corporation. CBC Technology and the Real Estate Division, as well as the Corporation's Shared Services, a transaction and call centre that provides Human Resources, Financial and IT support services, support the management of facilities and systems for all broadcasting activities. The remaining divisions assist the main broadcasting activities through management of support functions: Human Resources, Finance, Legal, Regulatory Requirements, Strategy, Business Development, and Communications. All divisions continually assess best practices to ensure that the maximum amount of the Corporation's overall funding is available for broadcasting activities.

The Senior Management Committee of the Corporation includes the President and the ten divisional heads.

# KEY MEASURES OF CBC | RADIO-CANADA'S PAST PERFORMANCE →→

## PERFORMANCE MEASURE

	2002–2003	2003–2004	2004–2005	2005–2006
<b>QUALITATIVE</b>				
Essential	95%	97%	96%	97%
Satisfaction	84%	86%	86%	89%
Distinctiveness	81%	84%	87%	90%
Completeness (Comprehensiveness)	91%	93%	93%	95%
News credibility (Trusted)	93%	95%	94%	96%
<b>QUANTITATIVE</b>				
<b>WEEKLY REACH</b>				
CBC Television	16,637,000	16,965,000	16,197,000	16,530,000
CBC Newsworld	6,216,000	5,815,000	6,127,000	6,222,000
Télévision de Radio-Canada (Francophones)	5,100,000	5,162,000	6,134,000	6,230,000
RDI	2,930,000	2,725,000	2,683,000	2,485,000
CBC Radio One	3,072,000	3,022,000	3,136,000	2,729,000
CBC Radio 2	1,249,000	1,163,000	1,181,000	1,156,000
Première Chaîne	833,000	924,000	976,000	997,000
Espace musique	303,000	313,000	429,000	429,000
<b>SHARE</b>				
CBC Television (Prime time)	7.4%	8.9%	6.7%	7.9%
CBC Newsworld	1.1%	1.1%	1.1%	1.0%
Télévision de Radio-Canada (Prime time)	17.6%	16%	21.1%	19.7%
RDI	2.6%	2.3%	2.9%	2.5%
CBC Radio One	9.1%	8.5%	9.1%	7.3%
CBC Radio 2	3.5%	3.3%	3.2%	3.4%
Première Chaîne	10.7%	12.9%	13.1%	13.1%
Espace musique	2.3%	2.3%	3.0%	2.8%
<b>CANADIAN CONTENT</b>				
CBC Television (Prime time)	84%	86%	67%	80%
CBC Newsworld	90%	90%	90%	89%
Télévision de Radio-Canada (Prime time)	86%	88%	85%	88%
RDI	97%	95%	90%	90%
CBC Radio	100%	100%	100%	100%
Radio de Radio-Canada	100%	100%	100%	100%
<b>NUMBER OF AWARDS</b>				
CBC Television	-	-	200	279
Télévision de Radio-Canada	-	-	55	28
CBC Radio	-	-	85	78
Radio de Radio-Canada	-	-	18	7
New Media	-	-	-	16

### Notes

Prime time = 7:00 p.m.–11:00 p.m. when the largest television audience is available.

TV ratings data based on September to August period.

Cancon and shares for CBC Television and Télévision de Radio-Canada are for prime time.

Radio ratings data based on an average of Fall and Spring sweeps.

Télévision de Radio-Canada ratings data based on different methodologies:

BBM's Picture Matching Technology for 2001–2002 to 2003–2004

BBM's Personal People Meters as of 2004–2005.





# TARGETS AND RESULTS OF MAIN TELEVISION AND RADIO NETWORKS →→

## CBC TELEVISION'S PERFORMANCE MEASURES

PERFORMANCE INDICATORS	PERFORMANCE MEASURES	BASE/TARGET 2006–2007	RESULTS 2006–2007	BASE/TARGET 2007–2008
PUBLIC VALUE	Differentiation	Maintain ratio	Achieved <sup>1</sup>	Maintain ratio
	Public perception	Increase top box score from 36% to 42% <sup>2</sup>	Achieved <sup>2</sup>	All programs > 60% in top 3 box score
	Acclaim	B+ or better	Discontinued in 2006–2007	Measure dropped
AUDIENCE	CBC Television prime-time share, regular season	8.5%	7.4% <sup>3</sup>	8.0%
REVENUE	Main networks' commercial advertising revenues, April–March	\$210 million	\$205 million	\$212 million
COST	Total budget with allocations, April–March	\$517.5 million	Achieved <sup>4</sup>	\$512.8 million

1 Based on percentage of titles.

2 Results reflect a change of methodology used to gather this indicator. Almost 2/3 of titles given top marks.

3 Target of 8.5% was premised on larger draw from the Canadian Television Fund (CTF), which did not occur.

4 The original target was increased subsequently with further budget releases to \$522.4 million. Actual final costs are \$522.3 million.

