Business Plan from 2022-23 to 2024-25

[Translated from the French version of Groupe Média TFO's Business Plan]

Date: December 17, 2021 [updated on May 26, 2022]

Groupe Média TFO

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1. Executive Summary

The mandate of Groupe Média TFO (GMTFO) is to encourage continuous learning in Ontario by offering quality educational programming in the French language through television, new media and other communications technologies. For many years, MiniTFO, FlipTFO, PlusTFO and IDÉLLO have become daily staples for both young and old through their colourful programs encouraging discovery and fostering curiosity.

Bolstered by the confidence of the Government of Ontario, which expanded its roles and responsibilities regarding online learning, GMTFO initiated a planning exercise that led to the development of a new strategic plan that will guide it through 2025. This plan meets the continuous learning needs of Ontarians and promotes the vitality of Franco-Ontarian identity in all of its diversity, all while fostering an engaging and stimulating work environment.

GMTFO, in collaboration with its partners, uses its technology-enabled learning expertise to ensure the success of learners by articulating its activities around a stimulating learning continuum that extends from early childhood to post-secondary studies. These activities range from the production and distribution of cultural and educational content to the establishment of partnerships favouring professional development.

The goal is to encourage learners to get more involved in their learning journey, improve their performance and develop the transferable skills they need to meet today's economic and social demands. GMTFO believes it is crucial to nurture and awaken learners' curiosity for lively, inclusive and accessible educational content by supporting them in developing a positive identity with respect to French-language learning; the question of how such content can contribute to shaping their intelligence and sensibility, to developing their personality and talents, to enhancing the quality of their social relations, and to preparing for their future is at the forefront of its concerns.

It is in this view that, for the past several months, GMTFO's teams have worked with the University of Ottawa and King's University to develop two prototypes for interactive learning objects related to molecular chemistry. These learning objects, which can be integrated into online courses, incorporate an investigative or escape game scenario, depending on the situation, that places the learners as the protagonists. This immersive environment allows them to discover choice-based content, carry out educational activities using role-playing and evaluate their progress through quizzes, all while being supported by a teacher or parent from whom they receive feedback.

The learners' success is based on the customization of their educational experience, informed by a robust integrated analytical strategy. Adaptive learning enables GMTFO to:

- produce educational content that is aligned with both the needs of learners and the expectations of teachers and parents;
- adjust their learning journey based on their performance and personal interests by redirecting them in real time to additional content; and
- measure content performance and quality to subsequently improve it.

It is paramount that parents be able to easily grasp these new concepts since, as a result of COVID-19 and the shift to home-based learning, parents have had to play a much more active role in their children's education.

This is made possible by the development of close relationships between GMTFO and its educational, cultural and community partners. Leveraging their expertise, network and reputation, each party has an important role to play in advancing Ontario's Francophonie and developing continuity of learning. Being involved in co-creating state-of-the-art structuring projects requires open communication and active listening skills.

This framework will allow GMTFO to align its relational practices with the expectations and needs of its audiences, thereby creating a special connection with its communities and helping enrich their lives a little more every day.

With this Business Plan covering 2022–2023 to 2024–2025, GMTFO, in its capacity as a government agency, reaffirms its commitment to providing a reliable, reputable service that is independent of any private interest and that best meets the expectations of Ontario taxpayers; this is accomplished through initiatives that will strengthen Ontario's leadership position in education and further support the priorities of the Ontario Ministry of Education so all efforts are pooled for the purpose of *Éclairer demain* [Enlightening tomorrow]!

1.1.   Minister's Mandate Letter

Pursuant to the Government's Agencies and Appointments Directive, the Minister's Mandate Letter of October 8, 2021 identifies a number of important expectations for Groupe Média TFO.

This business plan outlines how Groupe Média TFO intends to deliver on each of the identified expectations, including those applicable to all agencies Ontario government in the following areas:

1. Competitiveness, Sustainability and Expenditure Management (see Sections 2.2, 5., 6. et 10.)
2. Transparency and Accountability (see Sections 2. et 3.3)
3. Risk Management (see Section 3.3)
4. Workforce Management (see Section 7.)
5. Data Collection (see Section 8.)
6. Digital Delivery and Customer Service (see Sections 2.2, 5., 6. et 9.)
7. Diversity and Inclusion (see Section 7.)
8. COVID-19 Recovery (see Section 3.2)

In addition to these government-wide priorities, the Minister outlined a number of Groupe Média TFO specific expectations that are addressed in this business plan in Sections 5. and 6. under the strategic objectives "A relevant and efficient public asset" and "Integrated and synergistic relationships", and in Sections 8. and 9.:

● continuing to consult and work closely with francophone stakeholders and educational partners in the development and delivery of French-language educational content;

- continuing to provide strong and innovative supports for Ontario students;
- continuing to demonstrate its strong, creative and innovative approaches to support the Ministry of Education in delivering education in the unprecedented context of a global pandemic. I encourage GMTFO to continue increasing its digital presence through its distribution channels and make its educational resources and services available to students, parents and teachers, in order to promote the continuity of learning;
- prioritizing learning recovery with particular attention paid to reading, literacy and math skills;
- supporting a more coordinated, robust provincial online learning system that will allow students to access the high-quality, teacher-taught online learning courses they need or wish to take, no matter where they live or go to school.

Also, in order to support the implementation of and reporting on the Agency Modernization Initiative, including opportunities and planned approaches related to:

- the government's overall review of real estate underway by the Ministry of Government and Consumer Services; (see Section 10.1)
- exploration of ongoing revenue generation opportunities; (see Section 2.2 and Sections 5. and 6. regarding the strategic objective "A relevant and efficient public asset")
- ongoing efforts to explore partnering with TVO; (see Sections 5. and 6. regarding the strategic objectives "A relevant and efficient public asset" and "Integrated and synergistic relationships", and Section 8.)
- the agency's long-term delivery of digital and virtual services; (see Sections 5. and 6. regarding the strategic objective "A relevant and efficient public asset", and Section 8.)
- best practices for succession planning for appointments for GMTFO; (see Section 3.3)
- the overall operational and cost efficiencies. (see Section 10.)

1.2.   Summary of Priority Actions

GMTFO developed its implementation plan around 10 priority actions to be implemented by 2025:

→ Clarify, align and communicate the vision, objectives and action plan on an ongoing basis
→ Increase governance effectiveness by clarifying the roles and responsibilities of the different bodies
→ Set up a renewed "Employee Value Proposition"
→ Create a multi-directional communications process within the company
→ Offer innovative, engaging content with measurable impacts on student learning
→ Redefine each sector's mandate and conduct concerted planning of priorities and operations
→ Develop an integrated, all-encompassing market strategy
→ Co-create strategic and targeted partnerships with key partners in the educational field
→ Strengthen dialogue and relationships with leaders of the Francophone community

➜ Adopt an integrated public affairs plan

In the interest of business continuity, and depending on the level of significance of new issues identified during the planning process, some of the actions have already been initiated. The deadlines and major initiatives related to priority actions are detailed in Section 6 of this business plan.

1.3.   Summary of Challenges

GMTFO did not request additional funding through the Ministry's multi-year process for the implementation of its 2022–23 to 2024–25 Business Plan.

However, for several years, GMTFO has seen an increase in fixed costs and a decrease in self-generated revenue—primarily from cable operators—despite various mitigation and new-revenue-generating activities.

GMTFO must also take into account various additional costs, which weigh on its operations. As explained in Section 7, the organization has a high voluntary turnover rate and has faced many challenges throughout its recruitment campaigns, accounting for an average annual cost of $1M. The aggressive job market makes it very difficult to recruit and retain a qualified, French-speaking workforce with short-term contracts and uncompetitive salaries for positions that are mostly in niche fields or in the technology sector. The pool of Francophone candidates in Ontario being limited, which imposes an obligation to recruit outside the province—if not the country—compounds the issue even more. In an attempt to mitigate these issues, GMTFO is committed to renewing its employee value proposition over the next three years, thus making GMTFO more attractive as a top employer and supporting employees in their work and personal development.

GMTFO will have to keep an eye out for other challenges in the next three years to ensure its goals are met. These challenges include pandemic-driven changes to the educational landscape - and to the way we work in general - and the establishment of new types of relationships with partners.

2.Our Business Model

2.1. Mandate

The Provincial Agency's mandate is set out in the *Ontario French-language Educational Communications Authority Act, 2008*, S.O. 2008, c. 10, s. 4. The Agency's objects are, with regard to the interests and needs of the francophone community, to:

i.   initiate, acquire, produce, distribute, exhibit or otherwise deal in programs and materials in the educational broadcasting and communications fields;
ii. engage in research in those fields of activity consistent with the objects of the Authority under clause (i);
iii. discharge such other duties relating to educational broadcasting and communications as the Board considers to be incidental or conducive to the attainment of the objects mentioned in clauses (i) and (ii);
iv. establish and administer distance education programs;
v.   support the establishment, administration and coordination of distance education programs by or with prescribed persons or entities[1]; and
vi. discharge any prescribed duties.[1]

The Agency also works to support the enhancement of societal, cultural, and community development goals for the francophone community, especially in the context of Ontario's Aménagement Linguistique Policy for French Language Education.

