



Annual Report - 2023-2024

**Ontario French Language Educational
Communications Authority***

TFO

*Hereinafter referred to as "TFO"

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Acknowledgement of the Indigenous Territories on which TFO's offices are located

The TFO team recognizes the long-standing and sacred bond between the following nations and the territories in which its offices are located:

- Toronto: traditional lands of the Huron-Wendat First Nations, Mississaugas of Credit and the Haudenosaunee Confederacy.
- Ottawa: unceded territory of the Algonquin Anishinabeg Nation.
- Sudbury: traditional lands of the Atikameksheng Anishnawbek and Wahnapiatae First Nations

TFO also recognizes the many diverse First Nations, Inuit and Métis who live and work on these lands and across Ontario.

The TFO team is working to create partnerships and content to reflect Indigenous culture and history.

Board Chair Message

Dear readers,

It is with great pride that I address you today as Chair of the Board to share in the successes we have achieved together this year. Our mandate as a public educational media to create and distribute quality French-language educational content is more relevant than ever, and in line with the priorities of the Ontario government and the Ministry of Education for 2023-2024.

I would like to thank Minister Lecce for his support of our educational public media over the past few years, and look forward to working with our new Minister of Education, Minister Dunlop. I would also like to express my sincere gratitude to the Board and the entire TFO team, whose dedication and expertise have been essential to our success under the leadership of CEO Michelle Séguin and the executive committee. I'd also like to thank Dominique O'Rourke and Lucie Laplante, who completed their terms of office this year, and welcome Jennifer Spoke, who began her term in February 2024. Together, we have worked tirelessly to meet the needs of our community, aligned with TFO's mandate and our province's priority educational objectives.

This year, we continued to work closely with Francophone stakeholders and partners in the education and screen industries. This has been crucial to the development and dissemination of our content, ensuring that it remains relevant and beneficial to Francophone and Francophile learners across Ontario and all of Canada. Our efforts to restore learning, particularly in the areas of literacy and mathematics, have resulted in targeted initiatives that match current educational challenges.

We have also strengthened our digital presence, extending our reach through innovative distribution channels and making curriculum-aligned digital resources available. This work has not only facilitated access to quality educational tools for students, but also for parents and teachers, reinforcing our impact within the educational community and our audiences in Ontario and Canada.

As we prepare our new strategic plan, I am convinced that these solid foundations will enable us to continue to innovate and evolve in line with the needs of our audiences. Our outlook is bright, and I look forward to continuing this journey with all of you, guided by our shared commitment to excellence and the promotion of the French language in Ontario and across the country.

Thank you again for your unwavering support and shared passion for our mission. Together, we continue to make TFO an essential pillar of French-language education and for the Francophone community in Ontario and beyond.

A handwritten signature in black ink, appearing to read 'Jean Lépine'. The signature is fluid and cursive, with the first name 'Jean' and the last name 'Lépine' clearly distinguishable.

Jean Lépine

Chair of the Board

CEO's Message

Dear collaborators, dedicated partners and members of our wonderful community.

It is with a sense of pride and fulfilled duty that I write to you as part of our 2023-2024 annual report, as we close another year full of accomplishments.

This year has been marked by significant advances and highlights that consolidated our role as a leader in the French-language media landscape.

In December 2023, we celebrated the renewal of our broadcasting license by the Canadian Radio-television and Telecommunications Commission (CRTC) for the next seven years, a pledge of confidence and a driver of stability for our organization and for the presence of original French-language content on our screens. Today, 3.3M households in Canada with cable TV have access to our channel. This renewal recognizes our ongoing commitment to serving Francophones and Francophiles in Ontario and across the country by offering them rich and varied television programming that reflects, informs, and enriches our French-speaking minority community.

This year was also crucial in terms of legislation, with the issues surrounding Bills C-11 (*Broadcasting Act*) and C-18 (*Online News Act*) reaffirming the relevance of our mission for Francophone minority communities.

In this changing environment, TFO is poised, more than ever, as an essential pillar in promoting the French language and the dissemination of Francophone culture, by ensuring a strong and relevant media presence at the national level. TFO's digital transformation has reached an impressive scale, with the launch of five new digital platforms, each designed to intuitively meet the needs of our users. These innovations illustrate our commitment to evolving with our audiences and anticipating their needs in an increasingly connected world.

2023-2024 was also one in which TFO brilliantly reaffirmed its place at the heart of the community. Our launch event, our renewed digital presence, and our many collaborations with stakeholders marked the beginning of a rich era for TFO, a testament to our dynamism and ability to innovate with authenticity and collegiality. By positioning ourselves as an essential partner for educational institutions, we have strengthened our commitment to the success of French-speaking students and learners across the province and the country.

This progress also revealed the vitality and resilience of our mission to be “anchored in Ontario's diverse Francophone community and committed to its needs and interests, to provide learners, parents, and educators with cutting-edge educational and cultural content. Through its activities, TFO cultivates a love of learning and

celebrates the French fact in Ontario and elsewhere.”

