Business Plan from 2021-22 to 2023-24

Date: December 18, 2020 [updated on August 31st, 2021]

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1. Executive Summary

With its mandate to foster learning in Ontario through the establishment of a centre of excellence that enables students of all ages:

- to continuously acquire skills and knowledge essential to employability, such as teamwork, communication, personal initiative, integrity and problem solving,
- to develop essential values and skills for personal development, such as autonomy, critical thinking, empathy and intercultural awareness;

along with the confidence placed in it by the Ontario government, expressed through the expansion of its duties and responsibilities, including conferring on it the support for establishment, administration and coordination of French-language distance education programs in Ontario;

Groupe Média TFO (GMTFO), in collaboration with its partners, is putting its expertise in terms of pedagogy, innovation and technology at the service of student success by articulating its activities—from the production and distribution of educational content, to partnerships favouring professional development—around an engaging learning continuum that extends from early childhood to post-secondary studies.

We aim to encourage students to get more involved in their learning journey, improve their performance and develop the transferable skills they need to meet today's economical and social demands. It is crucial, we believe, to stimulate and awaken students' curiosity to lively, inclusive and accessible educational content, by supporting them in developing a positive identity in regard to French-language learning, notably as it relates to STEM [Science, Technology, Engineering, and Math] education. Specifically, how can this content contribute to forming their intelligence and sensibility, to developing their personality and talents, to enhancing the quality of their social relations, and to preparing their future?

With these questions in mind, our teams have since the fall been developing a prototype digital learning object—that can be integrated into online courses—based on scenarios such as an investigation or an escape game, in which the students are the protagonists. Within this immersive environment, they discover content based on their choices, carry out educational activities via role-playing, and evaluate their progress through quizzes, while also having the support of the teacher or parent, from whom they receive feedback.

The student's success is based on the customization of their educational experience, informed by a robust integrated analytical strategy. Collecting and analyzing high-quality data makes it possible to:

- produce educational content that is aligned with the student's needs, but also with the expectations of teachers and parents;
- adjust their learning trajectory based on their performance and personal interests, by redirecting them in real time to additional content; and
- measure content performance and quality in order to then improve it.

It is also paramount for us that parents be able to easily grasp these new concepts. With COVID-19 and learning from home, parents have indeed had to play a much bigger role in their children's education.

With this Business Plan, covering 2021-2022 to 2023-2024, a period of uncertainty as a result of the pandemic, Groupe Média TFO is committed to providing a reliable and reputable service, independent of any private interest, that best meets the expectations of Ontario taxpayers through

initiatives that will strengthen Ontario's leadership position in education and further support the priorities of the Ontario Ministry of Education to, together, *Éclairer demain*!

1.1. Summary of major initiatives 2021-2022 (see section 5.2)

CONTINUE TO STRENGTHEN OUR RELATIONSHIPS AND PARTNERSHIPS WITH EDUCATIONAL COMMUNITIES   GOALS 1 & 2

- To sustain activities and content supporting the continuity of learning from home, such as webinars for children and parents, targeted programming, educational support content, etc., primarily for the IDELLO platform
- To continue implementation of the partnership with La Cité, the UOF and Cadre 21 regarding professional development programs in teaching; develop online training courses that reflect the priority issues teachers in Ontario's French-language schools are faced with
- To continue projects developed within the framework of creative collaborative spaces and/or partnerships with school boards and educational organizations

REPOSITION OUR CONTENT PRODUCTION AND DISTRIBUTION STRATEGY   GOALS 1 & 2

- To activate the customer-focused omnichannel distribution strategy which, thanks to data collected by business intelligence, enables GMTFO to deliver its content via interconnected distribution channels; placing the right content on the right platforms at the right time based on target audiences
- To update our content strategy:
  - continue the production, co-production and acquisition of content related to the learning of employability competencies
  - continue the new strategy for the 13+ age group
- To finalize the production overhaul (in connection with the implementation of the new sales strategy and the optimization of programming grid costs)

ESTABLISHMENT, ADMINISTRATION AND COORDINATION OF FRENCH-LANGUAGE DISTANCE EDUCATION PROGRAMS   GOALS 1, 2 & 3

- To implement the actions outlined in the business plans related to GMTFO's expanded mandate, to support school board's delivery of the mandatory two online credit graduation requirement beginning with the cohort of students who entered Grade 9 in the 2020-21 school year
- To develop online learning modules for elementary school students and teachers in language, mathematics, science and social studies, in response to EDU's request
- To develop learning objects that can be integrated into online courses: immersive virtual learning games and educational series
- To develop a specific business plan on the French-Language ILC courses transfer and integration from TVO to GMTFO (i.e. *Le Centre d'études indépendantes*)
- To obtain a school number

ENSURE THE IMPLEMENTATION OF THE PARTNERSHIP WITH THE UOF AND THE *CARREFOUR FRANCOPHONE DU SAVOIR ET DE L'INNOVATION* GOALS 1, 2 & 3

- To consolidate the academic partnership between GMTFO and the UOF:
  - professional development and continuing education courses
  - online course content
  - research and publishing
  - GMTFO, talent incubator for the UOF
  - funding request
- To continue to support the development of the UOF's technological and digital infrastructure until it becomes autonomous

ENSURE THE ORGANIZATION'S SUSTAINABILITY GOAL 3

- To increase our self-generated revenue:
  - activate the omnichannel distribution strategy to amplify our business opportunities by increasing our audiences and monetizing platforms supported by a critical mass [supported by the technology plan]
  - deploy the advertising sales strategy
  - implement the Business Plan's recommendations concerning the sale of content
  - maintain our CMF grants as a producer and broadcaster
  - continue the new IDELLO business strategy
  - develop a marketing strategy for online learning educational content
- To establish GMTFO as a first-rate employer (see section 6)
- To continue deployment of the analytical strategy
- To foster operational excellence within the organization in order to maximize performance in terms of productivity, product quality and cost reduction
- To stimulate innovation through pedagogical intelligence and virtual experience promoting education

INTEGRATE PHILANTHROPY IN OUR CORPORATE STRATEGY AND HAVE IT BECOME A SOURCE OF SUSTAINABLE REVENUE GOAL 3

- To implement the philanthropy strategy

1.2. Summary of funding requests 2021-2022 (see **section 9**)

To adapt to our suppliers' new business model, GMTFO is suggesting that the criteria for funding technology be modified so as to allow the organization to use its $1 million funding for operational expenditures related to its IT needs and other strategically important projects. This represents an important mitigation strategy for undertaking the necessary and relevant technological investments, in order to remain competitive (details in section 9.2)

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.

→ **Amendments to the *Ontario French-language Educational Communications Authority Act*, 2008 were proposed through Bill 197, which provides for the expansion of GMTFO's functions and responsibilities by entrusting it with the establishment, administration and coordination of French-language distance education programs in Ontario. These amendments should come into force at a later date, upon enactment; the date of enactment will be determined after the Ministry has consulted with partners in the education sector.**

2.2.   Business model overview

This first section provides a glimpse of the business model Groupe Média TFO replies 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[1]. 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 8 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. Which activities must GMTFO focus on to carry out its operations as effectively and innovatively as 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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[1] Osterwalder, Alexander / Pigneur, Yves, *Business Model Generation*, Wiley, 2011

Business Model

Groupe Média TFO | September 27, 2019

Key Partners

POLITICAL

- Provincial Government:
  - Ministry of Education
  - Francophone Affairs
  - Ministry of Research, Innovation and Science
- Federal Government:
  - Canada Media Fund
- Political figures

EDUCATION

- School boards:
  - Francophone
  - Anglophone
- Post-secondary
- Educational organizations

FRANCOPHONE ORGANIZATIONS IN ONTARIO AND BEYOND

- Community organizations (per region) :
  - Advisory board
- Cultural organizations

CORPORATIVE

- Private funding
- Unions : CMG & UNIFOR

PRODUCTION & TECHNOLOGY

- Content distributors and producers:
  - Independant producers
  - Digital learning environment (EAV / DREF Manitoba)
- Key-suppliers:
  - PCI
  - Zero Density

Key Activites

PROMOTION OF BUSINESS INTELLIGENCE

DEVELOPMENT OF RELATIONSHIPS AND PARTNERSHIPS WITH THE GOVERNMENT AND THE FRANCOPHONE COMMUNITY

FUNDING AND BUSINESS DEVELOPMENT

TRAINING GUIDANCE IN LEARNING

PRODUCTION
ACQUISITION
DISTRIBUTION
PROMOTION & SALES

OF EDUCATIONAL CONTENT OF PLATFORMS OF SERVICES

Key Resources

HUMAN RESOURCES

GMTFO boasts nearly 200 collaborators hailing from 30 different countries, which serves as a testament to the diversity of Ontario's Francophonie.