## CBC RADIO'S PERFORMANCE MEASURES

PERFORMANCE INDICATORS	PERFORMANCE MEASURES	BASE/TARGET 2006-2007	RESULTS 2006-2007	BASE/TARGET 2007-2008
HIGH LEVELS OF LISTENER SATISFACTION	<i>FIATS</i> results for CBC Radio One <sup>1</sup> :			
	Satisfaction	67%	59%	67%
	Essential	85%	83%	85%
	Distinctive	77%	Discontinued in 2006-2007	N/A
	Relevant	58%	60%	58%
	Regionally reflective	76%	64%	76%
	Ethnically/culturally diverse	65%	64%	65%
NATIONAL REACH AND SHARE <sup>2</sup>	Reach	3.8 million	3.8 million	3.8 million
	Share	12.2%	13%	12.2%
RECOGNITION FOR PROGRAM EXCELLENCE	Number of national or international awards	100	121	100
LOCAL SERVICE EXTENDED INTO UNSERVED MAJOR RADIO MARKETS	Number of service extensions into markets with >100,000 population	N/A	See note <sup>3</sup>	Same
<p>1 Core listeners top three boxes, fully integrated attitudinal tracking survey (FIATS) Fall 2006.</p> <p>2 BBM Fall 2006 Survey.</p> <p>3 Service extensions into underserved markets is a significant long-term goal for CBC Radio. While resources did not permit any such extensions during 2006-2007, this goal remains an important strategic objective for the Radio service.</p>				

## TÉLÉVISION DE RADIO-CANADA'S PERFORMANCE MEASURES

PERFORMANCE INDICATORS	BASE/TARGET 2006–2007	RESULTS 2006–2007	BASE/TARGET 2007–2008
<b>AUDIENCE INDICATORS</b>			
OVERALL APPRECIATION OF PROGRAMMING BY VIEWERS <i>"On a scale of 0 to 10, what score would you give to the programming of Radio-Canada?"</i>	6.7 Base 2004–2005	6.6	6.7
COMBINED AUDIENCE SHARE FOR TÉLÉVISION DE RADIO-CANADA AND RDI	Between 15% and 20% At least 14% for Télévision de Radio-Canada	15.9% 13.50%	Between 15% and 20% At least 13% for Télévision de Radio-Canada
<b>FINANCIAL INDICATORS</b>			
PERCENTAGE OF FINANCIAL RESOURCES INVESTED IN PROGRAMMING	82% Base 2004–2005	80%	80%
MEET ADVERTISING REVENUE TARGET, MAIN NETWORK ONLY	\$110 million	\$107.2 million	\$108 million
MAINTAIN THE CTF ENVELOPE RESERVED FOR RADIO-CANADA AT THE LEVEL OF PREVIOUS YEARS	About \$23 million	\$25.2 million	\$25.2 million (base 2005–2006)
<b>REGIONAL REFLECTION AND DIVERSITY INDICATORS</b>			
WEEKLY HOURS AVERAGED ANNUALLY – REGIONAL PROGRAMS FOR THE NETWORK	7 hours	7.8	7 hours
INCREASE THE NUMBER AND RETENTION RATE OF EMPLOYEES FROM VISIBLE MINORITIES, NETWORK AND REGIONS	1.4% Base 2004	1.6%	1.4%
<b>HUMAN RESOURCES INDICATORS</b>			
PERFORMANCE EVALUATIONS FOR ALL EMPLOYEES, TIEING PERFORMANCE TO OBJECTIVES	100% of employees	Close to 100%	Between 90 and 100%

RADIO DE RADIO-CANADA'S PERFORMANCE MEASURES

PERFORMANCE INDICATORS	BASE/TARGET 2006-2007	RESULTS 2006-2007	BASE/TARGET 2007-2008
<b>MAINTAIN AN OPTIMAL LEVEL OF LISTENING</b> <i>Combined audience share of                      Première Chaîne and Espace musique</i>	Between 14% and 16%	15.2% <sup>1</sup> 16.7% <sup>2</sup>	Between 14% and 16%
<b>PURSUE OUR COMMITMENT TO CANADIAN MUSICIANS</b> <i>Recording of concerts and shows</i>	350 Base 2004-2005	310	300
<b>REGIONAL INVESTMENT</b> <i>Maintain our level of investment in regional production</i>	45% Base 2004-2005	50%	45%
<b>EVALUATION OF THE PERFORMANCE OF ALL EMPLOYEES,                      TIEING PERFORMANCE TO OBJECTIVES</b>	100% of employees	Close to 100%	Between 90 and 100%
1 BBM Fall 2006 Survey. 2 BBM Spring 2007 Survey.			



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