TFO, despite its stability as a pillar of Canada’s French-speaking community, has not been immune to the challenges of the media and screen industry, having to face, among other things, difficulties in filling a content deficit. Significant increases in operating costs, stagnating funding and the difficulty for a minority public educational media organization to generate revenue have forced us to cut 24 positions, representing 10% of our workforce, in order to invest more in our content.

As part of our 2022-2025 strategic plan, we have adopted a vision that is at the heart of our day-to-day work: “evolving in a creative and stimulating environment, TFO’s team creates an inclusive educational and cultural work, essential to the vitality of the Francophonie in Ontario.” This vision is underpinned by three strategic orientations that have guided our actions this year: to embody a *relevant and efficient public good*, to nurture *integrated and synergistic relationships*, and to cultivate a *committed and enriching work environment*.

In closing, I would like to express my deepest gratitude to the members of the Board, to our teams, to our partners and to all our screen artists. Your creativity, passion, and dedication are the true driving forces of our success. Together, we have made extraordinary progress, and I am convinced that the future holds many more successes.

With gratitude and renewed enthusiasm for the challenges ahead,



Michelle Séguin

Chief Executive Officer

1. Executive Summary

1.1. Summary

TFO has grown over its 37-year history, transforming itself into a modern, innovative media organization. Today, TFO's creative and unifying expertise is an economic driver and a pillar of identity-building for French-speaking minority communities across the country. Once again this year, TFO's innovative strength was present on the screens of millions of learners of all ages every day, whether at home or in the classroom.

In 2023-2024, TFO continued to spread knowledge in a unique way, broadcasting successful original productions such as *La vie compliquée de Léa Olivier*, *Échec et moi*, *PhiloPhilo*, *Zik*, *Galapagos X* or the documentary *Alias Marie-Soleil* on TV, on **TFO.org** or in the classroom, through hundreds of articles, videos, and reports of its **ONFR** news franchise, or through the turnkey educational resources also available on **IDÉLLO**, which are used by over 55,000 education professionals across Canada, and through **Boukili**, a literacy application that has become a fertile breeding ground for future readers, with 17.1 million books read.

2023-2024 was marked by a 23% increase in traffic on TFO's platforms in Canada, with 1.8M sessions compared to the previous year, an increase fuelled by the popularity of locomotive content and resources, as well as the redesign of TFO.org, IDÉLLO.org, ONFR.org and the launch of **apprendre.tfo.org**, for families. As of this year, the majority of TFO's content has been available on demand on TFO.org, in addition to live viewing in Ontario and Manitoba, enabling access to the channel for millions of Francophones across Canada who don't have cable.

TFO has continued to carve out its place as a key partner in the classroom, whether through new resources launched on IDÉLLO, Boukili, Apprendre à la maison, or personalized coaching for teachers. TFO's commitment to using technology and innovation to enrich education and support teachers and students is very real.

In an ever-changing media, cultural, and educational environment, TFO is a reliable and innovative pillar, offering a world of original content and educational resources unique to Ontario and Canada. It should be noted that, despite a year marked by considerable progress, TFO's content deficit, accumulated over the years, continued to grow. As a result, TFO had to make financial cuts in order to invest in its content to meet the emerging needs of education and the Francophone community.

1.2. TFO in Numbers

TFO's 2023-2024 business plan has set goals to strengthen and energize the Francophone community across Canada, while promoting Francophone education and culture. The data collected during this period reveals the impact of TFO's

initiatives in achieving these objectives, demonstrating the effectiveness and relevance of its initiatives at provincial, national, and international levels.

Bringing together and engaging Francophone communities

- 1.8M sessions on TFO websites in Canada
- 04:09 min average time on TFO platforms
- 3.3M households subscribed to cable television in Canada have access to the channel

Cultivating a taste for learning

- 17.1 million books read on the Boukili app since 2016
- 28% of Ontario teachers use TFO educational resources

Being a vehicle for identity-building and pride in Franco-Ontarian heritage

- 20 new original productions
- 94% of TFO's original productions were created by French-language production companies in minority communities.
- Awards and Recognitions
 - 7 nominations at the 38th G meaux Awards
 - 1 silver medal at the Awards for Excellence in Digital Publishing

2. Educational Content and Resources that Reflect Us and Connect Us

2.1. TFO.org and TV Channel

This year, TFO enriched its offering with original productions that entertained and educated its audiences, as well as solidifying the integration of its programming into the educational curriculum by also being available on ID LLO, with educational resource support for teachers. The new original TFO content launched in 2023-2024 has strengthened TFO's media and cultural presence and enabled Ontario's French educational public media to develop a renewed approach in line with emerging educational needs.