- Officers: 7
- Content production: 102
- User services: 66
  - Administrative: 29
  - Technological: 37
- Personnel as needed: 26
- Freelancers: 60

MATERIAL RESOURCES

- Equipment:
  - 250 work stations
  - 300 servers
  - 8 petabytes of storage
  - 300 mobile devices
  - 3 studios: LUV, Annexe, Ottawa
  - 2 control rooms
  - 10 filming locations
  - 7 editing rooms
  - 3 sound rooms
  - 20 external cameras

- Offices:
  - Ottawa (4 858 ft.²) :
    > Production: 4 858 ft.²
    > Other uses: N/A
  - Sudbury (405 ft.²) :
    > Production: 405 ft.²
    > Other uses: N/A
  - Toronto (45 060 ft.²) :
    > Production: 27 036 ft.²
    > Rental: 5 270 ft.²
    > Other uses: 12 754 ft.²

INTELLECTUAL RESOURCES

- Fields of expertise:
  - youth content production
  - philanthropy
  - business intelligence
  - business and market development
  - learning and techno-pedagogy
  - child psychology
  - communications and marketing
  - project management
  - technology
  - production method (LUV)
  - financial management
  - negociation
- Acquire and maintain intellectual property

CORPORATE CULTURE

Agility - Respect - Leadership Creativity and Initiative Innovation - Ambition

Value Proposition

CONTRIBUTE TO THE SUSTAINABLE DEVELOPMENT OF ONTARIO AND CANADA:

- by supporting the acquisition of global competencies and employability competencies

- by creating and offering educational digital content in French to learners of all ages, parents and educators

- by collaborating with our partners and our audiences

- by acting as a driving agent in promoting the Francophonie in Ontario, Canada and abroad

- by sharing our Franco-Ontarian identity in all of its diversity

Customer Relationships

REACH CUSTOMERS WITH OUR SERVICE OFFERINGS
Free services
Paid services

RELIABLE
RELEVANT
TRUSTWORTHY
ATTENTIVE

INCREASE CUSTOMER LOYALTY AND NUMBERS THROUGH BUSINESS INTELLIGENCE

Channels

LINEAR

SATELLITE | CABLO OPERATORS | IPTV

DIGITAL NON-LINEAR

WEBSITE
- idéllo.org
- onfr+
- tfo.org

YOUTUBE

SOCIAL MEDIA

APPS
- Apple store
- Google play
- Google home

THIRD PARTIES
- PRODUCTS
  - La où je dors
  - Apps
  - Podcasts
- REVENUE
  - CMF
  - PBS Learning Media
  - Transport

Customer Segments

FRANCOPHONE & FRANCOPHILE CHILDREN
- Preschoolers aged 2-5
- Children aged 6-8
- Children aged 9-12

FRANCOPHONE & FRANCOPHILE STUDENTS AGED 13-18

FAMILIES
- Francophone
- Francophile

TEACHERS & EDUCATORS
- Francophone
- Francophile

FRANCOPHONE COMMUNITIES IN ONTARIO AND IN CANADA

FILM BUFFS

Main Sponsor

ONTARIO MINISTRY OF EDUCATION

Expenses

EXPENSES PER SECTOR

- Payroll and benefits: $ 16 515 343.57

- Board of directors and Corporate governance: $ 1 255 839.41
- Digital Learning: $ 2 437 222.10
- Content and Distribution: $ 8 114 955.17
- Financial Services: $ 3 285 862.96
- Marketing and Communications : $ 2 631 869.03
- Talent Development: $ 1 208 231.39
- Technologies and Operations: $ 7 494 785.38

Revenue

ONTARIO GOVERNMENT

- Base operating grant: $ 28 432 400.00
- Grant received under the Canada-Ontario Agreement: $ 2 605 000.00
- AODA: $ 657 000.00
- Base capital grant: $ 1 750 000.00

SELF-GENERATED REVENUE

- Cablo operators: $ 1 320 000.00
- Production services (LUV): $ 600 000.00
- IDÉLLO subscriptions: $ 300 000.00
- YouTube : $ 150 000.00
- Others : $ 2 831 306.19

OTHER FUNDS (CMF, NOF)
- Grant: $ 1 013 722.75

DEFERRED CONTRIBUTIONS
- Deffered contributions: $ 3 284 380.07

2.3.   An overview of the organizational structure

This table presents a summary of the organization's various sectors of activity. Section 6 sets out our Human Resources Plan, as well as the organizational chart.

SECTOR	CONTENT AND DISTRIBUTION	DIGITAL LEARNING	MARKETING - COMMUNICATIONS & PHILANTHROPY	TECHNOLOGIES AND OPERATIONS	TALENT DEVELOPMENT	FINANCIAL SERVICES
SECTOR MANDATE	To design, develop and acquire content that is aligned with the implemented strategy, and to ensure its strategic distribution in order to target the right public across all platforms	To help make GMTFO a recognized leader and partner in driving the transformation of education in Ontario and Canada	To be a strategic ally of our internal and external partners in order to expand our brand awareness, build our audiences and generate new revenue streams by promoting GMTFO's multiplatform offer in Ontario, Canada and beyond	To develop an innovative technological environment while supporting operational activities	To create and implement integrated strategies regarding the organization's human resources to further the hiring, retention and development of outstanding talent within GMTFO	To provide company-wide financial and administrative leadership in order to ensure that GMTFO meets its strategic objectives through the skilful management of its funds and by meeting government and regulatory requirements
FIELDS OF EXPERTISE	Co-production and acquisition Multiplatform content Omnichannel distribution Promotions and special projects	Educational market development Education community relations Educational and Pedagogical content Digital learning platform Educational initiative development	Marketing Corporate and strategic communications Social media strategies Philanthropy, partnership, business opportunities and cable broadcasting	Solutions and optimization Infrastructure and user services Virtual Universe Lab Services Data governance and project management	Administration and management of talent-related activities Talent recruitment and development Management of legal framework requirements	Financial services Procurement and administrative services Legal services

3.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.

3.1.   Key trends

Main priorities of EDU

➢ STEM (mathematics following the new curriculum guidelines, coding, science, etc.)
➢ transferable skills (critical mind, independence, digital literacy)
➢ financial literacy
➢ environmental education, including health and well-being (mental health, physical education, cannabis-related education)
➢ early childhood
➢ a highly qualified workforce
➢ equal representation, as well as respect for diversity and indigenous perspectives
➢ digital educational products

The Fourth Industrial Revolution

➢ Social transformation:
  ○ learning spaces primarily focused on 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, foreign languages + STEAM
  ○ the personalization of the employment experience: personal fulfillment and development for the employees of tomorrow
  ○ continuous learning
  ○ 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
  ○ 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)
- ○ increased importance of GAFAM
- ○ the ongoing expansion of OTT (over-the-top) media services
- ➢ Ideological and ethical transformation:
  - ○ the development of digital citizenship: young people are increasingly socially engaged and are urging adults to change the world and help build their future
  - ○ 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

Online Learning

- ➢ A growing sector, fuelled by COVID-19:
  - ○ 10-15% annual growth in online course enrollment at the post-secondary level (including 15% for francophone colleges outside of Quebec)
  - ○ almost 98% of companies consider video to be the preferred medium for occupational training
- ➢ The Government of Ontario's priorities are:
  - ○ the mandatory completion, by secondary-school students, of two online single-credit courses in order to graduate. Coming into effect at the beginning of the Grade 9 cohort's September 2020 school year, this new measure is designed to equip students with digital literacy and other transferable skills they will need to succeed in the digital and data economy[2]
  - ○ the launch of the Broadband Modernization Program, to provide all students and educators across Ontario with access to a secure, affordable, reliable and fast Internet connection by September 2021[3]
  - ○ as part of *Ontario's Action Plan: Protect, Support, Recover*, published November 5, 2020:[4]
    - ■ funding of $54 million in 2020-2021 for hiring school board personnel—principals, vice-principals and administrative staff—to improve the delivery and supervision of distance learning
    - ■ funding of $15 million for purchasing technology, including approximately 30,000 devices for students
    - ■ an investment of $7 million over three years to provide elementary school students and teachers with new online learning tools for language, mathematics, science and social studies,
    - ■ an investment of $59.5 million over three years in micro-certifications to provide learners with access to flexible online training that grants them micro-credentials, so that they can acquire the necessary skills for their professional development and/or reorientation; positioning *eCampusOntario* in this strategy, in particular by working with partners to develop a virtual passport for lifelong learning

