



Office des télécommunications éducatives de langue française de l'Ontario*

Business Plan for 2023-2024 to 2025-2026

*Hereinafter referred to as "TFO"

Date: February 15, 2023

TFO

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Table of Contents

1. Executive Summary	3
1.1. Minister’s Mandate Letter (dated January 19, 2023)	4
2. Our Business Model	5
2.1. Mandate of TFO	5
2.2. Business Model Overview	5
2.2.1. Creating and Distributing Educational Content	5
2.2.2. Multiplatform Broadcasting	6
2.3. Realty	8
2.4. An international spotlight for the Franco-Ontarian community	8
2.5. Summary of identified challenges	8
3. Organizational Chart as of February 2023	10
4. Strategic Plan for April 1, 2022, to March 31, 2025	11
5. Risk Management	12
6. Summary of major completed and anticipated achievements, as of March 31, 2023	13
7. Implementation of the 2022-2025 Strategic Plan	14
8. Communications and Marketing Plan	15
9. Human Resources Plan	16
9.1. Strategic alignment of the Human Resources Plan	16
10. Information Technology Plan	18
11. Financial Projections	19
Appendix A - Performance Score Results as of March 31, 2022	20
1. Results related to the following strategic objective: A relevant and efficient public good	20
2. Indicators related to the following strategic objective: An engaged and rewarding work environment	21
3. Indicators related to the following strategic objective: Integrated and synergistic relationships	21

1. Executive Summary

Education and culture are at the heart of the vitality of the Franco-Ontarian community. The field of education is constantly evolving, and culture is being transmitted more than ever through screens. This transmission is at the heart of the mandate of the Ontario French-language Educational Communications Authority (hereinafter “Groupe Média TFO” or simply “TFO”): to contribute to the growth of the Francophonie through the development and broadcasting of Franco-Ontarian educational content. TFO is an opportunity for Franco-Ontarians to see and recognize themselves on television and on digital platforms. For this reason, the educational content produced by TFO remains at the center of the organization’s offerings. Without TFO, little Franco-Ontarian content would be produced.

TFO’s educational mandate goes further: designed with the Ontario Ministry of Education’s curricula in mind, educational content developed and available on the IDÉLLO digital platform and through the Boukili literacy application helps families and school personnel support children’s learning experience. This business plan for 2023-2024 through 2025-2026 details how TFO will provide Franco-Ontarian families with content to support learning in the classroom and at home, on multiple broadcasting platforms.

In Ontario, 1,538,000 people can carry on a conversation in French and English; 600,000 of these name French as their first language. With more than 113,000 students enrolled in 480 French-language institutions, as well as over 21,000 students enrolled in post-secondary programs in the province, TFO’s educational content has never been more in demand.

It is important to note that, as a public media outlet, TFO highlights societal issues, current events, and cultural matters that are important to Francophones through its ONFR+ news franchise, on digital platforms and social media.

TFO’s content not only prepares tomorrow’s generations for an increasingly complex labor market, but also stimulates Ontario’s creative economy. Indeed, 84% of co-productions are made with producers from Francophone minority communities. TFO also offers employment opportunities to some 200 people in Toronto, Ottawa, and Sudbury. In practice, TFO is a talent incubator for the media community in Ontario and beyond. Many producers, directors, actors, technicians, and journalists began their careers at TFO and have continued in the field, often partnering with TFO for the development of their later projects. The technological innovation put forward by TFO, namely through the *Laboratoire d’univers virtuels* (LUV), a state-of-the-art production studio that uses virtual 3D environments, is especially interesting for the creation of unique and high-quality educational content.

In this Business Plan for 2023-2024 through 2025-2026, TFO, as a Crown corporation, confirms its status as a relevant and efficient public asset, aims to meet the expectations of Ontario taxpayers, Francophone communities, parents, and educators, affirms itself as independent of private interests, and plans to further support the priorities of the Ontario Ministry of Education, thus *illuminating tomorrow!*

1.1. *Minister's Mandate Letter (dated January 19, 2023)*

In accordance with the Government of Ontario's Agency and Appointments Directive, the Minister's mandate letter date January 19, 2023, identifies a number of important expectations for TFO.

This business plan describes how TFO intends to meet each of the identified expectations, including those applicable to all Ontario government agencies, in the following areas:

1. Competitiveness, sustainability, and expenditure management (see Sections [4](#), [7](#) and [11](#));
2. Transparency and accountability (see Section [2](#));
3. Risk management (see Section [5](#));
4. Workforce management (see Sections [3](#) and [9](#));
5. Diversity and inclusion (see Sections [6](#) and [9](#));
6. Data collection (see Section [10](#) and [Appendix A](#));
7. Digital delivery and customer service (see Section [2.2](#) and [8](#)).

In addition to these government priorities, the Minister has outlined a number of specific expectations for TFO, addressed in this Business Plan at Sections 4 and 11 with the strategic objectives "A relevant and efficient public good" and "Integrated and synergistic relationships", and in Sections [8](#) and [9](#), so that TFO can:

- continue to consult and work closely with Francophone stakeholders and education partners in development and delivery of French-language educational content;
- prioritize learning recovery, with particular focus on reading, literacy, and math skills;
- continue to provide strong and innovative supports, including curriculum-linked digital resources, for Ontario students;
- continue to increase digital presence through distribution channels and to make its educational resources and services available to students, parents, and teachers.

