



Business Plan

**Fiscal Years
2025-2026, 2026-2027, 2027-2028**

**Ontario French-Language Educational
Communications Authority ***

February 28, 2025

*Hereinafter referred to as "TFO"

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TFO.org

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1. Executive Summary

TFO's 2025-2028 business plan introduces a renewed vision driven by a new strategic plan, focusing on innovative and inclusive initiatives to strengthen its role as a French-language educational and cultural media organization. This strategy centers on "TFO 360," an approach that adapts content into multiple formats (videos, educational resources, e-books) and disseminates it across diverse platforms, maximizing discoverability and impact for a broader audience.

TFO.org will become the one-stop gateway to all content, for all audiences, thus strengthening the brand image. This enhanced brand will be one of the levers in the development of a revenue diversification strategy to ensure the sustainability of Ontario's French-language public educational media.

To engage younger and more diverse audiences, TFO will adopt a new approach targeting adolescents while rejuvenating its adult audience. This includes documentaries, a podcast series by ONFR, and initiatives catering to younger viewing habits, reinforcing its commitment to today's Francophone community.

Supporting teachers, parents, and students remains a priority for TFO. TFO's reach will expand through the implementation of educational initiatives that align with the priorities of the Ministry of Education and address the practical needs expressed in the field. Turnkey resources will be developed to facilitate the integration of TFO content into classrooms and to address current challenges in the Francophone education system.

Artificial intelligence (AI) will also be integrated into TFO's strategies to amplify its impact as a creator of unique educational experiences for its audiences. This includes enhancing the development of educational pathways and improving user experiences on TFO.org, while ensuring ethical and efficient management of new technologies.

Finally, TFO will commit to developing strategic alliances with other media and distribution platforms to increase the visibility of its content and facilitate access to its resources. By forging these connections, TFO will strengthen the discoverability of its content in an increasingly competitive Francophone media landscape, while extending its reach across Canada. This business plan reflects TFO's commitment to adapting to its audiences' needs and innovation to sustainably and modernly support the Francophonie.

2. Introduction

TFO presents this business plan for 2025-2026 through to 2027-2028, highlighting the actions and orientations the organization plans to undertake during these years. Several new initiatives to be implemented during this period will enhance the discoverability and relevance of its content. By forging closer ties with the Francophone community and the education sector, TFO aims to better meet their needs, as reflected in this document.

TFO is fortunate to be unique in what it does: a public, educational, cultural, and Francophone media organization operating in a minority context. TFO's business model is significantly different from that of many other media organizations. TFO celebrates this uniqueness, this differentiating factor, and its role as a creator of cultural markers by being a media outlet that is both accessible and representative of its audiences in all its activities. Identity building, a cornerstone for Francophone Ontario and embedded in the Politique d'aménagement linguistique — which is itself unique to the Francophone education system in Ontario — is intrinsic to TFO's offerings.

The Francophone community is evolving and becoming increasingly diverse. TFO already reflects this reality in its work and will intensify its efforts in this regard. Over the next year, it will develop and implement an inclusion, diversity, equity and accessibility (IDEA) strategy. This strategy will be integrated into everything TFO does, from its content to its organizational culture.

The backdrop to this business plan is the mitigation of the high risks associated with the discoverability and relevance of TFO's content. TFO has a deficit of new content due to stagnating core funding and rising costs for content production and acquisition. This also impacts its capacity to innovate. To address this, TFO has submitted a request for an additional \$7 million in core funding to rectify the situation. TFO will also develop a revenue diversification strategy to ensure its sustainability.

It is important to note that a new strategic plan will be launched in April 2025, and that a number of actions have already been integrated into this business plan. Furthermore, a mandate review for TFO is currently underway. This process, which occurs every six years, is not expected to significantly affect this business plan.

3. Strategic Orientation

3.1. Vision, Mission and Positioning

- Vision

Operating in a creative and stimulating environment, the TFO team creates inclusive educational and cultural works essential to the vitality of Francophonie in Ontario.

- Mission

Rooted in Ontario's Francophone community in all its diversity and attuned to its needs and interests, TFO provides avant-garde educational and cultural content to learners, parents, and educators. Through its activities, TFO fosters a love of learning and celebrates the French heritage of Ontario and beyond.

TFO's mission is to do the following, taking into account the interests and needs of the francophone community, as stipulated in the *Ontario French-Language Educational Communications Authority Act* :

- a) initiate, acquire, produce, distribute, exhibit or otherwise deal in programs and materials in the educational broadcasting and communications fields;
- b) engage in research in those fields of activity consistent with the objects of the Authority under clause (a);
- c) discharge such other duties relating to educational broadcasting and communications as the Board considers to be incidental or conducive to the attainment of the objects mentioned in clauses (a) and (b); and
- d) establish and administer distance education programs.

- Positioning

TFO is a public media organization that:

- Broadcasts bold educational content showcasing a diverse and inclusive Francophonie.
- Places original productions at the heart of its value proposition.
- Offers a Francophone perspective on information.
- Through its innovative educational resources, serves as a benchmark for cutting-edge pedagogy and a vehicle for Francophone identity building in schools.
- Builds strong relationships with the education sector, supporting teachers and families in the optimal use of its resources.
- Creates and manages educational, entertaining and safe.

3.2. Business Objectives

The business objectives for the coming years, focus on expanding TFO's reach, improving content discoverability, increasing funding and revenue, and leveraging

artificial intelligence. TFO has established key performance indicators for this plan in [Annex E](#).