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[2] https://groupemediatfo.org/en/medias-space/otelfo-bill-submitted-to-queens-park
[3] According to the Discussion Deck *Expanding TVO and GMTFO's Role To Support Online Learning*, written in the context of engagements organized by the Ministry of Education
[4] https://budget.ontario.ca/2020/contents.html

Francophonie

➢ A very diverse Francophonie across Ontario cities and regions[5]
➢ The fight against linguistic insecurity among young Francophones and Francophiles to help promote the French language in Ontario and limit cultural dropout[6]
➢ Francophone art and culture: a sector that needs support to ensure the Ontarian Francophonie can thrive (especially in view of the impact of COVID-19)
➢ The federal government's adoption of 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%
➢ The upcoming new *Politique d'aménagement linguistique et culturelle*
➢ The provincial government's announcement regarding the creation of a relief fund to help Francophone non-profit organizations meet their operating costs in the context of COVID-19, particularly to help prevent their closure as well as retain and hire skilled bilingual employees

Media

➢ The decrease in TV subscriptions (*Cord-Cutting* phenomenon) due to a rise in mobile-device-based content consumption (-11%)
➢ The ambition harboured by YouTube, Facebook, and Netflix to become the television of the 21st century: launch of Facebook Watch and YouTube TV
➢ Young people's new digital consumption habits:
  ○ digital content (podcasts, live-streamed content, etc.)
  ○ social media (TikTok, Snapchat, etc.) and instant messaging applications (WhatsApp, Messenger, etc.)
➢ The overabundance of content and distribution platforms:
  ○ "discoverability"
  ○ citizens' loss of trust in the media: issues with "fake news" and seeking out the truth
  ○ the ubiquity of content creation among citizens
  ○ the evolution of distributors such as Netflix, Amazon, Apple, Facebook, and YouTube into original 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
➢ The place and role of public media in a communications ecosystem being transformed with citizens of the digital era:
  ○ the contesting of mandatory funding in some countries
  ○ the neutrality of content being called into question
➢ The amending of the *Broadcasting Act*[7] to support a stronger, more inclusive and more competitive broadcasting system

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[5] https://www.ontario.ca/page/profile-francophone-population-ontario-2016
[6] http://www.edu.gov.on.ca/eng/document/policy/linguistique/guide/index.html
[7] https://www.canada.ca/en/canadian-heritage/news/2020/11/supporting-a-stronger-more-inclusive-and-more-competitive-broadcasting-system0.html

Operational environment

➢ An active labour market in which businesses compete to recruit and retain top talent:
  ○ generation Y's demands for increased fluidity and transparency of information, mutual tolerance and support, and personal-performance accountability (Deloitte, 2018)
  ○ low retention and hiring rates
➢ The transformation of workspaces 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 workspaces
  ○ the emergence of remote work as a result of COVID-19

Politics

➢ The financial and economic burden of COVID-19 on governments:
  ○ Canada – 2019 Federal Budget: $355.6 billion vs. estimated cost of COVID-19: $929.7 billion
  ○ Ontario[8] – critical increase in the deficit for 2020-2021: $38.5 billion (vs. $9.2 billion in 2019-2020), due to both lower revenues compared to 2019-2020, and the adoption of exceptional measures to support the public health system, businesses and households ($45 billion over 3 years according to *Ontario's Action Plan: Protect, Support, Recover*)
  ○ rise in the unemployment rate – from 5.5% to 9.5%
  ○ inflation with the risk of a recession
➢ The Legislative Assembly of Ontario enacted Bill 197, aimed at promoting economic recovery in light of COVID-19: amendment of some 20 provincial laws to simplify regulations in the areas of construction, housing, environment, transportation, etc. Other measures pertain to food and agriculture, municipal governance, education, judicial services and consumer protection

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[8] https://budget.ontario.ca/2020/contents.html

3.2.   External and Internal Environment Highlights

STRENGTHS

- Our commitment to the Francophonie minority communities
- Our creativity
- Diversity in the management team and in the organization
- Strategic plan established for a 3-year period (April 1, 2019 to March 31, 2022)
- Organization's agility to adapt and position itself vis-à-vis its environment and target audiences → Culture of continuous improvement
- Incubator for innovation and experimentation
- Technological and digital expertise
- 30 years of expertise in educational content and television
- Forerunner in digital learning
- Understanding of Ontario's educational environment
- Quality edutainment content aligned with the EDU's priorities and the Curriculum, reflecting the diversity of our society and emphasizing employability competencies
- Secure digital platform and powerful digital distribution network
- Technological facilities including LUV
- Reputation and strength of our brands (TFO, Mini)
- Recognition of our added value (EDU, public media)
- Presence in Ontario and Canada
- Partnership with La Cité and the UOF
- Authority to confer credits for online courses via the *Act*

WEAKNESSES

- High reliance on the EDU grant
- Investment of resources toward innovation
- Planning and project management
- Knowledge transfer ("corporate memory")
- Clarity of roles and responsibilities to ensure accountability
- Workload level and distribution
- Work-life balance
- In-depth and targeted knowledge of our customers and markets
- Gaps in our workflows (e.g. Louise)
- Offer and distribution strategy
- Positioning vis-à-vis the 13+ age group (gap in content for the 15+ age group)

- COVID-19 crisis:
  - Importance and role of a public media
  - Interest in distance learning
  - Importance of the digital structure:
    - equip every student in Ontario and Quebec with a tablet
    - transition between physical and virtual space (consider remote work and rental-cost savings in the future)
  - Content development for online courses
  - Establishment of strategic partnerships
  - Changing labour market with rising unemployment: expansion of the talent pool
- Additional funding (Canada-Ontario 2019-2022 Agreement; Quebec Digital Action Plan; LOE; philanthropy from private businesses, etc.)
- Awareness of diversity, inclusion and representativeness, along with positioning and engagement of young people
- Technology:
  - Home automation (connected devices, especially through voice)
  - Broadcast: migrating to IP; 4k; etc.
- Increased demand for digital educational products
- Increased demand for educational and pedagogical content
- Upcoming *Politique d'aménagement linguistique et culturel*
- Supreme Court of British Columbia ruling on the equality between English- and French-language school boards

- COVID-19 crisis:
  - Pressure on governments to reduce their deficits in 2021-2022 to offset government spending aimed at supporting the economy
  - Revision of the Business Model
  - Changing trends among target audiences (e.g. content consumption on mobile phones)
  - Ability to offer relevant content to our audiences:
    - Reduction in catalogue of acquisitions due to the suspension of external productions
    - Increased competition (streaming platforms)
    - Request for review of exclusive distribution and exploitation rights
  - Mental health of society
  - Restrictions on travel in Canada and abroad
- Willingness to return to more traditional teaching methods: e.g. highly formatted courses broadcast on television
- Evolution of regulations concerning youth content on distribution platforms
- Customer demands regarding the protection of personal data
- Certain organizations' perceptions regarding TFO
- Limits and weakness in regards to the quality of child and youth educational content

OPPORTUNITIES   **THREATS**

3.3.   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.