2. Our Business Model

2.1. *Mandate of TFO*

TFO's mandate is set out in the *Ontario French-language Educational Communications Authority Act, 2008, c. 10, s. 4*. TFO's mandate is to do the following, with consideration to the interests and needs of the Francophone community:

- i. Create, acquire, produce, distribute, exhibit, or otherwise engage in activities related to educational broadcasting and telecommunications;
- ii. Carry out research in areas relating to the elements of TFO's mission mentioned in subparagraph (i);
- iii. Perform such other functions relating to educational broadcasting and telecommunications as the Board considers incidental or conducive to the achievement of the elements referred to in subparagraphs (i) and (ii);
- iv. Establish and administer distance-learning programs.

TFO also works to support the consolidation of the societal, cultural and community development objectives of the Francophone community, particularly in the context of Ontario's *Aménagement linguistique* Policy for French-language education.

2.2. *Business Model Overview*

As a mainstream educational medium, TFO has developed a business model based on the creation of educational content to create rich and unique learning experiences, through a combination of grants and subscription revenue streams.

2.2.1. *Creating and Distributing Educational Content*

The creation and distribution of content is based on top-quality programming that stimulates creativity and discovery among young people and offers general public content focused on discovery and a broad range of culture. As the only Canadian channel operating entirely in and for an official language minority community, TFO's programming for Canadian viewers is unique.

Its youth content is free of violence and commercials and aimed at 2 to 17 year-olds, with specific slots throughout the day, and includes magazines, fiction, animated series, and documentaries. All youth content is developed in conjunction with the Ontario Ministry of Education curricula and can be used to support students in their learning. Our series encourage Francophone identity building and showcase actors, hosts, and youth from Francophone communities as positive role models of the Canadian Francophonie, encouraging kids to be proud of being Franco-Ontarian. This consistent purpose makes TFO an essential and unique player in the Canadian broadcasting system for Ontario, but also for the entire Francophonie in Canada.

In addition to fulfilling this mandate for Franco-Ontarian youth, TFO offers stimulating and enriching evening content for the entire population with documentaries and cinema repertoire programming. This programming is complementary to what is available elsewhere and helps us fill out the core of the learning continuum.

Through in-house productions and co-productions made almost exclusively with independent producers from Ontario and the Canadian Francophonie outside Quebec, TFO makes a significant contribution to the economy of Ontario and to the development of French-language educational content across Canada. An in-house team imagines, writes, directs, and produces original Franco-Ontarian content to address the scarcity of original educational content in French.

Co-productions are external content funded in part by TFO and through the Canada Media Fund (CMF) Performance Envelope Program and other Canadian funds. As a co-producer, TFO is involved in the creative follow-up of these series and acts as a broadcaster of the content

produced. In recent years, TFO has worked to meet CMF criteria to increase its funding envelope. It is anticipated that this envelope will expand as early as 2023-2024.

In order to enhance its offering, TFO is currently acquiring children's, youth, and adult content, and is providing access to internationally renowned content. TFO's television channel has an audience of cinema fans for its evening movie programming.

TFO has also developed a unique studio concept in the heart of Toronto: the **Laboratoire d'univers virtuels (LUV)**. This studio combines a team of creators and experts who design virtual sets in real time using the latest in the videogame, television broadcasting, and entertainment industries. The LUV allows us to create unique, high-quality educational content.

Finally, [ONFR+](#) is a digital information platform, which targets Francophones in Ontario through three sections: news, society, and culture. The journalism team analyzes Francophone news at Queen's Park, on Parliament Hill and throughout French Ontario. Beyond the headlines, ONFR+ digs into the social issues that affect Francophones, tells their stories and features artists and their universe. Over 628,000 pages were consulted by Internet users on ONFR+ in 2021.

2.2.2. *Multiplatform Broadcasting*

In addition to its linear broadcasting, accessible via cable television and which will be offered simultaneously online next year, TFO intends to rely more and more on its digital broadcasting platforms in the coming years, namely its websites [tfo.org](#) and [idello.org](#), applications, social networks, online games, and more. TFO will continue to create unique learning opportunities for Ontario students across the learning continuum.

Through its [IDÉLLO](#) digital learning platform, TFO serves Ontario's 12 French school boards and the Consortium Centre Jules-Léger, free of charge, with educational resources, articles about education and a series of webinars and workshops. The platform also offers tools to support French-language learning, reading, and literacy for the 60 English-language school boards in Ontario. Additionally, IDÉLLO is used outside of Ontario through provincial agreements with Manitoba, Saskatchewan, New Brunswick and Nova Scotia as well as in Quebec through agreements with several school boards.

TFO offers several resources that address financial literacy skills such as our *NIP* series, *Dépenser=Penser*, and *Ma monnaie*. In mathematics, the series *Compte sur Moi*, produced and directed by TFO, shows children how to count using various increments. All these series are available on IDÉLLO.

