

**Ministry of Education**

Minister

315 Front St West  
Toronto ON M7A 0B8

**Ministère de l'Éducation**

Ministre

315, rue Front Ouest  
Toronto ON M7A 0B8



October 16, 2024

Mr. Jean Lépine  
Chair  
Groupe Média TFO  
21 College Street, Suite 600  
Toronto ON M4Y 2M5

**Subject: Groupe Média TFO's Letter of Direction for 2025-26**

Dear Mr. Lépine:

I am pleased to share our government's 2025-26 priorities for Groupe Média TFO (TFO). As Chair, you play a vital role in helping TFO achieve its mandate in supporting Franco-Ontarian education and life-long learning through its place in the field of educational communications and programs.

Agencies are a part of government and are expected to act in the best interests of the people of Ontario and ensure that they provide value for money to taxpayers. Agencies are also required to adhere to government policies and directives.

Per the requirements of the Agencies and Appointments Directive, agencies are required to align goals, objectives and strategic direction with our government's priorities and direction. As Chair, you must ensure that TFO's business plan demonstrates the agency's plans in fulfilling the expectations and government priorities below and that progress and achievements are reported through your annual report. Compliance with these requirements is reported to Treasury Board/Management Board of Cabinet annually.

This letter sets out my expectations for 2025-26 that TFO is innovative, sustainable and accountable through the following direction:

**Innovative**

1. Simplify client/customer interactions.
2. Expand and optimize digital service offerings.
3. Improve client/ customer satisfaction.
4. Share data with Supply Ontario, when requested, regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

## **Sustainable**

5. Strengthen public service delivery by optimizing organizational capacity and directing existing resources to priority areas.
6. Use public resources efficiently and:
  - a) Operate within the agency's financial allocations.
  - b) Prudently and responsibly manage workforce size. Where an agency requires a material increase in workforce size, the agency must provide the Minister with an HR plan for approval that provides the rationale based on government priorities and/or agency mandate.

## **Accountable**

7. Develop and report on outcome-focused performance measures to effectively monitor and measure performance.
8. Protect individual, business or organization data by actively managing data and cybersecurity and reporting Artificial Intelligence uses.
9. Report all high risks including effective mitigation plans.
10. Align hybrid work policies with the OPS and identify and assess office optimization opportunities to reduce office realty footprint and find cost reductions.
  - a) Collaborate with the Ministry of Infrastructure (MOI) to identify office space opportunities; and
  - b) Align with the MBC Realty Directive and the OPS Modern Office Space (OMOS) Standards.
11. Develop and encourage diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
12. Increase non-government, non-fare, non-fee revenue by a percentage to be selected by the Minister in consultation with the Chair.

These are the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority and the accompanying performance measures that can be utilised if measurements are not currently in place.

I am also sharing my key expectations specific to TFO for 2025-26:

- continuing to consult and work closely with francophone stakeholders and educational partners;
- continuing to provide strong and innovative supports, including curriculum-linked digital resources, for Ontario students;
- continuing to support foundational learning skills with a particular focus on literacy and math skills through the development of programming and resources;
- continuing to increase digital presence, making educational resources and services available to students, parents and teachers through various platforms, in order to promote continuous learning; and

- continuing to market TFO's learning resources outside of Ontario, leveraging the reputation of the Ontario education system and increasing opportunities for generating revenue to be re-invested into education and dynamic learning.

At our next meeting, I would be pleased to discuss these priorities, and I look forward to hearing how they will be reflected in the agency's upcoming business plan and in ongoing agency operations.

Thank you and your fellow board members for your continued commitment to TFO. Your work and ongoing support is invaluable to our government and the people of Ontario.

Should you have any questions, please feel free to contact Deputy Minister Denise Cole at Denise.Cole@ontario.ca.

Sincerely,

*[SIGNED BY MINISTER IN THE ORIGINAL FRENCH]*

The Honourable Jill Dunlop  
Minister of Education

Attachment:

- Government Priorities for Agency Sector Chart

cc: Michelle Séguin, President and Chief Executive Officer, TFO  
Denise Cole, Deputy Minister, Ministry of Education  
Louis Dimitracopoulos, Chief Administrative Officer & Assistant Deputy Minister, Corporate Management and Services Division, Ministry of Education  
Didier Pomerleau, Assistant Deputy Minister, French-Language Education Division, Ministry of Education