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. 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[2]. The diagram on page 8 answers the following questions:
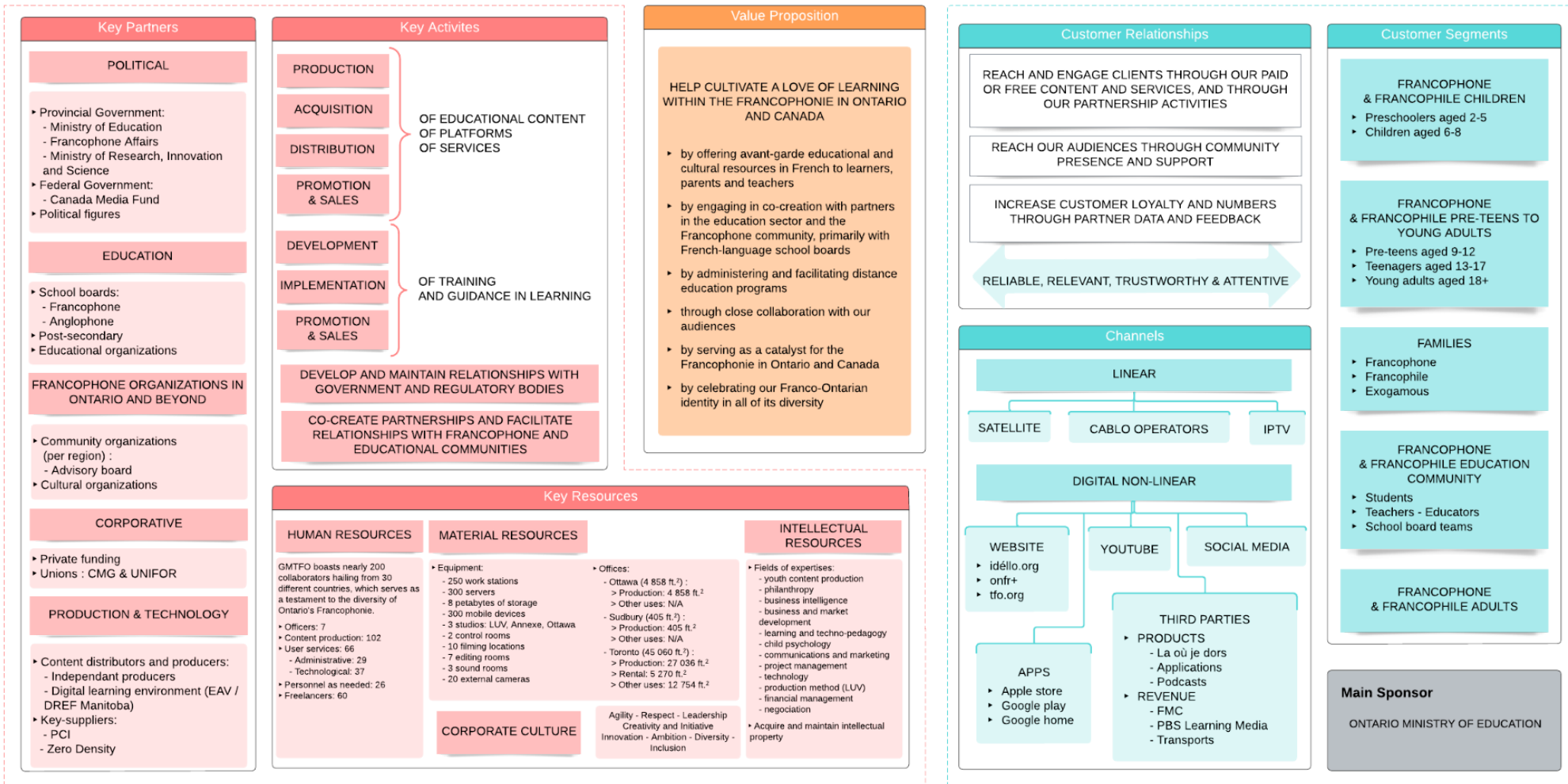
1. What different client groups does GMTFO cater to? Who do we want to reach? (Customer Segments)
2. What added value does GMTFO bring to its clients? (Value Propositions)
3. How does GMTFO communicate and deliver its value proposition to its clients? (Channels)
4. What best defines the type of relationships 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] The below clauses (v) and (vi) will become effective on a day to be named by proclamation of the Lieutenant Governor (See: 2020, c. 18, Sched. 15, s.2).
[2] Osterwalder, Alexander / Pigneur, Yves, *Business Model Generation* , Wiley, 2011

Business Model

Groupe Média TFO | October 22, 2021

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

PRODUCTION
ACQUISITION
DISTRIBUTION
PROMOTION & SALES

OF EDUCATIONAL CONTENT
OF PLATFORMS
OF SERVICES

DEVELOPMENT
IMPLEMENTATION
PROMOTION & SALES

OF TRAINING
AND GUIDANCE IN LEARNING

DEVELOP AND MAINTAIN RELATIONSHIPS WITH GOVERNMENT AND REGULATORY BODIES

CO-CREATE PARTNERSHIPS AND FACILITATE RELATIONSHIPS WITH FRANCOPHONE AND EDUCATIONAL COMMUNITIES

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

CORPORATE CULTURE

Agility - Respect - Leadership Creativity and Initiative Innovation - Ambition - Diversity - Inclusion

INTELLECTUAL RESOURCES

▸ Fields of expertises:
  - 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

Value Proposition

HELP CULTIVATE A LOVE OF LEARNING WITHIN THE FRANCOPHONIE IN ONTARIO AND CANADA

▸ by offering avant-garde educational and cultural resources in French to learners, parents and teachers

▸ by engaging in co-creation with partners in the education sector and the Francophone community, primarily with French-language school boards

▸ by administering and facilitating distance education programs

▸ through close collaboration with our audiences

▸ by serving as a catalyst for the Francophonie in Ontario and Canada

▸ by celebrating our Franco-Ontarian identity in all of its diversity

Customer Relationships

REACH AND ENGAGE CLIENTS THROUGH OUR PAID OR FREE CONTENT AND SERVICES, AND THROUGH OUR PARTNERSHIP ACTIVITIES

REACH OUR AUDIENCES THROUGH COMMUNITY PRESENCE AND SUPPORT

INCREASE CUSTOMER LOYALTY AND NUMBERS THROUGH PARTNER DATA AND FEEDBACK

RELIABLE, RELEVANT, TRUSTWORTHY & ATTENTIVE

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
  - Applications
  - Podcasts
▸ REVENUE
  - FMC
  - PBS Learning Media
  - Transports

Customer Segments

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

FRANCOPHONE & FRANCOPHILE PRE-TEENS TO YOUNG ADULTS
▸ Pre-teens aged 9-12
▸ Teenagers aged 13-17
▸ Young adults aged 18+

FAMILIES
▸ Francophone
▸ Francophile
▸ Exogamous

FRANCOPHONE & FRANCOPHILE EDUCATION COMMUNITY
▸ Students
▸ Teachers - Educators
▸ School board teams

FRANCOPHONE & FRANCOPHILE ADULTS

Main Sponsor
ONTARIO MINISTRY OF EDUCATION

Expenses

Expenses
▸ TFO Classique: $ 42 049 184.00
▸ Special Projects: $ 28 934 500.00

Revenue

ONTARIO GOVERNMENT
▸ Base operating grant: $ 28 482 400.00
▸ Grant received under the Canada-Ontario Agreement: $ 2 605 000.00
▸ AODA: $ 657 300.00
▸ Base capital grant: $ 1 750 000.00
▸ Special Projects: $ 28 934 500.00

SELF-GENERATED REVENUE
▸ Cablo operators: $ 1 190 000.00
▸ IDELLO Subscriptions: $ 200 000.00
▸ Others: $ 400 000.00

DEFERRED CONTRIBUTIONS
▸ Deferred contributions: $ 6 764 484.00

2.3. An overview of the organizational structure

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

SECTOR	CONTENT AND PRODUCTIONS	DIGITAL LEARNING	MARKETING - COMMUNICATIONS	TECHNOLOGY AND OPERATIONS	HUMAN RESOURCES	FINANCE AND LEGAL SERVICES
SECTOR MANDATE	To design, develop and acquire educational and cultural content that is aligned with the implemented strategy, and to ensure its distribution to the right target audience on the right platform at the right time	To be a key digital learning partner for the education sector and Francophone and Francophile communities across Ontario and Canada in the learning process of children and students	To be a strategic ally of our internal and external partners in order to increase 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 related to the organization's human resources, so as to ensure the hiring, retention and development of outstanding talent	To provide company-wide financial and administrative leadership to ensure that GMTFO meets its strategic objectives through the skilful management of its funds and by meeting government and regulatory requirements
AREAS OF EXPERTISE	Educational and cultural content development (TFO creation) Co-production and acquisition Omnichannel distribution Promotions and special projects Technology Development Strategy in Production (Virtual Universe Lab - LUV)	Educational market development Education community relations Educational and pedagogical resource development and production Digital learning product development Educational initiative development	Marketing Corporate and strategic communications Social media strategies Philanthropy, partnerships, business opportunities and cable broadcasting	Infrastructure and user services Digital solutions and enterprise system optimization Data governance Project management office	Administration and management of activities associated with the organization's human resources Human resources development and recruitment 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—Science, Technology, Engineering and Mathematics (mathematics following the new curriculum guidelines, coding, science, etc.)
- Transferable skills (critical thinking, independence, digital literacy)
- Financial literacy
- Reading
- Environmental education
- Health and well-being (mental health, physical education, cannabis-related education)
- Early childhood
- A highly qualified workforce
- Skilled Trades:
  - An additional investment of $90.3 million over three years in its Skilled Trades Strategy, including enhancements to the Ontario Youth Apprenticeship Program and the Pre-Apprenticeship Training Program[3]
- Equal representation and respect for diversity and indigenous perspectives
- Accessibility
- Digital educational products
- Release of Ontario's French Teacher Recruitment and Retention Strategy (2021-2025):
  - Announcement of a pilot project involving Ontario's recognition of certain diplomas related to teaching, education and training completed in France, so that diploma holders can teach in French-language and English-language school boards without needing a certificate of qualification from the Ontario College of Teachers. The goal of the pilot project is to combat the shortage of French-language professionals in Ontario.[4]