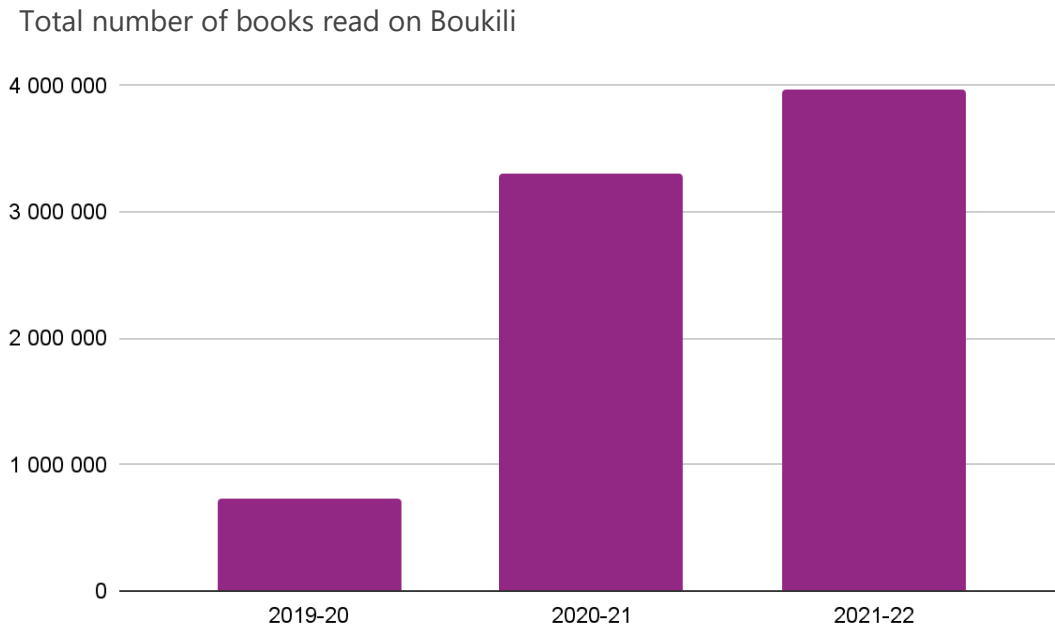
As such, the content made available on IDÉLLO reflects the Ontario Ministry of Education's curriculum and priorities. TFO also plans to use the data produced by the Education Quality and Accountability Office (EQAO) to develop its content strategy in the coming years. With over 40,000 accounts created in 2021-2022, IDÉLLO has proven its value. By focusing on the improvement and growth of this platform, TFO opens up to the world and continues to provide strong and innovative supports to students in Ontario and beyond, in all subjects of the Ontario education curriculum and for all grades, from Kindergarten to Grade 12.

To focus on refreshing past learning, with a special focus on reading skills, the [Boukili](#) reading app offers an immersive, interactive, and educational experience for children aged 4 and up. The free application for French-speaking and French immersion or French as a second language (FSL) students now contains over a hundred illustrated books on six reading levels, as well as dozens of games created by TFO. In addition to parents, Boukili is now suitable for teachers.

Boukili's future developments will be guided by studies of best practices on learning to read, as recommended by scientific literature.

With over **767,000 accounts** used in schools and families, Boukili has become a benchmark application to promote Franco-Ontarian authors. New book acquisitions, additional syllable learning games, teacher reading activities, and an expansion of the reading pathway are slated for 2025-2026.

Since its launch in 2016, over **10 million reads** have been completed on Boukili! In 2021-22 alone, over 3.9 million books were read.



The Liaison Activities Team held 32 workshops at various Francophone schools and boards in Ontario, for a total of 491 participants. The testimonies received prove how closely Francophone school board are supported on IDÉLLO and Boukili resources:

“Nineteen of my 21 students significantly improved their reading skills with Boukili. It’s remarkable!”

“I took the IDÉLLO training at Nouvel Ontario School Board a few weeks ago. Thank you once again! It was very useful. It put a glimmer of hope in my long days and evenings of preparation, as it helps me quickly find activities I could use, by following the suggestions of resources and ideas. Thank you so much!”

2.3. *Realty*

TFO is present in the major Francophone communities in Ontario. TFO rents space at the following addresses:

- 21 College Street, Suite 600, Toronto; with a lease expiring August 31, 2027;
- 801 Aviation Parkway, Ottawa; with a lease expiring December 31, 2029;
- 21 Lasalle Boulevard, Room 2030, Sudbury; with a lease expiring October 31, 2024.

TFO does not own real estate.

At this time, there are no known new policies or program proposals that could impact TFO.

Over the three years covered in this business plan, no new property leases are being considered. TFO is working with the Department of Education on the comprehensive review of government real property being conducted by the Ministry of Public and Business Services under the *Community Jobs Initiatives* program.

TFO is involved in the Carrefour of UOF. If physical space is established, TFO has committed to using 1000 square feet.

2.4. *An international spotlight for the Franco-Ontarian community*

TFO mainly owns copyrights and intellectual property to broadcast exclusively in Canada. To broadcast internationally, international rights must be acquired. The influence of the Canadian Francophonie internationally is important to encourage the immigration of Francophones to Canada and Ontario, and is an important factor in attracting Francophone workers to the Canadian economy. In 2023, TFO will analyze and report on potential opportunities, and new Canadian and international markets. Based on these results, TFO will be able to develop an approach to promote its content and reach beyond Ontario.