Original TFO Production	Curriculum	Production Company	Provenance
#Couleurs du Nord, S2 Celebrates the beauty and identity of Northern Ontario through conversation, collaboration and colour with muralist Mique Michelle.	Arts education, visual arts, First Nations, M�tis and Inuit studies, heritage and identity	Lopii Productions	Ontario
180, S2 A human series that draws on the courage of some to inspire others, presenting the transformation of a guest who generously opens the doors towards his or her intimacy.	Business and commerce, accounting and entrepreneurship, humanities and social sciences.	SLALOM	Ontario

Original TFO Production	Curriculum	Production Company	Provenance
Alias Marie-Soleil, <i>documentary</i> A portrait of Suzanne Pinel, one of the greatest ambassadors of French-Canadian culture. We trace the effect of Marie-Soleil, her children's character.	Art education, Francophone identity building, French, fundamental notions of language	Kannon Films	Ontario
Camp Kazoo, <i>S1</i> Animals from all over the world live closely together in a small campsite.	Financial literacy, digital citizenship, cultural and linguistic diversity	TFO	Ontario
Échec & moi, <i>S1</i> Celebrating mistakes and shattering the myths surrounding perfection, Échec et moi tackles performance anxiety as it is felt by young people today.	Humanities and social sciences, health, independent learning, critical thinking, problem solving	TFO	Ontario
La brigade, <i>S1</i> Inspired by their Franco-Métis heritage, Sara and her friends at the <i>Centre scolaire Louis-Riel</i> form a Student Committee. La brigade challenges authority and questions the rules imposed on school-aged kids.	Global citizenship and sustainability, Indigenous perspectives, critical thinking	Manito Media	Manitoba
Lendemain de veille TFO, <i>special broadcast</i> Lendemain de veille TFO is a flamboyant Franco-Ontarian show, sometimes traditional, sometimes folk, sometimes rock, but always festive.	Art education, French, building a Francophone identity	Production Rivard	Manitoba
Télé-bobo, <i>short form interprogram</i> By comically copying shows for grown-ups, children learn how to prevent certain situations and how to react to everyday mishaps.	Health, physical education, independent learning, problem solving	TFO	Ontario
Petites Bouchées du monde, <i>S2</i> Chef Liliane and Chef Baptiste learn about the recipes of various countries around the world by sampling very special dishes.	Social studies, history and geography, heritage and identity, community and environment	ATO Media	Ontario
Zik, <i>S2</i> A comedic look at music and its history. In each episode, Mehdi presents a particular musical theme.	Art education, communication, mathematics	Moi & Dave	Ontario
Galapagos X, <i>S1</i> Four children from the future — where the planet is in a terrible state — travel back in time to the present to save the planet before it's too late.	Science and technology, living systems, Earth and space	Big Bad Boo	Ontario
La vie compliquée de Léa Olivier, <i>S3</i> When Léa's family moves 500 km away from their small Ontario village to Montreal, Léa must not only leave her best friend behind, but also her boyfriend.	French, physical education and health	SLALOM, Encore Television	Ontario / Québec
PhiloPhilo, <i>S2</i> Introduces philosophy to the lives of young people, demonstrating its relevance, necessity and, above all, the pleasure of practicing it.	French, fundamental notions of language, critical thinking	Prestigo Média	Québec

Original TFO Production	Curriculum	Production Company	Provenance
<p>Interstellaire Ella, S7 Ella is an eight-year-old girl who lives with her family in space, where she enjoys discovering the interstellar world.</p>	Science and technology, critical thinking	Apartment 11, Fabrique Fantastique	Ontario / Belgium
<p>Va jouer dehors, S7 Playing outdoors in Yukon is a real adventure, and young Yukoners are no slouches on their fatbikes, dog sleds, and backcountry skis!</p>	Geography, physical education and health	Simon D'amours production	Yukon
<p>Hors Québec, S3 This documentary series gives voice to the new face of the Canadian Francophonie outside Québec. The Improtéine group meets communities that have adapted to live in their own language and culture.</p>	French, humanities and social sciences, Canadian and world studies	Productions Rivard	Manitoba

In addition to this original content, TFO offered diversified adult programming including **Rendez-vous ciné TFO**, featuring classic and repertoire works in cinema and various special programs to celebrate or commemorate important cultural and historical events that also line up with the educational programming of Ontario's French-language public media on TV, on TFO.org as well as for teachers on IDÉLLO:

- **Jour des Franco-Ontariens et Franco-Ontariennes**
- **Holocaust Remembrance Month**
- **Black History Month**
- **International Women's Rights Day**
- **National Indigenous Peoples Day**
- **Pride Month**

2.2. ONFR

TFO's news franchise continues to distinguish itself as a source of information for the Francophone community, playing an important role in the diversity of the media landscape in Ontario and beyond. Faced with the challenges of discoverability of French-language content exacerbated by the content policies of digital giants, TFO has implemented SEO strategies for its news franchise, taking advantage of the complete redesign of **ONFR.org** in addition to using a variety of high-impact local channels to ensure that its news coverage can be read, heard and seen by all French-speaking communities in Ontario and Canada, enabling ONFR.org to attract more than 312,000 visits over the course of the year.