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[3] https://budget.ontario.ca/2021/fallstatement/contents.html
[4] https://onfr.tfo.org/des-diplomes-denseignement-obtenus-en-france-enfin-reconnus-en-ontario/

Online Learning

- A growing sector, fuelled by COVID-19:
  - 10–15% annual growth in online course enrolment 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
- Increased accessibility to learning due to the dematerialization of the classroom
- The Government of Ontario's priorities:
  - Elementary level: an investment of $7 million to provide elementary level school students and teachers with new online learning tools for language, mathematics, science and social studies.[5]
  - Secondary level: students must complete two single-credit online courses in order to graduate. This new measure, now in effect, is designed to equip students with the digital literacy skills and other transferable skills they will need in the digital and data economy.[6]
  - Post-secondary education and occupational training:
    - Launch of the Virtual Learning Strategy, which includes investments in micro-certifications to give learners access to flexible online training, granting them micro-credentials so they can acquire the necessary skills for their professional development and/or reorientation; *eCampusOntario* is set to play a role in this strategy, in particular by working with partners to develop a virtual passport for lifelong learning.
  - Continuation of the Broadband Modernization Program to give all students and educators across Ontario access to a secure, affordable, reliable and fast Internet connection:[7]
    - Adoption of the *Supporting Broadband and Infrastructure Expansion Act, 2021*, on April 12, 2021, to accelerate the deployment of broadband infrastructure and get households connected faster.[8]

Francophonie

- A very diverse Francophonie across Ontario cities and regions[9]
- Help promote the French language and its culture in Ontario to limit cultural dropout by addressing linguistic insecurity among young Francophones and Francophiles and families[10]
- Francophone art and culture: a sector that needs support to ensure Ontario's Francophonie can thrive (especially in view of the impact of COVID-19)

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[5] https://budget.ontario.ca/2020/contents.html
[6] https://groupemediatfo.org/en/medias-space/otelfo-bill-submitted-to-queens-park
[7] According to the Discussion Deck *Expanding TVO and GMTFO's Role To Support Online Learning*, prepared during the EDU-led consultations
[8] https://budget.ontario.ca/2021/fallstatement/contents.html
[9] https://www.ontario.ca/page/profile-francophone-population-ontario-2016
[10] http://www.edu.gov.on.ca/eng/document/policy/linguistique/guide/index.html

- The provincial government's announcement of the COVID-19 Relief Fund for Francophone Non-Profit Organizations to help organizations cover their operating costs, particularly to help them prevent their closure and retain and hire skilled bilingual employees
- Revival of the bill to modernize the *French Language Services Act*
- The provincial government's release of the Francophone Economic Development Strategy to promote the economic development of Francophone communities, with a focus on three pillars:
  - Francophone entrepreneurship and innovation, including programs to facilitate research in the digital technology sector
  - a skilled bilingual workforce: education, training and employability, including a component promoting Francophone immigration
  - promotion of Ontario's Francophonie as an economic asset
- Cooperation and exchange agreement between the Government of Ontario and the Government of Quebec with respect to the Francophonie: $525,000 invested to support 19 projects developed jointly by Francophone organizations in both provinces, with a focus on economic development, education, culture, tourism, youth, and diversity and inclusion
- The federal government's adoption of a 2018–2023 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%
- Announcement of the modernization of the *Official Languages Act*

Media

- 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.)
- Content oversaturation and the question of discoverability and originality:
  - use of predictive algorithms to determine user recommendations on distribution platforms and to guide content creation and acquisition
  - evolution of distributors such as Netflix, Amazon, Apple, Facebook and YouTube into original content producers to distinguish themselves from the competition
  - citizens' loss of trust in the media: issues with "fake news"
- Explosion of distribution platforms/video-on-demand services, fuelled by COVID-19 during the lockdowns, the launch of the Disney+ platform being the most recent major example
- A distorted market in which international digital giants and national suppliers are on the same playing field
- The place and role of public media in a communications ecosystem being transformed with digital citizens:
  - contesting of mandatory funding in some countries
  - neutrality of content called into question
- Bill C-10, which amends the *Broadcasting Act*[11]

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[11] https://www.canada.ca/en/canadian-heritage/news/2020/11/supporting-a-stronger-more-inclusive-and-more-competitive-broadcasting-system.html

Work environment

- An increasingly competitive 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
- Transformation of workspaces to better suit the task at hand and encourage flexibility:
  - spaces for concentration, collaboration, etc.
  - concept of "hoteling" which allows employees to adopt a function-based use of workspaces
- Trend of decentralized human resources following the emergence of remote work due to COVID-19:
  - globalization of the job market, which exacerbates competition concerns
  - redefinition of the workplace that supports a transition from physical spaces to virtual ones, with some businesses shifting to a 100% remote work model

Technology

- Democratization of automation/robotics
- Increased use of artificial intelligence in all fields
- Dematerialization of technology and migration toward cloud computing
- Internet of Things, as connected objects become more powerful
- Development of digital citizenship:
  - young people are increasingly socially engaged and are urging adults to change the world and help build their future
  - governing of technological development and usage: how far are we willing to go?
  - control and regulation of collected data usage: protection of personal data
  - data analysis education
- Development of a green economy: green digital media

3.2. 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 a business continuity plan incorporating means for protecting and supporting employees, setting up remote work and maintaining the organization's core activities;
2. creation of an internal COVID committee to ensure operational continuity, namely that the production of content on site is conducted without an outbreak;
3. establishment of a specific structure for employee mental health;
4. development of a flexible return-to-work strategy that includes free COVID tests for all employees entering the office;
5. creation of an internal committee to prepare for the post-COVID period, both to assess COVID's medium- and long-term impact on the organization and to align the strategic plan accordingly so as to remain a valued educational and cultural partner for the Ministry of Education and its target audiences, all while ensuring the organization's sustainability.

Since November 1, 2021, GMTFO's primary focus has been the implementation of a vaccination and screening policy and a gradual return-to-work strategy for employees working remotely since the start of the pandemic.

By 2022, the hybrid work policy will be ready for deployment; the policy will encourage collaboration between teams, improve work-life balance, strengthen corporate culture, support employee health and well-being, and meet operational requirements with ease.

Moreover, the effects of COVID-19 were considered when developing the new strategic plan that will guide GMTFO through 2025, particularly in relation to observed trends and the organization's expanded mandate. The plan, set to start in April 2022, is built around lessons learned from the pandemic to support continuity of learning throughout the transition from school to home, as well as continuity of new operational realities in terms of strategies for recruiting a skilled and specialized workforce in a globalized labour market and strategies for workplace redesign.

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 high/medium-high 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.

GROUPE MÉDIA TFO

CATEGORY	SUB-CATEGORY	DESCRIPTION	LEVEL	MITIGATION STRATEGY
STRATEGIC	**1 - Strategic Planning** *Identify risk(s) related to developing, revising or implementing a strategic plan that achieves desired results, is aligned with the agency's mandate and which is also aligned with ministry objectives*	As part of the development of online courses for secondary school students ("CEL")[12], the governance model and the roles and responsibilities of GMTFO, French-language school boards, and other key French-language educational partners are not yet fully established. Lack of clarity could delay our collective ability to meet the timelines.	(RED)	1. Where appropriate, GMTFO leadership will participate in consultations led by EDU with school boards. These consultations are essential to ensure alignment and engagement of the French-language school boards and other stakeholders involved in the delivery of online courses to establish the governance framework. 2. GMTFO leadership will plan discussions with the Directors of Education of school boards over the fall to share GMTFO's strategic priorities, and to strengthen communication channels. 3. GMTFO will continue to collaborate with TVO and Centre franco. 4. GMTFO will work with its partners to determine the financing required to ensure that GMTFO has the resources needed to successfully deliver on its implementation plan
WORKFORCE	**2 - Salary / Compensation** *Identify risks related to increased costs from anticipated salary settlements, contracts, organizational growth or other causes*	Attracting and retaining French-language contract talent with the right technical skill set remains a challenge given today's highly competitive job market and public sector practices; despite GMTFO's ongoing recruitment efforts (on campus fair, social media campaigns, networking with partners; tapping into specialized recruitment agencies)	(RED)	1. While still respecting public sector restrictions, convert positions critical to the operation of GMTFO to permanent roles on an exception basis (as authorized by the Ministry), and consider whether a request to obtain further flexibility is required. 2. Realign the executive structure to attract the expertise and competencies required to produce online courses. 3. Review GMTFO's executive compensation plan to ensure it is aligned with its mandate and if needed, seek flexibility. 4. In 2022, begin a market study to evaluate the competitiveness of GMTFO's salaries against other public sector organizations in Ontario. 5. In accordance with government directive, implement a 1% salary increase for non-union staff effective as of July 1, 2021. 6. Seek support from other agencies such as the Ministry of Francophone Affairs to help share our message and need for support.
WORKFORCE	**3 - Succession Planning** *Identify risks related to managing vacancies*	The CEO position has not been named on a permanent basis by the Minister. As well out of 9 members allowed by the law, there are three vacancies on the Board of directors that have not been appointed, as well, the terms of two other board members are expiring in the summer of 2022. These appointments are a priority for the good governance and management of GMTFO, to achieve its mandate, the implementation of its strategic objectives which includes, improvement to its culture. [Update: Michelle Séguin was appointed CEO in February 2022, as well as two new Board members in March 2022. Only one vacancy remains on the Board of Directors]	(ORANGE)	1. GMTFO has a succession plan for the interim role that can continue to lead the organization in achieving its strategic priorities. 2. GMTFO has revised its policies to improve the operation of the Board and its committees by clarifying procedures and mandates. 3. GMTFO, with the support of the Board of Directors, is actively working with the Ministry of Education to fill vacancies.