2.5. *Summary of identified challenges*

The biggest challenge for TFO is the discoverability of its content. The wide variety of existing broadcasting platforms means that there is more content on competitive offer than ever before. TFO must therefore work to stand out from other content providers. The [TFO.org](https://www.tfo.org) website has experienced a decline in page views over the past year due to the fact that the site's navigation needs to be improved (see [Appendix A](#)). Consequently, the website will be redesigned to highlight content, encourage listening, and eventually facilitate access to content via other streaming platforms, such as Roku, and applications such as *Chromecast*, *Firestick*, smart TVs, and more.

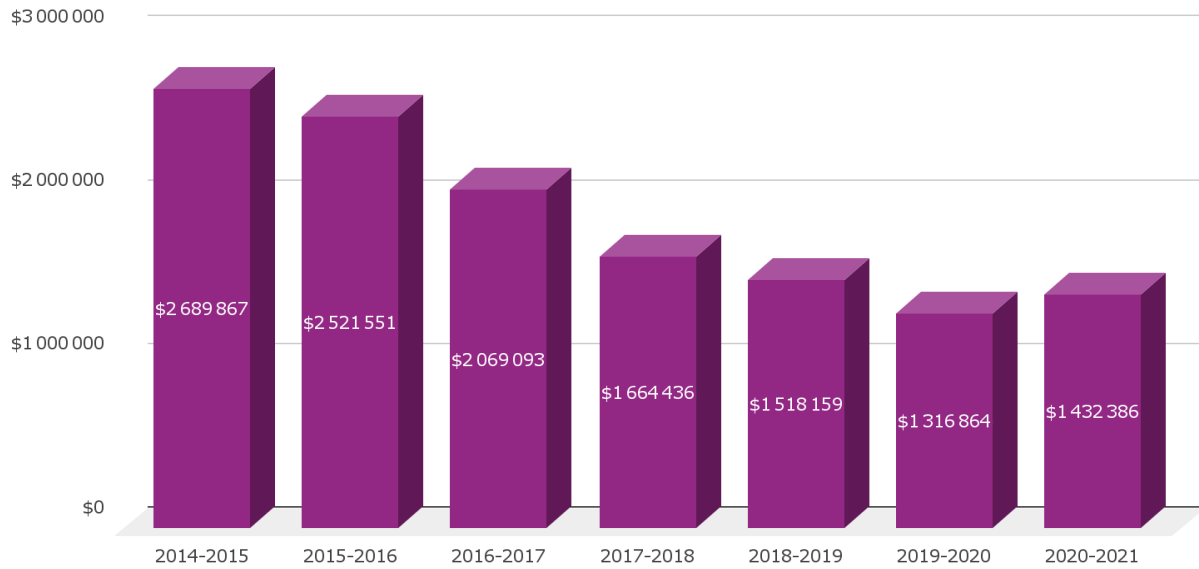
Consumers are changing and technologies are evolving. This rapidly changing environment will continue to be a major challenge in 2023-24. In order to reach its audiences at the right time, on the right platform (and making optimal use of its inventory), TFO plans to its TFO channel live on its website in 2023.

In addition to these challenges, given the labor shortages, it is very difficult to recruit and retain qualified French-speaking personnel with salaries that are in line with the market, mainly for niche positions or in the technology sector. The pool of French-speaking candidates in Ontario is limited, forcing the company to recruit from outside the province and even abroad.

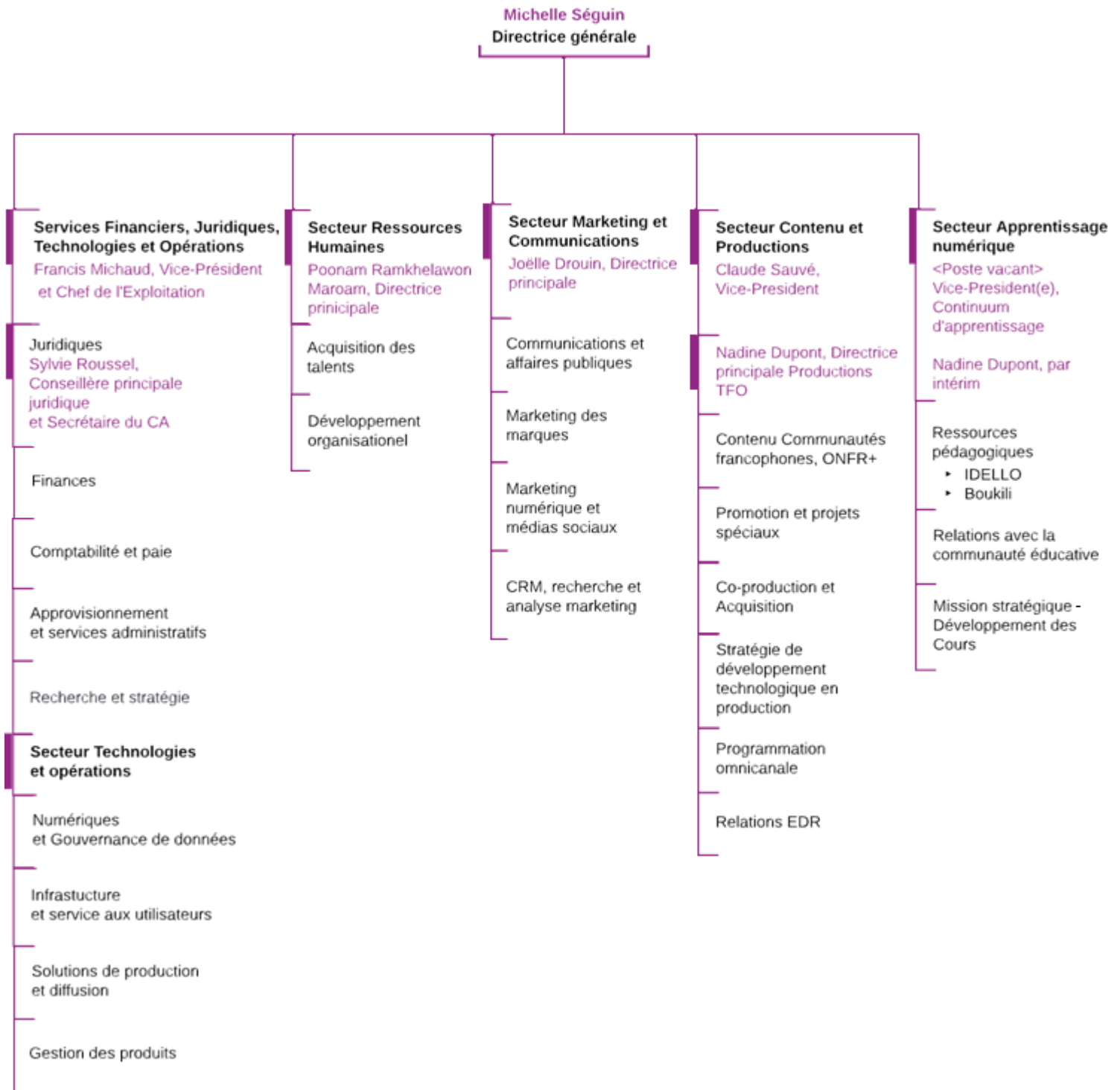
For several years now, TFO has also faced rising fixed costs and declining self-generated revenues, mostly from cable operators, despite various mitigation and new revenue generation strategies.

