

GROUPE MÉDIA



## **Business plan from 2020-21 to 2022-23**

Date : November 29<sup>th</sup>, 2019 - updated on May 3<sup>rd</sup>, 2021

**Groupe Média TFO**  
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# 1. Executive Summary

*GMTFO: Digital, Educational and Francophone*

At the forefront of digital education globally, Groupe Média TFO (GMTFO) creates and distributes award-winning content in support of learners of all ages, their teachers, and families.

As a dynamic public digital media enterprise, GMTFO helps to prepare students to become enabled and productive 21<sup>st</sup> century citizens by facilitating their acquisition of the essential knowledge and competencies necessary for their personal development and future employability in a tumultuous new era.

GMTFO's programming and learner-centered initiatives enhance students' cognitive, intra and interpersonal development, while providing teachers and parents innovative digital tools and resources to further their own understanding and contributions to student excellence.

Innovation drives GMTFO's delivery of public French-language education content in Ontario, and fuels our passion to be a key player in the ongoing growth of a thriving, resilient, Francophone culture and economic force in this province and beyond.

At a time of major technological disruption in content creation, internet-based media and new distribution models, we fundamentally transformed GMTFO, realigning to the new realities to best serve the cornerstone of our foundation: to deliver a trusted, efficient public service that exceeds the expectations of Ontario tax payers. Our ambition is to grow our impact, consistently improve our content offerings, lever GMTFO's unique production capabilities, broaden access for new audiences and diversify our revenue streams.

The 4<sup>th</sup> Industrial Revolution we are experiencing positions digital learning as one of the pillars of education in the 21<sup>st</sup> century. Automation, artificial intelligence, robotics and related achievements are profoundly impacting our individual lives, the operating system running through modern society and the broader economy as a whole. These technological advances give rise to serious challenges and integration risks: yet they also create new and exciting opportunities for those with the foresight to seize them.

It is essential at this juncture that we ask ourselves tough questions and think deeply how to adapt to the new realities of the Canadian labour market and the new types of work that these advances portend. We must re-examine how to meet the educational and training needs of French-language learners so they can take their rightful place as 21<sup>st</sup> century workers and thrive in this new era.

Groupe Média TFO's 2021-2023 Business Plan is the result of this careful examination, and details how we will seek to further Ontario's leadership position in education while reinforcing the ministry's priorities: financial and digital literacy, sciences, early childhood development, physical education and mental health, development of a highly qualified workforce, the *politique d'aménagement linguistique*.

 **+8M**  
HOUSEHOLDS  
IN CANADA

MOST DOWNLOADED APP  
**BOUKILI**   
**1 MILLION** BOOKS READ  
**+300 000** DOWNLOADS

**2 YOUTUBE**  
SILVER BUTTONS  
 **+1.1**  
MILLARD VIEWS

**22** CHANNELS REACHING   
**+1.9 MILLION**  
SUBSCRIBERS

**2 351**  
VIDEOS  


**43** SOCIAL  
MEDIA  
PROFILES  


**TFO.ORG**  
  
MORE THAN 12 000 VIDEOS, GAMES AND APPS  
**2.8M** VIEWS

**83**   
APPLICATIONS  
**+1.3M** DOWNLOADS

**IDELLO**  
**+12 MILLION**  
DIGITAL EDUCATIONAL  
RESOURCES ALIGNED  
WITH THE CURRICULUM  
IN ONTARIO

2018-2019  
**109:29:14**  
PRODUCTION HOURS

## FACTS AND FIGURES

## 1.1. 2018-2019 Accomplishments

Our 2018-2019 accomplishments show our commitment to the priorities of both the Ontario Minister of Education and the Franco-Ontarian community. They also demonstrate our awareness of the societal impact the Fourth Industrial Revolution has on the development and acquisition of employability skills. Among other things, we wish to draw attention to the following accomplishments:

- The development of content that integrates STEAM (science, technology, engineering, arts and mathematics) competencies, and the prioritization of experiential learning
- The orientation of the corporate structure toward data-driven decision-making, together with the adoption of a governance policy on the ethical use of collected data
- The implementation of a pilot project to maximize discoverability on YouTube in order to increase the distribution of our content and better reach our target audience
- The consolidation and expansion of our business development strategy to increase our self-generated revenue
- The prioritization of employees' professional development and their progression within the company

## 1.2. 2019-2020 Annual Plan

Several factors will allow Groupe Média TFO to successfully reach its strategic goals. They also play a role in its ability to reinvent itself to better serve its target audiences, fulfill the Ontario Ministry of Education's expectations, and meet its own priorities.

### 1.2.1. Issues and challenges

- Ensure that GMTFO continues to fulfill its mandate by appointing and/or renewing five directors by December 2019 (on a board formed of nine members)
- Maintain a competitive edge in the job market by recruiting candidates for permanent positions deemed essential to the proper functioning of the organization. This can help to both attract and retain a qualified, French-speaking workforce and successfully carry out our objectives and projects for current and future years
- Faced with the financial challenge represented by the lack of Franco-Ontarian and Francophone educational content available on the acquisitions market: GMTFO must produce and / or co-produce its own content to fulfill its mandate, unlike English-speaking broadcasters who have substantial educational content available in English
- Adopt experiential and digital learning approaches that frame education as a reconstruction of knowledge wherein learning is experiential and reflects a professional and social context
- Gain a foothold in an ever-changing industry where consumers are faced with a growing number of choices - thanks to the proliferation of audiovisual content and broadcasting platforms - and where interconnection is increasingly ubiquitous

- Make informed data-driven decisions that will consistently set us apart and help us reinvent ourselves in order to improve and personalize the user experience
- Help Francophones gain access to high-quality educational content in an endless sea of English resources while encouraging the expansion of Francophone spaces
- Make sure that our content and learning strategies align with the Ontario Ministry of Education's priorities and policies
- Make business development a part of our business strategy to increase our revenue and limit budgetary pressure, thereby enabling us to fully fulfill our mission with regard to our target audience in the upcoming years

### 1.2.2. 2019-2020 Annual business priorities

1. To establish strategic partnerships between IDÉLLO and Ontario French- and English-language school boards
2. To focus on producing, co-producing and acquiring content (non-film-related) on the acquisition of employability competencies, with a specific emphasis on critical thinking and problem solving skills
3. To speed up the shift toward data-informed decision-making and to increase operational efficiency, thus improving and personalizing the experience for our target audience and our internal teams

### 1.3. Funding request for 2020-2021

|   | REQUESTED            |
|---|----------------------|
| <b>Base operating grant</b>                   | <b>\$ 31 037 400</b> |
| <i>Base</i>                                   | \$ 24 793 700        |
| <i>Priorities and Partnerships Fund (PPF)</i> | \$ 3 638 700         |
| <i>Canada-Ontario Agreement</i>               | \$ 2 605 000         |
| AODA  | \$ 657 300           |
| Sustainability request                        | \$ -                 |
| Strategic initiative request                  | \$ -                 |
| <b>TOTAL BASE OPERATING GRANT</b>             | <b>\$ 31 694 700</b> |
|   | REQUESTED            |
| <b>Base capital grant</b>                     | <b>\$ 1 750 000</b>  |
| <i>Base</i>                                   | \$ 1 000 000         |
| <i>Priorities and Partnerships Fund (PPF)</i> | \$ 750 000           |
| One-off request - end of equipment life       | \$ -                 |
| <b>TOTAL BASE CAPITAL GRANT</b>               | <b>\$ 1 750 000</b>  |
| <b>OVERALL FUNDING REQUESTED</b>              | <b>\$ 33 444 700</b> |

<sup>1</sup> Table revised on May 3, 2021 at the request of the Ministry



## 2. Our Business Model

### 2.1. Mandate

The OFLECA mandate is to encourage permanent learning in Ontario by offering quality educational programming in the French language through television, new media and other communications technologies. Permanent learning implies the continued acquisition of knowledge and skills that are essential to professional and personal fulfillment.

In partnership with district school boards and other French-language education organizations and agencies, OFLECA has established and maintained a permanent centre of excellence in learning, thus contributing to enlarging the range of varied, high-quality programs accessible to learners of all ages. OFLECA may enter into agreements, including funding agreements with third parties, in accordance with Articles 6 and 10 of the *Ontario French-language Educational Communications Authority Act of 2008*.

### 2.2. Business model overview

This first section provides a glimpse of the business model Groupe Média TFO relies upon for the implementation of its strategic plan and annual action plan. The business model, shown on the following page, was created from a simple, dynamic canvas developed by Alexander Osterwalder and Yves Pigneur<sup>2</sup>. It gives a nine-part summary view of how GMTFO is organized so that it may create and deliver quality products and services to its clients. The diagram on page 9 answers the following questions:

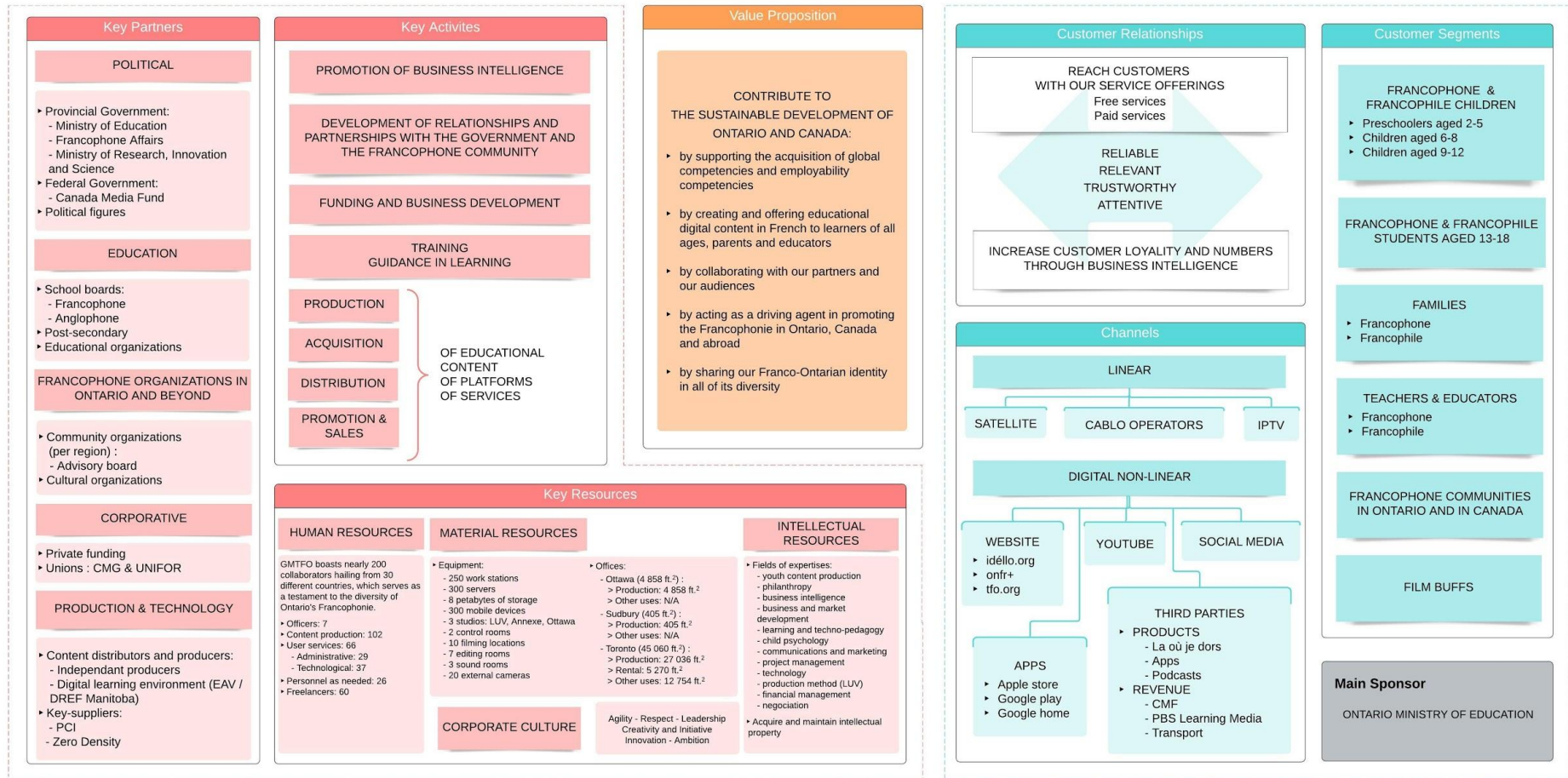
1. What different client groups does GMTFO cater to? Who do we want to reach? (Customer Segments)
2. What added value does GMTFO bring to its clients? (Value Propositions)
3. How does GMTFO communicate and deliver its value proposition to its clients? (Channels)
4. What best defines the type of relationships GMTFO establishes with its clients? (Customer Relationships)
5. What are the primary revenue sources? (Revenue Streams)
6. What resources are needed to solidify its value proposition and services to customers? (Key Resources)
7. On which activities must GMTFO focus in order to carry out its operations in the most effective and innovative way possible? (Key Activities)
8. Who should GMTFO partner with in order to accomplish its mission and manage risk? (Key Partners)
9. What costs are inherent to implementing the business model? (Cost Structure)

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<sup>2</sup> Osterwalder, Alexander / Pigneur, Yves, *Business Model Generation*, Wiley, 2011

## Business Model

Groupe Média TFO | September 27, 2019



| Expenses  |                       |
|---|-----------------------|
| <b>EXPENSES PER SECTOR (W/O DEFERRED CONTRIBUTIONS)</b> |                       |
| Payroll and benefits:                                   | \$ 15.500M            |
| Board of directors and Corporate governance:            | \$ 0.200M             |
| Digital Learning:                                       | \$ 2.500M (\$ 0.900M) |
| Content and Distribution:                               | \$ 8.200M (\$ 7.100M) |
| Financial Services:                                     | \$ 3.100M (\$ 3.000M) |
| Marketing and Communications:                           | \$ 1.500M (\$ 0.800M) |
| Talent Development:                                     | \$ 1.300M (\$ 1.000M) |
| Technologies and Operations:                            | \$ 8.500M (\$ 6.800M) |
| Funds:  | \$ 2.500M             |

| Valeurs  |            |
|--|------------|
| <b>VALUE OF CONTENT DEVELOPED IN 2018-2019</b>   |            |
| Broadcasting rights:   | \$ 5.800M  |
| In-house programming:  | \$ 5.900M  |
| <b>ASSETS VALUE ON MARCH 31, 2019 &gt; \$ 34.100M</b>                                    |            |
| Broadcasting and production rights (\$ 24.8M less accumulated amortization of \$ 12.2M): | \$ 12.600M |
| In-house programming (\$ 45.7M less accumulated amortization of \$ 31.8M):               | \$ 13.900M |
| Capital assets (\$ 38.3M* less accumulated amortization of \$ 30.7M):                    | \$ 7.600M  |
| * includes \$ 26M (net value of \$ 4.7M) of production IT and equipment                  |            |

| Revenue                       |            |
|-------------------------------|------------|
| <b>ONTARIO GOVERNMENT</b>     |            |
| Base operating grant:         | \$ 28.432M |
| AOCA:                         | \$ 0.657M  |
| Base capital grant:           | \$ 1.750M  |
| <b>FEDERAL GOVERNMENT</b>     |            |
| Grant:                        | \$ 2.600M  |
| <b>OTHER FUNDS (CMF, NOF)</b> |            |
| Grant:                        | \$ 0.965M  |
| <b>SELF-GENERATED REVENUE</b> |            |
| Cable operators:              | \$ 1.300M  |
| Production services (LUV):    | \$ 0.600M  |
| IDELLO subscriptions:         | \$ 0.300M  |
| YouTube:                      | \$ 0.100M  |
| Others:                       | \$ 0.100M  |
| <b>OTHER REVENUE</b>          |            |
| Revenue:                      | \$ 0.200M  |
| <b>DEFERRED CONTRIBUTIONS</b> |            |
| Deferred contributions:       | \$ 5.800M  |