CATEGORY	SUB-CATEGORY	DESCRIPTION	LEVEL	MITIGATION STRATEGY	TREND
WORKFORCE	**3 - Succession Planning** *Identify risks related to managing vacancies*	3b - Not meeting our strategic objectives due to the departure of key senior leaders	**15**	GMTFO has a succession plan for the interim role that can continue to lead the organization in achieving its strategic priorities. GMTFO, with the support of the Board of Directors, is actively working with the Ministry of Education to fill vacancies.	↖
INFORMATION TECHNOLOGY & INFRASTRUCTURE	**3 - IT Privacy and Security** *Identify risks related to managing sensitive/confidential information and protecting data from compromise, breach or other unauthorized access*	Unauthorized access to information or an attack such as ransomware	**12**	Internal access is protected through a strategy of blocking access to all information and granting it as required relative to the position held. External access is protected by two-step authentication. Physical access to GMTFO's office is protected by an electronic access card. Cybersecurity training is in place and underway for the entire company. GMTFO is implementing an RBAC (Role-Based Access Control) system so that employees have access to data according to their roles in the organization. GMTFO is in the process of procuring cybersecurity insurance and/or procuring services to support TFO in case of an attack.	↔
INFORMATION TECHNOLOGY & INFRASTRUCTURE	**4 - IT Equipment / Hardware** *Identify risks related to maintaining, upgrading or replacing hardware. Identify risks related to a business continuity plan or disaster recovery plan.*	4b - GMTFO does not keep up with technology advances in accordance with industry standard resulting in a dip in the quality of the content produced and a negative impact on GMTFO's viewership	**16**	"LUV" was developed by GMTFO to reduce production costs. To continue to produce the quality content expected by GMTFO's "users," GMTFO needs to stay current with technology advances in media platforms, such as 4K technology. Therefore, as part of GMTFO's next business plan, GMTFO will be requesting that the funding criteria be relaxed so that these funds can be used for operating expenditures related to new technologies that are "cloud-based." In the long run, a significant investment in LUV technology will be required for GMTFO to stay relevant. Senior management and the Board of Directors are currently discussing the matter. This will form the basis of GMTFO's future strategic plans. Some of GMTFO's systems are cloud technology, which will ensure that GMTFO stays current. However, this technology is an operating cost; GMTFO's information technology upgrades are funded by the EDU with the conditions that expenditures are "capital expenditures" in nature, which is hampering GMTFO's ability to stay current and make the right technology choices. (see section 9.2.2.1)	↖

4. 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 fRENCH-LANGUAGE employability competencies. 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

KEY ISSUES

1	2	3	4	5
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	The shift in education and learning within the framework of the Fourth Industrial Revolution, in order to foster professional development	The breakneck speed at which media consumption habits are changing within the context of the Fourth Industrial Revolution	The need to enrich the critical mass of French-language digital space and make it discoverable	Possible changes to priorities, policies and programs related to official languages and education

GOALS

GOAL 1 EDUCATION SECTOR AND FRANCOPHONIE	GOAL 2 LEARNING EMPLOYABILITY COMPETENCIES	GOAL 3 ORGANIZATIONAL SUSTAINABILITY

OBJECTIVES

1	2	3	4	5
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	To be a driving agent in promoting French presence throughout society in Ontario, Canada, and worldwide through our content and services	To upraise our services and content to help more learners, educators, and parents acquire employability competencies	To establish creative collaborative spaces for Francophones and Francophiles that encourage the learning of employability competencies	To develop and advance a new business model that is both successful and sustainable

5. 2019-2022 Triennial Plan Update

5.1.   Impact of COVID-19

Faced with the spread of COVID-19 across Ontario, GMTFO quickly adapted to ongoing changes, delivering solutions that were up to the challenge of each phase of the situation, while remaining in strict compliance with the Government of Ontario's guidelines:

1. deployment of the **business continuity plan**, including protecting and supporting employees, setting up remote work and maintaining the organization's core activities;
2. formation of an **internal COVID committee** to ensure operational continuity;
3. establishment of a specific structure for **employee mental health**;
4. elaboration of a **scalable return-to-office action plan**; **and**
5. formation of an **internal committee to prepare for the post-COVID period**, both to assess the impact of the COVID crisis on the organization in the medium- and long-term, and to align the strategic plan accordingly so as to remain a valued educational and cultural partner for the Ministry of Education and our target audiences, while also ensuring the organization's sustainability.

Notably, since the beginning of the crisis, we have been paying close attention to COVID's impact on our **production operations**, which has resulted in:

- the temporary closure of our studios, with the suspension of in-house content production and our commercial activities at the LUV (gradual resumption since May 19th with the aim of catching up on our backlog);
- prohibiting, then restricting, outdoor filming;
- the upheaval of our editorial calendar, with concern regarding our ability to meet our commitments to the CMF.

We have had to revise our production methods: equipping and training the staff to shoot alone from home without the support of make-up, lighting, accessories, etc., while adjusting our editorial line. For example, our ONFR+ franchise has shaken up its programming by offering daily, real-time news coverage via articles, video testimonials, live broadcasts, and more. In this way, GMTFO ensures that both Francophones and Francophiles stay abreast of developments, and strengthens ties within the community.

At the same time, GMTFO is actively collaborating with EDU to promote continuity of learning from home following the closure of schools, by adapting its offering and its distribution channels: IDELLO, BOUKILI, TFO.org, and the TFO channel. It has made its educational resources and services available free of charge to teachers and families, and has mobilized its teams within the framework of its *Le Camp TFO en Famille* initiative, which has been very positively received:

- +3 million individuals reached;
- +126% growth in television audiences;
- +530% increase in the number of IDELLO and BOUKILI sessions.

More broadly, the impact of COVID raises many questions and uncertainties, which our Post-COVID Committee is currently examining, mainly with regard to the following issues:

- **our revenue**, with the decrease of some self-generated revenue vs. obtaining additional funding linked to new opportunities (e.g. philanthropy);
- **the evolution of our business model**, with the rise of distance learning and the opportunity that the development of online course content represents;
- **the availability of high quality and relevant content** for our target audiences, following the suspension of productions, strong competition in certain sectors, and the increase in exclusive rights;
- **the long-term transition from physical to virtual space**, including the operationalization of remote work considering both the needs of the organization and a reflection regarding the size and location of our offices;
- **the alignment of our recruitment strategy** with new market realities.

5.2.   Major initiatives

Several initiatives will contribute to influencing GMTFO's success in regard to achieving its strategic goals, and its ability to reinvent itself to both better serve its target audiences and fulfill the Ontario Ministry of Education's expectations and priorities.

The environmental scan (section 3) and the evaluation of the impact of COVID-19 (section 5.1) helped inform the management team in their selection of the following initiatives.

CONTINUE TO STRENGTHEN OUR RELATIONSHIPS AND PARTNERSHIPS WITH EDUCATIONAL COMMUNITIES   **GOALS 1 & 2**

2019-2020	2020-2021	2021-2022
• To establish strategic partnerships between IDELLO and Ontario French- and English-language school boards • To develop new partnerships and business relationships with education stakeholders in other provinces (Quebec, Manitoba, New Brunswick) • To develop and fund new initiatives in support of FSL programs (the Français sans frontières project, CEFR workshops, webinars, etc.)	• Following the closure of schools due to COVID-19, to support the government in ensuring the continuity of student learning • To develop new educational partnerships with school boards and educational organizations in Ontario • To implement the partnership with La Cité, the UOF and Cadre 21 regarding professional development programs in teaching; develop online training courses that reflect the priority issues facing	• To sustain activities and content supporting the continuity of learning from home, such as webinars for children and parents, targeted programming, educational support content, etc., primarily for the IDELLO platform • To continue implementation of the partnership with La Cité, the UOF and Cadre 21 regarding professional development programs in teaching; develop online training courses that reflect the priority issues teachers in

	teachers in Ontario's French-language schools ● To encourage the creation of collaborative creative spaces	Ontario's French-language schools are faced with ● To continue projects developed within the framework of creative collaborative spaces and/or partnerships with school boards and educational organizations

REPOSITION OUR CONTENT PRODUCTION AND DISTRIBUTION STRATEGY   GOALS 1 & 2

2019-2020	2020-2021	2021-2022

● To revise our visual identity in order to broaden our brand footprint and reach our audience in the most effective way possible
 ● To elaborate GMTFO's overall content strategy
 ● To focus our content productions, co-productions and acquisitions (excluding cinema) on acquiring employability competencies, with a particular emphasis on critical thinking and problem solving
	● To launch GMTFO's new brand identity and brand image (including its franchises)
	 ● To create the first integrated omnichannel strategy, placing the user at the centre of our distribution strategy
	 ● To develop a new IDELLO Famille offering, i.e. an online learning experience for parents looking to support their child's learning (with free access in Ontario)
	 ● To update our content strategy:
	     ○ target
	     ○ continue the production, co-production and acquisition of content related to the learning of employability competencies
	     ○ explore a new strategy for the 13+ age group
	 ● To carry out an audit of production-related processes, and implement the recommendations (in connection with the revision of the sales strategy and the cost analysis of the programming grid)
	 ● To set up a Charter of Governance within the framework of co-productions
		● To activate the customer-focused omnichannel distribution strategy which, thanks to data collected by business intelligence, enables GMTFO to deliver its content via interconnected distribution channels; placing the right content on the right platforms at the right time based on target audiences
		 ● To update our content strategy:
		     ○ continue the production, co-production and acquisition of content related to the learning of employability competencies
		     ○ continue the new strategy for the 13+ age group
		 ● To finalize the production overhaul (in connection with the implementation of the new sales strategy and the optimization of programming grid costs)