In addition to publishing digital articles and broadcasting features on a daily basis, ONFR's importance is reinforced by the launch of several larger-scale original productions in 2023-2024. These productions aim to inform and engage audiences in an innovative, relevant, and lasting way:

Original TFO production (ONFR)	Broadcast	Production Company	Provenance
<p>La Cabine, S2 The show presents the world of directors, producers, and all the artisans behind the year’s major film productions.</p>	TFO ONFR IDÉLLO YouTube Instagram Facebook	TFO	Ontario
<p>Micro & boussole, S1 The show introduces us to the unknown aspects of Northern Ontario, from taking us along on a sailboat in Thunder Bay, to tree planting in Hearst, and bear hunting in Fire River.</p>	TFO ONFR IDÉLLO YouTube	TFO	Ontario
<p>UN. DEUX. TROIS. Nos identités franco-canadiennes, documentary This documentary examines French-Canadian identity outside Québec today, through the prism of director Mani Soleymanlou’s theatrical adventure.</p>	TFO IDÉLLO	TFO	Ontario
<p>On démystifie le français, S2 A phonologist deciphers different French accents by analyzing the different tones and pronunciations of Vietnamese, German, and Djiboutian accents.</p>	TFO ONFR IDÉLLO YouTube Instagram Facebook	TFO	Ontario

These journalistic productions made for the general public are available on all TFO platforms, including IDÉLLO, and are key vectors to increase the impact of French-language media in a competitive digital environment. They ensure that Francophone perspectives are represented in a meaningful and accessible way, consolidating TFO’s role as a leader in the delivery of high-quality Francophone journalistic content.

2.3. IDÉLLO

The IDÉLLO.org learning platform stands out for its ability to contextualize the channel’s original content and educational programs within teaching resources, effectively linking them to the Ontario curriculum. IDÉLLO plays an important role in students’ academic success by offering turnkey tools adapted to the needs of teachers in both French-language and French-as-a-second-language schools in Ontario and across Canada.

IDÉLLO is an ideal tool to support students’ Francophone identity-building and **Ontario’s Aménagement Linguistique Policy**, and promotes educational, cultural, and linguistic immersion that strengthens Francophone identity in a minority context.

The year 2023-2024 marked a turning point for IDÉLLO with a complete overhaul of the platform, aimed at improving the user experience and enriching the resources

available. Over 1,150 educational resources have been introduced in the form of videos, podcasts, fact sheets, and thematic files, including 175 mathematics resources and 500 literacy resources.

2.4. Boukili

Since 2016, TFO's learn-to-read app has established itself as the tool of choice for awakening a love of reading in French for millions of aspiring young readers in Ontario and across Canada. Specially designed to meet the literacy needs of Ontario's French-language schools, Boukili's graphophonic yet playful approach offers an immersive, interactive, and educational experience for children aged 4 and up.

Over the course of 2023-2024, 16 new books were added to the Boukili app, for a total of 220 books available for educational staff, parents, and children. Among these additions, five books focusing on mental health and well-being, and seven books focusing on math and science, have been specially designed for preschool and kindergarten children, responding directly to current educational priorities. All the books available on Boukili have been written and illustrated by French-speaking authors and artists, mainly from Ontario, reinforcing the authenticity and cultural relevance of the content offered.

More than 4.77 million readings were recorded during 2023-2024. This testifies not only to the application's popularity, but also to its effectiveness as a pedagogical tool supporting literacy goals across Canada.

Boukili illustrates TFO's commitment to developing resources that support the education and development of young Francophones through their reading skills, in line with ministerial directives and the expectations of the educational communities it serves across Canada.

2.5. Apprendre.tfo.org

Officially launched in March 2024, the new platform includes 228 self-directed learning activities in all subjects available to Ontario students and families from Kindergarten to Grade 8. These activities are also available on Virtual Learning Environments of school boards. Among the learning modules for elementary schools, there are 129 resources specifically linked to mathematics and literacy learning.

3. TFO's Outreach

3.1. Support for Teachers

TFO collaborates closely with teachers in Ontario and across Canada. Whether it is through tailored support in their use of content and resources on IDÉLLO, Boukili,

Apprendre à la maison, or TFO.org by responding to more than 2,300 requests, TFO teams have also put forward dynamic programming to support and equip teachers on a daily basis.

This year, TFO organized over 35 webinars for teachers, with hundreds of participants. What's more, in February 2024, TFO launched **Expériences éducatives branchées** (which translates to 'connected educational experiences'), during which the team hosts live videoconference lessons in several classrooms simultaneously across Ontario and Canada. Over 150 teachers participated with their classes, giving 3,500 students a dynamic learning experience with TFO teams on various curriculum themes.

3.2. Identity-building events and activities in schools

TFO strives to provide exceptional learning and identity-building experiences for students by organizing viewing events for its original productions, featuring the cast and production teams. These unprecedented in-school encounters allowed over 1,330 students across the province to be exposed to educational television content in which they can see, hear, and recognize themselves, and to talk with the actors, actresses, and creators behind the productions. Events included a preview of the first episodes of season 2 of *Gang de hockey* at École secondaire publique Louis-Riel, in Ottawa, as part of International Women's Sports Day, and a preview of season 3 of *La vie compliquée de Léa Olivier* at École secondaire catholique Béatrice-Desloges, in Orléans.