## 2.3. An overview of the organization

This table presents a summary of the organization’s various sectors of activity. [Section 6](#) gives a more detailed description of each sector, in addition to providing an organizational chart.

| SECTOR                     | CONTENT AND DISTRIBUTION  | DIGITAL LEARNING  | MARKETING AND COMMUNICATIONS  | TECHNOLOGIES AND OPERATIONS   | TALENT DEVELOPMENT   | FINANCIAL SERVICES  |
|----------------------------|---|---|---|---|--|---|
| <b>SECTOR MANDATE</b>      | To design, produce and aggregate innovative educational content to ensure its successful dissemination across multiple platforms                                    | To help transform education in Ontario and Canada by bringing GMTFO’s work into the educational sector and instilling digital learning throughout the organization  | To broaden the awareness and reach of GMTFO through an increased consumption of its content and products and through increased engagement among Francophone and Francophile audiences in Ontario and across Canada, to encourage the development of new business opportunities and ensure the company’s longevity | To develop an innovative technological environment while supporting operational activities  | To hire and retain top talent in order to meet GMTFO’s strategic goals   | To provide company-wide financial, legal, and administrative leadership in order to ensure that GMTFO meets its strategic objectives through the skillful management of its funds and by meeting government and regulatory requirements |
| <b>FIELDS OF EXPERTISE</b> | <ul style="list-style-type: none"> <li>Co-production and acquisition</li> <li>Multiplatform Content</li> <li>Programming, Promotion and Special Projects</li> </ul> | <ul style="list-style-type: none"> <li>Educational Market Development</li> <li>Education Community Relations</li> <li>Educational and Pedagogical content</li> <li>Digital learning platform</li> <li>Educational Initiative Development</li> </ul> | <ul style="list-style-type: none"> <li>Digital Marketing, Business Intelligence and Monetization</li> <li>Corporate Communications and Positioning</li> <li>Philanthropy and Partnership</li> </ul>   | <ul style="list-style-type: none"> <li>Solutions and optimization</li> <li>Infrastructure and user services</li> <li>Virtual Universe Lab services</li> <li>Data Governance and Project Management</li> </ul> | <ul style="list-style-type: none"> <li>Administration and management of activities associated with our talent</li> <li>Talent recruitment and development</li> <li>Management of legal framework requirements</li> </ul> | <ul style="list-style-type: none"> <li>Financial services</li> <li>Procurement services</li> <li>Legal services</li> <li>Business activities and corporate strategies</li> </ul>  |

## 3. 2020-2022 Strategic Plan

### 3.1. Overview of Strategic Plan For the Period of April 1, 2019 to March 31, 2022

#### MISSION

GMTFO is a key educational and cultural partner in the development of employability competencies in French. It offers learners of all ages, parents, and educators stimulating experiences and award-winning content, always at the forefront of digital learning. GMTFO is proud of its public heritage and celebrates the French language in Ontario and elsewhere

#### VISION

To be recognized as an integral Francophone partner in driving the transformation of education, thus giving Ontario and Canada a competitive edge in the fourth industrial revolution

#### VALUES

Respect | Leadership | Creativity and initiative | Innovation | Ambition

#### GOAL 1 - EDUCATION SECTOR AND FRANCOPHONIE

##### OBJECTIVE 1

*To augment and enhance partnerships with school boards and other educational organizations through the implementation of Politique d'aménagement linguistique in order to foster the development of Franco-Ontarian cultural identity*

##### OBJECTIVE 2

*To be a driving agent in promoting French presence throughout society in Ontario, Canada, and worldwide through our content and services*

| INDICATORS |  | TARGETS |                      | INDICATORS |  | TARGETS |  |
|------------|--|---------|----------------------|------------|--|---------|--|
| 1.1        | Number of projects completed as part of a partnership with school boards/educational organizations that support <i>Politique d'aménagement linguistique's</i> implementation   | 1.1.1   | 6 projects completed | 2.1        | Index related to the use of the IDÉLLO platform by students and teachers (ON FL1, ON FSL and CANADA) | 2.1.1   | Teachers:<br>ON FL1: 3.6<br>ON FSL: 2.9<br>CANADA: 3.6                             |
|            |  |         |                      |            |  | 2.1.2   | Students:<br>ON FL1: 2.2<br>ON FSL: 1.4<br>CANADA: 2.2                             |
| 1.2        | Satisfaction rate for <i>Politique d'Aménagement Linguistique's</i> implementation: <ul style="list-style-type: none"> <li>overall satisfaction rate among all potential partners</li> <li>partners' satisfaction rate regarding the projects' impact</li> </ul> | 1.2.1   | 60%                  | 2.2        | Platform usage rate (excluding IDÉLLO) in CANADA and around the world                                | 2.2.1   | YouTube:<br>15% growth per year<br>(+154 408 000 views)<br>Year 3: 1 billion views |
|            |  | 1.2.2   | 80%                  |            |  |         |  |

|  |  |  |  |     |  |       |   |
|--|--|--|--|-----|--|-------|---|
|  |  |  |  |     |  | 2.2.2 | Television: 0% growth per year (1.4 AMA and 5 925 AvTime [average minutes per viewer] per year) |
|  |  |  |  | 2.3 | GMTFO's score in terms of impact within the Francophonie |       |   |

## GOALS 2 - LEARNING EMPLOYABILITY COMPETENCIES

### OBJECTIVE 3

*To upraise our services and content to help more learners, educators, and parents acquire employability competencies*

### OBJECTIVE 4

*To create creative collaborative spaces for Francophones and Francophiles that encourage the learning of employability competencies*

| INDICATORS |  | TARGETS |   | INDICATORS |  | TARGETS |  |
|------------|--|---------|---|------------|--|---------|--|
| 3.1        | Percentage of our products and services that feature content addressing at least one of the six employability competencies | 3.1.1   | 80%   | 4.1        | Number of projects completed in collaborative creative spaces  | 4.1.1   | 4 projects completed                   |
| 3.2        | Usage rate of our content for developing employability competencies  | 3.2.1   | Communication:<br>Creativity, innovation and entrepreneurship:<br>Self-directed learning:<br>Citizenship:<br>Collaboration:<br>Critical thinking and problem solving: | 4.2        | Score for the quality of projects completed within collaborative spaces that will help them stand the test of time | 4.2.1   | 4/5 average for all qualified projects |
| 3.3        | Impact of our content on the acquisition of employability competencies within our pool of potential users                  | 3.3.1   | Level III. Important  |            |  |         |  |

**GOAL 3 - ORGANIZATIONAL SUSTAINABILITY**

**OBJECTIVE 5**

*To develop and advance a new business model that is both successful and sustainable*

| INDICATORS |   | TARGETS |   |
|------------|---|---------|---|
| 5.1        | Rate of increase in overall funding, divided as follows: <ul style="list-style-type: none"> <li>● base funding (Ontario Ministry of Education)</li> <li>● other government sources for project funding</li> <li>● CMF</li> <li>● revenue from operating activities:                             <ul style="list-style-type: none"> <li>○ cable operator subscriptions</li> <li>○ advertising sales</li> <li>○ YouTube advertising sales</li> <li>○ IDÉLLO training programs and subscriptions</li> <li>○ content sales</li> <li>○ technical production services and sale of other services</li> <li>○ philanthropy</li> </ul> </li> </ul> | 5.1.1   | -10% ≤ base funding (Ontario Ministry of Education) ≤ 0%  |
|            |   | 5.1.2   | other government sources for project funding: +3%   |
|            |   | 5.1.3   | secure \$1 million of the CMF funding value per year for internal productions   |
|            |   | 5.1.4   | annual increase of 5% for revenue generated from operating activities: <ul style="list-style-type: none"> <li>● revenue from cable operator subscriptions ≤ -5% per year</li> <li>● advertising sales: +5% per year (year 1: status quo)</li> <li>● YouTube advertising sales: +5% per year</li> <li>● IDÉLLO training programs and subscriptions: +20% per year</li> <li>● content sales: +5% per year (year 1: status quo)</li> <li>● technical production services and sale of other services: +20% per year                             <ul style="list-style-type: none"> <li>○ Year 1: -\$72 234</li> <li>○ Year 2: \$29 875</li> <li>○ Year 3: \$80 406</li> </ul> </li> </ul> |
| 5.2        | Number of other project funding sources (public/private partnerships)   | 5.2.1   | 2 new sources per year  |
| 5.3        | Performance score based on 4 focus areas: <ul style="list-style-type: none"> <li>● finance</li> <li>● clients</li> <li>● internal processes</li> <li>● organizational health</li> </ul>   | 5.3.1   | Level III. High   |

## 3.2. Information technology plan

In addition to continuing to maintain and upgrade its IT systems' main components, GMTFO is committed to strengthening its leadership and its innovation in the digital sector by focusing the organization's efforts on data and artificial intelligence. Over the next three years, GMTFO aims to do the following:

- take advantage of the best technologies available in order to produce quality content that meets the expectations of the Ministry and the target audience, while maintaining its innovative and competitive edge in order to expand its technical production services through the marketing of the Virtual Universe Lab (LUV),
- focus on improving the way data is processed in order to encourage innovation, facilitate decision making and increase operational efficiency, all while doing the utmost to adequately protect personal information.

This process involves the following:

- a reorganization of the Technology and Optimization Department, which became the Technology and Operations Department following the establishment of a data governance department in 2019
- the deployment of a business intelligence platform and the implementation of a framework for collecting and securing data in order to ensure its quality and reliability
- the modernization of our administrative systems through the implementation of new systems relating to the following:
  - finance and procurement
  - human resources management
  - business development and customer service
  - project management
  - document management
  - production resource planning
- the establishment of new, efficient workflows

This strategy is coupled with an analysis of our equipment and applications that are nearing end-of-life, in order to determine whether they are worth replacing based on our operational needs and budgetary realities.

### 3.3. Communications plan

Communications and public relations activities add value to GMTFO's overall activities by collecting and promoting its successes in the eyes of its target audience in order to increase brand awareness and content consumption, as well as to engage, retain and enlarge GMTFO's audience.

#### *Strategic positioning overview*

GMTFO is a vanguard of digital learning and culture as well as an integral Francophone partner in driving the transformation of education, and thereby gives Ontario and Canada a competitive edge in the Fourth Industrial Revolution.

#### *Overall goals for 2021-2023*

Broaden GMTFO's brand awareness and reach among its target audience in Ontario and across Canada, to consolidate our position as a digital, educational and Francophone leader for the purpose of opening up new business opportunities.

#### *Main areas of focus for strategic positioning*

- Relationships with partners
- Media relations
- Relationships with the Francophonie community
- Relationships with the education sector
- Relationships with the production sector
- Relationships with the philanthropic sector

#### *Major activities planned for 2021-2023*

Communications plan supporting the following initiatives to encourage visibility, brand awareness and engagement efforts:

1. Corporate image campaigns for GMTFO and its franchises, including an IDÉLLO campaign for schools
2. Visits with Ontario's Francophone community leaders and public sector partners to help develop new collaborative initiatives, so that Ontario's Francophonie can thrive with the help of partnerships that add value
3. Visits to French-language school boards to build and develop partnerships in relation to IDÉLLO, for the promotion of excellence in French-language education
4. Meetings with producers to stimulate the Franco-Ontarian and Franco-Canadian production industry through the creation of new avant-garde content promoting employability competencies and social innovation
5. Media relations to help promote awareness of GMTFO's activities and successful ventures, and to bolster our position as a leader in digital, educational and Francophone media
6. Philanthropic campaigns
7. Events



## 4. 2019-2020 Annual Plan

### 4.1 Key challenges

The environmental assessment set out in [Appendix B](#) and the risk assessment report in [Appendix C](#) served to identify key challenges and helped the management team determine the annual priorities for 2019-2020.

#### ***Sustainability of the organization's funding model allowing the company's medium- and long-term ability to fulfill its mission to meet the expectations and ambitions of learners, families, educators, and the community***

- Faced with the increase in fixed costs by expending current revenue while limiting the expenses to better meet the expectations and ambitions of our target audience in the coming years

#### ***The shift in education and learning within the framework of the fourth industrial revolution, in order to foster professional development***

- Adopt experiential and digital learning approaches that frame education as a reconstruction of knowledge wherein learning is experiential and reflects a professional and social context

#### ***The breakneck speed at which media consumption habits are changing within the context of the fourth industrial revolution***

- Gain a foothold in an ever-changing industry where consumers are faced with a growing number of choices - thanks to the proliferation of audiovisual content and broadcasting platforms - and where interconnection is increasingly ubiquitous
- Make informed data-driven decisions that will consistently set us apart and help us reinvent ourselves in order to improve and personalize the user experience

#### ***The need to enrich the critical mass of French-language digital space and make it discoverable***

- Help Francophones gain access to high-quality educational content in an endless sea of English resources while encouraging the expansion of Francophone spaces

#### ***Possible changes to priorities, policies and programs related to official languages and education***

- Make sure that our content and learning strategies align with the Ontario Ministry of Education's priorities and policies

## 4.2 2019-2020 Annual business priorities

Groupe Média TFO's annual priorities represent areas of primary focus for the coming year. The management team defines these priorities by taking into account TFO's mandate and ambitions, the expectations and priorities of the Ontario Ministry of Education. We also refer to them as "catalysts." As they require significant human and financial capital, Groupe Média TFO must determine the resources needed to address these priorities. This also serves to define the scope of many other projects slated for the year.

| ANNUAL PRIORITIES |  | GOALS                     | OBJ.                      | INDICATORS |   | TARGETS |  |
|-------------------|--|---------------------------|---------------------------|------------|---|---------|--|
| 1.                | <b>To establish strategic partnerships between IDÉLLO and Ontario French- and English-language school boards</b>   | 1<br>---<br>2             | 1<br>---<br>2<br>---<br>4 | 1.1        | Number of agreements signed   | 1.1.1   | 4 signed contracts   |
|                   |  |                           |                           | 1.2        | Number of school boards involved  | 1.2.1   | 6 school boards involved   |
|                   |  |                           |                           | 1.3        | Percentage of partnership components implemented  | 1.3.1   | 20% (multi-year agreements prioritized)  |
| 2.                | <b>To focus on producing, co-producing and acquiring content (non-film-related) on the acquisition of employability competencies, with a specific emphasis on critical thinking and problem solving skills</b> | 2                         | 3                         | 2.1        | Percentage of newly released content (productions, co-productions, acquisitions) helping to develop at least one employability competency | 2.1.1   | 80%  |
|                   |  |                           |                           | 2.2        | Percentage of new content helping to develop critical-thinking and problem-solving skills   | 2.2.1   | 50%  |
| 3.                | <b>To speed up the shift toward data-informed decision-making and to increase operational efficiency, thus improving and personalizing the experience for our target audience and our internal teams</b>       | 1<br>---<br>2<br>---<br>3 | 2<br>---<br>3<br>---<br>5 | 3.1        | Implementation rate for technological infrastructure  | 3.1.1   | ERP (integrated resource planning tool) and Power BI (business intelligence tool) are fully functional |
|                   |  |                           |                           | 3.2        | Employee training rate for implemented systems  | 3.2.1   | 50% of employees   |
|                   |  |                           |                           | 3.3        | Number of BI initiatives implemented  | 3.3.1   | 3 initiatives  |
|                   |  |                           |                           | 3.4        | Shorter processing time for performance report requests   | 3.4.1   | 4 hours (with 90% of requests automatically processed instantly)                                       |

### 4.3 Summary table of funding allocated in 2019-2020

|   | REQUESTED            | ALLOCATED            |
|---|----------------------|----------------------|
| Base operating grant                    | \$ 28 432 400        | \$ 28 432 400        |
| AODA                                    | \$ 657 300           | \$ 657 300           |
| Sustainability request                  | \$ -                 | \$ -                 |
| Strategic initiatives request           | \$ -                 | \$ -                 |
| <b>TOTAL BASE OPERATING GRANT</b>       | <b>\$ 29 089 700</b> | <b>\$ 29 089 700</b> |
|   |                      |                      |
|   | REQUESTED            | ALLOCATED            |
| Base capital grant                      | \$ 1 750 000         | \$ 1 750 000         |
| One-off request - End of equipment life | \$ 1 000 000         | \$ -                 |
| <b>TOTAL BASE CAPITAL GRANT</b>         | <b>\$ 2 750 000</b>  | <b>\$ 1 750 000</b>  |
|   |                      |                      |
| <b>OVERALL FUNDING REQUESTED</b>        | <b>\$ 31 839 700</b> | <b>\$ 30 839 700</b> |

## 5. 2021-2023 Forecast

In keeping with its mandate to encourage permanent learning in Ontario by offering quality educational programming in the French language through television, new media, and other communications technologies, GMTFO wishes to maintain its status as a key partner in ushering the Franco-Ontarian educational system's entry into the societal shift created by the fourth industrial revolution. This goal will be achieved chiefly through the ongoing acquisition of global knowledge and skills that are essential to professional and personal fulfillment.