TFO has adopted and will further enhance the concept of “TFO 360.” This approach involves adapting a single piece of content into various formats, such as videos and educational resources, and distributing them across a wider range of platforms. For instance, consider a new series. Educational resources related to the series, such as short videos or learning modules, would be developed. Books inspired by the series could be written and published through TFO’s reading app, Boukili. These diverse products would then be distributed on platforms tailored to each product and audience. This approach not only promotes TFO’s content through self-reinforcing channels but also enhances its discoverability. Additionally, it ensures the optimal and sustainable use of resources. The TFO 360 concept is a guiding principle throughout this business plan.

Key areas of TFO’s Business Orientation for the coming years:

- Increase content volume to remain relevant and fulfill the organization’s mandate by increasing core funding and diversifying revenue sources.
- Improve content discoverability:
 - Modernize television offerings by launching an app for connected TVs.
 - Establish partnerships with other distribution platforms, such as ICI TOU.TV and Radio-Canada OHdio.
- Develop a strategy to enhance educational resources and content tailored to adolescents.
- Expand educational resources for parents.
- Broaden TFO’s reach beyond Ontario to pursue a pan-Canadian strategy to establish TFO as the public French-language educational media in other provinces and territories and to diversify revenues.
- Implement ethical and exemplary tools and practices in the use of AI to optimize organizational operations.

3.3 Expanding Initiatives

The initiatives planned for expansion in 2025-2026, with a long-term impact on subsequent years, include:

- Integration of artificial intelligence
- A renewed strategy for adolescent-focused content in educational resources and programming
- Sponsorship and philanthropy strategy
- Sustainable development policy
- Inclusion, diversity, equity and accessibility (IDEA) strategy
- Digital-first Strategy
- Pan-Canadian Strategy
- Revenue diversification

- Migration of TFO sites under a single banner, TFO.org

4. Environmental Scan

The environment in which TFO operates is constantly evolving. In recent years, changes in people's viewing habits have brought, and will continue to bring, their share of changes in the way TFO does business in terms of discoverability of content and investment in technology. Add to this the rising cost of production and the stagnation of TFO's core funding over the past 13 years, and the challenges of staying relevant with new and attractive content are numerous.

These issues are covered elsewhere in the various sections of the business plan, but here are the highlights.

4.1. External factors

- Regulation: New regulatory policies from the Canadian Radio-television and Telecommunications Commission (CRTC) need to be monitored, as they could have a positive or negative impact on TFO.
- Content discoverability: Ongoing adjustments to respond to changing viewing habits in preferred formats and platforms.
- Educational resources: Content additions or updates in line with curriculum changes.
- Growing Francophone immigration: Continue to develop content that reflects the changing face of francophone communities across the country.
- Artificial intelligence: Exploiting the opportunities offered by AI to optimize certain operations.
- Canada Media Fund (CMF): Decrease in the overall CMF envelope, although the impact on TFO, which benefits from funding allocations for certain content, is not yet known.

4.2. Internal factors

- Rising production and co-production costs: Constraining our ability to increase content offerings.
- Stagnating core funding: Limiting our ability to offer more new content and remain competitive and relevant.
- Staff retention: Shortage of workforce and lack of salary competitiveness bringing retention challenges.

5. TFO's offer

TFO serves as a cultural reference point for Francophones living in minority settings. TFO remains committed to innovation by staying attuned to its audiences. Since transforming its website into a true broadcasting platform, TFO.org has seen its number of visits nearly double within a year, alongside an increase in average viewing time, which rose from 8 minutes to 13 minutes over the same period.

This momentum will continue over the next few years with the creation of a coherent, integrated digital environment, where users will be able to converge on a single entry point to more easily discover the offering that matches their needs. This will enhance TFO's reach and create a strong brand.

5.1. TFO.org and the Network

In the coming year, TFO will focus on enhancing its offerings for teenagers, rejuvenating its adult audience, and implementing a digital-first strategy. This approach prioritizes digital platforms, such as TFO.org or the TFO app, as primary channels for distribution, recognizing that audiences increasingly consume television and video content online in a variety of formats. As a public broadcaster, TFO has always been committed to reaching the widest possible audience. This has historically included ensuring access to our multimedia content through both cable television and online platforms.

TFO will strive to maximize the production of new content to maintain relevance in an ever-changing and highly competitive environment. However, without additional core funding, the production of new content will remain limited to approximately 20% annually—or potentially less due to rising costs—falling short of the 40% target. This gap presents a significant risk for TFO.

- **Original Productions**

TFO will continue to work closely with independent production companies from Francophone minority communities through co-production agreements. Additionally, TFO will expand its internal productions to optimize resources and deliver more content to its audience.

TFO is set to reengage with feature films and documentaries created by and for Francophones by partnering with independent production companies to tell stories of the Francophonie. For example, a fictional feature film will air on TFO in the winter of 2026. By collaborating on this Franco-Ontarian film, TFO reclaims its role as a creator of cultural markers and a key partner in Francophone cinematography. This commitment is further demonstrated by the co-production of a documentary marking the 50th anniversary of the Franco-Ontarian flag in 2025, among other projects.

- **Youth and Adult Programming**

To reach younger audiences where they are, TFO will develop content by and for young people, reflecting their unique viewing habits and addressing their declining engagement with Francophone content platforms. A youth advisory committee will also be established to provide feedback and guidance on youth programming.