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[12] See footnote 13

4. Summary of major achievements for 2020-21

The year 2020–21, a period of uncertainty due to the pandemic, was a pivotal year for GMTFO in terms of the expansion of its content, the mobilization of its internal teams, and the consolidation of its relationships with the Ministry of Education and its partners.

GMTFO's employees demonstrated resilience, flexibility and creativity to adapt to the new reality. For example, during the hurried transition to remote work, they immediately responded to the Ministry's call to produce educational content compatible with the realities of home-based learning.

- The IDÉLLO and Boukili platforms were improved upon and made even more accessible; this ensured they were able to assist and support even more families, teachers and students during lockdown, resulting in an increase of over 530% in the number of sessions on either resource at the start of the pandemic.

- ONFR+ overhauled its programming by offering daily, real-time news coverage via articles, video testimonials and live broadcasts.

In July 2020, the Government of Ontario notified GMTFO—and its counterpart, TVO—of its intention to expand the organization's mandate to support the creation, administration and coordination of French-language distance education programs in Ontario for secondary school students ("CEL")[13]. Acknowledging the quality of GMTFO's educational resources, the Government also entrusted it with the development of online learning resources for elementary school students ("MALÉO")[14]. For these learning projects to succeed, GMTFO and TVO adopted a collaborative approach and pooled their expertise to enhance the existing educational ecosystem and offer a variety of courses that are simultaneously enriching, interactive, accessible and high in quality—all with the support of their educational partners.

Overall, GMTFO was able to meet its annual objectives, which inched it closer to achieving the vision it developed in its 2019–2022 strategic plan, *i.e. to be recognized as an integral Francophone partner in driving the transformation of education, thereby giving Ontario and Canada a competitive edge in the fourth industrial revolution.*

Based on the results of the performance indicators set out in Appendix A, the following achievements for 2020–21 should be noted:

➔ stronger relationships with partners from Francophone and educational communities:
  ◆ 51 partnerships signed, including 13 partnerships signed in the context of the *Aménagement Linguistique Policy*
  ◆ IDÉLLO's presence in more than 150 school boards across Canada
  ◆ 88% of production investments are Ontario-based, along with projects from the Canadian Francophonie

➔ increased recognition and use of GMTFO's content:
  ◆ Positioning of our content and educational services enabling the development of employability competencies:

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[13] CEL = Cours en ligne → Online courses for secondary school students
[14] MALÉO = Module d'apprentissage en ligne pour l'élémentaire en Ontario → Course packs for elementary school students

- +30% to 50% increase in the use of IDÉLLO by students
- 55% of TFO.org page views concern content for developing employability competencies
- 69% of the TV channel's viewership watch content for developing employability competencies and account for 30% of viewing time
- ◆ Content with a positive impact on student learning, with a score of 70 on 100 for the measurement concerning the content's impact on learning employability competencies, according to a first study conducted with 136 students
- ◆ Rationalization of brands for greater visibility:
  - launch, in August 2020, of GMTFO's new positioning as a leader for future generations and of its new brand image
  - higher brand awareness for ONFR+, TFO and IDÉLLO
  - higher product impact score, including +40 points for Boukili

➔ a promising start for its philanthropic activities and the development of business opportunities owing to the expansion of the pool of donors and targeted business partners, including RBC, Telus, the Canadian Teachers' Federation, the Toronto French School and the Société économique de l'Ontario

➔ increase in self-generated revenue (+18%), including:
  - ◆ +124% for technical production services
  - ◆ +12% for IDÉLLO training programs and subscriptions

and the stabilization of the declining revenue from cable operator subscriptions, in line with the drop in the TFO channel's audience (-4%)

➔ improved operations:
  - ◆ implementation of new enterprise systems: Business Central, Dayforce, Confluence, Slack
  - ◆ greater compliance with internal processes, resulting in a positive impact on data quality and compliance with CRTC requirements for broadcasting of our content on the TFO channel

These observations helped the company align its 2021–22 priorities to its strategic goals for March 31, 2022, and continue to carefully manage its strategic, operational and financial risks. Furthermore, they were instrumental to the development of the 2022–2025 strategic plan, provided below, to ensure GMTFO remains an ever more relevant key educational and cultural partner for the Ministry of Education and its target audiences, all while securing the organization's sustainability.

5.Strategic Plan - April 1, 2022 to March 31, 2025

In 2021, GMTFO initiated an integrated strategic planning process to help it develop its strategic plan for the period of April 1, 2022, to March 31, 2025.

The environmental scan, provided in Section 3, includes an assessment of major risks and of COVID-19's impact on not only the organization but also society and the economy. This enabled GMTFO to identify key issues to address in order to fulfill its mandate and guide management in defining its vision for 2025 and selecting the strategic goals to achieve it.

Three priority key issues were identified:

➔ Organizational climate and health:
- ◆ robust internal leadership
- ◆ staff mental health and well-being
- ◆ attraction, development and retention of talent in a government context
- ◆ alignment between the strategic vision, organizational structure and corporate culture
- ◆ sustainable business financing and development

➔ Ties and relationships with audiences and partners across Ontario and Canada:
- ◆ connection with Ontario's Francophone community
- ◆ collaboration with French-language education stakeholders in Ontario

➔ GMTFO's influence:
- ◆ leadership in French-language online learning
- ◆ quality and quantity of its proprietary content
- ◆ specific segmentation and targeting of Francophone and Francophile audiences in Ontario and Francophone minority communities across Canada
- ◆ ability to market its expertise and content outside of Ontario

Vision 2025

Thriving in a creative and dynamic environment, the Groupe Média TFO team builds an inclusive educational and cultural legacy, essential to the vitality of the Francophone community in Ontario

Strategic Plan
April 1, 2022 to March 31, 2025

Strategic Orientations	Strategies	Priority Actions

MISSION

Rooted in the diversified Francophone community of Ontario, and focusing on its needs and interests, Groupe Média TFO offers avant-garde educational and cultural content to learners, parents and teachers. Through its activities, it cultivates a love of learning and celebrates the French fact in Ontario and elsewhere.

VALUES

The values that underpin all our activities are:

- Respect
- Leadership
- Creativity and Initiative
- Innovation
- Ambition

Strategic Orientations	Strategies	Priority Actions
An engaging and stimulating work environment	• Cultivate inspiring leadership • Create an engaging and rewarding employee experience • Create a culture of open and multi-directional internal communications	⊙ Clarify, align and communicate the vision, objectives and action plan on an ongoing basis ⊙ Increase governance effectiveness by clarifying the roles and responsibilities of the different bodies ⊙ Set up a renewed Employee Value Proposition ⊙ Create a multi-directional communications process within the company
A relevant and efficient public asset[15]	• Strengthen our service offering to all our audiences to maximize its relevance and performance • In partnership with district school boards, design and implement an engaging and renewed provincial online learning ecosystem[16] • Increase and model our operational capacity to support the achievement of our objectives	⊙ Offer innovative and engaging content with measurable impacts on student learning ⊙ Redefine each sector's mandate and conduct concerted planning of priorities and operations ⊙ Develop an integrated and all-encompassing market strategy
Integrated and synergistic relationships	• Build enriching relationships collaboratively with educational, cultural and community partners • Optimize our government and regulatory relationships	⊙ Co-create strategic and targeted partnerships with key partners in the educational field ⊙ Consolidate strategic relationships with leaders of the Francophone community ⊙ Adopt an integrated public affairs plan

[15] Defines Groupe Média TFO's ambition, as a government agency, to contribute daily to the growth of Ontario's Francophone community, and allows for the appropriation of GMTFO's content and services by said community
[16] Depending on when paragraphs v) and vi) describing Groupe Média TFO's mandate come into effect

6. 2022-2025 Implementation Plan

The priority actions, listed above, 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 audiences and fulfill the Ontario Ministry of Education's expectations. To facilitate implementation, the executive team developed a three-year plan to help determine project scopes and arrange for the resources required for these actions.

It goes without saying that the performance indicators currently in place will also be reviewed by March 2022 in the interest of measuring the new strategic plan's progress over time.

As well, the implementation plan, featured below, will be reviewed annually according to the Ministry's priorities and expectations, the target audiences' needs, and market trends.