ESTABLISHMENT, ADMINISTRATION AND COORDINATION OF FRENCH-LANGUAGE DISTANCE EDUCATION PROGRAMS

GOALS 1, 2 & 3

2019-2020	2020-2021	2021-2022
	- Along with EDU, MFA, and TVO, to develop the governance structure for drawing up the Business Plan tied to TVO's and GMTFO's expanded mandates - To participate in EDU's consultations with school boards, school board consortiums, teachers' unions, Catholic and francophone stakeholders, and Aboriginal partners to align our new mandate - To develop, with TVO, a joint business plan defining the online learning implementation strategy, as well as the necessary resources - To implement the actions outlined in the business plan in order to meet the primary objective of offering secondary school students two online courses as of the start of the September 2021 school year - To develop online learning modules for elementary school students and teachers in language, mathematics, science and social studies, in response to the EDU's request	- To implement the actions outlined in the business plans related to GMTFO's expanded mandate, to support school board's delivery of the mandatory two online credit graduation requirement beginning with the cohort of students who entered Grade 9 in the 2020-21 school year - To develop online learning modules for elementary school students and teachers in language, mathematics, science and social studies, in response to EDU's request - To develop learning objects that can be integrated into online courses: immersive virtual learning games and educational series - To develop a specific business plan on the French-Language ILC courses transfer and integration from TVO to GMTFO (i.e. *Le Centre d'études indépendantes*) - To obtain a school number

ENSURE THE IMPLEMENTATION OF THE PARTNERSHIP WITH THE UOF AND THE *CARREFOUR FRANCOPHONE DU SAVOIR ET DE L'INNOVATION*   GOALS 1, 2 & 3

2019-2020	2020-2021	2021-2022
• To assess future opportunities for collaboration with the UOF	• To jointly develop a clear vision for academic collaboration between GMTFO and the UOF: 　○ professional development and continuing education courses 　○ online course content 　○ research and publishing 　○ exploration of funding sources • To support the development of the UOF's technological and digital infrastructure until it becomes autonomous • To establish GMTFO as the co-creator and co-founder of the *Carrefour francophone du savoir et de l'innovation*	• To consolidate the academic partnership between GMTFO and the UOF: 　○ professional development and continuing education courses 　○ online course content 　○ research and publishing 　○ GMTFO, talent incubator for the UOF 　○ funding request • To continue to support the development of the UOF's technological and digital infrastructure until it becomes autonomous

ENSURE THE ORGANIZATION'S SUSTAINABILITY   GOAL 3

2019-2020	2020-2021	2021-2022
• To increase our self-generated revenue: 　○ carry out an audit of our cable operator revenues 　○ develop a marketing strategy vis-à-vis cable operators 　○ optimize the management of YouTube channels to limit the impact of changes in the algorithm 　○ maintain our CMF grants as a producer and broadcaster 　○ implement the IDELLO business strategy (sell subscriptions in Quebec; explore new opportunities)	• To increase our self-generated revenue: 　○ deploy the new strategy vis-à-vis cable operators, including the reorganization of teams and responsibilities 　○ review the advertising sales strategy 　○ optimize the management of YouTube channels to limit the impact of policy changes 　○ develop a business plan to assess opportunities and associated costs in order to determine the profitability of the sale of content	• To increase our self-generated revenue: 　○ activate the omnichannel distribution strategy to amplify our business opportunities by increasing our audiences and monetizing platforms supported by a critical mass [supported by the technology plan] 　○ deploy the advertising sales strategy 　○ implement the Business Plan's recommendations concerning the sale of content 　○ maintain our CMF grants as a producer and broadcaster

- To develop a compensation strategy to ensure that both TFO's working conditions and overall compensation are competitive
- To implement an action plan to fill vacant positions (about 30 positions) in order to alleviate pressure on existing teams
- 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:
  - modernize enterprise systems: implementation of Business Central
  - develop the decision-making platform

- maintain our CMF grants as a producer and broadcaster
- develop a new IDELLO business strategy
- To implement a talent development strategy focused on employee experience (see section 6) and operational excellence
- To implement an analytical strategy to ensure more informed, effective and thoughtful business decisions based on data:
  - modernize business systems: implementation of Ceridian
  - strengthen quality of data in our Louise production and distribution system
  - ensure the relevance and quality of data from the IDELLO and BOUKILI platforms
- To ensure our compliance in regards to the management and security of customer data

- continue the new IDELLO business strategy
- develop a marketing strategy for online learning educational content
- To establish GMTFO as a first-rate employer (see section 6)
- To continue deployment of the analytical strategy
- To foster operational excellence within the organization in order to maximize performance in terms of productivity, product quality and cost reduction
- To stimulate innovation through pedagogical intelligence and virtual experience promoting education

INTEGRATE PHILANTHROPY IN OUR CORPORATE STRATEGY AND HAVE IT BECOME A SOURCE OF SUSTAINABLE REVENUE

GOAL 3

2019-2020	2020-2021	2021-2022
• Establishment of the Philanthropy, Partnerships and Business Opportunities Department	• To develop the structure and culture of the Philanthropy, Partnerships and Business Opportunities Department • To demonstrate the relevance of new revenues and to set financial targets • To become a partner of choice for companies, foundations and individuals	• To implement the philanthropy strategy

6. Human Resources Plan

GMTFO makes substantial efforts to adapt to changing internal realities and to the Ontario job market. In order to meet GMTFO's strategic needs, the Talent Development sector develops and implements integrated strategies related to the organization's human resources, so as to ensure the engagement, retention and development of the best talent.

These strategies revolve around 3 main objectives:

- To develop, recommend, implement and monitor strategies, procedures and practices for all activities related to human resources, in support of GMTFO's strategic objectives, as well as all applicable laws;
- To design and implement talent-management strategies (development, retention, replacement) aimed at the development of the organization's human resources;
- To provide advisory services to managers and employees regarding the implementation and administration of operational policies, procedures, practices and systems.

6.1. Strategic alignment

Major initiatives	2020-2021	2021-2022	2022-2023
Create and maintain an employee experience that will ensure the retention and engagement of the organization's talent, and attract the best external candidates	• To design and implement a talent-development strategy focused on employee experience • To design and implement an employee-experience communication plan	• To improve the employee experience by implementing initiatives and programs that answer to both employee expectations and innovative labour market trends • To develop and conduct employee surveys to measure engagement rates • To take steps to ensure external recognition of GMTFO as an employer of choice (positive and innovative organizational culture promoting employee engagement, development and well-being, reputation with future employees, recognition by companies/opinion leaders)	• To create a 2022-2025 sector strategy to ensure the organization's talent pool develops future-ready skills

To ensure both working conditions and overall compensation are competitive	• To continue implementation of the compensation strategy for non-unionized employees • To negotiate a collective agreement that provides fair and equitable working conditions for GCM employees	• To conduct a market study of the overall compensation for non-unionized positions, and to create a strategy to implement the necessary changes based on the findings • To negotiate a collective agreement that provides fair and equitable working conditions for UNIFOR employees	• To negotiate a collective agreement that provides fair and equitable working conditions for GCM employees
To provide tools, coaching and training for strengthening the skills of managers	• To provide managers with training, development, and learning opportunities to enhance their leadership skills • To develop and implement a comprehensive onboarding program for new managers	• To set and communicate shared expectations for managers in regard to performance, leadership and behaviour • To continue providing managers with training and coaching	• To promote and integrate shared expectations for managers in regard to performance, leadership and behaviour • To design and implement a common development strategy for managers at all levels • To continue providing coaching to managers
To promote and support a high-performing, respectful, collaborative culture within the organization	• To establish a performance management and evaluation system • To ensure the implementation of a development strategy for employees	• To align performance and compensation for non-unionized employees • To set and communicate organizational expectations regarding performance and behaviour • To design a GMTFO-wide inclusion strategy • To design a GMTFO's culture realignment strategy	• To design and implement an employee development strategy to help develop key skills for the future • To promote and integrate performance expectations within the organization • To implement a GMTFO-wide inclusion strategy • To implement a GMTFO's culture realignment strategy
Improve the Talent Development sector's services, processes, and operations	• To implement the Ceridian talent-management modules	• To review the Talent Development sector's processes, structure and services	

It should be noted that a reorganization of GMTFO's organizational structure is planned for early 2021, in order to meet the expectations and needs resulting from GMTFO's expanded mandate.