TFO also opens its studios to schools and the community, allowing groups of students to discover what goes on behind the scenes of children's television production. This year, over 120 students visited the main studios in Toronto.

3.3. Community Events

This year, TFO organized five public events attended by over 1,500 people across the province. Whether with its back-to-school and TV programming launch event in September, or by organizing screening events such as for the documentary *Alias Marie-Soleil* in Orléans, *#Couleurs du Nord* in Timmins, or the preview of *Un. Deux. Trois. Nos identités franco-canadiennes* in collaboration with the National Arts Centre in Ottawa, these gatherings enabled the community to discover TFO content and meet its creators.

TFO also joined forces with partners to organize or host large- or small-scale events to enable all spheres of the French-speaking community to forge links with their public media. These included the organization of the Panel on Aging in Toronto during the annual convention of the Assemblée de la francophonie de l'Ontario (AFO) and the screening of the documentary *Un. Deux. Trois. Nos identités*

franco-canadiennes with members of the Fédération des aînés et retraités francophones de l'Ontario (FARFO). TFO reporters on the ONFR team also hosted over 15 events, including the Prix RelèveON, Contact Ontarois, and the Franco-Festival in Thunder Bay.

TFO's liaison and marketing communications teams took part in over twenty educational and community events, conferences, and symposiums.

3.4. Partnerships

With a view to creating synergistic and integrated relationships with the community, TFO maintains annual or multi-year partnerships with over 30 Franco-Ontarian and Francophone organizations in Canada. These strategic alliances have given rise to a variety of initiatives, the co-creation of educational content and resources, and the sharing of content and expertise. They have also helped make TFO content more discoverable to new audiences.

Partners	
ACFO - Hamilton Ontario (Hamilton)	Fédération des aînés et des retraités Francophones de l'Ontario (FARFO) Ontario
ACFO - Prescott and Russell Ontario (Prescott and Russell)	Festival franco-ontarien Ontario (Ottawa)
ACFO-SDG: LOL Contest Ontario (Stormont Dundas and Glengarry)	Fondation dialogue: Rendez-vous de la Francophonie Canada
Youth Media Alliance (YMA) Canada	Francophonie en fête de Toronto Ontario (Toronto)
Assemblée de la francophonie de l'Ontario (AFO) Ontario	Journal La Liberté Manitoba
Ontario Health and Physical Education Association Ontario	Mouvement d'implication francophone d'Orléans (MIFO) Ontario (Orléans)
Carrefour francophone de Sudbury Ontario (Sudbury)	Holocaust Museum Québec
Centre franco Ontario	Pagayons ensemble Ontario
Centre francophone de Hamilton Ontario (Hamilton)	Regroupement des gens d'affaires de la région de la capitale nationale (RGA) Ontario (Ottawa)
Cinéfranco Ontario (Toronto)	EdCan network Canada
Cinémental Manitoba	Réseau Ontario Ontario
Canadian Club of Toronto Ontario (Toronto)	Science Nord Ontario
Coopérative franco de Thunder Bay Ontario (Thunder Bay)	Semaine de la francophonie de Toronto Ontario (Toronto)

Partners

Lachance School of Music

Canada

Théâtre Action

Ontario

Canadian Federation of Students (CFS)

Canada

Wapikoni

Québec

3.5. TFO Scholarships and Awards

What's more, each year TFO recognizes the efforts and achievements of students, screen artisans, and members of Ontario's and Canada's Francophone communities. TFO works with a number of partners to offer scholarships, prizes, and training opportunities. This year, TFO awarded the following prizes:

Scholarship	Region
Equity, diversity, and inclusion grant for youth production Youth Media Alliance of Radio-Canada, Télé-Québec, TFO and APTN	Canada
Théâtre Action and TFO Scholarship Festival Théâtre Action in schools	Ontario
"Coup de Cœur TFO" Award at LOL Contest ACFO-Stormont Dundas and Glengarry (SDG)	Ontario

3.6. Pan-Canadian and International Outreach

TFO's reach outside Ontario is expressed through a number of factors that amplify the impact of Ontario's French-language public media across Canada and beyond. With 340,000 households subscribing to the channel outside the borders of Ontario and Manitoba — where TFO is distributed free of charge by cable operators — the channel generated \$1.1M in revenue in 2023-2024. The TFO.org and ONFR.org platforms also attract a regular audience of Francophones and Francophiles in the rest of Canada, testifying to the relevance and appeal of its content.

Outside Ontario, IDÉLLO benefits from wider use thanks to provincial agreements with British Columbia, Manitoba, Saskatchewan, New Brunswick, Nova Scotia, and school boards in Québec. This gives IDÉLLO a significant presence in the Canadian educational landscape.

The Boukili application is also widely used by families and teachers in Québec and other provinces. 48% of application users are in Québec. Its use also extends beyond Canada's borders, with thousands of users in France, the United States, Belgium, and Switzerland, who account for 17% of Boukili users.

On the partnership front, TFO's reach extended beyond Ontario with the production of a school conference based on its series *Échec & moi*, in collaboration with the Rendez-vous de la Francophonie organized by Fondation Dialogue. This conference,

broadcast in French schools across the country during the Mois de la Francophonie, is now available on IDÉLLO.