■ ■ ■ Planning   ■ ■ ■ Implementation

Priority Actions	Activities	2021-2022	2022-2023	2023-2024	2024-2025
Clarify, align and communicate the vision, objectives and action plan on an ongoing basis	⊙ Develop and launch an internal communications strategy for the strategic plan that is adapted to all levels of the company, including: ○ the development of communication media that are easily understood and accessible by all ○ the organization of a launch event as well as presentations by sector/department (including a presentation for newcomers) to create a sense of ownership among them with respect to the content ○ the delivery of regular communications referring to a specific item in the strategic plan ○ the submission of an annual progress report				
	⊙ Review the values to better align them with the culture the company wants to cultivate				
	⊙ Organize educational and coaching workshops for managers based on the strategic plan and operational plans in order to facilitate the development and alignment of the said plans				
	⊙ Develop a performance plan for each employee based on the objectives set out in each sector/department's operational plans				

Priority Actions	Activities	2021-2022	2022-2023	2023-2024	2024-2025
Increase governance effectiveness by clarifying the roles and responsibilities of the different bodies	⊙ Develop a resource for managers that lists the roles and responsibilities within the company by function ⊙ Organize educational and coaching workshops to help managers better assimilate their roles and responsibilities and leverage their leadership skills				
Set up a renewed Employee Value Proposition	⊙ Make GMTFO more attractive as an employer to ensure employee retention and attract the best candidates externally: 　○ Create, promote and support a caring, respectful and collaborative work environment within the organization 　○ Involve employees in the organization's activities 　○ Recognize the talent and their expertise, both internally and externally 　○ Develop an attractive editorial strategy for social media 　○ Conduct recruitment and employer positioning campaigns 　○ Revitalize the onboarding plan for new employees ⊙ Formalize the process for supporting employees in their work and personal development: 　○ Create a training program to provide managers with training, development and learning opportunities to enhance their leadership skills 　○ Implement an employee training strategy and development programs 　○ Establish a performance management and evaluation system 　○ Create an environment where employees are encouraged to learn and build their skills				
Create a multi-directional communications process within the company	⊙ Develop an action plan based on the communication-related recommendations from the cultural analysis ⊙ Implement feedback mechanisms/tools				
Offer innovative and engaging content with measurable impacts on student learning	⊙ Develop production capacities for immersive learning and the development of an offer of interactive learning objects				

Priority Actions	Activities	2021-2022	2022-2023	2023-2024	2024-2025
Offer innovative and engaging content with measurable impacts on student learning	Explore the feasibility of creating adaptive learning products using artificial intelligence				
	Develop a robust analytical strategy to: ○ measure the content's impact on learning ○ improve the quality of the content and user experience				
	Optimize the omnichannel distribution plan to help reach the learning audience				
Redefine each sector's mandate and conduct concerted planning of priorities and operations	Define the mandate and roles of each sector within the organization				
	Identify interrelationships between the various sectors and the necessary adjustments to make based on set mandates				
	Identify the vital roles in each sector and develop an operational continuity plan				
Develop an integrated and all-encompassing market strategy	Optimize the omnichannel distribution plan to help reach the right audience at the right time on the right platform (including ensuring an optimal use of GMTFO's inventory)				
	Devise a revenue strategy based on the mandate's priorities and use it to assess opportunities				
	Develop an integrated communications and marketing strategy to improve the positioning and brand awareness of the company and its products				
Co-create strategic and targeted partnerships with key partners in the educational field	Jointly determine GMTFO's contribution and the projects to co-create				
	Create regional councils to facilitate communication between GMTFO and its educational, cultural and community partners				
Consolidate strategic relationships with leaders of the Francophone community	Create a profile of the Francophone community, determine its most relevant leaders and identify synergy opportunities				

Priority Actions	Activities	2021-2022	2022-2023	2023-2024	2024-2025
Adopt an integrated public affairs plan	⊙ Create a profile of the provincial and federal political landscape, determine the most relevant decision makers and identify opportunities for GMTFO to improve its positioning				
	⊙ Build robust relationships with decision makers and their offices				
	⊙ Build robust work relationships with ministerial and regulatory units				

7. Human Resources Plan

GMTFO has made human resources the central tenet of its next strategic plan and aspires to provide an engaging, stimulating work environment by 2025. To do so, and taking into account the new realities of the Ontario job market, the Human Resources sector creates and implements strategies to renew its employee value proposition, thereby ensuring the hiring, retention and development of outstanding talent within the organization.

These strategies revolve around four main objectives:

- Cultivating a sound, caring and respectful work environment and implementing a framework that ensures the well-being of employees at work
- Developing GMTFO's brand image as an employer, both internally and externally
- Supporting employees in their role, helping them develop their professional competencies and enabling them to reach the full extent of their potential
- Professionalizing the sector to increase professional effectiveness and position GMTFO as an entity that supports executives, managers and employees in accomplishing their respective functions

7.1.   Strategic Alignment

Major initiatives	2022-2023	2023-2024	2024-2025
Make GMTFO more attractive as an employer to ensure employee retention and attract the best talent externally	• Increase GMTFO's external recognition as a top employer • Develop partnerships and action plans with major players in the Franco-Ontarian community to help attract talent • Continue improving the recruitment strategy • Continue improving the onboarding process for new employees • Promote employee recognition efforts	• Develop an employer brand strategy • Negotiate a collective agreement that provides fair and equitable working conditions for CMG employees	• Continue implementing the employer brand strategy

	• Negotiate a collective agreement that provides fair and equitable working conditions for UNIFOR employees		
Support managers in their role and bolster their leadership	• Create a training program to provide managers with training, development and learning opportunities to enhance their leadership skills • Provide training on internal processes to increase managers' accountability • Set and communicate shared expectations for managers in regard to performance, leadership and behaviour • Continue to implement the onboarding program for new managers	• Promote and integrate shared expectations for managers in regard to performance, leadership and behaviour • Continue to provide managers with training and coaching	• Promote and integrate shared expectations for managers in regard to performance, leadership and behaviour • Continue to provide coaching to managers
Promote and support a caring, respectful and collaborative work environment within the organization	• Create a culture realignment strategy for the company • Continue to carry out initiatives related to employee well-being and mental health • Finalize and implement the new workplace conflict prevention and management strategy	• Design a GMTFO-wide inclusion strategy • Continue to carry out initiatives related to employee well-being and mental health • Promote and maintain the internal conflict prevention and management strategy	
Supporting employees in their work and personal development	• Implement a training strategy related to employee development • Establish a performance management and evaluation system	• Set and communicate organizational performance expectations • Design and implement an employee development strategy to help develop key skills for the future	• Design and implement an employee development strategy to help develop key skills for the future • Promote and integrate performance expectations within the organization

Improve the Human Resources sector's services, processes and operations	● Stabilize the sector's processes, structure and services ● Stabilize the Dayforce HRIS with existing modules	● Implement the Ceridian talent-management modules	

7.2. GMTFO Workforce: Recruitment and Retention Challenges

GMTFO has 205 FTEs (full-time equivalents), allocated below by sector, in addition to the 60 FTEs assigned to the MALÉO/CEL[17] special projects:

PRESIDENT'S OFFICE	DIGITAL LEARNING	CONTENT AND PRODUCTIONS	FINANCE AND LEGAL SERVICES	MARKETING AND COMMUNICATIONS	HUMAN RESOURCES	TECHNOLOGY AND OPERATIONS	TOTAL
3	19	89	23	26	9	36	**205**

Over the last year, GMTFO has changed its financial planning approach for monitoring its workforce.

Key facts about the workforce

The MALÉO/CEL[17] special projects influenced GMTFO's workforce data:

- an average seniority of 4 years (instead of 5 years) since the number of employees was doubled out of necessity during the year
- an increased average age of 42.3 years (instead of 40 years), owing to the recruitment of highly skilled profiles for the MALÉO/CEL[17] projects
- a 10% increase in the proportion of contract and as-needed staff in our total workforce