For adults, TFO aims to rejuvenate its audience by offering more appealing programming for individuals under 45, with a particular focus on expanding its documentary offerings.

- Discoverability Content

All Francophone media face the same challenge: how to remain discoverable amidst the vast array of Anglophone content available on international streaming platforms? TFO will continue to invest significant effort to ensure its content reaches a broader audience by building strategic alliances. For example, TFO plans to expand its content offerings on platforms such as Radio-Canada OHdio and ICI TOU.TV in the coming years. These partnerships will enhance the visibility of the TFO brand and strengthen its outreach.

- Sustainable Development Policy

TFO will develop a sustainable development policy to reduce its environmental footprint by adopting eco-friendly practices in content production and operations. The first phase will involve identifying current ecological initiatives and listing those that can be easily implemented. TFO is part of an industry-leading group dedicated to implementing environmental solutions.

5.2. ONFR

French-language news franchise ONFR celebrated its 10th anniversary in 2024! To mark the occasion, the ONFR website underwent a significant redesign to enhance the user experience and attract new audiences through additional features. Over the past year, ONFR's readership increased by 13%.

Access to news in French has never been more critical, as newsrooms shrink, media deserts spread—particularly in Francophone communities across the country—and misinformation proliferates. Additionally, Meta's (Facebook and Instagram) blocking of Canadian media news has compelled all media outlets, including TFO, to develop alternative strategies to reach their news-hungry audiences.

- Podcast

ONFR will launch a podcast in 2025 to reach a new market for podcast enthusiasts, specifically targeting the 25-45 age group. This podcast will cover various topics relevant to Francophones in Ontario and across the country. It will be available on multiple podcast streaming platforms, allowing TFO to extend its reach in new and innovative ways.

- Short Formats and YouTube Shorts

Before Meta's news block, ONFR reached a significant audience with video publications on Instagram and Facebook. To reconnect with this younger audience, TFO has shifted its focus to YouTube Shorts for its news content and will continue to optimize this platform. Additionally, short videos will be made available on ONFR.org. Short-form content has proven particularly successful among younger audiences.

- Improvements to ONFR.org

The video and multimedia experience on ONFR.org will be enhanced to accommodate different content formats tailored to the needs of various audiences. This upgrade will offer a better user experience and consolidate all of the franchise's content formats under one platform.

As part of these innovations, an ONFR mobile app will be launched to provide easier access to content on mobile devices.

5.3. IDÉLLO

The TFO educational resource platform, IDÉLLO, will continue to expand its offerings and its turnkey experience, which is highly valued by teachers who are increasingly visiting the platform. Over the past year, web traffic on the platform has doubled. IDÉLLO's efforts will focus on increasing awareness of its resources among a broader audience within the teaching community, developing complementary materials for TFO's original productions, and leveraging artificial intelligence to enhance user experiences. These initiatives aim to address the needs of French-language schools and immersion programs.

- Turnkey Resources

With the shortage of teachers, these resources serve as a crucial classroom support. TFO addresses identified needs by developing:

- Emergency kits: Designed for substitute teachers to compile resources for urgent situations, responding to the increased reliance on substitutes due to the shortage of teachers.
- Year at a glance: Planning sessions for the upcoming school year offered to teachers, highlighting upcoming changes and the resources TFO provides to address them, among other things.
- Video capsules "coup de coeur": Through TFO's various communication channels, the educational team highlights specific resources to emphasize timely and relevant topics.

- Connected Educational Experiences

Launched in spring 2024, these live sessions focus on specific curriculum elements and have been a resounding success, with high participation from teachers and their classrooms following a course offered by TFO's educational team. Each session includes a follow-up plan that teachers can use to deepen instruction on the discussed topic, along with accompanying lesson plans. TFO will continue to offer these live sessions and make them available on demand through IDÉLLO.

- Artificial Intelligence

Through IDÉLLO, TFO will harness the power of AI to develop lesson plans, educational pathways, and other tailored resources. This will enable significant operational efficiency and provide improved services for users.

5.4. Boukili

The Boukili learning-to-read app will retain its DNA, but will be included in the consolidated TFO.org offering. Since its launch in 2016, Boukili has been an immense success, and this momentum must continue. Over the next year, the strategy for Boukili will focus on expanding its offerings:

- Broaden the selection of digital books for older students: Currently targeting children aged 4 to 8, Boukili will expand its library to address the needs of older students. This initiative aims to support literacy priorities for both first language French speakers and those learning French as a second language.
- Establish partnerships for specialized content.
- Create a television series featuring Billie the Raccoon, Boukili's mascot, in order to support the "TFO 360" strategy.

5.5. Apprendre.tfo.org

TFO aims to develop a strategy for parents to better address their needs and support them in helping their children at home. Apprendre à la maison, a site dedicated to parents, will be incorporated into TFO.org to centralize resources, tools and educational content specific to the needs of parents, and to serve as a lever of discoverability for our content.

- Apprendre.tfo.org
 - Site migration to TFO.org.
 - Review of certain learning modules for elementary-level students.
 - Development of a business plan for the offer to parents.
- Reading Nights
 - Organize reading nights with parents to equip them with strategies to teach their children how to read at home using TFO resources. Collaborate with organizations such as Parents partenaires en éducation and Canadian Parents for French to boost parents' confidence and self-efficacy as their child's first educator.