It should also be noted that the costs of creating and acquiring licenses for co-productions have increased by 10% to 15% over the last 5 years. In the same period, acquisition costs for animated children’s productions increased by 20%. This in an environment where cable revenues are declining for TFO, as shown in the following graph:

Evolution of cable distribution income



3. Organizational Chart as of February 2023



Our estimated FTEs (full-time equivalents) for 2023-24, is a total of 206, allocated below by sector:

President's Office	Digital Learning	Content and Distribution	Financial Services	Marketing and Communications	Human Resources	Technologies and Operations
3	16	92	26	31	8	30

4. Strategic Plan for April 1, 2022, to March 31, 2025

TFO has established its strategic plan for the period extending from April 1, 2022 to March 31, 2025.

Mission: Anchored in Ontario’s diverse francophone community and committed to its needs and interests, Groupe Média TFO provides learners, parents, and educators with cutting-edge educational and cultural content. Through its activities, it **cultivates a love of learning and celebrates the French fact** in Ontario and elsewhere. To achieve the company’s vision of creating an inclusive educational and cultural work, which is essential to the vitality of the Francophonie in Ontario, three main strategic directions have been identified (see section [7](#) for more information):

→ **A relevant and efficient public good:**

- ◆ Evolve our offer to all our audiences to maximize its relevance and performance
- ◆ In partnership with school boards, design and implement an engaging and renewed provincial e-learning ecosystem
- ◆ Increase and shape our operational capacity to achieve our goals

→ **Integrated and synergistic relationships:**

- ◆ Co-create meaningful relationships with educational, cultural and community partners
- ◆ Optimize our government and regulatory relations

→ **An engaged and rewarding work environment:**

- ◆ Cultivate inspirational leadership
- ◆ Develop an engaging and rewarding “staff experience”
- ◆ Create a culture of open, internal, and multi-directional communications

5. Risk Management

TFO maintains a risk assessment report that includes regular monitoring of the risk mitigation plan’s implementation. The results of the risk analysis provide an overview of the high risks identified, which are ranked according to the criteria in the Treasury Board/Management Board of Ontario Risk Report.

HIGH RISK		
CATEGORY	DESCRIPTION	MITIGATION STRATEGY
WORKFORCE	<p>Labor shortage</p> <p>Despite TFO’s recruitment efforts (on-campus fairs, social media campaigns, networking with partners, use of specialized recruitment agencies), attracting French-speaking talent with the right technical skills remains a challenge, given the highly competitive job market and the current labor shortage.</p>	<ul style="list-style-type: none"> Develop a teleworking strategy to attract Francophone talent from across Ontario Undertake market research to assess the competitiveness of TFO’s salaries with other public sector organizations in Ontario
WORKFORCE	<p>High employee turnover</p> <p>Uncompetitive salaries may affect TFO’s ability to retain staff. This high turnover rate could cause pressure on TFO’s operating costs.</p>	<ul style="list-style-type: none"> Implement a leadership program for managers and a talent coaching program Convert positions critical to the operation of TFO to permanent positions Non-union employees: <ol style="list-style-type: none"> The moderation period ends in June 2023. A salary market data analysis and compensation strategy will be launched in 2023. Union employees: <ol style="list-style-type: none"> Unifor is on a 3-year moderation period that will end in June 2024. The moderation period for CMG ended in October 2022.