6.2. Workforce analysis

As of April 1, 2020, there were 166 FTEs (full-time equivalents) at Groupe Média TFO, divided into the following sectors:

PRESIDENT'S OFFICE	DIGITAL LEARNING	CONTENT AND DISTRIBUTION	FINANCIAL SERVICES	MARKETING AND COMMUNICATIONS	TALENT DEVELOPMENT	TECHNOLOGIES AND OPERATIONS	TOTAL
2	13	60	16	16	5	54	166

Freelancers

Instead of hiring full-time technical staff (camera operators, makeup artists, 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 2019-2020:

➢ a voluntary turnover rate of 11.06% over the fiscal year (47% down from 2018-2019), including 23 resignations;
➢ 94 hires (as opposed to 35 in 2018-2019 due to the Government of Ontario directives);
➢ an average seniority of 5 years (stable in relation to 2018-2019) and an average age of 40 years (compared to 38 years in 2018-2019);
➢ 4.9 days of absence on average per employee due to sickness/disability (5.1 days in 2018-2019).
➢

6.3. Organizational Chart as of October 9, 2020

<vacant>
President and Chief Executive Officer

Éric Minoli
General Manager
(Directeur Général des Opérations)

Seconded to the Board of Directors for a special project
Manuelita Chérizard, Chief Human Resources Officer

Technologies and Operations Sector
Al Olivier, Acting Chief Officer

Solutions and Optimization Department
Micaël N'Goran, Director
- Business Solutions
- Digital Solutions

Data Governance and Project Management Department
Ulrich Dessouassi, Director
- Kerry-Ann Paisible, Change Manager
- Chantal Mougel, Senior Project Manager

Infrastructure and User Services Department
Sylvain Le Pichon, Director
- Infrastructure and Security
- User Support

Louise Mission
Emmanuelle Rheault, Director

LUV Services
Cliff Lavallée, Director
- Oscar Karam, Production Operations Manager
- Simon Fortin, Commercialization Producer
- 3D et Graphic design
- Multifonction

Talent Development Sector
Michelle Séguin, Special Advisor, Governance and Strategy
- Binta Wagué, Manager

Talent Acquisition and Development Department
Laetitia Khaou, Manager

Legal Services Department and Secretary to the Board of Directors
Johanne Franklin, Director / Secretary to the Board

Marketing and Communications Sector
Carole Nkoa, Chief Officer

Corporate Communications Department
Mélanie Grenier, Manager

Marketing Department
Martine English, Director
- Julie Bessiere, Digital Marketing Manager
- Tracy Chambon, Marketing Automation Manager

Philanthropy, Partnerships and Business Opportunities Department
<vacant>, Director

Financial Services Sector
Sylvain L'Écuyer, Chief Officer

Finances Department
Isabelle Thiers-Saleh, Director
- Olivier Morin, Controller

Procurement and Administrative Services
Khady Sy, Manager

Content and Distribution Sector
Nadine Dupont, Chief Officer

Programming, Promotion and Special Projects Department
François-Xavier Frimaudeau, Director

Francophone Community Content ONFR+ Department
Gisèle Quenneville, Senior Producer

Coproduction and Acquisition Department
Marianne Lambert, Director

Production, Children's and Youth Content Department
Renée Paradis, Executive Producer
- Fabienne L'Abbé, FLIP Youth Content Producer
- Julie Nash, Production Manager

Digital Learning Sector
Julie Caron, Chief Officer

Educational Market Development Department
Marie-Sophie Chavey, Director

Content Department
Manon Bourgeois, Director
- Hélène Chalant, Educational Content Manager

IDELLO Product Department
Jonathan N'Goran, Director

Education Community Relations Department
Nathalie Dufour-Séguin, Manager

Educational Initiatives Department
Cécile Figuière, Manager

7.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 as well as by reinforcing strategic investments for upgrading its technological equipment. 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, particularly in connection with its broadened mandate, while maintaining its innovative and competitive edge in order to expand its technical production services through the marketing of its *Laboratoire d'Univers Virtuels* (Virtual Universe Lab - LUV);
➢ focus on improving the way data is processed in order to encourage innovation, facilitate decision making and increase operational excellence, all while doing the utmost to adequately protect personal information.

This process involves the following:

➢ the development of an analytical and technological strategy to facilitate the implementation of omnichannel distribution: analyzing client data to improve user experience, and setting up personalized paths to engage our consumers;
➢ the acquisition and deployment of 4K (UHD) technology for producing and distributing quality content;
➢ innovation through pedagogical intelligence and virtual experience promoting education;
➢ the modernization of our administrative systems through the implementation of new systems relating to the following:
    ○ business development and customer service;
    ○ project management;
    ○ document management;
    ○ production resource planning;
➢ the establishment of a culture promoting operational quality and excellence;
➢ the perpetuation of trade knowledge through continuous learning.

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

Over the next three years, we intend to majorly upgrade our technological infrastructure, notably by including the replacement of our end-of-life equipment as part of a more comprehensive project. To maintain the production and distribution of quality content, we are expediting our technological transformation and focusing our efforts on acquiring and implementing 4K (UHD) technology. The upgrade was originally planned for 2027-2028, when GMTFO is scheduled to relocate its offices to Toronto to join the *Université de l'Ontario français* in the new *Carrefour francophone du savoir et de l'innovation* [Francophone Hub of Knowledge and Innovation]. The decision to start this transition ahead of time will allow us to promptly achieve our objective to encourage students to get more involved in their learning journey, improve their performance and develop the transferable skills they need to meet today's economical and social demands. Our intentions were bolstered by the government's

announcement that GMTFO would be entrusted with developing e-learning modules for elementary school pupils and online courses for students from grades 9 to 12.

Ten-year projections for capital expenditures

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
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	$ 4 215 000	$ 3 460 000	$ 2 690 000	$ 1 100 000	$ 1 200 000	$ 1 300 000	$ 1 500 000	$ 1 700 000	$ 1 800 000	$ 2 000 000

8.   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 vision

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

Overall goals for 2022-2024

Broaden GMTFO's brand awareness and reach among its target audience in Ontario and across Canada in order to consolidate our position as a digital, educational and Francophone leader and, thereby, open 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 2022-2024

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 IDELLO 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 IDELLO, 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 achievements and bolster our strategic position
6. The fostering of new revenue streams, notably through strategic partnerships with the private sector and value-added educational and cultural initiatives targeting our audiences through philanthropic campaigns

7. Events

Digital content dissemination

In a world where digital technology is booming, GMTFO has reached a new stage in its shift toward a new, optimized digital distribution model: the omnichannel model, a network of interconnected channels that disseminates GMTFO's content easily and swiftly to target audiences with similar interests.

This new distribution model revolves around four goals:

1. Strategic positioning: foster the discoverability of GMTFO's content for Francophones and Francophiles through our new omnichannel vision designed to optimize content distribution on a network of interconnected platforms, according to the interests of the viewers
2. Content dissemination: support the discoverability of GMTFO's educational and cultural content to further its digital reach in Canada and abroad and to take in new Francophone and Francophile audiences interested in viewing this content
3. Engagement: develop the bond between GMTFO and its audience by organizing cultural and educational campaigns that are relevant and useful for Franco-Ontarians
4. Knowledge of our audience: having the ability to understand the interests of our audience, which consists of Francophones and Francophiles in Ontario and across Canada, to ensure that our offer responds to their needs

9. 2022-2024 Forecast

In keeping with its mandate to encourage permanent learning in Ontario by offering quality French-language educational programming 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 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.

9.1. Three-year fiscal projections[9]

	2021-2022	2022-2023	2023-2024
Base operating grant	**$ 31 037 401**	**$ 31 037 402**	**$ 31 037 403**
Base	*$ 24 793 701*	*$ 24 793 702*	*$ 24 793 703*
Priorities and Partnerships Fund (PPF)	*$ 3 638 700*	*$ 3 638 700*	*$ 3 638 700*
Canada-Ontario Agreement	*$ 2 605 000*	*$ 2 605 000*	*$ 2 605 000*
AODA	$ 657 300	$ 657 300	$ 657 300
Sustainability request	$ -	$ -	$ -
Strategic initiative request	$ -	$ -	$ -
TOTAL BASE OPERATING GRANT	**$ 31 694 701**	**$ 31 694 702**	**$ 31 694 703**

	2021-2022	2022-2023	2023-2024
Base capital grant	**$ 1 750 000**	**$ 1 750 000**	**$ 1 750 000**
Base	*$ 1 000 000*	*$ 1 000 000*	*$ 1 000 000*
Priorities and Partnerships Fund (PPF)	*$ 750 000*	*$ 750 000*	*$ 750 000*
One-off request - end of equipment life	$ -	$ -	$ -
TOTAL BASE CAPITAL GRANT	**$ 1 750 000**	**$ 1 750 000**	**$ 1 750 000**
OVERALL FUNDING REQUESTED	**$ 33 444 701**	**$ 33 444 702**	**$ 33 444 703**

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[9] The projections do not include the funding request for e-learning related to GMTFO's expanded mandate, and the additional funding granted by the Ministry of Education for developing e-learning modules for elementary school students.