6. TFO's Reach

6.1. Support for Teachers and Parents

TFO has strengthened its relationship with teachers by offering various services, including *Expériences éducatives branchées* (Connected Educational Experiences), which enable entire classrooms to participate in live courses. Over the coming year,

TFO will focus on enhancing its offerings to teachers and expanding its range of turnkey resources. The unique advantage of TFO's educational services lies in its video content and the support it provides to educators. TFO will continue to host systemic professional development days, workshops within Ontario's faculties of education, and sessions at conferences of educational organizations. Over the next few years, considerable effort will be made to anchor TFO in a variety of educational markets outside Ontario.

6.2. Partnerships

Partnerships will continue to be part of TFO's DNA and are much more than simple collaborations: they are true strategic alliances. These relationships are based on mutual exchanges of visibility, content or expertise, without necessarily involving financial transactions or direct funding relationships that enable TFO to strengthen its network.

- TFO will prioritize strategic alliances with brands that resonate with its various audiences to target specific demographics effectively.
- TFO wants to build a network of media partners across Canada. For example, for the distribution of certain content from its ONFR news franchise, in order to offer more and reach more on other platforms.
- TFO will invest in co-creation projects that foster mutual exchange and go beyond traditional partnerships.

While adopting this collaborative approach, TFO ensures compliance with government rules and guidelines, including those related to procurement, when required. These partnerships enable TFO to reach out in new ways and extend its influence to new audiences.

6.3. Supporting Emerging Talent at TFO

Aligned with its educational mandate, TFO seeks to further support emerging talent to help develop bilingual professionals essential for Ontario.

- ÉCLO

To nurture Franco-Ontarian talent in the screen industry, TFO has partnered with the Institut de l'image et du son (L'Inis) to offer screenwriting training for a youth series to an up-and-coming Franco-Ontarian creator. This tailored program will provide the selected artist with personalized guidance to advance their youth-focused scriptwriting project.

- LOL Contest

In partnership with ACFO-Stormont Dundas and Glengarry, this contest recognizes emerging comedians who are finalists in the provincial competition. TFO awards four "coup de cœur" prizes to deserving finalists, who will have the opportunity to experience a TV production set at TFO's Toronto studios.

- Workshops on Media and Democracy

Supported by TFO's educational services team, ONFR will conduct workshops in high schools on media and democracy over the next few years. These workshops align with the Grade 10 Civics and Citizenship curriculum and/or French media studies in Grades 11 and 12 offered in some schools, addressing key skills in digital citizenship. With misinformation, disinformation, and distrust in media on the rise—alongside threats to democracy—these workshops aim to inform and educate students, embodying TFO's public media mandate.

- Media Camps at TFO

During the school holidays and spring break, in partnership with Créateurs Z, TFO will host media camps at its Toronto offices. These camps are tailored to young Francophones in Ontario high schools, offering insights into the workings of audiovisual media and the various professions within the industry.

- ICE Challenge (Innovation, Creativity, Entrepreneurship)

In collaboration with the Université de l'Ontario français, TFO will launch a challenge for students in three regions of the province. The initiative aims to engage students in the Specialist High Skills Major (SHSM) program to explore how TFO can better equip them to live their Francophone identity in daily life.

6.4. Outreach Outside Ontario

TFO has long extended its influence outside Ontario, broadcasting across the country through agreements in seven provinces and territories for the use of its educational resources and through various partnerships. In the coming years, this outreach will expand further to diversify revenue streams and serve a larger Francophone and Francophile population nationwide.

- Pan-Canadian Strategy

The Pan-Canadian Strategy aims to establish TFO as the public Francophone educational media outlet in other provinces and territories. This initiative would ensure free access to TFO's content on-air and online, as well as complimentary access to IDÉLLO for all teachers. For nearly 15 years, TFO has had such an agreement in place with the Government of Manitoba. As the only public educational media serving Francophones in minority settings, TFO will continue advancing this strategy, already underway since several months, over the next two years.

- Educational Agreements

TFO will intensify efforts to sign agreements with other provincial and territorial governments for the use of its educational resources by teachers in French-language schools and immersion programs in English-language schools. These new agreements will help TFO generate additional revenue and support more educators

as the teacher shortage continues to worsen. TFO also wants to expand its collaboration with key educational organizations outside Ontario to co-create resources or projects tailored to their priorities.

- Commercialization of the offer

To ensure its sustainability and discoverability, TFO will evaluate opportunities for collaboration, sales or partnerships with broadcast platforms. It will explore other revenue avenues such as attractive formats for sale outside Ontario, as well as the sale of on-air and online advertising.

7. Marketing and Communications

The priorities for marketing and communications will focus on content discoverability, strategic partnerships, and the development of a sponsorship and philanthropy strategy as well as an advertising revenue strategy to diversify revenues. At the same time, TFO will amplify its brand and promote the *Production originale* (Original Production) signature. Communications will highlight TFO's new CEO and the new strategic plan, which will be launched in April 2025.