6. Summary of major completed and anticipated achievements, as of March 31, 2023

In 2022-23, TFO has been able to move towards the vision it developed in its strategic plan, namely to offer cutting-edge educational and cultural content to learners, parents, and educators. Anticipated milestones as of March 31, 2023 include:

- The production of a new children’s puppet series called *Camp Kazoo*, a new teen series called *Échec et moi*, and the pre-production of *Effet Domino*, which are funded by the Canada Media Fund;
- The production and broadcasting of 17 miniseries, for a total of over 800 episodes;
- Several creations launched and broadcast for the first time in 2022-23;
- The co-production of *Théo le loup*, the story of a boy from the Anishinaabe community, and *La Brigade*, which highlights the Franco-Métis cultural heritage.
- Over 10 million books were read on the Boukili platform since its launch in 2016;
- The delivery of online high school courses, and a prototype of a molecular chemistry game;
- TFO and TVO have collaborated to implement the course overview site, and continue to do so;
- New markets were developed through the sale of IDÉLLO subscriptions outside of Ontario through provincial agreements;
- An investment to redesign the TFO.org and IDELLO.org websites;
- Increased presence of ONFR+ in the community’s cultural activities;
- Major upgrade of production equipment;
- License renewal application filed with the CRTC;
- Implemented an internal talent coaching program that achieved a 97% participation rate;
- Listening and feedback training rolled out for all employees in February 2023;
- Workshops on the leadership development program held for managers and training on the management of disagreements;
- Adoption of a policy on hybrid work, providing added value for employees.

7. Implementation of the 2022-2025 Strategic Plan

In order to respond to departmental priorities, TFO has developed a three-year implementation plan to determine the scope of projects and plan the resources required for these actions.

A relevant and efficient public good

- Redesign the TFO.org and IDÉLLO websites
 - to improve user experience
 - to reach our audiences at the right time on the right platform (including optimal use of our inventory)
 - to be an essential destination for families discovering original Franco-Ontarian and Franco-Canadian educational productions as well as the entire Franco-Ontarian public media offering
 - to reach teachers, students and the learning public
- Develop a solid analytical strategy to measure the impact of content on learning and learn from best practices in learning
- Evaluate the feasibility of generating revenue, including through the Canada Media Fund
- Contribute to the influence of the Canadian Francophonie internationally, considering our broadcasting rights
- The communications and marketing strategy is integrated to reinforce the positioning and the notoriety of both our products and our organization.

See Section 8: Communications and Marketing Plan

Integrated and synergistic relationships

- Consult our educational, cultural, and community partners
- Be integrated into the Francophone and educational community, in order to listen to their needs and to spread Franco-Ontarian culture through our content; see Section 8: Communications and Marketing Plan.
- Aim for TFO's relevance to be known at the provincial and federal policy levels and for strong relationships to be developed with policy makers, and ministry and regulatory teams

See Section 8: Communications and Marketing Plan.

An engaged and rewarding work environment

- Continue to develop the leadership of our managers
- Develop the attractiveness of TFO as an employer to ensure employee retention and to attract the best external candidates
- Implement the recommendations from the workplace culture analysis, such as improving change management

See Section 9: Human Resources Plan.

8. Communications and Marketing Plan

Communications, partnerships, and public relations activities are a key element in the implementation of the three directions of TFO's strategic plan to 2025. In order to revalue its positioning by creating strong links of commitment with all its communities and its employees, TFO wishes to implement an open and multidirectional communications framework, allowing it to align its relational practices with the habits and expectations of its audiences.

Ultimately, TFO seeks to:

- Clearly and firmly position TFO as the reference Franco-Ontarian public media and a producer and broadcaster of educational content in French Ontario as well as within Canada's official language minority communities.
- Increase awareness of TFO within Ontario's Francophone communities and Canada's official language minority communities.
- Shift the focus of integrated marketing communication campaigns from acquiring new markets to building target loyalty.
- Position TFO's new online platforms as follows:
 - TFO.org as a must for families, to discover original Franco-Ontarian and Franco-Canadian educational productions as well as the entire Franco-Ontarian public media offering.
 - IDELLO.org as the learning platform of choice among French-language educational personnel in Ontario and official language minority educational communities in Canada, known for offering a rich and unique learning experience through its original content.

9. Human Resources Plan

The mission of the human resources sector is to support other sectors in creating and implementing integrated workforce management strategies, ensuring the engagement, development, and retention of talent within the organization.

Objectives:

- Promote and contribute to a healthy, caring and respectful work environment that ensures the well-being of staff.
- Promote the attraction and retention of Francophone talents.
- Support employees, especially managers, to develop their professional skills and express their full potential within the company.
- Strengthen the effectiveness of human resources management.