In addition, TFO collaborated with production companies across Canada and internationally by co-producing television content, and participating actively in the exchange of expertise in the media industry on the international scene, notably with Médias francophones publics (MFP).

In 2023-2024, TFO took steps to deploy its pan-Canadian strategy, which proposes that provincial and territorial governments use TFO’s educational resources and recognize TFO as their French-language educational public media within the meaning of the *Broadcasting Act*. Meetings with various stakeholders were organized throughout the year as part of this initiative.

3.7. Awards and Recognitions

In 2023-2024, the ONFR dossier ***Au pied du mur***, about Ontario’s housing crisis, won a silver medal at the Awards for Excellence in Digital Publishing. TFO’s original productions received 7 nominations at the 38th Prix Gémeaux.

Nominations and Awards	Award
Au pied du mur (ONFR, TFO) Silver medal Best news coverage (community publication)	Award for excellence in digital publishing
Zik (Moi & Dave) Best Youth Series or Show: Entertainment or Magazine	38th Prix Gémeaux
Les Autochtones, tu connais? (Kassiwé Média) Best Youth Series or Show: Entertainment or Magazine	38th Prix Gémeaux
Ma vie en couleurs (Maki Média) Best Youth Animation Series or Show	38th Prix Gémeaux
Jean-François Proteau for “Les Autochtones, tu connais?” (Kassiwé Média) Best Director, Youth Series: Entertainment or Magazine	38th Prix Gémeaux
Laura Bergeron, Simon Madore for “Zik” (Moi & Dave) Best Director, Youth Series: Entertainment or Magazine	38th Prix Gémeaux
Mehdi Cayenne for “Zik” (Moi & Dave) Best Host: Youth Series	38th Prix Gémeaux
La Cabine (ONFR, TFO) Best Original Show or Series for Digital Media: Variety, Magazine, Public Affairs, Sports	38th Prix Gémeaux

4. Our Talent

TFO employs just over 180 people, working mainly in its main studios in Toronto, but also in its Ottawa and Sudbury offices. TFO's people are its creative force and in 2023-2024, TFO continued to strive to advance human resources initiatives to create an engaged and rewarding work environment.

To consolidate TFO's investment in the potential of each team member, the Talent Coaching Program was made permanent, the Leadership Development Program for managers was completed by the entire management team, including a training workshop on immunity to change and the setting up of co-development groups, thus strengthening our managerial capabilities in the face of the ongoing challenges of the modern working environment.

This year, TFO continued its program to improve corporate culture with training for all staff on collaboration and feedback, as well as on preventing and managing disputes, encouraging a safe and harmonious workplace.

In addition, TFO carried out a major transition of benefits services, including group insurance and pension plans, to a new provider that delivered a better employee experience, optimized internal processes, and achieved cost savings. The Employee and Family Assistance Program (EFAP) was also enhanced to support the well-being of our teams and their families.

Our commitment to equity, diversity, and inclusion was reflected in a number of initiatives. Employees met Indigenous producer Julie O'Bomsawin on Truth and Reconciliation Day, and Afro-descendant producers Habibata Ouarmé and Josiane Blanc during Black History Month. The aim of these encounters was to increase understanding and appreciation of diverse cultural perspectives. We also created an Equity, Diversity, and Inclusion Committee, made up of employee volunteers, to strengthen our collective efforts in the area of diversity and inclusion, and to place the French-speaking world at the heart of TFO's screens, resources, and talents.

5. Performance and Financial Performance

5.1. Performance Indicators

In its business plan, TFO established annual performance measures based on its vision, mission, and objectives, that align with its 2022-2025 strategic plan. Achievements during the year exceeded most of the targets set in the business plan and include, namely:

- The performance of educational content:
 - 17.1M books read (cumulative since 2016)

- 536 average audience per minute (AAM) for children’s and youth content on TV.
- 35% bounce rate on IDÉLLO (i.e. 7% above target, due in part to the fact that, following the redesign, IDÉLLO is aimed exclusively at teachers and not parents).
- The performance of synergistic and integrated relationships:
 - 45 events and meetings with leaders in the Francophone community and education in which the executive leadership has participated.
 - 15 Francophone community events organized by TFO
- Employee satisfaction rate of 77%.

5.2. Financial Performance

TFO has three sources of funding:

- Operating grants from the Ministry of Education of Ontario (ÉDU)
- Grants from other public sources, and
- Self-generated funds.

In 2022-2023, TFO recorded revenues of \$42 million, compared to \$46.5 million the previous year.