It should be noted that GMTFO has been facing increasing fixed costs for several years—due to inflation and salary settlements in collective agreements—and cable operators' lower self-generated revenue. Salaries and employee benefits represent almost half of our operational costs, including $8.5 million for unionized staff's wages alone, which increase each year. Also, contributions to defined benefit plans will increase over the next three years due to the gap between our obligations and the portfolio, which, as of March 31, 2020, was experiencing a temporary downturn as result of the reaction of the capital markets to the pandemic.

GMTFO must re-prioritize its activities each year to compensate for the increase in its fixed costs, ultimately putting the organization's core activities, such as the production and acquisition of quality educational content, at risk due to the loss of its specialized and skilled workforce.

9.2. Criteria amendment request for the core funding of capital expenditures

GMTFO's technological upgrade is financed by the Ministry of Education through dedicated and conditional funding; expenditures must be capitalized based on strict accounting rules. However, IT vendors have changed their business model from a software sales model, where costs are capitalized and amortized over the useful life of the software, to a "cloud" model, where licensing fees are allocated over the course of the year. It follows that the acquisition of these new technologies is now included in operating expenditures (and no longer in capital expenditures). Unlike the "capitalized" model, where the upgrade only occurs at the time of product replacement every 5 to 7 years, this "cloud" model has suppliers regularly offering software updates for a continuous access to the latest generation of the product, which limits security breaches.

This shift forced us to consider other suppliers, leading to disruptions in the continuity of services and to additional costs related to the implementation of new products and training. Similarly, investment costs differ between the "capitalized" and "cloud" models. The "capitalized" model is far more expensive, putting pressure on both our capital grant (the cost of purchasing the product) and our operating grant (the cost of purchasing licenses and annual maintenance), while also forcing us to incur personnel costs related to maintaining the IT infrastructure. As an example, the replacement of telephony represents, excluding personnel and IT infrastructure costs:

- an investment of $512 000 over 7 years for the "capitalized" model, including a capital budget of $400 000 for telephone replacement and an operating budget of $16,000 per year for equipment maintenance and the connection for telephone calls (i.e. a budget of $112 000 over 7 years);
- an investment of $315 000 over 7 years for the "cloud" model (comprehensive solution for $45 000 per year).

GMTFO receives a capital grant of $1 750 000, subject to the following restrictions:

- $1 000 000—base grant—only capitalized expenditures are allowed;
- $750 000—grant under the *Priorities and Partnerships Fund*—over and above capitalized expenditures, one-time expenditures are permitted.

In order to adapt to our suppliers' new business model, GMTFO is requesting that the criteria for funding technology be modified so as to allow the organization to use its $1 million funding for operational expenditures related to its IT needs and other strategically important projects. This

represents an important mitigation strategy for undertaking the necessary and relevant technological investments, in order to remain competitive. By allowing for this flexibility, the government will demonstrate its commitment to its stated priority of significantly reducing bureaucracy.

Appendix A - 2019-2020 Review

The performance measures for the various indicators below were established based on the goals to be achieved by March 31, 2022, rather than on the progress of the said indicators.

A three-level grading scale was adopted for each indicator (grey dots indicate that the result is not yet available):

Level I - Low   → 0-50% of the goal achieved
Level II - Moderate   → 51-89% of the goal achieved
Level III - High   → +90% of the goal achieved

a. Strategic Goal Performance Measurement - March 31, 2020

GOAL	OBJ.	#	INDICATOR	TARGETS MARCH 31, 2020	RESULTS MARCH 31, 2020		COMMENTS
	1	1.1	Number of projects completed as part of a partnership with school boards/educational organizations that support PAL's implementation	6 projects	3 projects	🔴	Three ongoing projects, including four partnerships with the AEFO (2), AFESEO and CPF-ON in relation to the IDELLO Awards, support for teachers and parents, and the advancement of French-language learning
		1.2	Partners' satisfaction rate regarding the impact of projects supporting PAL's implementation	80%	Ongoing projects	⚫	No assessment could be done, as no project had been completed by March 31, 2020
1	2	2.1	Index related to the use of the IDELLO platform by students in ON FL1	2.2	1.67	🟠	
			Index related to the use of the IDELLO platform by students in ON FSL	1.4	1.76	🟢	Very strong interest in our FSL content
			Index related to the use of the IDELLO platform by students in CANADA	2.2	1.73	🟠	+15% in one year
			Index related to the use of the IDELLO platform by teachers in ON FL1	3.6	2.22	🟠	-7% in one year
			Index related to the use of the IDELLO platform by teachers in ON FSL	2.9	3.05	🟢	+53%: very strong interest in our FSL content
			Index related to the use of the IDELLO platform by teachers in CANADA	3.6	3.00	🟠	+20% in one year

GOAL	OBJ.	#	INDICATOR	TARGETS MARCH 31, 2020	RESULTS MARCH 31, 2020		COMMENTS
1	2	2.2	Usage rate of our YouTube channels (excluding IDELLO) in CANADA and around the world	1 091 billion views	1.3 billion views	🟢	+81%: change in the algorithm that helped boost the performance of certain content, in addition to research, analysis and implementation efforts of the project to maximize discoverability on YouTube
			Usage rate of our TFO channel	1.4 AMA	1.2 AMA	🟠	Data varies significantly from one season to another; the performance in the 3rd quarter negatively impacted the yearly average
				5 925 AvTime	6 751 AvTime	🟢	+14%: improvement on average time per listener due to the TV programming strategy overhaul
		2.3	GMTFO's score in terms of impact within the Francophonie	152	118	🔴	+18% from the base year
2	3	3.1	Percentage of our products and services that feature content addressing at least one of the seven employability competencies	80%	52%	🟠	The content available on the IDÉLLO platform has not yet been categorized in its entirety. However, that does not mean that the content does not address employability competencies. This task heavily relies on resource allocation and the classification management of new incoming content
		3.2	Usage rate of our content for developing employability competencies		Being finalized	⚫	Phase 1 finalized - data crossing, calculations\nPhase 2 ongoing - interpretation of the results and determination of goals to achieve according to priorities
		3.3	Impact of our content on the acquisition of employability competencies within our pool of potential users	Level III. Important	Delay due to COVID-19	⚫	The study conducted with school boards was initiated only in fall 2020
	4	4.1	Number of projects completed in collaborative creative spaces	4	1	🔴	Project *Français Sans Frontière* for FSL students from grades 1 to 12 within the 60 English-language school boards in Ontario. The project includes the development of an Internet site on which students are invited to publish a story or create a podcast in French in order to share their vision of intercultural understanding, discover what their peers have to say on the subject and be proud of their cultural identity, all while developing employability competencies
		4.2	Score for the quality of projects completed within collaborative spaces that will help them stand the test of time	4 out of 5	4 out of 5	🟢	Assessment of phases 1 and 2 of the *Français Sans Frontière* project (phase 3 is ongoing until August 31, 2021)