- Creation of a showcase page concept on TFO.org for audiences from immigrant backgrounds, providing content about Ontario for newcomers. Francophone immigration is a central element of TFO's discoverability goals.
- Celebration of the 50th anniversary of the Franco-Ontarian flag in 2025, with the co-production of a documentary and several events and partnerships. This will notably include organizing the 2025-2026 season launch in Sudbury, where many activities will take place around the 50th anniversary.
- Preparation for TFO's 40th anniversary in 2027, to mark this significant milestone in TFO's history.
- Development of a sponsorship and philanthropy strategy, including a feasibility plan for integrating donations into TFO's free platforms and launching a sponsorship offering for spaces and products across its various sites.
- Development of an advertising revenue strategy to increase self-generated revenues.
- Analysis of the sale of TFO content in markets outside Ontario.

8. Technology and Information

The technology and information sector will be working on two major projects in the coming years: the use of artificial intelligence (AI) and the modernization of production technologies to replace outdated systems and optimize the

technological and operational ecosystem. Strengthening cybersecurity measures will also remain at the core of the sector's activities.

- Using AI
 - Develop basic literacy in generative AI.
 - Finalize the deployment of Google Gemini.
 - Developing 'prompting' skills, i.e., the ability to interact effectively with generative AI tools.
- Modernization of production technologies spread over 2 years, requiring significant investments and employee training, etc.
- Replacement of non-linear distribution technologies.
- Ongoing reinforcement of IT security by improving digital identity management and implementing a warm site in Ottawa.
- Create a think-tank dedicated to technological evolution, to keep abreast of trends and integrate them where necessary.

TFO has adopted an internal policy on the use of AI, accompanied by a charter. This policy is based, among other things, on Ontario's Trustworthy Artificial Intelligence Framework. We have also familiarized ourselves with the Responsible Use of Artificial Intelligence Directive for Provincial Agencies.

Cloud migration focuses mainly on distribution and storage services. Studio production still requires the deployment of local technologies. These environments are isolated and form part of our cybersecurity strategy.

9. Talent and Organizational Culture

Providing a healthy, caring and respectful work environment that fosters professional development remains a priority for TFO as an employer. TFO faces major challenges in terms of talent and adapting to organizational change.

- Attraction and retention: It is difficult to attract and retain bilingual talent in Ontario with the ability to travel 3 days a week to our offices. An employer branding strategy and a competitive offer are currently being developed.
- Salary: A salary imbalance between unionized and non-unionized employees poses equity issues and requires a review of salary grids and compensation philosophy. A compensation study is underway to review TFO's staff classification, pay grids and compensation philosophy.
- Organizational changes: The arrival of a new CEO and a new strategic plan require an adaptation of HR practices.

In response, TFO has identified a number of strategic objectives. In addition, TFO is committed to intensifying its efforts to fully integrate the principles of inclusion, diversity, equity and accessibility (IDEA) into all human resources processes.

- Attracting and recruiting high-quality Francophone talent, by enhancing practices to attract top candidates and improving selection processes to align with future needs.
- Supporting managers and developing leadership skills to foster a performance-driven, collaborative, and caring culture.
- Promoting a positive and engaging work environment, essential for talent retention and team satisfaction.
- Optimizing performance management by implementing mechanisms for constructive feedback and continuous evaluation.
- Strengthening the employer brand to position TFO as an employer of choice for Francophone talent.
- Ensuring legal compliance and equity by reviewing HR practices to meet industry standards and best practices.
- Measuring and analyzing the impact of HR initiatives to ensure the achievement of goals and guide future actions.

Currently, TFO employs 180 full-time employees, including 7 senior management members. Over the next three years, a few additional positions are expected to be created.

10. Budget

TFO's budget is balanced. Revenue diversification initiatives will be implemented to provide greater financial flexibility for the organization and allow investment in new content, as outlined in the business objectives earlier in this document. TFO will continue to pursue funding opportunities for projects to, once again, create additional new content.

Although TFO's budget is balanced, it has an accumulated content deficit and wants to increase it in order to maintain its relevance. A request for additional base funding of \$7 million has been submitted to the Ministry of Education to address this shortfall in new content.

3 - Year Financial Projections

	In Progress	Forecast	Forecast	Forecast
	2024-2025	2025-2026	2026-2027	2027-2028
REVENUE				
Basic Operational Grant	\$33,840,800	\$33,566,000	\$33,566,000	\$33,566,000
<i>Base*</i>	<i>\$30,216,000</i>	<i>\$30,216,000</i>	<i>\$30,216,000</i>	<i>\$30,216,000</i>
<i>Canada-Ontario Agreement</i>	<i>\$3,574,800</i>	<i>\$3,300,000</i>	<i>\$3,300,000</i>	<i>\$3,300,000</i>
<i>Financial Audits</i>	<i>\$50,000</i>	<i>\$50,000</i>	<i>\$50,000</i>	<i>\$50,000</i>
Basic Capital Grant	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Special Projects**	\$1,701,437	\$0	\$0	\$0
Deferred Contributions	\$2,657,001	\$1,829,839	\$2,596,553	\$2,305,453
Other Revenue***	\$2,792,367	\$1,796,250	\$1,739,606	\$1,683,718
TOTAL REVENUE	\$41,991,605	\$38,192,089	\$38,902,159	\$38,555,171
TOTAL EXPENSES	\$41,991,605	\$38,192,089	\$38,902,159	\$38,555,171

*The base grant now includes the Priorities and Partnership Funds (PPF), with the exception of the amount allocated to the financial audit.

**Includes Second Language French funding and grants from the Ministry of Francophone Affairs.

***Includes cable distribution, Canada Media Fund (CMF), sales and rentals, leases, IDÉLLO subscriptions, interest and other revenue sources.