With this in mind—and in the ever-growing interest of optimizing public funds—GMTFO has provided below a three-year funding request for operational and capital grants to facilitate the implementation of its 2020-2022 strategic plan, sustain ongoing activities, and determine key capital expenditures.

### 5.1. Three-year fiscal projections

|   | 2020-2021            | 2021-2022            | 2022-2023            |
|---|----------------------|----------------------|----------------------|
| <b>Base operating grant</b>                   | <b>\$ 31 037 400</b> | <b>\$ 31 037 401</b> | <b>\$ 31 037 402</b> |
| <i>Base</i>                                   | \$ 24 793 700        | \$ 24 793 701        | \$ 24 793 702        |
| <i>Priorities and Partnerships Fund (PPF)</i> | \$ 3 638 700         | \$ 3 638 700         | \$ 3 638 700         |
| <i>Canada-Ontario Agreement</i>               | \$ 2 605 000         | \$ 2 605 000         | \$ 2 605 000         |
| AODA  | \$ 657 300           | \$ 657 300           | \$ 657 300           |
| Sustainability request                        | \$ -                 | \$ -                 | \$ -                 |
| Strategic initiative request                  | \$ -                 | \$ -                 | \$ -                 |
| <b>TOTAL BASE OPERATING GRANT</b>             | <b>\$ 31 694 700</b> | <b>\$ 31 694 701</b> | <b>\$ 31 694 702</b> |
|   | 2021-2022            | 2022-2023            | 2023-2024            |
| <b>Base capital grant</b>                     | <b>\$ 1 750 000</b>  | <b>\$ 1 750 000</b>  | <b>\$ 1 750 000</b>  |
| <i>Base</i>                                   | \$ 1 000 000         | \$ 1 000 000         | \$ 1 000 000         |
| <i>Priorities and Partnerships Fund (PPF)</i> | \$ 750 000           | \$ 750 000           | \$ 750 000           |
| One-off request - end of equipment life       | \$ -                 | \$ -                 | \$ -                 |
| <b>TOTAL BASE CAPITAL GRANT</b>               | <b>\$ 1 750 000</b>  | <b>\$ 1 750 000</b>  | <b>\$ 1 750 000</b>  |
| <b>OVERALL FUNDING REQUESTED</b>              | <b>\$ 33 444 700</b> | <b>\$ 33 444 701</b> | <b>\$ 33 444 702</b> |

## 5.2. Ten-year projections for capital expenditures

|   | 2020-2021    | 2021-2022    | 2022-2023    | 2023-2024    | 2024-2025    | 2025-2026    | 2026-2027     | 2027-2028    | 2028-2029    | 2029-2030    |
|---|--------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|
| Base capital grant  | \$ 1 750 000 | \$ 1 750 000 | \$ 1 750 000 | \$ 1 750 000 | \$ 1 750 000 | \$ 1 750 000 | \$ 1 750 000  | \$ 1 750 000 | \$ 1 750 000 | \$ 1 750 000 |
| End of equipment life: forecasted additional investments                              | \$ 600 000   | \$ 1 000 000 | \$ 815 000   | \$ 900 000   | \$ 1 100 000 | \$ 1 200 000 | \$ 1 300 000  | \$ 1 500 000 | \$ 1 700 000 | \$ 1 800 000 |
| One-off request - relocation with the <i>Carrefour du savoir et de l'innovation</i> * | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ 20 000 000 | \$ -         | \$ -         | \$ -         |

\* A one-off request for an additional capital grant of \$20 000 000 has been made in anticipation of moving the Toronto offices to join the new *Université de l'Ontario français* (UOF) in the new *Carrefour du savoir et de l'innovation* in Toronto.

## 6. Detailed Description of the Organization as of September 30, 2019

### 6.1. Human resource analysis

As of September 30, 2019, Groupe Média TFO had 197 employees, including 120 permanent employees and 77 contractual workers.

The following table presents the distribution of positions (staffed and unstaffed) by sector:

|                              | TOTAL      | PERMANENT<br>EMPLOYEES | CONTRACTUAL<br>WORKERS |
|------------------------------|------------|------------------------|------------------------|
| President's Office           | 3          | 3                      | 0                      |
| Digital Learning             | 21         | 10                     | 11                     |
| Content and Distribution     | 74         | 39                     | 35                     |
| Financial Services           | 22         | 10                     | 12                     |
| Marketing and Communications | 11         | 6                      | 5                      |
| Talent Development           | 7          | 3                      | 4                      |
| Technologies and Operations  | 79         | 50                     | 29                     |
| <b>TOTAL</b>                 | <b>217</b> | <b>121</b>             | <b>96</b>              |

#### *Freelancers*

Instead of hiring full-time technical staff (camera operator, makeup artist, etc.) and risk experiencing downtime (standby), GMTFO uses freelancers to cover for absent salaried employees (due to sick days and holidays) and to support teams during peak periods (e.g., multiple shootings on the same day). This allows the workforce to be adapted to the company's needs.

## ***Workforce highlights***

Noteworthy data for 2018–2019:

- a voluntary turnover rate of 21% for the fiscal year, partly explained by a lively Ontario job market;
- a workforce with an average seniority of 5 years (4 years in 2017–2018) and an average age of 38 years (37 in 2017–2018);
- 257 hours of external training provided to 75 employees (4 417 hours of external training provided to 179 employees in 2017–2018), a significant dip following the discretionary spending freeze implemented for a major part of the fiscal year.

## ***Retention and recruitment strategy***

GMTFO made substantial efforts to adapt to changing internal realities and to the Ontario job market. Several initiatives were developed to meet GMTFO's strategic needs:

- 15 employees benefited from occupational mobility or promotions during the year. These changes revitalized the careers of quite a few employees and increased their motivation;
- All managers received coaching and training in change management. A training program was developed internally to help them handle the daily challenges of management, leadership and team management;
- GMTFO was able to rely on its employees for assistance thanks to a referral program helping with the recruitment process. A total of 16 recommendations were received in 2018–2019, which resulted in 11 hires;
- The Talent Development team is also carrying out in-depth, extensive searches for suitable candidates using professional networks and more traditional means, as well as by trying to build beneficial partnerships with universities, schools or community organizations dedicated to employment.

To help train the generations of tomorrow, GMTFO supports the apprenticeship of students. Three interns studying law and journalism were hosted for 2018–2019 in Toronto and Ottawa. GMTFO intends to improve its intern hosting process in the next year by choosing interns from various fields, including interns in the fields of marketing, education or technology.

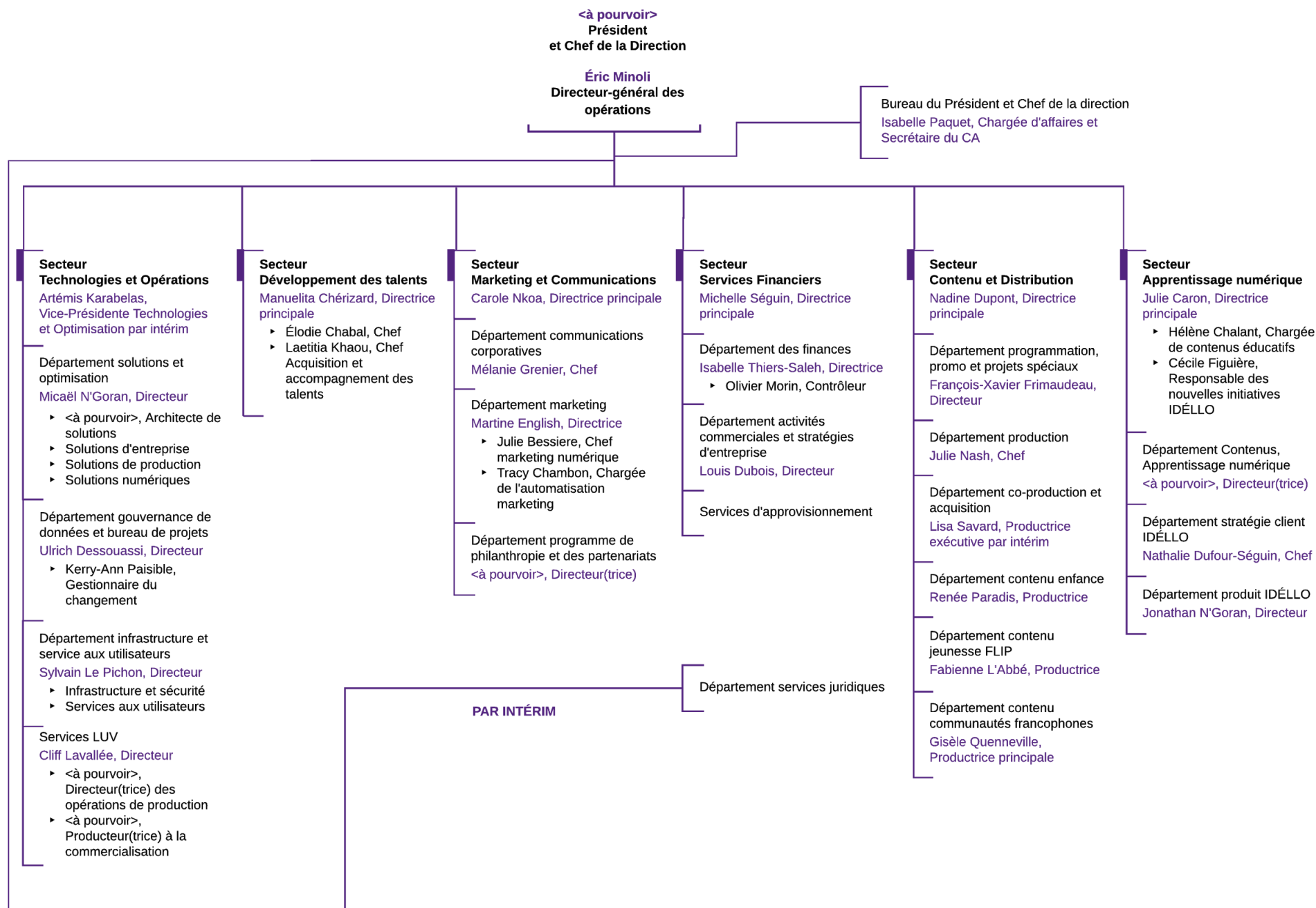
In the interest of dealing with a constantly changing environment, GMTFO succeeded in negotiating an agreement with the UNIFOR trade union to increase labour flexibility for employees in other bargaining units. Said flexibility made the production teams much more responsive and adaptable.

In drafting its training plan, GMTFO prioritized the acquisition of employability competencies to help spread and teach them to target audiences.

GMTFO remains committed to improving employees' well-being in the workplace:

- Experts in the field were brought in for Mental Health Week;
- Training programs to raise awareness of workplace harassment and violence will be rolled out for all employees in the 3<sup>rd</sup> quarter of 2019–2020;
- Quiet rooms and lounges will be provided to employees as needed.

## 6.2. Organizational chart as of September 30, 2019





## 6.3. Detailed description of departments

### 6.3.1. Content and Distribution

*To design, produce and aggregate innovative educational content to ensure its successful dissemination across multiple platforms*

Nadine Dupont, Chief Officer

#### Co-production and Acquisition Department

- Co-productions and pre-buys:
  - procure potential content and assess projects in collaboration with the Digital Learning Department
  - negotiate distribution and broadcasting rights
  - manage development, production, creative follow-through and validation
  - collaborate with the Digital Learning Department to establish a content strategy and ensure the educational value of the content
  - collaborate with legal services to handle contracts and negotiate distribution and broadcasting rights
- Acquisitions:
  - procure potential content and assess projects in collaboration with the Digital Learning Department
  - negotiate distribution and broadcasting rights
  - collaborate with legal services to handle contracts and negotiate distribution and broadcasting rights
- Content sales:
  - maintain the catalogue
  - negotiate pre-buy and co-production rights

#### Multiplatform Content Department

- Develop and produce original, innovative educational content in French for broadcasting and promotion across multiple platforms

#### Programming, Promotion and Special Projects Department

- Validate and deliver co-production and pre-buy content
- Program content across all platforms (linear and non-linear)
- Develop and produce promotional content for all platforms in collaboration with the Marketing and Communications Department
- Develop and produce content with internal and/or external clients in collaboration with the Marketing and Communications Department

## 6.3.2. Digital Learning

***To help transform education in Ontario and Canada by bringing GMTFO's work into the educational sector and instilling digital learning throughout the organization***

Julie Caron, Chief Officer

### **Educational Market Development**

- Sell and canvass for institutional and family subscriptions
- Sell and canvass for products and services related to digital learning (training, educational material)
- Provide client support
- Conduct outreach activities (presentations, workshops, etc.)
- Host online communities (social media, IDÉLLO, Français sans frontières, etc.)