9.1. Strategic alignment of the Human Resources Plan

Major Initiatives	2023-2024	2024-2025
<i>Develop the attractiveness of TFO as an employer to ensure employee retention and to attract the best external candidates</i>	<ul style="list-style-type: none"> ● Create an employer brand strategy ● Ensure the negotiation of a collective agreement that provides fair and equitable working conditions for CMG employees 	<ul style="list-style-type: none"> ● Continue to implement the employer brand strategy
<i>Support managers in their role and strengthen their leadership</i>	<ul style="list-style-type: none"> ● Promote and integrate common performance, leadership, and behavioural expectations among managers ● Continue to provide training and coaching to managers 	<ul style="list-style-type: none"> ● Promote and integrate common performance, leadership, and behavioural expectations among managers ● Continue to provide coaching to managers
<i>Promote and support a caring, respectful and collaborative work environment within the organization</i>	<ul style="list-style-type: none"> ● Develop a TFO-wide inclusion strategy ● Pursue initiatives related to employee wellness and mental health ● Promote and maintain the internal conflict prevention and management system 	

<p><i>Support employees in their work and personal development</i></p>	<ul style="list-style-type: none"> • Develop and communicate performance expectations within the company • Develop and implement an employee development strategy to build key competencies for the future 	<ul style="list-style-type: none"> • Develop and implement an employee development strategy to build key competencies for the future • Promote and integrate performance expectations into the company
<p><i>Improve human resources services, processes, and operations</i></p>	<ul style="list-style-type: none"> • Improve and streamline HR processes, and improve the efficiency of the HR information system 	

The results of this Human Resources Plan as of March 31, 2022 can be found in [Appendix A](#).

10. Information Technology Plan

While continuing to maintain and evolve the main components of its computer systems, TFO intends to solidify its leadership and its innovative side in the field of technoeducational engineering. An update to production and broadcast systems is planned for 2023-2024 and will be followed in 2024-2025 by the optimization of these systems.

In terms of **cybersecurity**, several initiatives have already taken place: risk analysis, staff awareness, implementation of information security management, and improvement of the security architecture. In addition, penetration and intruder tests are held regularly. In the coming years, policies and procedures related to information security will continue to be updated as technology evolves. The privacy, security, and governance program will be in continuous improvement.

The emergency **recovery plan** has also been updated. It covers policies, procedures, and multiple specific disaster recovery plans related to TFO's new architectures. Annual disaster simulation initiatives will revise the goals and make the plan even more operational by 2025-2026.

The **modernization of the technological infrastructure**, one of the strategic axes of information management, will eventually lead to the implementation of a better cloud-based solution. In a technical and budgetary analysis of the cloud infrastructure completed in 2022-2023, a need was identified for a cloud-based solution to centralize the management of user accounts for TFO products. Several options will be evaluated as part of the cloud strategy deployment in 2023-2024 and 2024-2025.

Finally, for the **design of innovative products and services**, TFO aims to:

- Leverage technology to produce quality content that meets the expectations of the Ministry and its target audiences, including a major upgrade of equipment and production systems for its Laboratoire d'univers virtuels (LUV);
- Focus on better handling of data by creating an analytics strategy to facilitate decision making and enhance user experience, while ensuring that every effort is made to properly protect personal information;
- Accelerate the creation of adaptive learning products to provide automated learning systems that change the delivery of customized instruction through real-time feedback of pathways and resources;
- Support the development of the provincial technology infrastructure for online learning for high school students, in collaboration with the Ministry, TVO, and key partners in the French-language education community.

11. Financial Projections

In keeping with its mandate, TFO wishes to continue its commitment with the Ministry of Education and its partners to offer learners of all ages, parents, and teachers high quality, French-language, educational and cultural content and services that reflect the vitality and diversity of Ontario’s Francophone community.

With this in mind, and with an ever-increasing focus on value for money for the public purse, TFO presents its financial projections for the next three years, with the goals of supporting the implementation of its new strategic plan through 2025, ensuring ongoing operations, and targeting key capital expenditures. TFO continues to seek financial savings through a zero-based budgeting process.

3-Year Financial Projections

	ONGOING 2022-23	PROVISIONAL 2023-24	PROVISIONAL 2024-25	PROVISIONAL 2025-26
REVENUE				
Core Operating Grant	\$31,744,700	\$31,744,700	\$31,744,700	\$31,744,700
<i>Base</i>	\$24,793,700	\$24,793,700	\$24,793,700	\$24,793,700
<i>Priority and Partnership Fund (PPF)</i>	\$3,638,700	\$3,638,700	\$3,638,700	\$3,638,700
<i>Canada-Ontario Agreement</i>	\$2,605,000	\$2,605,000	\$2,605,000	\$2,605,000
AODA	\$657,300	\$657,300	\$657,300	\$657,300
<i>Audit of Financial Statements</i>	\$50,000	\$50,000	\$50,000	\$50,000
Base Capital Grant	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000
<i>Base</i>	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
<i>Priority and Partnership Fund (PPF)</i>	\$750,000	\$750,000	\$750,000	\$750,000
Special Projects*	\$890,367	\$1,521,597	\$320,000	\$320,000
Deferred Contributions	\$11,151,854	\$3,695,062	\$3,680,880	\$4,858,244
Other Revenues**	\$3,084,527	\$2,513,308	\$2,093,837	\$1,922,651
REVENUE	\$48,621,448	\$41,224,668	\$39,589,417	\$40,595,595
EXPENSES	\$48,621,448	\$41,224,668	\$39,589,417	\$40,595,595

* Includes MALÉO, Online courses and French as a Second Language

** Includes cable distribution, sales and rentals, rent, IDÉLLO memberships, interest and other.

It should be noted that TFO has been faced for several years with rising fixed costs — due to inflation and collective bargaining agreements — and reduced self-generated revenues from cable operators. Salaries and benefits account for almost half of operational costs. Additionally, contributions to the defined benefit plans will increase over the next few years due to the gap between our obligations and the portfolio.