GOAL	OBJ.	#	INDICATOR	TARGETS MARCH 31, 2020	RESULTS MARCH 31, 2020		COMMENTS
3	5	5.1	Rate of increase in overall funding:				
			5.1.1 Base funding (EDU)	Not applicable	$ 30 839 700	🟢	Our base grant remained stable
			5.1.2 Other government sources for project funding	$ 4 409 204	$ 3 943 726	🔴	-8%: in 2018-2019, GMTFO received $295 000 from World Trade Centre Winnipeg
			5.1.3 CMF	$ 1 000 000	$ 1 085 577	🟢	-9% in one year
			5.1.4 Revenue generated from operating activities (annual target):	$ 3 389 510	$ 2 474 503	🔴	-23% in one year
			5.1.4.1 Cable operator subscriptions	$ 1 442 251	$ 1 316 864	🔴	-13% due to the channel's lack of brand awareness and a lack of investment in marketing. New strategy in place since April 2020 with a reorganization of the teams
			5.1.4.2 Advertising sales	$ 79 975	$ 34 534	🔴	-55%: the government cut back on advertising: 80% of our advertising revenue comes from PHD Media, which handles government advertising (strategy update in the works)
			5.1.4.3 YouTube advertising sales	$ 135 100	$ 381 219	🟢	+196%, owing to the excellent performance of our channels It should be noted that since January 2020, our revenue dropped as a result of changes in YouTube's policies
			5.1.4.4 IDELLO subscriptions and training	$ 202 753	$ 218 292	🟢	+29% in one year
			5.1.4.5 Content sales	$ 77 532	$ 40 172	🔴	-46%: ongoing reorganization and assessment of the program's profitability
			5.1.4.6 Technical production services and sale of other services	$ 1 512 634	$ 481 852	🔴	-62%: fewer service requests from the UOF due to its restricted budgetary allocation and a decrease in LUV's activities (lack of specialized resources, absence of a communications plan, development of non-revenue-generating concepts)
			5.1.4.7 Philanthropy		$ 1 570	⚫	Creation of the Philanthropy, Partnerships and Business Opportunities Department in January 2020: strategy under implementation
		5.2	Number of other sources for project funding (public/private partnerships)	2 per year	0	🔴	
		5.3	Performance score based on 4 focus areas: finance, clients, internal processes, organizational health	Level III. High	Level II. Moderate	🟠	Score details on the next page, see section b

b. Performance Scores - March 31, 2020

PERSPECTIVE	INDICATOR		TARGETS MARCH 31, 2022	RESULTS MARCH 31, 2020		COMMENTS
FINANCE	Balanced budget		No deficit	$229 000 surplus	🟢	
	Managed deferred contributions		$1.5 M$ deferred	$2M deferred	🟠	
	Limited decline of cable operators' revenue		-5%	-13%	🔴	Decrease due to the channel's lack of brand awareness and a lack of investment in marketing; new strategy in place since April 2020 with a reorganization of the teams
	Percentage of expenditures attributed to management		15%	21%	🟠	$1.2M increase in management expenditures due to special projects undertaken in 2019-2020, such as the implementation of a new financial system and various marketing projects
	Reduction of production costs ($/min)	ONFR+		Not available	⚫	
		Minivers - drama		Not available	⚫	
		Mini TFO		Not available	⚫	
		FLIP		Not available	⚫	
CLIENTS	Aided awareness rate	GMTFO		Delay due to COVID-19	⚫	The study could not be conducted until fall 2020
		IDELLO	22.0%	13.0%	🟠	Rate decreased between March 2019 and March 2020 due in part to the spending freeze, which considerably limited investments
		TFO	16.9%	10.0%	🟠	
		MINI	18.5%	14.0%	🟠	Remained stable due to strength of brand
		FLIP	7.2%	5.0%	🟠	Rate decreased between March 2019 and March 2020 due in part to the spending freeze, which considerably limited investments
		ONFR+	12.1%	10.0%	🟠	Branding change in 2019
	GMTFO's score in terms of impact within the Francophonie (impact tool)		152	118	🔴	+18% from the base year

	Average minute audience (AMA)	1.4	1.2	🟠	Data varies significantly from one season to another; the performance in the 3rd quarter negatively impacted the yearly average
	Partners' satisfaction rate regarding the impact of projects supporting PAL's implementation	80%	Ongoing projects	⚫	No assessment could be done, as no project had been completed by March 31, 2020
	Satisfaction rate of IDELLO users (platform, content and training activities)	90%	89%	🟢	
INTERNAL PROCESSES	Quality of data in our Louise production and distribution system	95%	0%	🔴	100% of acquisition and co-production contracts must be corrected in the system
	Compliance with CRTC regulations (= no letter from CRTC)	0	2	🔴	
	Compliance with the broadcasting requirements regarding accessibility — Percentage of our content with closed captioning (CC) for hard-of-hearing persons	100%	99.93%	🔴	
	Compliance with the broadcasting requirements regarding accessibility — Application rate of the video description recommendation (4 h/week)	100%	100%	🟢	
	Compliance with the broadcasting requirements regarding Canadian content percentage — Percentage of Canadian content in the daytime schedule [5h–18h]	60%	68.31%	🟢	
	Compliance with the broadcasting requirements regarding Canadian content percentage — Percentage of Canadian content in the prime-time schedule [18h–00h]	50%	69.06%	🟢	
	Ratio between the number of calls for tenders and the number of sole-source exemption requests	80-20	43-57	🟠	
	Payment of invoices within 30 days	95%	Not available	⚫	Data could not be measured using our previous financial system, which was replaced on April 1, 2020
ORGANIZA-TIONAL HEALTH	Staff turnover rate	10.50%	11.06%	🟢	
	Average days of absence per employee (short-term illness)	4.5 days	4.9 days	🟢	
	Employee engagement rate	70%	Not available	⚫	Launch of the talent coaching program in July 2020
	Average time to fill vacancies	45 days	Not available	⚫	Data cannot be measured with our previous HR system, which will be replaced in June 2020

Appendix B - 2020-2021 to 2023-24 Forecast[10&11]

	BUDGET 2020-2021	2021-2022 BUDGET FORECAST	2022-2023 BUDGET FORECAST	2023-2024 BUDGET FORECAST
REVENUE				
Base operating grant	**$ 31 037 400**	**$ 31 037 401**	**$ 31 037 402**	**$ 31 037 403**
Base	*$ 24 793 700*	*$ 24 793 701*	*$ 24 793 702*	*$ 24 793 703*
Priorities and Partnerships Fund (PPF)	*$ 3 638 700*	*$ 3 638 700*	*$ 3 638 700*	*$ 3 638 700*
Canada-Ontario Agreement	*$ 2 605 000*	*$ 2 605 000*	*$ 2 605 000*	*$ 2 605 000*
AODA	$ 657 300	$ 657 300	$ 657 300	$ 657 300
Deferred contributions	$ 3 284 380	$ -	$ -	$ -
Other revenue	$ 6 215 029	$ 4 628 385	$ 4 628 387	$ 4 628 385
Base capital grant	**$ 1 750 000**	**$ 1 750 000**	**$ 1 750 000**	**$ 1 750 000**
Base	*$ 1 000 000*	*$ 1 000 000*	*$ 1 000 000*	*$ 1 000 000*
Priorities and Partnerships Fund (PPF)	*$ 750 000*	*$ 750 000*	*$ 750 000*	*$ 750 000*
REVENUE	**$ 42 944 109**	**$ 38 073 086**	**$ 38 073 089**	**$ 38 073 088**
EXPENDITURES				
Salaries and Benefits	$ 16 515 344	$ 16 515 344	$ 16 815 344	$ 17 125 344
Governance and Management	$ 1 255 839	$ 1 162 564	$ 1 362 564	$ 1 140 189
Digital Learning (IDELLO)	$ 2 437 222	$ 1 403 922	$ 1 231 548	$ 1 243 922
Content and Distribution	$ 8 114 955	$ 5 778 109	$ 5 828 112	$ 5 828 112
Financial Services	$ 3 285 863	$ 3 285 863	$ 3 285 863	$ 3 285 863
Marketing and Communications	$ 2 631 869	$ 1 931 869	$ 1 931 869	$ 1 931 869
Talent Development	$ 1 208 231	$ 958 231	$ 958 231	$ 958 231
Technologies and Operations	$ 7 494 785	$ 7 037 184	$ 6 659 558	$ 6 559 558
TOTAL EXPENDITURES	**$ 42 944 109**	**$ 38 073 086**	**$ 38 073 089**	**$ 38 073 088**
SUMMARY				
Revenue	$ 42 944 109	$ 38 073 086	$ 38 073 089	$ 38 073 088
TFO Salaries 2019-2020	$ 16 515 344	$ 16 515 344	$ 16 815 344	$ 17 125 344
Expenditures	$ 26 428 765	$ 21 557 742	$ 21 257 745	$ 20 947 744
NET TOTAL	**$ 0**	**$ 0**	**$ 0**	**$ 0**

[10] Table revised on May 3, 2021 at the request of the Ministry

[11] The projections do not include the funding request for e-learning related to GMTFO's expanded mandate, and the additional funding granted by the Ministry of Education for developing e-learning modules for elementary school students.