### **Education Community Relations**

- Maintain relationships and partnerships with educational communities: the Ministry of Education, school boards and other education organizations
- Manage and develop the IDÉLLO award

### **Educational and Pedagogical Content**

- Develop an educational content strategy for IDÉLLO and Boukili
- Produce pedagogical supplements for our educational content (IDÉLLO and others)
- Write and edit content for the IDÉLLO website and magazine
- Make GMTFO's pedagogical expertise available (consulting, assessment and classification related to content, training)
- Develop special pedagogical initiatives

### **IDÉLLO Educational Products**

- Ensure the strategic development of the IDÉLLO digital learning platform and other educational products (Boukili, Français sans frontières, etc.)
- Manage product performance
- Coordinate internal and external efforts and participants

### **Educational Initiative Development**

- Find funding for educational initiatives (products, content, special projects)
- Draft and canvass for proposals (tenders and bids for public and private funding programs)
- Manage special projects

### 6.3.3. Marketing and Communications

***To broaden the awareness and reach of GMTFO through an increased consumption of its content and products and through increased engagement among Francophone and Francophile audiences in Ontario and across Canada, to encourage the development of new business opportunities and ensure the company's longevity***

Carole Nkoa, Chief Officer

#### **Digital Marketing, Business Intelligence and Monetization**

- Develop and implement a marketing strategy aimed at increasing product and brand awareness, consumption and subscription among our B2C targets (trade shows, marketing campaigns, etc.)
- Develop a business intelligence framework to gain a better grasp and understanding of trends and consumption habits among our audiences
- Design and deploy marketing plans
- Develop partnerships to support the visibility of Franco-Ontarian identity and the Francophonie
- Carry out monetization and media placement activities to support efforts to create new revenue streams
- Develop and deploy GMTFO's global strategy across digital platforms and social media
- Run digital marketing campaigns to build our audiences and secure their loyalty
- Develop and implement a monetization strategy for digital platforms, including YouTube channels

#### **Corporate Communications and Positioning**

- Develop and implement communication strategies, public relations strategies and promotional strategies for all franchises and special projects to increase GMTFO's brand awareness and cement its position as a digital, educational and Francophone leader
- Facilitate and strengthen relevant partnerships and collaborations with Franco-Ontarian communities
- Develop and support communication and public relations strategies to promote new revenue-generating activities to target partner audiences (philanthropy, LUV, etc.)
- Energize our internal culture using an employee engagement program

#### **Philanthropy and Partnership Development**

- Develop and implement the vision for GMTFO's philanthropy and partnership program
- Participate in the development of corporate strategies for individual donations, major gifts and planned giving
- Develop a sponsorship plan based on established partnerships
- Engage in canvassing and solicitation activities (calls and meetings) to meet funding goals
- Develop and implement a fundraising campaign strategy (for individual donations and major gifts) and create crowdfunding campaigns for the organization, in collaboration with the marketing and communications departments

## 6.3.4. Technologies and Operations

### ***To develop an innovative technological environment while supporting operational activities***

Artémis Karabelas, Vice-President Technologies and Optimization (acting)

#### **Solutions and Optimization Department**

- Implement new production and business solutions
- Maintain and improve production and business applications
- Integrate and maintain digital solutions
- Ensure all digital products are AODA compliant
- Build and maintain optimal workflows
- Train and assist internal users

#### **Infrastructure and User Services Department**

- Implement new IT and OT infrastructure components
- Maintain and develop the IT and OT infrastructure
- Ensure IT and OT infrastructure security
- Provide user support
- Manage office automation and OT equipment

#### **Data Governance and Project Management Department**

- Standardize project governance processes and facilitate the sharing of resources, methodologies, tools and techniques between projects
- Popularize good project management practices using various means, including, but not limited to, mentorship, supervision and training
- Use project audits to monitor compliance with standards, policies, procedures and project management document templates
- Coordinate communication between projects
- Standardize data lifecycle management processes such as quality scoping, security, access, operating procedures and standards
- Popularize good data governance practices
- Monitor compliance with various established policies, guidelines and protocols. Regularly review historical data and projections

## LUV (Virtual Universe Lab) Services Division

### Production Operations Department

- Plan technical productions
- Handle 3D development
- Provide quality service to internal and external clients
- Develop the technical production team's expertise and versatility
- Ensure compliance with TFO's workflow and standards
- Maintain media product quality and accessibility

### Marketing of Technical Production Services

- Offer GMTFO's technical services, including LUV services, to external clients
- Ensure services related to pre-sales and sales
- Develop the client and prospect list
- Ensure superior customer service
- Guarantee resource availability
- Develop the necessary tools for marketing
- Maintain expertise and innovate

## 6.3.5. Talent Development

### *To hire and retain top talent in order to meet GMTFO's strategic goals*

Manuelita Chérizard, Chief Officer

### Administration and Management of Talent-Related Activities

- Develop and implement our compensation and benefits strategy
- Manage working relationships and the application of collective agreement provisions
- Plan employee development activities
- Draft organizational development and change management strategies

### Management of Recruitment Processes and Practices

### Management of Legal Framework Requirements

- Liaise with various regulatory agencies and departments related to employment status
- Guarantee the company's human resources comply with existing rules and regulations

## 6.3.6. Financial Services

***To provide company-wide financial, legal, and administrative leadership in order to ensure that GMTFO meets its strategic objectives through the skillful management of its funds and by meeting government and regulatory requirements***

Michelle Séguin, Chief Officer

### **Financial Services**

- Manage the organization's day-to-day transactional accounting (accounts payable, accounts receivable, payroll, treasury, etc.)
- Manage and optimize operations (funding requests, preparation of associated financial statements and reports, budgeting and forecasting processes, financial measures)
- Guarantee compliance with regulatory requirements (financial controls, statutory reports, etc.)

### **Procurement Services**

- Manage GMTFO offices (Toronto, Ottawa, Sudbury)
- Manage the procurement process (tendering, repeat purchases, travel booking services)
- Manage the work environment (furnishing, ergonomics, relocation of personnel and related committees)
- Handle mail and archives

### **Legal Services**

- Prepare and manage contracts (service, pre-purchase, and acquisition contracts)
- Review and approve contracts for artists and various content banks
- Review and approve partnership agreements
- Negotiate and acquire licences (e.g. synchronization licences) for in-house productions
- Provide legal advice and risk management services related to copyright, associated collective agreement negotiation, contest rules, etc.

### **Business Activities and Strategies**

- Develop and optimize self-generated revenue streams, including:
  - the creation of opportunities for exporting French-language educational content across Canada and international markets
  - the optimization of distribution agreements with Canadian cable and satellite distributors
  - an increase in the sale of content for passengers aboard VIA Rail, Air Canada and other carriers

## Appendix A - 2016-2019 Strategic Plan

### a. Overview of the 2016-2019 strategic plan

#### MISSION

GMTFO is a premium destination for audiences seeking educational and cultural content in French. It offers stimulating experiences and award-winning content, always at the forefront of digital learning. GMTFO is proud of its public heritage and celebrates the French language in Ontario and elsewhere

#### VISION

Groupe Média TFO, a public catalyst for rich educational and cultural experiences in the French language, aims to offer meaningful solutions for the Francophone community

#### VALUES

Respect  
Leadership  
Creativity and Initiative  
Innovation  
Ambition

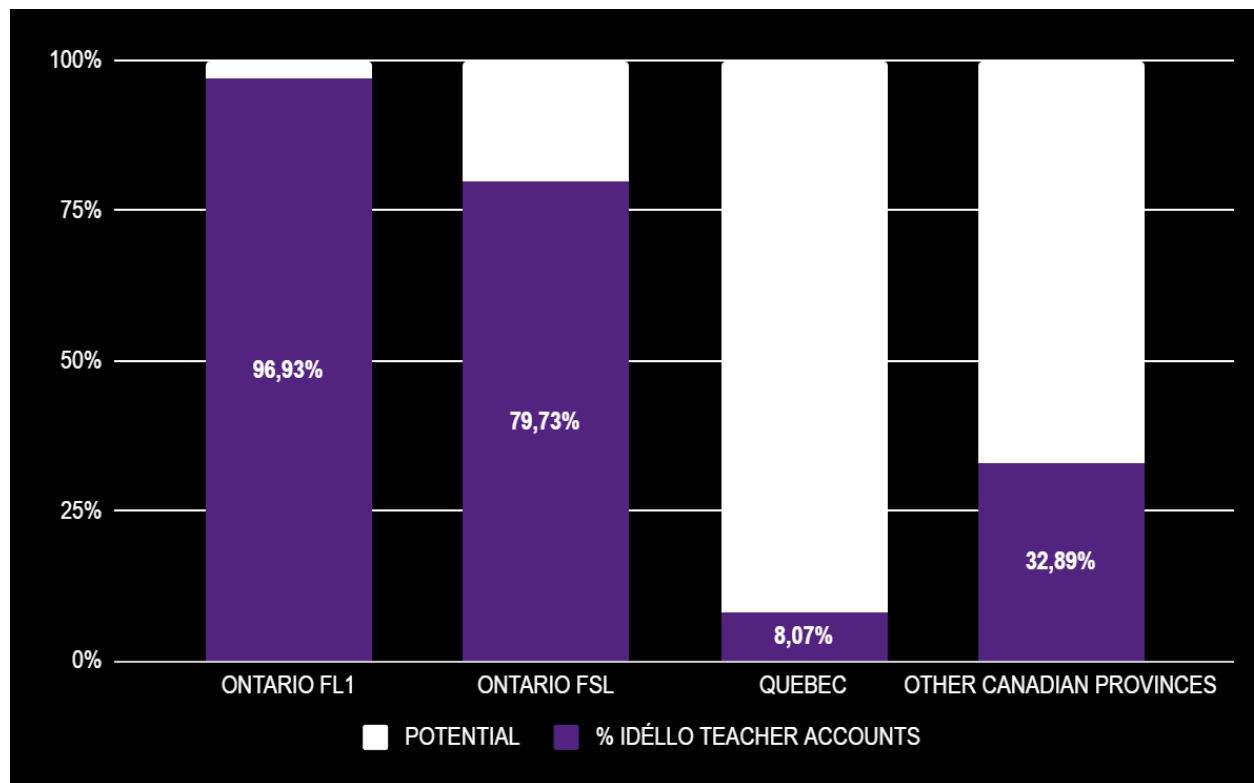
| STRATEGIC GOALS AND GUIDELINES |   | INDICATORS |  |
|--------------------------------|---|------------|--|
| <b>1.</b>                      | <b>Strategy involving stakeholders and students in school environments</b><br><i>Become an indispensable resource for teachers and students, primarily in Ontario</i>   | 1.1        | Number of active IDÉLLO teacher accounts in Ontario (FL1, FSL), in Quebec and in other Canadian provinces                                  |
|                                |   | 1.2        | Allocation of IDÉLLO accounts per province / client  |
|                                |   | 1.3        | Activities (workshops, presentations and events) organized in the education sector in Ontario (FL1, FSL), in Quebec and in other provinces |
|                                |   | 1.4        | IDÉLLO satisfaction and usage rate among teachers  |
| <b>2.</b>                      | <b>Generating new sources of revenue (sustainable)</b><br><i>Generating new sources of revenue while consolidating existing financing strategies</i>  | 2.1        | Percentage of government funding vs. autonomous funds  |
|                                |   | 2.2        | Rate of increase of government funding   |
|                                |   | 2.3        | Rate of increase of self-generated revenue   |
| <b>3.</b>                      | <b>Pan-Canadian and international strategy</b><br><i>Seizing opportunities at international levels in order to reflect Ontario's Francophonie in the world and present other aspects of Canadian and international Francophonie to the Franco-Ontarian community</i>  | 3.1        | Number of corporate market development projects in the exploration stage per year  |
|                                |   | 3.2        | Number of corporate market development project agreements entered into per year  |
| <b>4.</b>                      | <b>Relevance and quality of our content: assessing the impact of our organization</b><br><i>Developing a process/tool to assess the impact of our organization, taking into account its digital, educational and Francophone mission to target audiences as well as its contribution to the sustainable development of French Ontario*</i><br><i>*Goal revised during the 2016 Board of Directors retreat</i> | 4.1        | Creation of a tool to measure the impact of the organization (2016-2017)   |
|                                |   | 4.2        | Launch of the tool (2017-2018)   |
|                                |   | 4.3        | Collection and use of the first impact indicators (2017-2018)  |

## b. Strategic goal performance measurement - March 31, 2019

### i. GOAL 1 - Strategy involving stakeholders and students in school environments

#### *Number of active IDÉLLO teacher accounts in Ontario (FL1, FSL), in Quebec and in other Canadian provinces*

- Allocation of active IDÉLLO teacher accounts in Canada:
  - Ontario FL1: 10 398 accounts
  - Ontario FSL: 12 756 accounts
  - Quebec: 7 184 accounts
  - Other provinces: 5 887 accounts
- 97% of FL1 teachers and other FL1 school staff in Ontario have an account
- IDÉLLO is well positioned among FSL teachers: 80% of them have an account (versus 65% in 2017–2018)
- Significant potential for development in Quebec and Western Canada





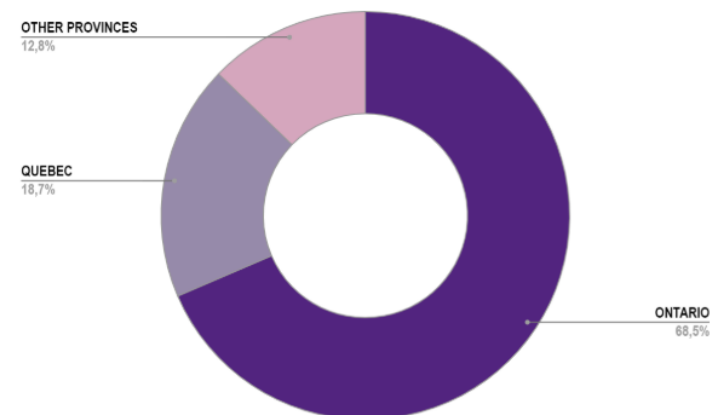
### Allocation of new IDÉLLO accounts per province / client

| TEACHERS BY ZONE | 2018-2019    | TARGET        | % ACHIEVED    |
|------------------|--------------|---------------|---------------|
| ONTARIO          | 4 333        | 3 420         | 126.70%       |
| QUEBEC           | 2 047        | 3 500         | 58.49%        |
| OTHER PROVINCES  | 1 430        | 3 194         | 44.77%        |
| <b>TOTAL</b>     | <b>7 810</b> | <b>10 114</b> | <b>77.22%</b> |

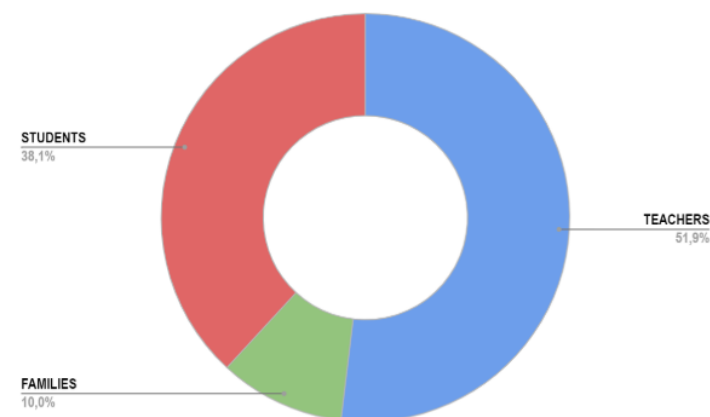
| FAMILIES BY ZONE | 2018-2019    | TARGET     | % ACHIEVED     |
|------------------|--------------|------------|----------------|
| ONTARIO          | 873          | 600        | 145.50%        |
| QUEBEC           | 438          | 200        | 219%           |
| OTHER PROVINCES  | 186          | 80         | 232.50%        |
| <b>TOTAL</b>     | <b>1 497</b> | <b>880</b> | <b>170.11%</b> |

| STUDENTS BY ZONE | 2018-2019    | TARGET        | % ACHIEVED    |
|------------------|--------------|---------------|---------------|
| ONTARIO          | 5 106        | 32 500        | 15.71%        |
| QUEBEC           | 325          | 8 000         | 4.06%         |
| OTHER PROVINCES  | 307          | 7 900         | 3.89%         |
| <b>TOTAL</b>     | <b>5 738</b> | <b>48 400</b> | <b>11.86%</b> |

Allocation of new IDÉLLO accounts per province



Allocation of new IDÉLLO accounts per client



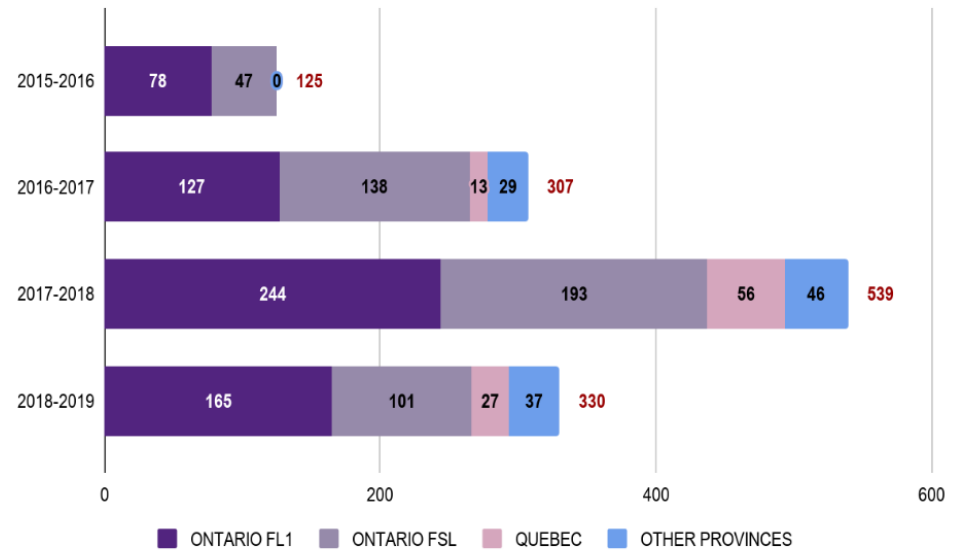
- The annual target for the creation of new "Family" accounts was exceeded.
- The results for the creation of new "Teacher" and "Student" accounts are lacklustre: it is difficult to meet the established annual goals (except for "Teacher" accounts in Ontario) due to limitations resulting from the spending and hiring freeze.
- To encourage the creation of new "Student" accounts, attempts were made to develop integration projects with the school boards. This initiative was more challenging than expected. Discussions are ongoing.