Income	Details	2023-2024	2022-2023
EDU Funding Granted	Funding for operations has remained substantially the same since 2018.	\$30.8M	\$30.8M
	Financing recognized in previous years	\$5.9M	\$7.6M
	Deferred financing for future years	(\$4.8M)	(\$5.6M)
	Deferral of future depreciation	(\$7.5M)	(\$6.9M)
EDU Financing Accrued Income¹		\$24.4M	\$25.9M
ÉDU special projects fund²	2024: Monetary Resolution Bill 124 and the French as a Second Language (FSL) project	\$1M	\$1.6M
	2023: E-learning and FSL projects		
Other public sources³	The funding received through the <i>Protocol Agreement for Minority Language Education and Second Language Instruction</i> has remained the same.	\$2.9M	\$2.7M
	Canada Media Fund (CMF) funding is deferred for future amortization of our in-house productions.		
Self-generated funds⁴	Revenues from cable television, sales of services, and others	\$2.1M	\$3.7M

¹ See note 15 of the financial statements.

² See note 16 of the financial statements.

³ See note 17 of the financial statements.

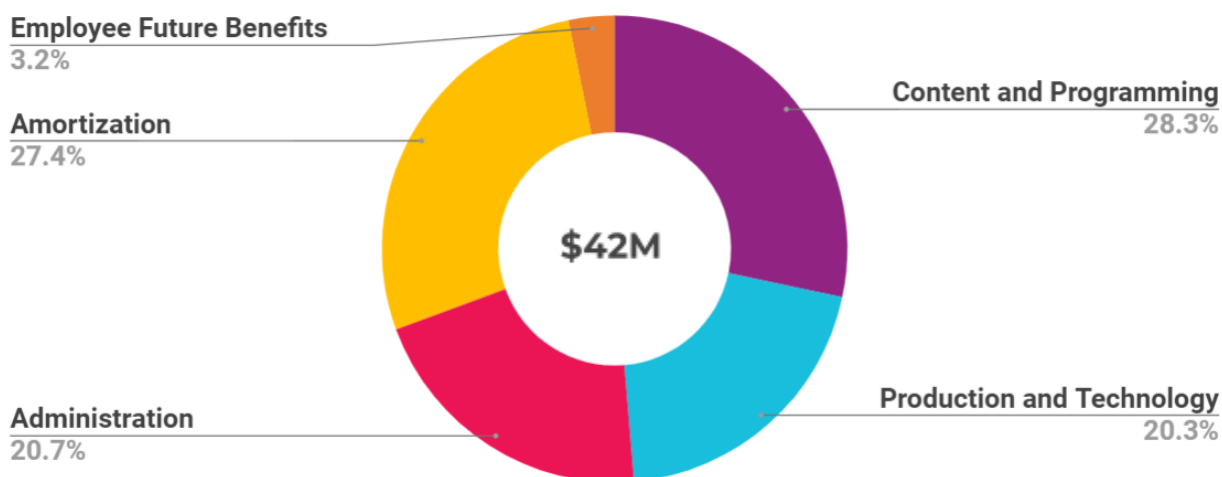
⁴ See note 18 of the financial statements.

Depreciation	Income recognized for amortization of broadcasting rights, in-house programming, and tangible fixed assets.	\$11.5M	\$12.6M
TOTAL		\$42M	\$46.5M

The decrease in revenues is mainly due to the completion of e-learning content production projects. There is also a reduction in revenue recognized for amortization of fixed assets for in-house programming, following the revision of our capital calculations in 2022-2023.

As with revenues, our expenses, which total \$42 million for fiscal year 2023-2024, fell by \$4.5 million, mainly due to the finalization of e-learning projects and reduced amortization of in-house programming.

Figure 1: Operating Costs and Expenses



6. Risk Management and Future Prospects

To maintain its role as a public educational media organization, TFO is actively engaged in strategic risk management. As a partner of Francophone communities, school boards, and government, TFO recognizes the importance of this management to ensure its continued relevance and impact.

Budgetary Pressures

TFO's base funding of \$30.8 million has remained substantially unchanged since 2018, while inflation has increased and TFO's overall costs have risen by around 15% over the past five years.

The shortfall for TFO is considerable, even if its budget is balanced. Over the past 12 years, TFO has significantly reduced its investment in content to offset stagnating

funding. TFO's rate of new content production dipped to 15% in 2022-2023, the lowest ever achieved since its creation. As a result, there has been a significant reduction in the amount of new content offered by TFO for its audiences, whether at home or in the classroom.

This situation jeopardizes TFO's relevance as a creator and broadcaster of original French-language content, a driving force in building Francophone identity, and an essential resource for teachers in Ontario and Canada. By 2026-2027, TFO's goal is to increase new content production to 40%, an acceptable threshold to ensure the relevance of its programming, the fulfillment of its mandated obligations and its competitiveness in the media industry.

In order to invest more in its content, TFO reduced its expenses by restructuring in 2023-2024, which led to a 10% reduction in its workforce, and a 6% reduction in non-content operational expenses during the same period. This enabled TFO to increase its novelty rate from 15% to 20% in 2023-2024. TFO also implemented a strategy to diversify its revenue streams and submitted a request for additional core funding.

Discoverability of Content

On the other hand, content discoverability has become a major challenge for TFO, due to the dominance of English-language digital platforms and changes in content consumption habits. To ensure its relevance and impact, TFO must invest more in promoting its content and developing modern digital platforms.