11. Real estate

TFO complies with the principles, requirements and responsibilities set out in the Realty Directive, which establishes the government's policy on the acquisition and disposal of land and buildings.

TFO currently occupies premises in the following cities:

- Toronto: College Park, 21 College Street
Lease expires August 31, 2027.
- Ottawa: Collège La Cité, 801 Aviation Parkway
Lease expires July 31, 2028.
- Sudbury: Collège Boréal, 21 Lasalle Boulevard
Lease expires October 31, 2026.

TFO must obtain the approval of the Lieutenant-Governor in Council before acquiring or disposing of an interest in land, in accordance with the Ontario French-Language Educational Communications Authority Act (OTELFO).

12. Conclusion

This business plan meets the specific expectations for TFO outlined in the Minister of Education's 2025-2026 direction letter by continuing to collaborate with stakeholders in education, the Francophone community, and the media industry. It aligns with the ministry's priorities in literacy and mathematics, increases TFO's digital presence, and continues to promote Ontario beyond the province, among other goals.

TFO also addresses government priorities related to innovation, sustainability, and accountability. The organization will enhance its performance indicators over the coming years to comply with the government's new directive for agencies and appointments and to provide TFO with relevant insights into its performance.

Annex A - Marketing and Communications Plan

Marketing, communications, partnerships and public relations activities are a key element in the implementation of TFO's strategic plan to 2025.

Ultimately, TFO aims to :

- Clearly and firmly position TFO as Ontario's public French-language media and a producer and broadcaster of original educational content in French Ontario and within Canada's official language minority communities.
- Increase awareness of TFO within Ontario's Francophone communities and Canada's official language minority communities.
- Produce and deploy creative and impactful campaigns that reflect its content and reinforce the Franco-Ontarian community's emotional connection with its offering.
- Increase the discoverability of its content by generating and retaining audiences for its native broadcasting and digital learning platforms.
- Attract, engage and retain its audience by offering a marketing content experience complementary and relevant to its native platforms, and showcasing its partners' community initiatives.
- Positioning TFO's Offering:
 - **TFO.org** embodies an intuitive and inclusive platform, where every francophone and francophile can see and recognize themselves. Multi-screen and reliable, it captures the vibrant diversity of the French-speaking community here and abroad. TFO.org is the centerpiece of Ontario's French-language public media, bringing together all of TFO's offerings where children, parents, teachers and learners of all ages can converge on a single entry point to more easily discover the offerings that meet their needs. This makes TFO.org a true platform for the future.

Annex B - Technology and Information Plan

TFO's digital-focused strategy requires a transformation of its technological infrastructure to adopt a model centered on flexibility, scalability, simplicity, and partnerships. The main objectives of the sector are:

- Eliminate technological debt by replacing infrastructure, systems, and processes that are outdated or less necessary.
- Leverage new and emerging technologies to optimize content creation processes, ensuring they meet the expectations of the Ministry and target audiences.
- Focus on improved data processing through the development of an analytics strategy to facilitate decision-making and enhance the user experience, while ensuring robust protection of personal information.

While maintaining and evolving the core components of its IT systems, TFO intends to strengthen its leadership and innovation in multimedia engineering. A systems update for production and broadcasting will begin in 2024-2025 and will continue through 2026-2027, leading to the optimization of these systems.

In terms of **cybersecurity**, several initiatives have already been undertaken, including risk analysis, staff awareness programs, the implementation of information security management, and improvements to the security architecture. Additionally, penetration tests are conducted regularly. In the coming years, policies and procedures related to information security will continue to be updated as technologies evolve. The program for personal data protection, security, and governance will remain in continuous improvement.

The **disaster recovery plan** will be updated. It includes policies, procedures, and specific recovery plans aligned with TFO's new architectures. Annual disaster simulations will be conducted to review objectives and make the plan more operational by 2025-2026. The disaster recovery strategy includes a master plan and sector plans for the different areas of the business. The IT recovery strategy guarantees a recovery time of less than 48 hours, and our non-linear distribution platforms are deployed in the cloud with binary redundancy.

Infrastructure technology modernization is a critical pillar of TFO's information management strategy leading to improved cloud solutions. A preliminary technical and budgetary analysis of cloud infrastructure conducted in 2022-2023 revealed a need for a centralized cloud solution to manage user accounts for TFO products. Various options will be evaluated as part of the cloud strategy deployment in 2025-2026 and 2026-2027.

In a context where more companies are adopting **AI tools** to optimize operations, TFO will take a cautious approach. AI functionalities will be introduced gradually through validated IT systems, while always maintaining a strong focus on data security and protection at all times.

Strategic Themes	Major Initiatives	2025-2026	2026-2027
Networking and Security	Risk analysis	Review governance structures related to security management	
	Staff awareness programs		
	Implementation of information security management		
	Information security management		
	Improve the data protection, security and governance program	Implement a consent and preference management platform to respect user privacy	Integrate the consent platform with all TFO digital platforms.
	Upgrade the office Internet network		
Disaster Recovery Plan	Current state assessment Architecture evolution Operationalize the recovery plan	Operationalize the recovery plan with annual review initiatives, disaster simulations and objective assessments	
Modernization of Technological Infrastructure	Update of production and broadcast systems	Conduct a comparative study of Business Management Systems (BMS) on the market Archive library replacement	Continue optimizing production and broadcasting systems and related operational processes
	Cloud strategy	Deploy the cloud strategy	Continue cloud strategy deployment
	Standardizing tools/technological solutions	Create and implement a governance strategy for various technological tools	Continue implementing the technology tools governance strategy
Artificial Intelligence	Pilot projects	Continue deploying AI tools based on organizational priorities	

Annex C - Human Resources Plan

The mission of the Human Resources sector is to act as a strategic business partner, actively contributing to the achievement of organizational goals. By ensuring the availability of the required human resources, talent and skills, Human Resources supports managers, develops talent, and fosters an engaging social climate. Through integrated talent management strategies, HR attracts top candidates, boost team engagement, and promotes the growth and retention of personnel within TFO.