### Activities (workshops, presentations and events) organized in the education sector in Ontario (FL1, FSL), in Quebec and in other provinces

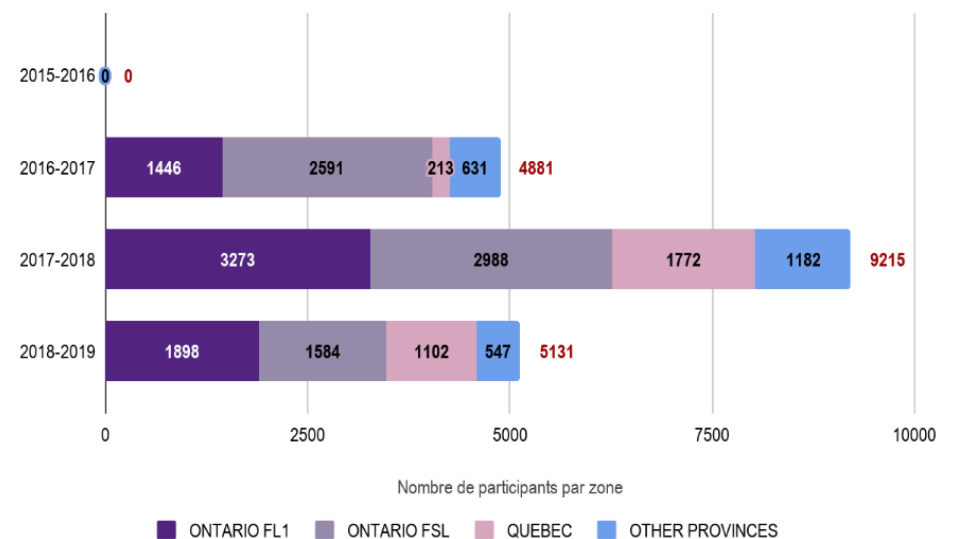
The year involved an increased focus on Ontario FL1 activities due to spending and travel limitations, which led to the following:

- Hosts were not replaced;
- Fewer workshops were offered, and GMTFO was not able to attend as many events;
- Activities were cancelled by the school boards.
- 65.48% of the annual "Workshop" target was reached:
  - Ontario FL1: 48.53%
  - Quebec: 36.49%
  - Other provinces: 61.67%
- 64.65% of the annual "Participant" target was reached:
  - Ontario FL1: 39.87%
  - Quebec: 62.61%
  - Other provinces: 45.58%
- It should be noted that there was no annual target for Ontario FSL: the agreement with the Ontario Ministry of Education ending on June 30, 2018 was signed on December 22, 2018.

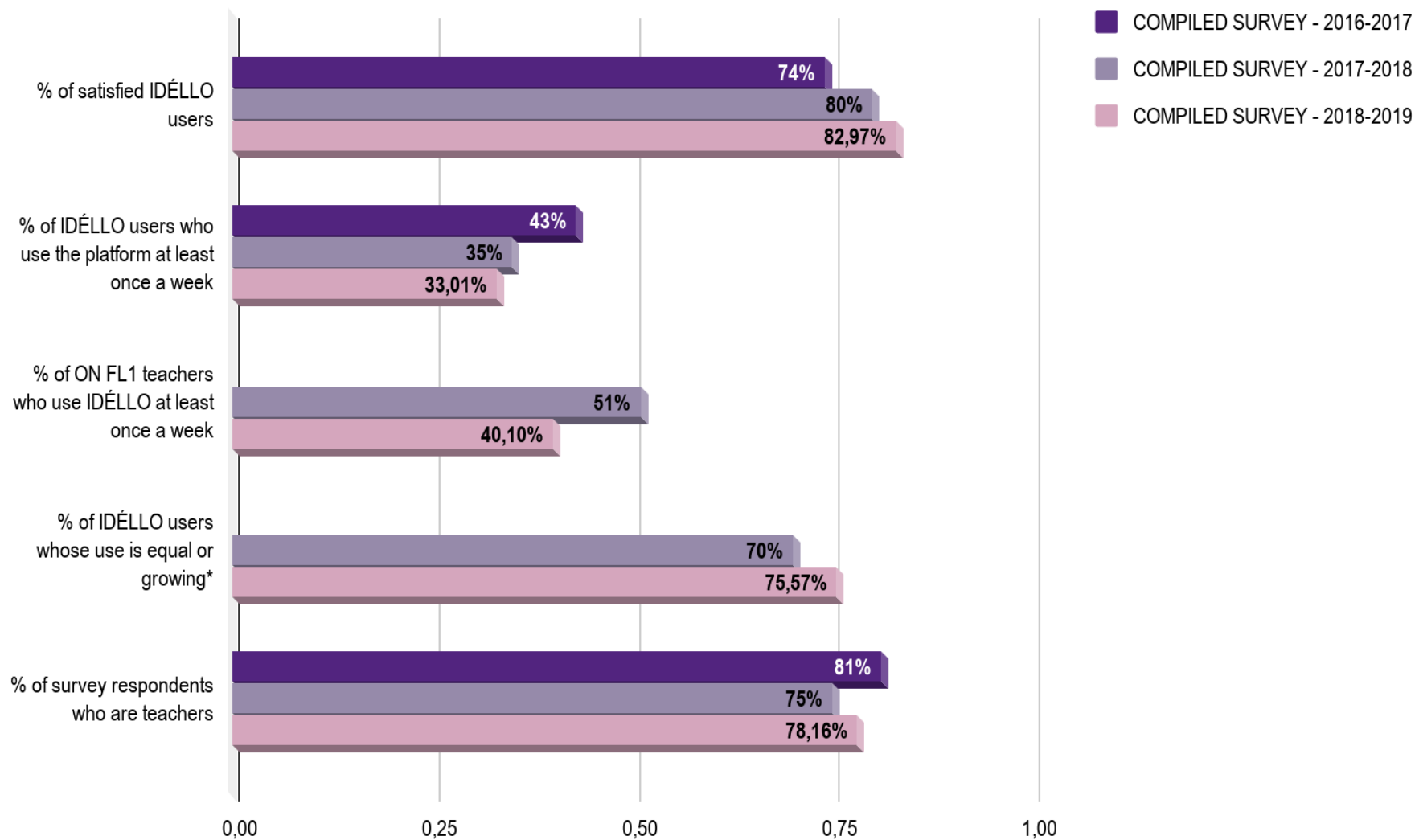
Number of Workshops per sector since 2015-2016



Number of Participants per sector since 2015-2016



### *IDÉLLO satisfaction and usage rate among teachers*



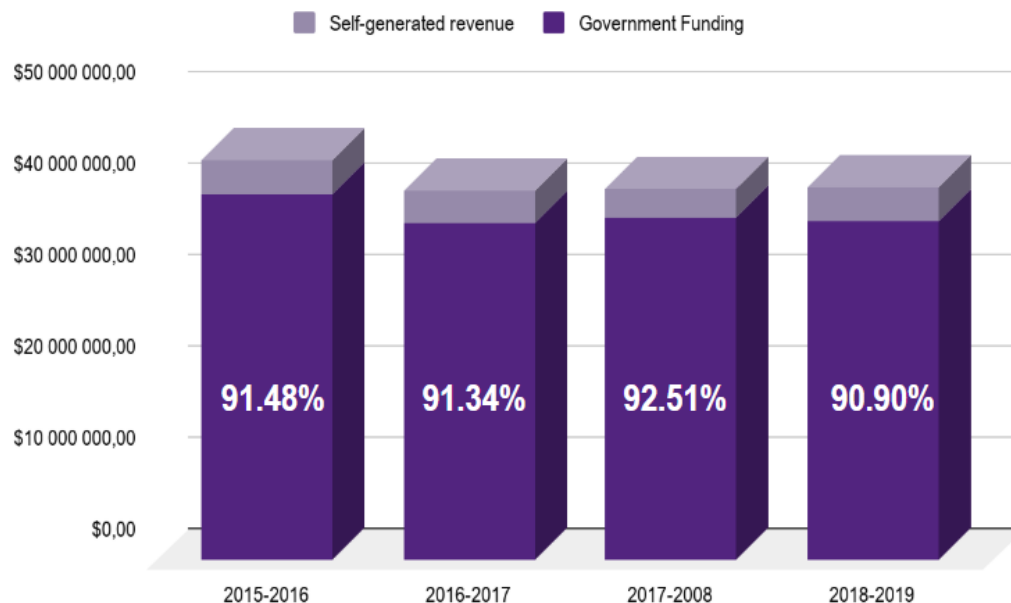
\*New question requested by the Board

(2 388 cumulative respondents)

## ii. GOAL 2 - Generating new sources of revenue

### Percentage of government funding vs. autonomous funds

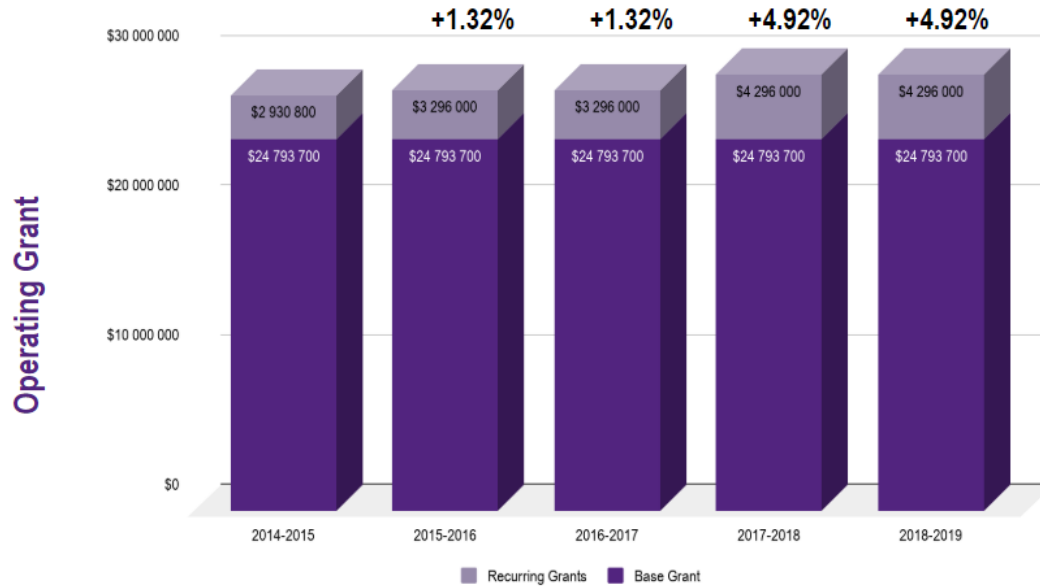
- Ratio of government funding to self-generated revenue: there was an increase in self-generated revenue in the overall budget
- There was a slight increase in GMTFO's overall budget between 2017-2018 and 2018-2019: +0.72%



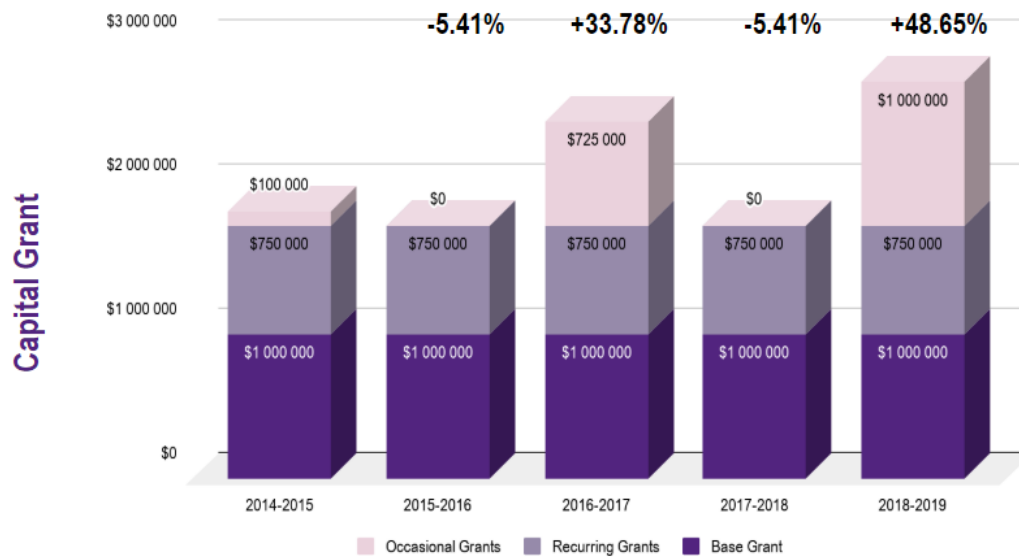
### Revenue streams

| Results                                  | 2015-2016              | % of total  | 2016-2017              | % of total  | 2017-2018              | % of total  | 2018-2019              | % of total  |
|--|------------------------|-------------|------------------------|-------------|------------------------|-------------|------------------------|-------------|
| EDU Grant                                | \$35446773.97          | 80.86%      | \$30944950.00          | 76.53%      | \$30698534.88          | 75.59%      | \$31839700.00          | 77.84%      |
| Other funds (government and corporative) | \$3352119.31           | 7.65%       | \$4784403.06           | 11.83%      | \$5816653.00           | 14.32%      | \$4153631.00           | 10.15%      |
| CMF                                      | \$1305756.00           | 2.98%       | \$1203982.40           | 2.98%       | \$1055362.60           | 2.60%       | \$1188077.00           | 2.90%       |
| Cable operators                          | \$2521550.71           | 5.75%       | \$2069092.76           | 5.12%       | \$1664435.50           | 4.10%       | \$1518159.00           | 3.71%       |
| IDÉLLO                                   | \$116600.16            | 0.27%       | \$64676.92             | 0.16%       | \$165074.91            | 0.41%       | \$237461.00            | 0.58%       |
| Advertising/Distribution                 | \$380161.47            | 0.87%       | \$163161.01            | 0.40%       | \$259066.00            | 0.64%       | \$150007.00            | 0.37%       |
| Exchange of services                     | \$295262.94            | 0.67%       | \$413199.91            | 1.02%       | \$277191.39            | 0.68%       | \$237243.00            | 0.58%       |
| YouTube                                  | \$105723.85            | 0.24%       | \$137144.69            | 0.34%       | \$139740.29            | 0.34%       | \$128667.00            | 0.31%       |
| Production services (LUV)                |                        |             |                        |             |                        |             | \$382518.00            | 0.94%       |
| UOF                                      |                        |             |                        |             |                        |             | \$598848.00            | 1.46%       |
| Others                                   | \$314408.38            | 0.72%       | \$654156.14            | 1.62%       | \$534429.61            | 1.32%       | \$468960.00            | 1.15%       |
| <b>TOTAL</b>                             | <b>\$43 838 356.79</b> | <b>100%</b> | <b>\$40 434 766.89</b> | <b>100%</b> | <b>\$40 610 488.18</b> | <b>100%</b> | <b>\$40 903 271.00</b> | <b>100%</b> |