Recruitment and Retention

GMTFO had a high voluntary turnover rate of 18.28% year-on-year, compared to 11.06% in 2019–20 and 10.16% in 2020–21. Since January 1, 2021, there have been 41 voluntary terminations (resignations + retirements). The organization will not be able to meet its 10.50% goal by March 31, 2022.
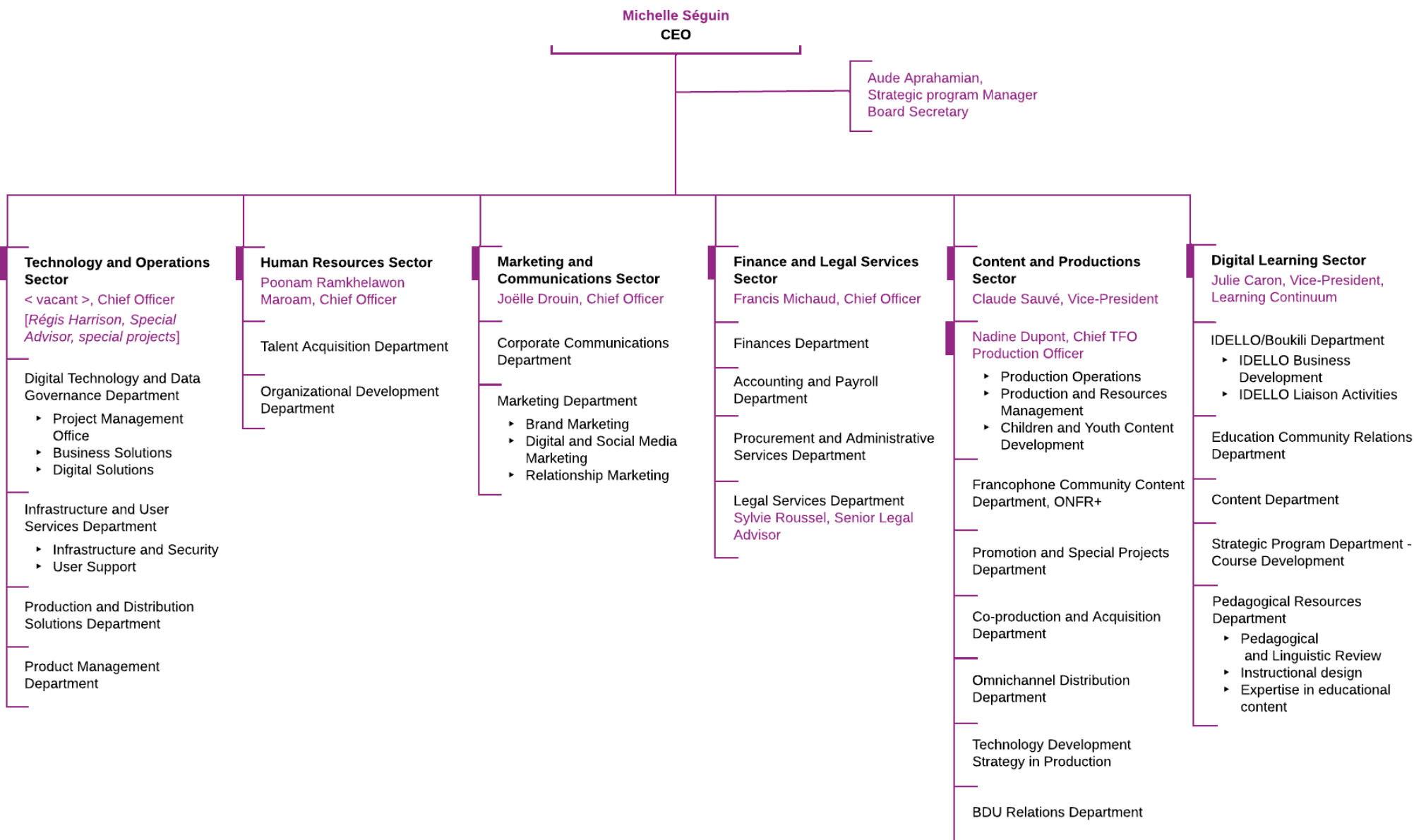
The fact that GMTFO had been unable to offer permanent positions for several years and the wage freeze has impaired its staff retention strategy and has added significant challenges to its recruitment campaign.

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[17] See footnotes 13 and 14

Moreover, high staff turnover affects operations in terms of productivity, corporate memory and significant financial costs. According to a study conducted by Deloitte, replacing an employee costs 1.5 to 2 times their annual salary, which, for GMTFO, represents an average annual cost of $1M. For a small organization like GMTFO, this is worth close consideration.

In an attempt to mitigate these issues, GMTFO has made the renewal of its employee value proposition one of the central tenets of its next strategic plan. This includes the implementation of specific initiatives to make GMTFO more attractive as a top employer and support employees in their work and personal development by 2025.

7.3.   Organizational Chart as of April 19, 2022

Michelle Séguin
CEO

Aude Aprahamian,
Strategic program Manager
Board Secretary

Technology and Operations Sector

< vacant >, Chief Officer

[*Régis Harrison, Special Advisor, special projects*]

Digital Technology and Data Governance Department
▸ Project Management Office
▸ Business Solutions
▸ Digital Solutions

Infrastructure and User Services Department
▸ Infrastructure and Security
▸ User Support

Production and Distribution Solutions Department

Product Management Department

Human Resources Sector

Poonam Ramkhelawon Maroam, Chief Officer

Talent Acquisition Department

Organizational Development Department

Marketing and Communications Sector

Joëlle Drouin, Chief Officer

Corporate Communications Department

Marketing Department
▸ Brand Marketing
▸ Digital and Social Media Marketing
▸ Relationship Marketing

Finance and Legal Services Sector

Francis Michaud, Chief Officer

Finances Department

Accounting and Payroll Department

Procurement and Administrative Services Department

Legal Services Department
Sylvie Roussel, Senior Legal Advisor

Content and Productions Sector

Claude Sauvé, Vice-President

Nadine Dupont, Chief TFO Production Officer
▸ Production Operations
▸ Production and Resources Management
▸ Children and Youth Content Development

Francophone Community Content Department, ONFR+

Promotion and Special Projects Department

Co-production and Acquisition Department

Omnichannel Distribution Department

Technology Development Strategy in Production

BDU Relations Department

Digital Learning Sector

Julie Caron, Vice-President, Learning Continuum

IDELLO/Boukili Department
▸ IDELLO Business Development
▸ IDELLO Liaison Activities

Education Community Relations Department

Content Department

Strategic Program Department - Course Development

Pedagogical Resources Department
▸ Pedagogical and Linguistic Review
▸ Instructional design
▸ Expertise in educational content

8. Information Technology Plan

While continuing to maintain and upgrade the main components of its IT systems, GMTFO intends to boost its leadership and innovation in technology-enabled learning engineering. Since its expanded mandate was announced, GMTFO has taken steps to change its technology strategy to place learners at the centre of their own learning journey.

Ensuring the development of high-quality cultural and educational content and services requires a development process supported by a strategy implementing innovation, research, development and product management. This strategy is based on four fundamental tenets: learning analytics, artificial intelligence, adaptive learning and immersive learning.

Over the next three years, GMTFO aims to do the following:

- make use of technology to produce quality content that meets the expectations of the Ministry and the target audiences, namely through a major upgrade of its production equipment and systems for the Virtual Universe Lab (LUV);
- focus on improving the way data is processed by creating an analytical strategy to facilitate decision making and enhance the user experience, all while doing the utmost to adequately protect personal information;
- accelerate the creation of adaptive learning products so as to provide automated learning systems that transform the custom delivery of teaching through the introduction of real-time feedback on learning trajectories and resources;
- support the development of the provincial technology infrastructure for providing online learning to secondary school students, in collaboration with the Ministry, TVO and key partners in the French-language education community.

Strategies	Major initiatives	2022-2023	2023-2024	2024-2025
System and data security	***Implementing information security management practices***	- Operationalize the annual risk assessment and the penetration tests - Continue to raise awareness about cybersecurity - Formalize the role of information security management within GMTFO - Update the policies and procedures concerning information security - Set up infrastructure based on the risk assessment roadmap	- Implement tests on cybersecurity awareness - Set up infrastructure based on the risk assessment roadmap	- Continue to implement tests on cybersecurity awareness - Maintain the implemented infrastructure

	Improve the governance, security and private data protection program	• Implement a consent and preference management platform for user privacy purposes		
	Update and operationalize the disaster recovery plan	• Update the warm site's equipment • Update the disaster recovery plan, policies and procedures to take into account the new infrastructure	• Operationalize the disaster recovery plan through annual plan review, disaster simulation and goal review initiatives	• Implement annual plan review, disaster simulation and goal review initiatives
Development of technology and operational infrastructure for online learning	***Build capacity for ensuring the digitalization of online courses***	• Build operational capacity for the improved digitalization of educational online learning content • Optimize the online course digitalization tools for the provision of GMTFO resources	• Optimize operational processes for the digitalization of educational online learning content	
	Update the Ontario online course catalogue website	• Offer students stimulating, personalized experiences to facilitate the online courses registration process • Assess automation- and AI-driven solutions for the creation of large-scale personalized experiences	• Deploy automation- and AI-driven solutions for the creation of large-scale personalized experiences • Offer a personalized assistance service to support students in their planning	
Modernization of the existing technology infrastructure	***Modernize the broadcasting and production systems***	• Inventory and assess the broadcasting and production systems (except Louise) • Upgrade Louise as well as the workflows and processes for coordinating the publishing of, and usage rights for, the resources used in the online courses	• Update the broadcasting and production systems and related operational processes based on the recommendations from the (non-Louise) systems assessment • Conduct a comparative study of the various enterprise systems on the market (BMSs comparable to Louise)	• Continue to optimize the broadcasting and production systems and their related operational processes

	Review the cloud computing strategy	• Conduct a technical and budgetary analysis of the cloud computing infrastructure • Assess cloud computing solutions for the centralization of user account management for GMTFO products	• Deploy the cloud computing strategy	• Continue deployment of the cloud computing strategy
	Standardize the technological tools/solutions	• Design and implement a governance strategy for various technological tools	• Continue to implement the governance strategy for technological tools	• Continue to implement the governance strategy for technological tools
Implementation of a Centre of excellence and innovation	**Accelerate the development of adaptive learning products**	• Conduct a technological study regarding adaptive learning platforms • Design and test product prototypes driven by adaptive learning platforms	• Develop a monetization plan for new adaptive learning products	
	Rethink project management	• Implement the business project management strategy	• Continue to implement the business project management strategy	• Continue to implement the business project management strategy
	Maximize product development and management	• Develop a product development and management strategy • Build operational capacity to support a user-focused approach to product design	• Implement the product development and management strategy	• Continue to implement the product development and management strategy

This three-year plan 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.