Objectives

To fulfill this mission, the key objectives of the human resources sector are:

- Attract and recruit high-quality Francophone talent
- Support managers in their role and strengthen leadership competencies
- Foster a positive and engaging work environment
- Optimize performance management
- Enhance the organization's employer brand
- Ensure legal compliance and equity
- Measure and analyze the impact of HR initiatives

These objectives will enable the human resources sector to fully play its strategic role and support managers and teams in achieving TFO's ambitions.

Major Initiatives	2025-2026
Attracting Top Francophone talent – Develop the employer brand, improve our visibility within Francophone communities and review our employer offering.	<ul style="list-style-type: none">• Review TFO's positioning and update the employer brand strategy.• Implement targeted and effective recruitment strategies to attract candidates with skills and profiles aligned with the organization's strategic needs.• Enhance the employer value proposition (compensation, benefits, and other offerings, a balanced formula).
Engaging and Recognizing Talent - Implement initiatives to strengthen employee well-being and improve internal communication.	<ul style="list-style-type: none">• Development of an annual employee engagement, communication and mobilization plan. Creation of an annual roadmap for key human resources activities/initiatives.
Culture, IDEA Strategy - Promoting a culture of respect, transparency, inclusion and recognition.	<ul style="list-style-type: none">• Continue the dispute prevention and resolution program.• Review TFO's values and develop a values charter.• Formalize the IDEA Strategy (inclusion, diversity, equity and accessibility) within TFO.• Ensure the negotiation of collective agreements that provide fair and equitable working conditions for unionized staff (GCM and UNIFOR)

Supporting and Developing Talent – Guiding managers and strengthening leadership skills	<ul style="list-style-type: none"> Review the talent development plan and performance management strategy. Develop/improve clear and fair monitoring and evaluation processes to help staff and managers track progress, identify areas for improvement, and celebrate successes. Train and support managers in leadership practices, team management and performance monitoring to strengthen team effectiveness and engagement.
Human Resources Efficiency and Effectiveness - Monitor HR program performance indicators and adjust strategies based on results and evolving organizational needs	<ul style="list-style-type: none"> Review and improve processes to ensure a positive and inclusive employee experience. Automate administrative and repetitive tasks digital transformation. Review HR tools and optimize resource utilization.

Our budget projection for 2025-26 includes the following 187 full-time equivalent (FTEs) positions, divided by sectors:

Executive	Educational Resources	Production and Content	Finance, Legal and Procurement	Marketing, Communications, and Digital Experience	Human Resources	Technologies
2	17	87	23	25	6	27

Workforce

- Part-time and temporary employees: TFO has 12 contract employees (full-time but fixed-term contracts) and 36 as-needed employees. The use of the latter is ad hoc, depending on specific project needs. The current number of as-needed employees is therefore not necessarily representative of future needs.
- Breakdown of workforce as of December 31, 2024

Contracts	Number of employees	
Permanents	162	<ul style="list-style-type: none"> 17.8% GCM 46.6% UNIFOR 35.6% Non-unionized
Contractuals	12	
TOTAL	174	

TFO only uses consultants on an ad hoc basis, according to specific needs. Please note that the above number does not include positions to be filled.

Collective bargaining

We anticipate the participation of 5 bargaining agents for unionized staff.

Compensation strategy/Compensation philosophy

Our new compensation philosophy is also under development and will be aligned with our new strategic plan, and the recommendations following the compensation study. The compensation study also includes a comparison with other government agencies, and we will forward it to the Ministry as soon as possible.

Organizational structure

The organizational structure is currently evolving following the arrival of the new CEO in January 2025. The finalized organizational chart will be sent to you as soon as possible.

Annex D - Risk Management

TFO identifies three high-level risks: content relevance, discoverability and the shortage of bilingual francophone skills.

Relevance

To fulfill its mandate effectively, TFO must continually renew the content offered across all its platforms. This new content primarily addresses the Minister of Education's priorities, including writing, reading, mathematics, and mental health for youth, as well as evolving classroom and societal needs, such as revising curriculum frameworks to incorporate Indigenous perspectives. The stagnation of TFO's base funding has significantly reduced the quantity of content produced and its ability to deliver relevant content, primarily due to rising costs: (i.e., doubling of production costs in the past 5 years, annual increases of approximately 7% in expenses related to new technologies, etc.).

To remain relevant, TFO must continuously expand its offering of educational resources and content in general to meet the ministry's priorities, curriculum frameworks, and support academic success while addressing the needs of the Francophone community.