### Rate of increase of government funding (2014-2015 reference year)

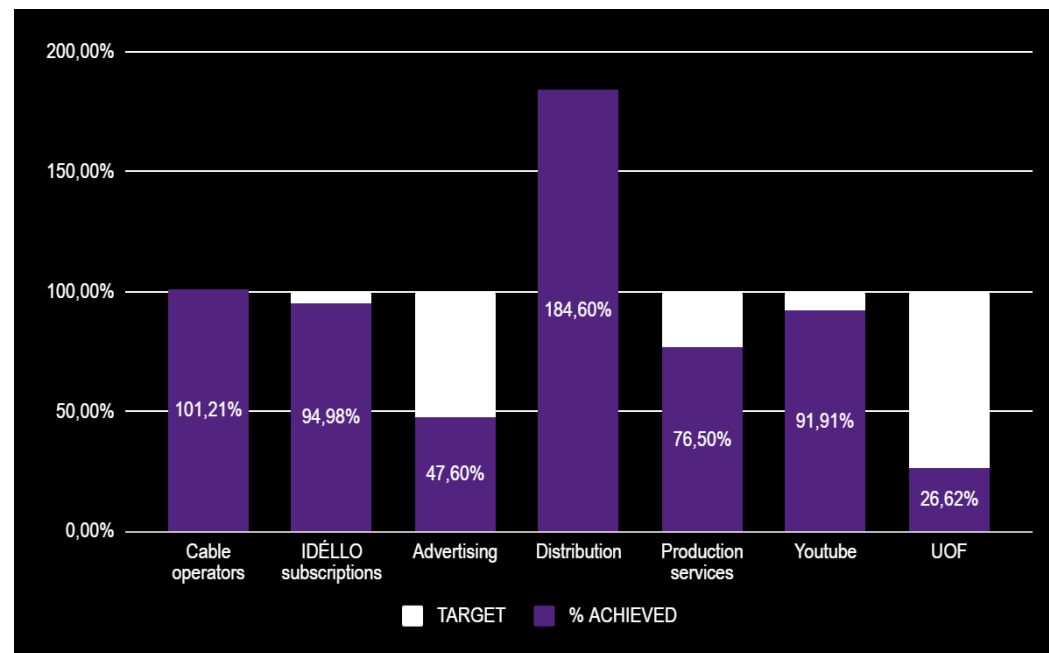


- Grants from the Ministry of Education have been stagnating since 2015:
  - our base operating grant has remained stable (no budgetary cuts / no increase)
  - our recurring base CAPEX grants have remained stable. Nevertheless, it is worth noting the significant variations in our occasional grants (between -5.41% and +48,65% depending on the year)



### Rate of increase of self-generated revenue

- The results are generally good, with targets reached in the following areas:
  - cable operators
  - IDÉLLO subscriptions
  - distribution activities
  - YouTube
- The performance goals in the following areas were difficult to meet:
  - The UOF: there was a decline in service requests due to restricted budget allocations
  - Advertising: 80% of our revenue comes from PHD Media, which handles government advertising. However, due to the discretionary spending freeze, government agencies submitted fewer orders



Percentage of self-generated revenue generated in relation to the annual target

Increase in our self-generated revenue (+24.78% from 2017-2018, and +2.89% from the 2014-2015 base year). This upswing, after years of decline, can be attributed to:

- The stabilization of cable operators' revenue decline (-8.79% from 2017-2018)
- A boost in IDÉLLO subscriptions (+43.85% in one year), in distribution activities (+88.5% from 2017-2018), and in production services thanks to the establishment of LUV's marketing division (+304.6% in one year)
- The development of new services for the UOF

### iii. GOAL 3 - Pan-Canadian and international strategy

The tally for 2018–2019 is as follows:

- 7 corporate market development projects in the exploration and development stage, including:
  - 4 pan-Canadian projects:
    - **VIDEOTRON'S CLUB ILLICO** - Discussions are in the works to distribute our content on this important VOD platform in Quebec
    - **CANADIAN HERITAGE** - The call for tenders for the development of an application encouraging the learning of official languages has been postponed by the government until 2020
    - **IDÉLLO AND THE ROYAL BANK OF CANADA** - A funding request is in progress to expand IDÉLLO's offering to target the 15-to-18-year-old market niche
    - **COGECO CONNEXION** - Discussions are underway to amend and extend our distribution agreement
  - 3 international projects:
    - **PBS LEARNINGMEDIA** - Discussions have started to renew and expand the scope of the agreement that is ending in August 2019
    - **ALLIANCE FRANÇAISE CHAPTERS IN CHINA AND MONGOLIA** - Interest has been demonstrated for the closed-circuit distribution of our content to teach French
    - **BENEYLU SCHOOL** - Discussions are underway to restructure TFO's educational content offering within the French market
- 8 concluded agreements:
  - **ATEDRA** - A new agency agreement was signed in July 2018 for a period of three years (2018–2021)
  - **GOOGLE HOME** - A partnership was entered into in November 2018 to enable BOUKILI to be used directly from the Google Assistant
  - **PPW DIGITAL / JOLLY GROUP** - An agreement was signed in December 2018 to distribute the shows Traditional Songs and Toopati in China
  - **AIR CANADA / SPAFAX** - The contract to distribute TFO's content aboard Air Canada flights was renewed for a year in November 2018
  - **VIDEOTRON** - The distribution agreement was renewed for three years (2019–2022), under the same conditions and valued at \$1 million, effective September 2019
  - **VIA RAIL** - A distribution agreement to provide our content aboard the trains was signed in February 2019
  - **TELUS** - The membership agreement was renewed until June 2020
  - **SHAW DIRECT** - A distribution agreement was signed in April 2019 for a period of three years (2019–2022)

#### iv. GOAL 4 - Relevance and quality of our content: Assessing the impact of our organization

- Creation of the impact measurement tool in 2017:
  - implementation of an algorithm centred around 26 indicators divided into four categories: Education, Culture, Diversity, Influence
- Collection (per quarter) of the impact indicators for the 2018-2019 fiscal year:
  - Q1 indicator: -38.5%
  - Q2 indicator: -8.40%
  - Q3 indicator: +15%
  - Q4 indicator: +0.60%
- The impact indicators rose by 6% between this year's first and fourth quarters, primarily thanks to significant growth in the Education indicator (+24.5%) owing to an increase in the use of our content, in teacher satisfaction and in student engagement.

The drop in the Influence indicator (-9%) is due to a drop in media references and events following the discretionary spending freeze.

|               | Q1        | Q4         | GROWTH RATE |
|---------------|-----------|------------|-------------|
| EDUCATION     | 106       | 135        | +24.50%     |
| CULTURE       | 119       | 119        | 0%          |
| DIVERSITY     | 77        | 77         | 0%          |
| INFLUENCE     | 88        | 80         | -9%         |
| <b>GLOBAL</b> | <b>97</b> | <b>103</b> | <b>+6%</b>  |



## 6.4. Overview of 2018-2019 annual plan

The 2018-2019 fiscal year was a transitional year for GMTFO marked by the development of its new strategic plan—Horizon 2022—which focuses on the societal impact the Fourth Industrial Revolution has on the development and acquisition of employability competencies, and by the election of a brand new provincial government with clear expectations for the quality and relevance of the services offered to Ontario families.

GMTFO concentrated its efforts on the five following business priorities:

1. *Prioritizing the development of content that integrates STEAM competencies in order to better align with the Ontario Ministry of Education's priorities*

GMTFO has taken on the mission of becoming a key part in helping Ontario thrive, mainly by equipping future generations to enter an increasingly complex job market through the acquisition of employability competencies. In keeping with Ontario's curriculum, our Children and Youth programming helps children's cognitive, intrapersonal and interpersonal development by promoting STEAM—science, technology, engineering, arts and mathematics—as well as critical-thinking and problem-solving skills, innovation, creativity and entrepreneurship, self-directed learning and self-awareness, collaboration, mutual help and leadership, communication, global citizenship and sustainability, diversity, equality and inclusion, literacy and numeracy.

We currently offer 12 000 educational resources on the IDÉLLO platform (including videos, series, games, etc.), most of which are also available on our other broadcasting media.

New TFO Originals for 2018–2019:

- Minivers (season 2) – 18 7-minute episodes
- Mini Yoga (season 1) – 20 20-minute episodes
- Mini Affirmation – 26 1.5-minute episodes
- Le monde magique de Lorenzo – 8 7-minute episodes
- FLIP – 60 vignettes of around 5 minutes + 1 special 58-minute episode called “FLIPPONS 2018”

Our programs also help children, young people and adults construct their identities through our ONFR+ franchises—a premier destination for news and political, societal and cultural issues concerning Francophones and Francophiles in Ontario—and Ciné TFO, which showcases outstanding art house films and classics. ONFR+ publishes 1 000 articles, 100 videos and 16 columns per year!

Teaching STEAM and employability competencies is not just a matter of developing educational content; experiential learning is also a factor. The following initiatives should be noted:

- Boukili Audio is an interactive game available for Google Assistant/Google Home that helps children ages 4 to 8 improve their memory and develop their skills. It features a collection of over 120 audio books;

- Créatech is a technological makerspace made for and by students from the Maurice-Lapointe elementary and secondary school as part of the Tablettistes grant. The space consists of a digital manufacturing workshop equipped with crafting, robotics, woodworking, design, multimedia and programming stations.

## 2. *Increasing awareness and consumption of the content on our main platforms*

Thanks to its leadership and expertise in multiplatform distribution, GMTFO is able to take advantage of all the opportunities digital technology has to offer and streams educational and cultural content to millions of Francophones and Francophiles across the Internet.

TFO Originals enjoy increasingly significant growth and acclaim, boasting over 710 million total views across our YouTube channels and nearly 800 000 subscribers.

Moreover, the research, analysis and implementation efforts of a pilot project to maximize discoverability on YouTube helped increase views, engagement and revenue significantly. This process, which is described in our broadcasting strategy, will be further enhanced in 2019–2020.

Armed with new digital resources and services focusing on the acquisition of employability competencies, IDÉLLO has transformed itself to directly meet the needs and desires of students, teachers and parents through features such as the sorting of content by competencies (besides the sorting by subject and school level), and the development of new educational tools focused on logic and comprehension. IDÉLLO is a one-stop shop for videos, games, websites (such as Français sans Frontières), applications (such as Boukili) and worksheets.

These innovations have boosted our platform's visibility:

- More than 70 000 accounts (a 27% increase in one year);
- More than 3.6 million page views (a 68% increase from 2017-2018);
- An increase of 61% in paid subscriptions, particularly thanks to the sale of a two-year subscription to the Commission scolaire de Montréal, Quebec's largest school board.

## 3. *Fostering loyalty among our talent and attracting top candidates*

GMTFO is building its brand with employees through the following means:

- the reworking of the integration program for newcomers and internal hires, including regularly scheduled meetings for the first few months following hiring;
- the implementation of a management training strategy centred on leadership and change management. In keeping with the individual development plan, the 2018-2019 year was marked by the launch of an online training framework that includes programs customized based on managers' experience levels;
- the launch of the "culture" project to increase employee engagement in the company's vision and culture.

The 2018–2019 year brought many challenges. The extraordinary context in which the company was forced to move forward did not hinder employees' career development and progression. GMTFO turned to other means of recognition and focused on internal mobility, which led to new learning and advancement opportunities for employees.

#### *4. Accelerating the company's second transformative shift toward data-driven decision-making*

Over the past few years, GMTFO has undertaken a digital repositioning - a shift toward responsible data management aimed at optimizing its business model. The first step was to create an impact indicator developed using a pragmatic approach to assess TFO's social accountability to the Francophone and Francophile communities in Ontario and across Canada.

Becoming a data-driven business is a strategic and operational necessity when navigating a changing environment. Digital metrics are, first and foremost, indispensable evaluation tools that enlighten decision making. They are also crucially instrumental to financial accountability: the goal of this new program is to improve and customize the user experience and guide strategies for creating, producing, acquiring and distributing content.

To guarantee a strictly ethical use of data, governance became a prime focus, with the adoption of a policy for collecting, processing, using, storing and providing data. The 2019–2020 year's central focus will be on launching the business platform and will prioritize infrastructure security and collected data quality, particularly by reviewing our key business system flows.

#### *5. Identifying streams of revenue and assessing their potential to increase self-generated revenue*

With a constant focus on finding new sources of revenue, GMTFO has consolidated its development strategy in the following ways:

- the creation of opportunities and the renewal of partnerships for exporting French-language educational content across Canada and international markets. For example, a first three-year agreement was signed between GMTFO and the distributor JOLLY to broadcast our content in China: a total of 8 million views was generated in two months;
- the increase in content sales from carriers (VIA Rail, Air Canada, Air France, Eva Air, etc.);
- the creation of the LUV Services division, which focuses on marketing technical production services, including the use of the Virtual Universe Lab;
- the reframing of our philanthropy and sponsorship program around two strategies: one focused on approaching corporations and foundations (B2B) and one aimed at our target audiences (B2C). The foundations of this program will be laid in 2019-2020.

## Annexe B - Environmental Scan

GMTFO operates in a constantly changing environment. We must therefore consider key trends and identify opportunities when they arise. They may not all warrant attention, but it is important to be aware of them and take them into consideration when making strategic choices in the coming years (2020 to 2022).