Beyond the increase in its fixed costs, TFO must consider additional costs that weigh on its operations. TFO has a high employee turnover rate, representing an average annual cost of \$1 million.

Appendix A - Performance Score Results as of March 31, 2022

1. Results related to the following strategic objective: A relevant and efficient public good

a. Indicators related to online educational content

Strategic Indicator	First Year Results (as of March 31, 2022)	Target in 2023-24	Target in 2024-25
IDÉLLO - Bounce rate measurement	31%	28%	27%
Boukili - Number of books read on the platform (cumulative)	8 million	10.5 million	12 million
Youth Audience Indicator - Measures the audience for children’s and youth content on TV by viewership (Average Minute Audience in thousands)	402	402	402

b. Performance of online platforms

	Number of sessions	Number of page views	Session duration (in seconds)
IDÉLLO	2021-2022: 1,284,000 2020-2021: 1,381,000	2021-2022: 8,084,000 2020-2021: 16,500,000	2021-2022: 355 2020-2021: 383
Boukili	2021-2022: 1,293,000 2020-2021: 947,000	2021-2022: 1,762,000 2020-2021: 4,812,000	2021-2022: 482 2020-2021: 187
TFO.org	2021-2022: 2,916,000 2020-2021: 3,954,000	2021-2022: 5,379,000 2020-2021: 7,540,000	2021-2022: 158 2020-2021: 198

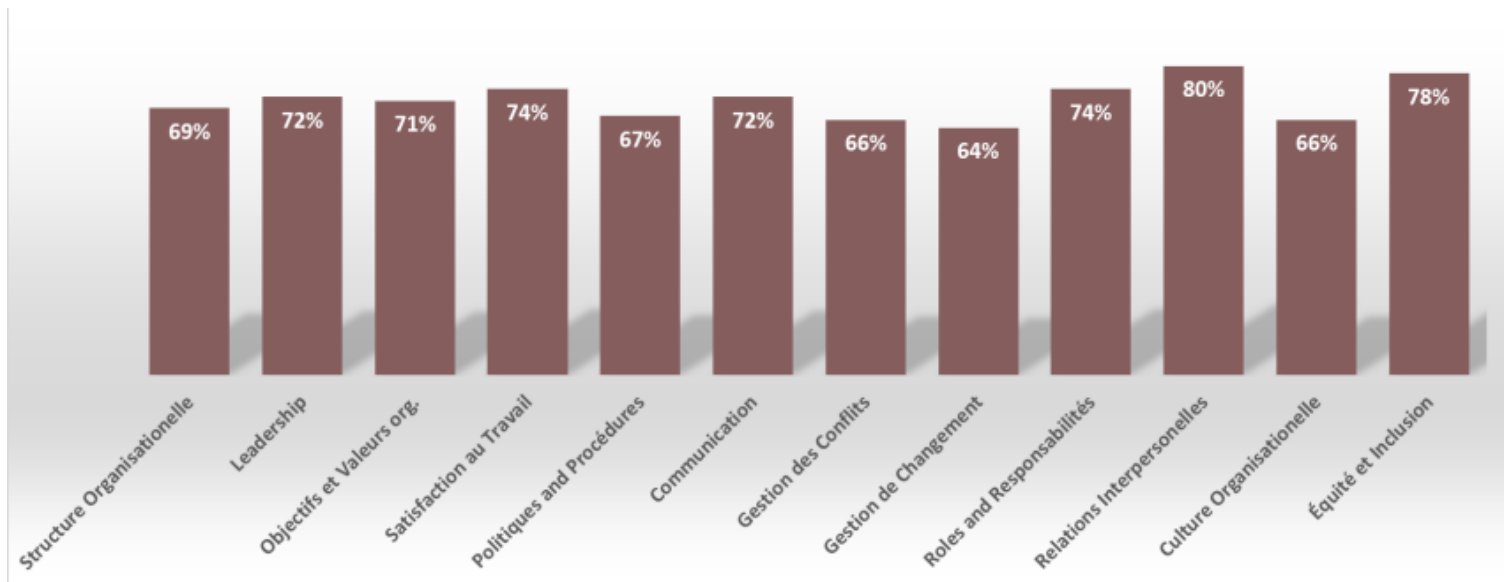
The number of pages viewed has decreased and this will be addressed by redesigning the platforms.

2. Indicators related to the following strategic objective: An engaged and rewarding work environment

Measures employee engagement through a survey. The overall score is broken down into 12 subsections.

Target in 2024-2025 80%

Current result: 71%



3. Indicators related to the following strategic objective: Integrated and synergistic relationships

These annual indicators for 2023-24, 2024-25 and 2025-26 measure progress in dialogue and outreach with leaders in the Francophone community by directly measuring:

- The number of events and meetings with leaders in the Francophone community and education in which TFO participates
 - Target: 50
 - (Current: 65)
- The number of Francophone community events organized by TFO
 - Target: 15
 - (Current: 1)

Progress is also measured qualitatively.

- Public Affairs Indicator
 - Measures stakeholder satisfaction.
 - A survey will be held to measure the satisfaction rate (TBD).