Ten-year projections for capital expenditures

The projections show that the funding of full replacement of end-of-life equipment and the technology upgrades required to guarantee quality service is to be considered.

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032
Total 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**
Base	$ 1 000 000	$ 1 000 000	$ 1 000 000	$ 1 000 000	$ 1 000 000	$ 1 000 000	$ 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	$ 750 000	$ 750 000	$ 750 000	$ 750 000	$ 750 000	$ 750 000
Estimated additional investments for end of equipment life	**$ 1 000 000**	**$ 1 050 000**	**$ 1 100 000**	**$ 1 150 000**	**$ 1 200 000**	**$ 1 300 000**	**$ 1 350 000**	**$ 1 400 000**	**$ 1 500 000**	**$ 1 550 000**

9.Communication Plan

GMTFO's communications, partnership and public relation activities play a key role in the implementation of the three goals set out in its strategic plan toward 2025. In order to reassert its positioning by forging committed relationships with all of its communities and employees, GMTFO would like to implement an open, multi-directional communications framework that would help it align its relational practices with the habits and expectations of its audiences (internal/external). GMTFO's long-term goals are to:

- Engage and uplift its internal and external audiences (via its employer brand image and public relations)
- Cement the positioning of GMTFO and its products (via media relations and corporate communications)
- Deploy an engagement strategy based on co-creation (with corporate partnerships and the Francophone community)
- Develop government relationships (public affairs)

To accomplish this, the communication plan, provided below, is built around four founding principles:

1. Ensure audience messaging is consistent with major strategic goals and challenges to ensure a wider reach
2. Develop a robust, consistent corporate communications framework that invariably ensures GMTFO enjoys a relevant, competitive positioning across the media landscape
3. Ensure transparent access to consistent information, both internally and externally, to help mobilize and engage GMTFO's various audiences by offering them a seamless experience across all platforms
4. Develop strong networks that are conducive to collaborating with internal stakeholders, government stakeholders, audiences, partners, suppliers and clients through open communication and corporate relations

Major initiatives	2022-2023	2023-2024	2024-2025
Build close ties with target communities	• Maintain close relationships with the Franco-Ontarian community • Presentation of the new strategic plan for identifying and developing unifying synergies—education, community organizations, leaders, elected officials • Organize and attend gatherings	• Meet with Franco-Ontarian and Canadian producers • Increase GMTFO's field presence • Development of a strategy for advertising on TFO • Attend public discussions/community consultations • Hold open house events for the public	• Conduct a satisfaction study among leaders and partners in the Franco-Ontarian community (perceptions) • Create content showcasing GMTFO's achievements in promoting the Francophonie • Deployment of the strategy for advertising on TFO • Ensure members of GMTFO's management are on the BODs of local organizations

	• Develop a vision and a framework for partnerships and sponsorships for the reporting year • Assess and handle the advertising on TFO		
Position GMTFO as a top employer both internally and externally	• Deploy the internal event and communications strategy following the stocktaking process • Create an attractive editorial strategy for corporate social media • Conduct employer positioning campaigns • Uplift GMTFO's internal and external talent via its internal and public levers • Revitalize the onboarding plan for new employees in collaboration with the HR team	• Produce employer brand content to support the positioning and recruitment campaigns • Create a network of GMTFO ambassadors on social media	• Attend community and identity-related events to establish GMTFO as an inclusive employer
Reaffirm GMTFO's DNA and values to ensure its mandate is accessible and understandable (internally/externally)	• Launch the strategic plan • Create and initiate an annual corporate communication plan • Produce a diverse editorial content strategy to bolster GMTFO's positioning and its franchises • Conduct campaigns for increasing GMTFO's reach and brand awareness	• Relate and reassert the value of GMTFO's history and its impact on the Franco-Ontarian community and Francophone minority communities • Conduct an awareness study for GMTFO and its brands	• Write and submit a white paper (including the challenges and positioning set out in the mandate)

Increase GMTFO's public and media presence in Ontario, in Canada and abroad	• Build lasting media relations with the Canadian Francophonie • Promote our productions and products • Deftly adjust GMTFO's media strategy thorough monthly monitoring of its indicators • Encourage the promotion and positioning of the corporate site	• Promote the Board of Directors and the executive team • Develop a strong public relations and media outreach strategy • Increase user traffic to the corporate site	• Promote TFO and IDÉLLO among newcomers
Co-create partnerships aimed at making a durable impact on the Francophone community (Ontario, ROC, international)	• Identify and carry out co-creation projects that are beneficial to the Francophonie • Rebuild strong ties with the communications departments • Promote GMTFO's projects via collaborative communications strategies (internal/external) • Develop a TFO rate card for in-kind partnerships and sponsorship activities	• Increase the number of co-creation projects	• Conduct a satisfaction and impact study related to these projects
Build GMTFO's relationships with government bodies	• Create a profile of the provincial and federal political landscape • Monitor government policies and strategies • Build robust relationships with decision makers' offices • Hold meetings between members of the president's office and provincial government leaders after elections	• Conduct an influence campaign with political leaders • Hold annual meetings between members of the president's office and provincial government leaders • Promote issues important to GMTFO and its communities among public and government authorities • Hold an open house at GMTFO for decision makers/elected officials	• Hold annual meetings between members of the president's office and federal government leaders • Write and submit a strategic positioning statement based on the priorities of the government (EDU)

10. Fiscal Projections

In keeping with its mandate, GMTFO continues to honour its commitment to the Ministry of Education and its partners to offer learners of all ages, parents and educators high-quality, educational and cultural services and content so as to reflect the vitality and diversity of Ontario's Francophone community.

With this in mind—and in the ever-growing interest of optimizing public funds—GMTFO has provided below a three-year fiscal projection to facilitate the implementation of its new strategic plan toward 2025, sustain ongoing activities, and determine key capital expenditures.

	2021-2022 ONGOING	2022-2023 FORECAST	2023-2024 FORECAST	2024-2025 FORECAST
REVENUE				
Total operating grant	**$ 31 037 400**	**$ 31 037 400**	**$ 31 037 400**	**$ 31 037 400**
Base	*$ 24 793 700*	*$ 24 793 700*	*$ 24 793 700*	*$ 24 793 700*
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**
Audit of Financial Statements	**$ 50 000**	**$ 50 000**	**$ 50 000**	**$ 50 000**
Deferred contributions	**$ 6 764 484**	**$ -**	**$ -**	**$ -**
Other revenue (self-generated revenue)	**$ 1 790 000**	**$ 1 740 000**	**$ 1 740 000**	**$ 1 740 000**
Total 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*
Special projects (Course Packs and Online Learning Courses)[18]	**$ 28 934 500**	**$ 5 500 000**	**$ 5 500 000**	**$ 5 500 000**
REVENUE	**$ 70 983 684**	**$ 40 734 700**	**$ 40 734 700**	**$ 40 734 700**
EXPENDITURES	**$ 70 983 684**	**$ 40 734 700**	**$ 40 734 700**	**$ 40 734 700**

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[18] See footnotes 13 and 14

It should be noted that, over the past few years, GMTFO has seen an increase in fixed costs—due to inflation and wage settlements from collective agreements—and a decrease in self-generated revenue from cable operators. Salaries and employee benefits account for almost half of its operational costs. Additionally, contributions to defined benefit plans will increase in the next three years due to the gap between GMTFO's bonds and the portfolio.

Trends in cable operator subscription revenue
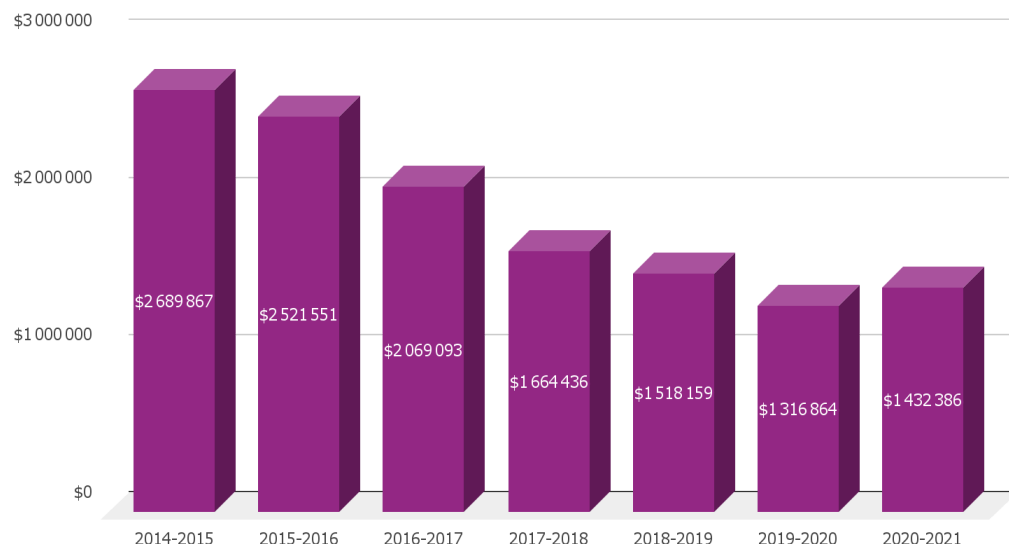
The revenue from cable operator subscriptions has decreased by nearly 47% since 2014–2015, an average annual loss of around $1M over six years. This loss had to be compensated for with other self-generated revenue.