### a. External environment highlights

#### i. Key trends

##### The Ontario Ministry of Education's main priorities

- mathematics
- sciences
- financial literacy
- digital literacy
- the promotion of well-being (mental health, physical education, cannabis regulation)
- early childhood
- a highly qualified workforce
- the *Politique d'aménagement linguistique*
- aboriginal perspectives

##### The Fourth Industrial Revolution

*"Education and lifelong learning will be of vital importance to equip present and future generations to not only be a productive part of this new world but also to meet the societal challenges presented by the 4IR, and the existential challenges presented by climate change and population growth."<sup>3</sup>*

- Social transformation:
  - learning spaces chiefly geared toward skills development and well-being
  - project-focused learning
  - flexibility and mobility
  - new sought-after skills: creativity, communication, critical thinking, collaboration, self-awareness
  - new key fields: English, philosophy, and foreign languages + STEAM – Science, Technology, Engineering, Art, and Math
  - personalization of the employment experience and personal fulfillment and development for the employees of tomorrow
  - continuous learning

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<sup>3</sup> Brown-Martin, Graham, *Education and the Fourth Industrial Revolution*, Groupe Média TFO, August 2017, p. 7

- the disappearance of traditional, structured careers focused on advancement: an increase in the number and use of casual workers
- Technological transformation:
  - the democratization of automation/robotics
  - an increased use of artificial intelligence in all fields
  - the dematerialization of technology and migration toward cloud computing
  - the Internet of Things, as connected objects become more powerful
  - the rise of a sharing economy (Airbnb, Uber, Blockchain)
  - the increasing importance of GAFAM
  - the ongoing expansion of OTT (over-the-top) media services
- Ideological and ethical transformation:
  - the governing of technological development and usage: how far are we willing to go?
  - the control and regulation of collected data usage: protection of personal data
  - data analysis education
  - the development of a green economy: green digital media?
  - the development of digital citizenship: young people are increasingly socially engaged and are urging adults to change the world and help build their future

### Privatization of education

- It is based on standardization and an educational model that rewards students who memorize and retain the same core curriculum. This system reflects a 20<sup>th</sup> century economy characterized by a factory model rather than an economy driven by human creativity. It is a system that pits humans against machines, and it is ill-suited to the foreseeable challenges of the 21<sup>st</sup> century.
- Commercial interests drive the development of educational technology and digital learning systems, thereby hastening the privatization of public education.

### Francophonie

- Francophone assimilation continues to be a major concern.
- Ontario's cities and regions reflect a very diverse Francophonie: out of 612 000 Franco-Ontarians, 60% are Canadian-born and 14% are foreign-born (Europe, Africa). In Toronto, almost 50% of Francophones are born outside of Canada.
- Cultural dropout: in the first grade, 6.2% of Franco-Ontarian students are enrolled in a French-language school; this drops to 3% by grade twelve due to students' own underappreciation of the French language.
- Francophone art and culture is at risk:
  - most Franco-Ontarian artists and singers are unable to make a living from their art
  - the ARC, APF, and FCFA wrote a report detailing seven measures to help save radio broadcasters and the press
- The federal government has adopted an action plan aimed at increasing Canada's bilingualism rate from 17.9% to 20% by 2036: the rate of bilingual English speakers outside Quebec should rise from 6.8% to 9%.

## Medias

- There is a decrease in TV subscriptions due to a rise in mobile-device-based content consumption:
  - YouTube, Facebook, and Netflix want to become the television of the 21<sup>st</sup> century
  - the consumption of videos on Facebook (following in YouTube's footsteps)
  - young people have new digital consumption habits
- Content oversaturation and platforms of distribution:
  - the issue of "discoverability": how does one stand out amid a torrent of content?
  - citizens have lost trust in the media: issues with "fake news" and seeking out the truth
  - every citizen is a content creator
  - following the successes of Netflix and Amazon Prime, other competitors have entered the market, including Disney, WarnerMedia and NBCUniversal. This forced distributors like Netflix and Amazon to become content producers to distinguish themselves from the competition
- The use of predictive algorithms to determine user recommendations on streaming platforms and to guide content creation and acquisition
- Cuts in government funding for public broadcasting in Canada
- The challenge posed to public media by "digital citizens":
  - mandatory funding is contested in some countries
  - the neutrality of content offered is called into question

## Work environment

- The war for top talent:
  - a full-employment economy
  - Generation Y demands increased fluidity and transparency of information, mutual tolerance and support, and personal-performance accountability (Deloitte, 2018)
  - low retention and hiring rates
- The transformation of work spaces to better suit the task at hand:
  - spaces for concentration, collaboration, etc.
  - the concept of "hoteling," which allows employees to adopt a function-based use of work spaces
- The redefining of the concept of workplace organization by industry leaders to mobilize employees, improve productivity, and encourage efficiency
- Innovation through collaboration

## Politics

- Following the June 2018 elections, a new government was appointed in Ontario and is committed to doing the following:
  - restore trust and accountability in government through a conscientious and judicious use of resources

- protect and create jobs
- put money back in taxpayers' pockets
- place the population at the heart of government activities, particularly families and vulnerable individuals
- The new Government of Ontario's priorities include the following:
  - digital technologies:
    - to take advantage of the best tried and tested, state-of-the-art technologies to improve the way people and businesses access government services and to reduce costs
    - to focus on improving the way data is processed in order to encourage innovation and facilitate decision making, all while doing the utmost to protect personal information adequately
  - a qualified workforce: create a sustainable success-driven educational system that can help students acquire the skills they will need to find a rewarding job in the modern economy. To do so requires the following:
    - improved focus on access to education
    - support for skilled trades and improvement of the apprenticeship system
  - increasing high-speed Internet access:
    - a \$315 million investment over five years for rural and remote areas
- The Governments of Ontario and Canada signed an agreement in principle on September 7, 2019, to provide \$126 million in funding to the UOF over the next eight years.
- The fall 2019 federal elections

## ii. Opportunities

### Knowledge economy

*"Digital literacy [...] gives students the adaptive abilities they need to participate fully in the global digital society<sup>4</sup>. It guarantees they will benefit from the digital economy and derive new opportunities for employment, innovation, creative expression, and social inclusion<sup>5</sup>."*

- To play a larger role in the transformation of education:
  - increased integration of digital media in pedagogical practices
  - the development of 21<sup>st</sup> century competencies through experiential and digital learning to better prepare students for the careers of the future (according to a survey conducted by Media Technology Monitor in 2013, French Canadians have a harder time adopting new technology, possibly because they are using it in a different language and receive relevant services later than their English-speaking counterparts)
  - raising parents' awareness about educational transformation: how will these new competencies be evaluated? Why are they important?

<sup>4</sup> *Digital Literacy in Canada: From Inclusion to Transformation*, MediaSmarts, July 2010

<sup>5</sup> *Digital Literacy Fundamentals*, MediaSmarts

- assisting teachers in the acquisition of these competencies
- growing demand for French-language content
- conducting pilot projects with the Ontario Ministry of Education to review the programs
- agreement with Ottawa's Cité collégiale: relocation of GMTFO's Ottawa offices
- developing a project with Place des Arts at Sudbury
- establishing partnerships with school boards to support student-led projects
- integrating the concept of "meaningful play" to encourage the forming of connections and deeper learning
- To improve our client knowledge and our content through data analysis and artificial intelligence
- Continuous training needs:
  - increase in our content offer and clientele
  - steering change through the Employer brand
- To become a stalwart against the privatization of education:
  - in Canada, there are 130 000 French-language teachers (FL1 and FSL) and 2.7 million families with at least one child between the ages of 2 and 14 enrolled in a French-language school or a school offering French-as-a-second-language or French immersion classes.
  - according to Global Silicon Valley, the education market is the second largest market in the world after health, with an expected worth that is to attain USD 6.3 billion by 2020.

### Université de l'Ontario français

Explore the possibility of a partnership with the Université de l'Ontario français. Three avenues are currently under discussion:

- to co-create the educational training programs offered by the university and to be involved in research and development programs, such as project incubators/living labs for prototype development and experimentation;
- to provide support services to the UOF and Hub partners, specifically with regard to administration, human resources, accounting and payroll, and technology services, which would help TFO both generate revenue and enjoy substantial economies of scale through shared operating costs;
- to participate as a key partner in the development of Toronto's *Carrefour francophone de savoir et de l'innovation*, particularly with regard to digital and technological architecture.

### Francophonie

- To position GMTFO as a key player in the global Francophonie:
  - Ontario's new OIF observer status
  - to approach the *Institut de la Francophonie pour l'éducation et la formation* in order to offer educational services in French to OIF members, particularly those in African countries who are very open to digital technology
  - to join the *Alliances françaises* network in order to offer French content and/or educational services to the 800 institutions spread across the five continents
- To strengthen its roots within the community:



- agreement with Ottawa's Cité collégiale: relocation of GMTFO's Ottawa offices
- to help develop a more inclusive definition of the term Franco-Ontarian (Francophones, immigrants, Francophiles, etc.)
- to promote the French language and Francophone culture in minority settings
- The Francophone Community Grants Program (FCGP) has pledged to donate \$1 million annually to support the implementation of cultural and community activities benefiting the Franco-Ontarian community: the program has expanded its scope to include an economic development component aimed at supporting initiatives fostering the economic and cultural growth of the Francophone community
- The bilateral agreement between the province of Ontario and the federal government to grant \$435 million to make child care services more accessible and affordable and promote learning opportunities for young children (--> \$145 million for 2019-2020)
- The 2018–2023 Action Plan for Official Languages: \$2.7 billion allocated over five years for, among others, the hiring and training of teachers to meet the growing needs of immersion classes and French-language schools in minority settings (\$62.6 million), a new free online tool to learn English and French (\$12.6 million), and support for minority media outlets (\$14.5 million)

## Technology

- To explore what disintermediation (Blockchain) has to offer and what it encompasses: reduction in the role of intermediaries in favour of direct transactions between customers and suppliers, investors and debtors
- The democratization of analytics, big data, software development, open source, etc.
- The implementation of research and development projects with technology partners such as Element AI, Google, and various universities
- Technological advances, particularly in cloud computing, that help increase proactivity and speed, rely on external expertise, push GMTFO forward without additional staffing, and create applications
- The development of technology partners:
  - Toronto is shortlisted as Amazon's second North American headquarters.
  - the establishment of a "Google neighbourhood" in Toronto: can technology be a means to reinvent the modern city?

## Media

- The development of partnerships with key players in content delivery:
  - agreement between the government and Netflix: Netflix plans to invest at least \$500 million over the next five years on original Canadian productions
- To develop more productions related to the integration of immigrants (--> funds available from Immigration Canada)
- To raise young people's awareness of the concept of public service, and the role of public media so they can more easily make use of it

## Employment

- The renewal of the "Mobilité Francophone" visa:
  - to attract new talent to GMTFO
  - increase in Francophone immigration to Ontario (target of 5% for Francophone immigration in minority settings)
- To update the Ontario Immigrant Nominee Program (OINP) to help employers attract qualified employees, including a special stream for Ontario's technology sector

## b. Internal environment highlights

### i. Our strengths

Which of our core strengths contribute to maintaining and furthering our ability to deliver quality projects and products and cultivate high-performing, motivated teams?

- "Our Francophonie":
  - Francophone "know-how" when it comes to producing targeted content
  - deep roots in the francophone community
  - the particularity of being a Francophone organization in a minority setting
- "Our creativity"
- "Our diversity": whether cultural, physical, or identity-based
- Our educational mission
- Clear, shared vision and values:
  - a strategic positioning statement jointly developed by management and the Board of Directors that is rooted in a clear-headed understanding of the economic, media, technological, demographic, political, and educational context in which GMTFO is evolving
  - a work environment based on collaboration (openness, mutual aid, engagement), professional fulfillment (training, versatility, mutual trust), and communication
  - a flexible business structure: the reorganization of teams and the creation of new departments and services in order to quickly adapt to new trends and needs
- An incubator of innovation and experimentation:
  - the recognition of our technological and digital expertise: received prestigious awards for the LUV
  - the use of technology to assist in operations through a strategy that ensures redundancy and the use of current, state-of-the-art equipment
  - skilled proactive employees: the launch of the second digital shift centred around data and artificial intelligence
  - risk-taking encouraged by open-mindedness and the freedom to experiment
- Expertise in educational television and digital learning
  - an understanding of Ontario's educational environment
  - a reputation for creating French-language edutainment content in Canada
  - a recognition of the quality of our productions
  - content that reflects the diversity of our clients
  - IDÉLLO, a platform tailored to the needs of teachers, student, and families, providing access to high-quality, varied content
  - content for teaching French as a second language (IDÉLLO adaptation and relationships with the relevant educational environment)
- A presence in Ontario, Canada, the United States, and around the world

- widespread distribution of the TFO channel via cable operator networks in Canada and via PBS Learning Media and Louisiana Public Broadcasting outside of Canada
- a marked interest for our educational content in international markets
- a favourable opinion of GMTFO on the political scene

## ii. Our aspirations

Our aspirations reflect what we wish to correct, improve, reinforce, amplify, or even develop internally in order to boost performance and innovation.

- To re-establish GMTFO's position as a brand and with the Ministry:
  - set GMTFO up as a societal driver for the global Francophonie
  - become the reference for French-language learning for all ages:
    - produce and sell more targeted in-house content
    - ensure the educational quality of our productions
    - diversify our range of content for adults
    - be a creative force in guiding youth and in developing essential competencies catering to emerging occupations in order to fully contribute to future society
  - work on a brand platform
- To ensure the company's viability:
  - financial security:
    - increase existing revenue by improving CPM (Cost Per Thousand) (Youtube) and expertise (Facebook brand content)
    - further our content's reach in Canadian and international markets and generate sustainable revenue from it
    - maximize the commercial potential of our advertising sales without negatively affecting our audience
    - explore new funding avenues (e.g. philanthropy)
  - collective strategy:
    - increase GMTFO's visibility and build brand awareness by:
      - involving young people in our content creation
      - developing partnerships with the Francophone and educational community
      - increasing our presence in society (charity projects?)
      - developing a significant audience on digital platforms (Youtube, Facebook, tfo.org, and IDÉLLO, among others)
      - developing a real customer relationship management strategy (CRM) aimed at optimizing our relations with our customers and fostering loyalty
      - making more strategic use of market studies and data
      - getting more creative with our communication and marketing strategies
    - successfully carry out our innovation projects (e.g. LUV, Blockchain, etc.)

- improve the way we integrate new projects and ensure sustained service to our partners
- To strengthen the corporate culture:
  - make data the driving force in our decision making, in order to:
    - better target our customers' needs and expectations and improve the user experience
    - develop employee experience
  - have a human-focused business strategy to uphold our culture of innovation and the sustainable development of Francophones in minority settings:
    - establish a company structure built around accountability to ensure employee engagement
    - promote employee fulfillment and well-being
      - a workspace layout that encourages collaboration and creativity
      - flexibility
      - coaching and training
    - establish GMTFO as a first-rate employer: ensure GMTFO is certified as a "Great Place To Work" and/or as one of "Canada's Top 100 employers"
    - inspire daring (without fearing failure) and creativity
    - promote collaboration through cohesion and communication

### iii. Expected results



The expected results reflect the ambitions that drive us to assess our internal environment.