Discoverability

Like many other television networks, TFO faces similar challenges as other media outlets regarding discoverability—ensuring its content can be found amidst the multitude of broadcasting platforms. The dominance of web giants, the constant need to adapt to technological innovations, and the necessity to create multiplatform content present significant challenges for both English and French media. Discoverability is particularly crucial for a media organization like TFO, which serves a Francophone minority community whose need for French-language content that reflects their identity is vital. Furthermore, it is essential that young people continue to consume French-language content to ensure the sustainability of the Francophone community in Ontario and across Canada. In addition, in the Minister's mandate letter to TFO, the following expectations were noted:

- Continue providing effective and innovative support to Ontario students effective, including digital resources linked to the curriculum framework.
- Continue increasing the digital presence by making educational resources and services available to students, parents, and teachers across various platforms to promote lifelong learning.

To ensure this discoverability, TFO must continuously promote its platforms TFO.org and IDÉLLO, which received significant investments of \$1.8 million between 2022 and 2024.

Shortage of Bilingual Francophone Skills

The labor market is highly competitive, and TFO faces significant workforce challenges, particularly in finding, hiring, and retaining qualified Francophone talent to fulfill its distinct mandate.

The current salary grid for certain skill sets falls below market standards in regions where TFO operates (e.g., Toronto and Ottawa), which increases staff turnover and makes it more difficult to retain talent within the organization.

To address this critical issue, TFO is continuing to offer permanent positions that are essential to the organization's operations, as well as improving the work environment through initiatives that support managers in their roles and introducing greater flexibility in working conditions (Remote Work Policy, Working from Abroad Policy, etc.).

Category and Definition of HIGH risk	Action Plan
Strategic/Reputational The risk that TFO may fail to meet the Ministry's priorities and the needs of the Francophone community and the education system due to a lack of content.	<p>1) TFO mitigates this risk through ongoing efforts and efficiency improvements to minimize costs.</p> <p>2) TFO is actively seeking new sources of revenue to finance new content.</p> <p>*Deploying efforts as part of our pan-Canadian strategy to establish TFO as the French-language public educational media in other provinces and territories.</p> <p>*Expanding TFO's educational resources through agreements with additional provincial and territorial governments.</p> <p>3) Implementing a communication plan to increase awareness of the TFO's various broadcast platforms</p> <p>4) Launching marketing campaigns to promote TFO content</p> <p>5) TFO has submitted a request for additional core funding as part of the strategic priority planning process.</p>
The risk of TFO content going undiscovered. To ensure the continued vitality of the Francophone community in Ontario, it is essential that young Franco-Ontarians be able to find and continue to watch French-language content.	<p>1) Promote the TFO.org website, which enables our audience to access TFO content live and on demand.</p> <p>2) Raise awareness of TFO's various platforms through a communications strategy.</p>

	<p>3) Implement marketing campaigns to promote TFO content.</p> <p>4) Modernize and update technological tools and systems, e.g., Over The Top (OTT) product to make TFO available on smart TVs like CBC, TVO or Netflix.</p> <p>5) Submit an application for funding through the SPP (Strategic Priority Planning) process.</p> <p>6) Increase TFO's digital sovereignty to reduce dependency on web giants, the GAFAMs (Google, Apple, Facebook (Meta), Amazon and Microsoft).</p> <p>7) Offer more content across different platforms</p>
<p>Operations/HR</p> <p>The risk that TFO may not be able to attract and retain Francophone talent in a highly competitive job market and the implementation of the return-to-work directive.</p>	<p>1) Develop a succession planning strategy for key positions within the organization.</p> <p>2) Continue to focus on leadership development skills.</p> <p>3) Conduct a market study to assess the competitiveness of TFO's salaries compared to other public sector organizations in Ontario.</p> <p>4) Maintain strategic discussions with the Ministry to explore how TFO can develop a strategy to review executive salaries.</p>

Annex E - Key performance indicators

Objectives	Strategic Actions	Indicators	25-26	26-27	27-28
Remain relevant, competitive and attractive to target audiences	<ul style="list-style-type: none"> - Increase and maintain the rate of new content on TFO.org 	Annual rate of new video content on TFO.org	15%	20%	25%
Build audience loyalty on native platforms by encouraging active listening to content in order to increase engagement and viewing time	<ul style="list-style-type: none"> - Increase brand awareness to become the preferred brand in the listening patterns of francophones and francophiles across Ontario and Canada. - Build strategic alliances to promote content discoverability - Increase content viewing time - Increase the rate of new content 	Average viewing time on all TFO native platforms	15 min.	18 min.	20 min.
Offer educational resources for all French-language Ontario curricula	<ul style="list-style-type: none"> - Develop resources and produce missing educational content to complete the offer - Update existing resources - Increase the offering of digital educational resources 	Percentage of educational resources that meet curriculum expectations	65%	75%	80%
Increase funding	<ul style="list-style-type: none"> - Continue to roll out pan-Canadian strategy - Strengthen partnerships and donations - Establish an advertising revenue strategy - Explore international commercialization 	Revenue	To be confirmed after market analysis		
Engage employees in building an inclusive and collaborative organizational culture	<ul style="list-style-type: none"> - Create an inclusive and collaborative culture to foster an innovative and competitive workplace 	Measure employee satisfaction/engagement through an annual survey	71%	74%	7 %
Improve staff retention	<ul style="list-style-type: none"> - Cultivate a workplace where every employee has the opportunity to flourish 	Yearly retention rate	90%	92%	93%

Annex F - Minister of Education's Mandate Letter

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