This decline is mainly due to:

- a generalized phenomenon—referred to as cord-cutting—involving users canceling their cable subscriptions in favor of streaming platforms;
- the lack of a targeted linear programming strategy [*strategy review in progress*];
- a limited marketing strategy to sustainably increase the TFO channel's brand awareness [*strategy review in progress*].

In addition to the increased fixed costs, GMTFO must also take into account various additional costs, which weigh on its operations. As explained in Section 7, the organization has a high voluntary turnover rate, accounting for an average annual cost of $1M.

10.1. Realty

Groupe Média TFO leases premises at the following locations:

- 21 College Street, Toronto. The lease will expire on August 31, 2027;
- 801 Aviation Parkway, Ottawa. The lease will expire on December 31, 2029;
- 21 Lasalle Boulevard, Sudbury. GMTFO is currently negotiating the renewal of the lease which will expire on October 31, 2022.

Groupe Média TFO does not own realty property.
There are currently no known new policies or program proposals which will have an impact on Groupe Média TFO.
Within the three-year span of this business plan there are no planned realty acquisitions or new leases of realty.

Appendix A - 2020-2021 Review

a. Strategic Plan Overview - 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 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	**2** The shift in education and learning within the framework of the Fourth Industrial Revolution, in order to foster professional development	**3** The breakneck speed at which media consumption habits are changing within the context of the Fourth Industrial Revolution	**4** The need to enrich the critical mass of French-language digital space and make it discoverable	**5** 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 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	**2** To be a driving agent in promoting French presence throughout society in Ontario, Canada, and worldwide through our content and services	**3** To upraise our services and content to help more learners, educators, and parents acquire employability competencies	**4** To establish creative collaborative spaces for Francophones and Francophiles that encourage the learning of employability competencies	**5** To develop and advance a new business model that is both successful and sustainable

b. Strategic Goal Performance Measurement - March 31, 2021

Given the Strategic Plan runs from April 1, 2019 to March 31, 2022, the performance measures for the various indicators below (the "Target" column) were established on a three-year basis, based on the goals to be achieved by March 31, 2022, rather than on the progress of the said indicators. The indicators don't have an annual target.

A three-level grading scale was adopted for each indicator:

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

The "Trend" column is based on a comparative of results as of March 31, 2021, to results as of March 31, 2020.

GOAL	OBJ.	#	INDICATORS	TARGETS MARCH 31, 2022	RESULTS MARCH 31, 2021		TREND
1	1	1.1	Number of projects completed as part of a partnership with school boards/educational organizations that support PAL's implementation	6 projects	13 projects	🟢	↗
		1.2	Partners' satisfaction rate regarding the impact of projects supporting PAL's implementation	80%	100%	🟢	⇔
	2	2.1	Index related to the use of the IDELLO platform by students in ON FL1	2.2	2.24	🟢	↗
			Index related to the use of the IDELLO platform by students in ON FSL	1.4	2.63	🟢	↗
			Index related to the use of the IDELLO platform by students in CANADA	2.2	2.30	🟢	↗
			Index related to the use of the IDELLO platform by teachers in ON FL1	3.6	3.14	🟠	↗
			Index related to the use of the IDELLO platform by teachers in ON FSL	2.9	4.06	🟢	↗
			Index related to the use of the IDELLO platform by teachers in CANADA	3.6	3.37	🟢	↗
	2	2.2	Usage rate of our YouTube channels (excluding IDELLO) in CANADA and around the world	1.091 billion views	1.485 billion views	🟢	↗
			Usage rate of our TFO channel	1.364 AMA	1.224 AMA	🟠	↘
				6 914 AvTime	6 314 AvTime	🟢	↘
		2.3	GMTFO's score in terms of impact within the Francophonie	152	118	🔴	⇔

GOAL	OBJ.	#	INDICATORS	TARGETS MARCH 31, 2022	RESULTS MARCH 31, 2021		TREND
2	3	3.1	Percentage of our products and services that feature content addressing at least one of the seven employability competencies	80%	85%	🟢	↗
		3.2	Usage rate of our content for developing employability competencies:				
			3.2.1 Usage rate of our content on YT - Number of views	38.8%	52.3%	🟢	↗
			3.2.2 Usage rate of our content on YT - Viewing time	30.6%	31.9%	🟢	↗
			3.2.3 Usage rate of our content on TV - AMA	85%	68.7%	🔴	↘
			3.2.4 Usage rate of our content on TV - AvTime	25.4%	30.1%	🟢	↘
			3.2.5 Usage rate of our content on TFO.org - Number of page views	43.5%	55.1%[19]	🟢	↗
			3.2.6 Usage rate of our content on Idéllo.org - Number of page views	100%	83.1%[20]	🔴	↗
		3.3	Impact of our content on the acquisition of employability competencies within our pool of potential users	Level III. Important	Level II. Moderate	🟠	⇔
	4	4.1	Number of projects completed in collaborative creative spaces	4	1	🔴	⇔
		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	🟢	⇔
3	5	5.1	Rate of increase in overall funding:				
			5.1.1 Base funding (EDU)	Not applicable	$ 30 839 700	🟢	⇔
			5.1.2 Other government sources for project funding	$ 4 409 204	$ 4 284 242	🔴	↗
			5.1.3 CMF	$ 1 000 000	$ 678 961	🟠	↘

[19] Out of a total of 2,257,597 page views on the TFO.org website, content viewed to develop employability competencies accounted for 1,243,279 page views, or 55.1% of total page views.

[20] Out of a total of 8,148,271 page views on the Idéllo.org website, content viewed to develop employability competencies accounted for 6,772,207 page views, or 83.1% of total page views.

GOAL	OBJ.	#	INDICATORS	TARGETS MARCH 31, 2022	RESULTS MARCH 31, 2021		TREND
3	5	5.1	5.1.4 Revenue generated from operating activities[21] :	$ 3 736 935	$ 2 909 443	🔴	↗
			5.1.4.1 Cable operator subscriptions	$ 1 301 632	$ 1 432 386	🟢	↗
			5.1.4.2 Advertising sales	$ 88 173	$ 59 307	🔴	↗
			5.1.4.3 YouTube advertising sales	$ 148 948	$ 69 520	🔴	↘
			5.1.4.4 IDELLO subscriptions and training	$ 291 965	$ 245 129	🟠	↗
			5.1.4.5 Content sales	$ 85 479	$ 16 777	🔴	↘
			5.1.4.6 Technical production services and sale of other services	$ 2 178 192	$ 1 078 679	🔴	↗
			5.1.4.7 Philanthropy	Not applicable	$ 7 644	⚫	↗
		5.2	Number of other sources for project funding (public/private partnerships)	2 per year	2	🟢	↗
		5.3	Performance score based on 4 focus areas: finance, clients, internal processes, organizational health	Level III. High	Level II. Moderate	🟠	↗

c. Performance Scores - March 31, 2021

PERSPECTIVE	INDICATORS	TARGETS MARCH 31, 2022	RESULTS MARCH 31, 2021		TREND
FINANCE	Balanced budget	No deficit	$ 253 000 surplus	🟢	⇔
	Managed deferred contributions	$ 1.5 M deferred	$ 2.2 M deferred	🟠	↗
	Limited decline of cable operators' revenue	-5%	8.77%	🟢	↗
	Percentage of expenditures attributed to management	15%	21%	🟠	⇔

[21] When the indicators were established for the three-year strategic plan, a target was assigned to each indicator. For example: 5.1.4, 5% increase per year; 5.1.4.4, 20% increase per year. Although indicators 5.1.4.1 through 5.1.4.7 represent sub-indicators of 5.1.4, the total sum of these indicators doesn't equal 5.1.4, due to the individual target designation per indicator.

PERSPECTIVE	INDICATORS		TARGETS MARCH 31, 2022	RESULTS MARCH 31, 2021	TREND
CLIENTS	Aided awareness rate	IDELLO	22.0%	17% 🟠	↗
		TFO	16.9%	15% 🟢	↗
		MINI	18.5%	12% 🟠	↘
		FLIP	7.2%	5% 🟠	⇔
		ONFR+	12.1%	15% 🟢	↗
	GMTFO's score in terms of impact within the Francophonie (impact tool)		152	118 🔴	⇔
	Average minute audience (AMA)		1.4	1.224 🟠	↘
	Partners' satisfaction rate regarding the impact of projects supporting PAL's implementation		80%	100% 🟢	⇔
	Satisfaction rate of IDELLO users (platform, content and training activities)		90%	83% 🟢	↘
INTERNAL PROCESSES	Quality of data in our Louise production and distribution system		95%	66% 🟠	↗
	Compliance with CRTC regulations (= no letter from CRTC)		0	1 🔴	↘
	Compliance with the broadcasting requirements regarding accessibility	Percentage of our content with closed captioning (CC) for hard-of-hearing persons	100%	99.77% 🔴	↘
		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%	74.23% 🟢	↗
		Percentage of Canadian content in the prime-time schedule [18h–00h]	50%	76.21% 🟢	↗
	Ratio between the number of calls for tenders and the number of sole-source exemption requests		80-20	30-70 🔴	↘
ORGANIZATIONAL HEALTH	Staff turnover rate		10.50%	10.16% 🟢	↘
	Average days of absence per employee (short-term illness)		4.5 days	5.9 days 🟠	↗