- Increase:
  - the sharing of our content across social media platforms, the number of videos viewed, applications downloaded, accounts created, and website visits, as well as the size of our DDB
  - the use (viewing, sharing, downloading) of valued content
  - the use (viewing, sharing, downloading) of our educational content and parent-child activities
  - the number of grants and other contributions received for producing educational content
  - the quality of our partnerships and the amount of requests received from external partners
  - retention
  - attendance rates (reduced absenteeism)
  - recruitment speed
  - employee engagement levels
  - employee satisfaction levels
  - service quality to internal clients through the use of implemented evaluation tools
  - GMTFO influence on the federal and provincial budget cycle to effect positive change to the company's funding




- Promote:
  - interest in our digital educational content in French across the board (environment, media, etc.)
  - pride in being a part of the TFO community
  - greater distribution of TFO through Shaw Cable and Shaw Direct
  - a broader scope for our agreement with PBS
- Develop:
  - our Canadian and international partners' appetites for our content
  - a partnership with Quebec for educational content – sell them on the use of the IDÉLLO platform
  - the interest of potential international partners (e.g. France's Réseau Canopé) in concluding agreements aimed at the technological transfer of the IDÉLLO platform
  - the Canadian version of Qwant Junior in Canada in partnership with Qwant
- Gain:
  - direct benefits from our actions in the field of digital learning (positive post-workshop surveys, increased use of the platform and specific content in and outside Ontario, conversion rate, increase in subscription sales outside Ontario)
  - positive returns on our partnerships in Europe and Asia
  - recognition for our Employer brand (e.g. Top 100, list of top innovative employers, list of best employers for diversity/youth/women, etc.)
- Optimize:
  - the robustness of our technological infrastructure
  - the technical production staff's time in studio and the modellers' time
  - the LUV marketing plan

## Appendix C - Risk Assessment Report

GMTFO maintains a risk assessment report that includes a quarterly review of the risk mitigation strategy's implementation. Each risk is reevaluated and assigned a priority level based on the most recent developments. The report's results are key to the strategic planning process. They help guide decision-making processes related to management during the development of the strategic plan and internal planning activities. The framework, presented below, provides an overview of the major risks that have been identified (both present and potential), categorized according to the criteria set out in the Ontario Treasury Board/Management Board of Cabinet's risk management report and numbered according to the "2019-2020 Agency Risk Assessment - Q1" report, which was submitted to the Ontario Ministry of Education in September 2019.

| CATEGORY  | SUB-CATEGORY   | DESCRIPTION   | LEVEL  | MITIGATION STRATEGY  | TREND   |
|-----------|--|---|--------|--|---|
| STRATEGIC | <b>2 - Meeting Public or Stakeholder Expectations</b><br><br><i>Identify risk(s) related to meeting publicly announced commitments, maintaining public image, or meeting expectations of stakeholders (e.g. the public, other governments, ministries, employees, suppliers, customers, and media)</i> | 2a - Measurably reducing TFO's capacity to meet its public mandate commitments and stakeholder expectations amounts to a severe risk for TFO as a key provider of French-language educational content, being able to maintain the confidence of the public, and meeting stakeholder expectations according to its mandate "to support lifelong learning in Ontario by providing quality educational programming services in French" | MEDIUM | TFO optimises its content investments to the best of its ability by identifying the areas where there is a lack of necessary content and then deciding where best to invest by making strategically purchasing and production decisions. However faced with increasing economic pressures, if there are no increases in the basic funding, the amount of new content will decrease. Over time, the problem is compounded as today's purchase is tomorrow inventory base.<br><br>TFO mitigates the risk in three ways: <ol style="list-style-type: none"> <li>1. TFO developed the "LUV" to reduce the cost of production;</li> <li>2. TFO is working on developing alternate revenue streams to offset supplement government funding;</li> <li>3. TFO has a strategic communication plan which consider stakeholder concerns and expectations.</li> </ol>  |    |
|           |  | 2b - The risk of maintaining and growing external revenues generation that support TFO's mandate including funding from Canadian Media Fund   | MEDIUM | As outlined in our annual business plan, TFO currently has 5 strategic goals, the fifth of which is: generating new sources of revenue while consolidating existing financing strategies.<br>An important source of alternative revenue for TFO has always been revenue from cable subscriptions however since 2015 these revenues experienced a decline of nearly 50%. The decline was not anticipated as cord-shaving and cord-cutting became a common phenomenon in the face of changing media consumption habits. To replace this declining revenue TFO has been exploring alternate sources of revenue within the scope of its mandate. The following are the key areas of revenue generation: <ul style="list-style-type: none"> <li>• Subscriptions to TFO's IDÉLLO platform: IDÉLLO offered free to students and teachers from Ontario's 12 French-language school boards and 60 English-language school boards, but offered on a subscription basis to any other education institution or organization, as well as to parents;</li> <li>• Advertising: TFO delivers content on multiple platforms such as television, web, IDÉLLO, YouTube channels, Facebook, etc. While respecting our educational mandate and being judicious in the advertising frequency and type, TFO generates revenue through advertising opportunities;</li> <li>• Distribution: Where TFO has acquired the rights, TFO sells its content to other broadcasters such as PBS or Louisiana Public Broadcasting.</li> </ul> TFO has business development resources dedicated to maintaining and growing these revenues. |  |

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|--|--|--|----------------------|--|--|
| <p>GOVERNANCE &amp; ACCOUNTABILITY</p> | <p><b>9 - Reliability of Financial Systems</b></p> <p><i>Identify risks related to the quality or reliability of financial reporting and financial controllership. Could include risk related to a change in accounting principles or requirements</i></p> | <p>9b - The implementation of a new financial system affects financial information and reporting timelines and internal controls</p>   | <p><b>MEDIUM</b></p> | <p>On 2019-2020, TFO will be implementing new financial, HR and payroll systems. TFO's current systems are not fully integrated thereby creating manual processes. As a result:</p> <ul style="list-style-type: none"> <li>the implementation of new financial, HR and Payroll systems will improve efficiencies and the effectiveness of the organization;</li> <li>with any implementation of systems, there are risks that the production of financial reports is delayed.</li> </ul> <p>This risk is being mitigated as follows:</p> <ul style="list-style-type: none"> <li>Project management processes are in place;</li> <li>Requirements have been well defined and proponents have been redefined;</li> <li>Resources have been allocated;</li> <li>TFO's external auditors will provide an assessment of internal control proposed to be implemented.</li> </ul>   |  |
| <p>WORKFORCE</p>                       | <p><b>1 - Skill Shortage</b></p> <p><i>Identify risks that relate to availability of a skilled workforce to meet current or future needs; or relate to training existing staff</i></p>   | <p>Inability for TFO to attract and retain the competencies required by TFO to produce and distribute high quality content</p> <p>In addition to the standard risks associated with recruiting qualified personnel in a changing media environment, TFO is further challenged in three areas:</p> <ol style="list-style-type: none"> <li>TFO requires individuals that are fluent in French and,</li> <li>the current salary grid for certain skills sets is below market for the region (Toronto, Ottawa);</li> <li>TFO is only filling positions on a contract basis, due to the hiring freeze put in place by the GO in 2018. This is hampering TFO's ability to recruit and retain the competencies required.</li> </ol> | <p><b>MEDIUM</b></p> | <p>In addition to the traditional functions of recruiting, TFO's strategy also encompasses retention, orientation, performance evaluation, workforce planning, talent management metrics, replacement plans, employee recognition program, etc.</p> <p>Performance reviews are conducted annually to highlight opportunities for employee growth and to determine training requirements. TFO's training plan is adjusted accordingly. These reviews help ensure that employees receive training in areas for which they have natural aptitudes and/or previous experience. The goal is to provide a flexible work environment where employees have multifunctional abilities. Training is provided that follows the pace at which technology changes. This emphasis on training and the continuous improvement of staff capabilities will prepare TFO to adapt to changes (i.e. in content production and delivery methods) as they occur.</p> <p>TFO performs an annual headcount review aligning staff requirements with corporate objectives. To handle fluctuating requirements, TFO maintains as an employee base, the minimum number of employees and supplements as required with contract hires (i.e. additional staff required for special projects). This prevents overstaffing and cutbacks.</p> <p>Request exceptions from the Ministry to post positions.</p> |  |
| <p>WORKFORCE</p>                       | <p><b>2 - Salary/ Compensation</b></p> <p><i>Identify risks related to increased costs from anticipated salary settlements, contracts, organizational growth or other causes</i></p>   | <p>Inability for TFO to attract and retain competent staff as TFO lacks the flexibility to adjust salary ranges to stay competitive with the markets that TFO recruits from</p>  | <p><b>MEDIUM</b></p> | <p>TFO optimises its investments to the best of its ability by making strategic decisions regarding headcount and salaries. However, TFO is challenged with:</p> <ul style="list-style-type: none"> <li>compensation pressures as TFO is in competition with private employers in the digital/audio-visual/gaming sectors;</li> <li>increasing pressure in the negotiation of salary levels in the renewal process of its collective agreements.</li> </ul> <p>To mitigate the risk, TFO engages in active recruiting at universities and French-language community events in order to keep salaries at entry level. The overall risk remains at medium as TFO has no other means of offsetting the increase other than to receive additional government funding or to reduce the current levels of content production and acquisitions to cover the increase in the salary mass.</p>  |  |
| <p>WORKFORCE</p>                       | <p><b>3 - Succession Planning</b></p> <p><i>Identify risks related to managing vacancies</i></p>   | <p>3b - Risk of the departure of the President and CEO</p>   | <p><b>MEDIUM</b></p> | <p>TFO has a succession plan for the interim role that can continue to lead the organization in achieving its strategic priorities. The Board of Directors have established a subcommittee of the Board supported by the Director of Human Resources to oversee the recruitment of a permanent President and CEO. Communication strategy is in place to keep the stakeholder informed and updated.</p>   |  |

|   |  |  |               |  |   |
|---|--|--|---------------|--|---|
| INFORMATION TECHNOLOGY & INFRASTRUCTURE | <b>4 - IT Equipment/ Hardware</b><br><br><i>Identify risks related to maintaining, upgrading or replacing hardware.</i><br><i>Identify risks related to a business continuity plan or disaster recovery plan</i> | 4a - The risk to TFO is a disruption of service due to equipment failure   | <b>MEDIUM</b> | As TFO is a Media Group that distributes its content on multiple platforms (i.e. broadcasting, web, mobile...) there is a significant amount invested in technical equipment to support this mandate. With the rapid evolution of technology, the life span of such equipment is greatly reduced. The equipment life expectancy is about 4 years on average. TFO maintains an up to date database that tracks the end-of-life on all equipment which TFO uses to forecast capital investments 5 years into the future. To be able to support ongoing production, TFO require a one-time investment from the Ministry. The ministry has provided one-time investment in the past, but in 2019/20, TFO's request was not granted. Also, with the introduction of the "Cloud", cost that used to be considered "capital costs" that were depreciated, are now "operating costs"; thereby adding further pressure on TFO `s operating budget.  |  |
|   |  | 4b - The risk that TFO does not keep up with technology advances resulting in the deterioration of the quality of the content produced. Thereby affecting TFO relevance to its "users"   | <b>MEDIUM</b> | The "LUV" was developed by TFO to reduce the cost of production. To continue to produce the quality content expected by TFO's "users" TFO need to stay current with technology advances in media platforms, such as 4K technology. Over time, a significant investment in LUV technology will be required for TFO to stay relevant.  |  |
| OTHER: FSL DISRUPTION OF SERVICES       | <b>1 - Service disruption</b><br><br><i>Identify risks that relate to a service disruption of 60 English-language school boards in Ontario for their French as Second Language Programs</i>                      | The risk is that without additional funding, TFO may not be able to meet Ministry's expectations in delivering services to all 60 English-language school boards in Ontario for their French as Second Language Programs. The services include access to IDÉLLO (a curriculum based multimedia learning resources platform) for all 14 000 FSL teachers, customer support, training, communications and content adaptation | <b>MEDIUM</b> | The delivery of the services is conditional upon annual funding. Every year TFO submits a proposal, adapts the offer to the needs of the ministry and delivers the services according to the new agreement and budget available. The continued usage by teachers, students and parents of the FSL community has shown a real interest as well as a hunger for French authentic curriculum-based resources. Stakeholders like Canadian Parents for French Ontario have supported the initiative and encourage its members to use and share the resource tailored for Ontario's children. Non-availability of budgets will result in a disruption of services. A disruption of services could be interpreted as a step back for FSL programs in Ontario. IDÉLLO is offered to all 12 French and 60 English School Boards in Ontario. IDÉLLO is a comprehensive educational resource that offers multimedia content, support material, teaching guides, as well as functionalities like content creation, sharing and collaboration features in addition to support services and teacher training. The content meets the needs of Ontario learners and is aligned with the priorities and programs of the Ministry of Education. In particular, TFO has developed resources supporting the new FSL Curriculum and the CEFR standards. The content offered through IDÉLLO is either produced by TFO or by external producer. Which means that acquiring broadcasting rights for another platform would be very expensive. For the above reasons, IDÉLLO is a unique offer that is distinct from the content provided by existing provincial platforms. Please note that all of the resources are provided in French with a fully functional platform that operates in both French and English. TFO is in discussion with TELO and the school boards to explore better integration of IDÉLLO into provincial platforms. |  |



## Appendix D - 2019-20 to 2022-23 Forecast<sup>6</sup>

|                              | 2019-2020<br>BUDGET  | 2020-2021<br>PROJECTED BUDGET | 2021-2022<br>PROJECTED BUDGET | 2022-2023<br>PROJECTED BUDGET |
|------------------------------|----------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>REVENUE</b>               |                      |                               |                               |                               |
| Base operating grant         | \$ 28 432 389        | \$ 28 432 400                 | \$ 28 432 401                 | \$ 28 432 402                 |
| AODA                         | \$ 657 300           | \$ 657 300                    | \$ 657 300                    | \$ 657 300                    |
| Deferred contributions       | \$ 5 859 113         | \$ -                          | \$ -                          | \$ -                          |
| Others                       | \$ 8 056 609         | \$ 7 941 164                  | \$ 7 020 066                  | \$ 6 920 068                  |
| <b>TOTAL</b>                 | <b>\$ 43 005 411</b> | <b>\$ 37 030 864</b>          | <b>\$ 36 109 767</b>          | <b>\$ 36 009 770</b>          |
| <b>EXPENSES</b>              |                      |                               |                               |                               |
| Payroll and benefits         | \$ 15 541 464        | \$ 15 941 464                 | \$ 16 397 464                 | \$ 16 798 464                 |
| Corporate governance         | \$ 2 659 168         | \$ 2 509 168                  | \$ 2 509 168                  | \$ 2 509 168                  |
| Digital Learning (IDÉLLO)    | \$ 2 305 701         | \$ 1 133 151                  | \$ 1 133 151                  | \$ 1 133 151                  |
| Content and Distribution     | \$ 8 162 571         | \$ 6 959 571                  | \$ 6 959 571                  | \$ 6 959 571                  |
| Financial Services           | \$ 3 101 272         | \$ 2 930 000                  | \$ 2 930 000                  | \$ 2 930 000                  |
| Marketing and Communications | \$ 1 531 446         | \$ 781 571                    | \$ 781 571                    | \$ 781 571                    |
| Talent Development           | \$ 1 227 058         | \$ 922 023                    | \$ 922 023                    | \$ 922 023                    |
| Technologies and Operations  | \$ 8 476 730         | \$ 6 548 864                  | \$ 6 548 864                  | \$ 6 548 864                  |
| <b>TOTAL</b>                 | <b>\$ 43 005 410</b> | <b>\$ 37 725 812</b>          | <b>\$ 38 181 812</b>          | <b>\$ 38 582 812</b>          |
| <b>SUMMARY</b>               |                      |                               |                               |                               |
| Revenue                      | \$ 43 005 411        | \$ 37 030 864                 | \$ 36 109 767                 | \$ 36 009 770                 |
| 2019-2020 TFO Payroll        | \$ 15 541 464        | \$ 15 941 464                 | \$ 16 397 464                 | \$ 16 798 464                 |
| Expenses                     | \$ 27 463 946        | \$ 21 784 348                 | \$ 21 784 348                 | \$ 21 784 348                 |
| <b>NET TOTAL</b>             | <b>\$ 0</b>          | <b>- \$ 694 948</b>           | <b>- \$ 2 072 045</b>         | <b>- \$ 2 573 042</b>         |

<sup>6</sup> The 2020-2023 forecast presented on this page are no longer valid as of May 3, 2021