Young people, in particular, are sensitive to this challenge. Confronted with a multitude of online content, they tend to favour content available in the dominant language. To counter this trend, TFO needs to offer attractive educational content adapted to the platforms they frequent, in order to reinforce their Francophone cultural identity from an early age.

Future Prospects

In the years to come, TFO is committed to continuing its evolution as a leading public educational media organization, focusing on the following areas:

- Greater control over operating costs (excluding content): with a rigorous budgeting process based on priorities.
- Increased production of new content: TFO aims to increase its rate of new content production to 40%, in order to guarantee the relevance and quality of its programming.
- Diversified funding sources TFO will continue to seek additional funding, exploring new avenues such as sponsorships and philanthropy, while

continuing its efforts to find additional sources of revenue from various government programs.

- Enhance content discoverability: TFO will invest in the development of innovative digital platforms and in the promotion of its content, in order to reach a wider audience and strengthen its impact within French-speaking communities.
- Pan-Canadian expansion: TFO will continue its efforts to establish its leadership role as a French-language educational public media in other provinces and territories across the country where Francophone minority communities evolve, aligning its strategies with the specific needs of each community.

By adapting to today's challenges and investing in innovation, TFO will be well positioned to continue playing an essential role in the education and promotion of the French language and culture in Canada.

7. Board of Directors and Executive Committee

7.1. The Board

TFO is incorporated without share capital under the *OTELFO Act*, and is governed by a Board of Directors consisting of nine members appointed by order of the Lieutenant Governor in Council.

The Board of Directors occupies a central position in TFO's governance, providing strategic leadership and ensuring that the organization's initiatives are aligned with its mission. Members meet regularly, holding sessions at least four times a year to stay deeply involved in development and supervision.

Two standing committees support the Board in its responsibilities: the Finance and Audit Committee, which ensures financial integrity and compliance, and the Governance and Human Resources Committee, which oversees the deployment of the Group's talent and resource management strategy.

The year was marked by the arrival of a new member. The ongoing effort to recruit qualified members demonstrates the commitment to enriching the Board with individuals able to support TFO's educational and cultural ambitions.

Jean Lépine

Chair of the Board (Toronto)

March 25, 2021 - March 24, 2025

Member of the Finances and Audit Committee

Member of the Governance and Human Resources Committee

Dominique O'Rourke

Vice Chair (Guelph)

Maxim Jean-Louis

Administrator (Sudbury)

February 14, 2020 - February 8, 2025

Member of the Governance and Human Resources Committee

Christine Dikonguè

Administrator (Toronto)

December 31, 2018 - July 14, 2023 (appointed Vice-Chairwoman from July 15, 2021)
Chair of the Finances and Audit Committee
Member of the Governance and Human Resources Committee

Dominique Giguère

Vice Chair (Aylmer)

March 4, 2022 - March 3, 2025 (appointed Vice-Chairwoman from March 4, 2024)
Chair of the Governance and Human Resources Committee

Frédéric Duguay

Administrator (Toronto)

March 10, 2022 - March 9, 2026
Chair of the Finances and Audit Committee

Lucie Laplante

Administrator (Bloomfield)

October 20, 2022 - November 27, 2023
Member of the Finances and Audit Committee

November 3, 2022 - November 2, 2024
Member of the Finances and Audit Committee

Monique Ménard

Administrator (West Nipissing)

January 19, 2023 - January 18, 2025
Member of the Governance and Human Resources Committee

Jennifer Spoke

Administrator (Toronto)

February 1, 2024 - January 31, 2026
Member of the Finance and Audit Committee

7.2. Executive Committee

The organizational structure of TFO consists of six sectors headed by a member of the Executive Committee, made up of senior managers, who report to the CEO, a position appointed by Order in Council by the Lieutenant Governor in Council.

General Management

Michelle Séguin

Chief Executive Officer

Content and Production

Sonia Boisvert (January 22, 2024)

Vice-President, Content and Production

Claude Sauvé (until January 19, 2024)

Vice-President, Content and Production

Educational Services

Éric Génier (July 4, 2023)

Chief Officer, Educational Services

Nadine Dupont (until May 31, 2023)

Vice-President, Digital Learning

Human Resources

Poonam Ramkhelawon Maroam

Chief Officer, Human Resources

Finance, Technology and Operations, and Legal Services

Francis Michaud

Vice-President and Chief of Operations

Sylvie Roussel

Senior Legal Advisor and Secretary of the Board of Directors

Marketing, Communications, and Digital Experience

Joëlle Drouin

Chief Officer, Marketing, Communications and Digital Experience

Appendix I - Compensation of the Board of Directors

Member	Total compensation in 2023-2024	Per Diem Remuneration Rate
Jean Lépine, Chair	\$13,875	\$350
Dominique O'Rourke, Vice-Chair (Until until July 14, 2023)	\$2,150	\$250
Dominique Giguère, Vice-Chair (from March 4, 2024) and administrator	\$5,550	\$250
Maxim Jean-Louis, Administrator	\$2,600	\$200
Frédéric Duguay, Administrator	\$3,600	\$200
Lucie Laplante, Administrator (Until November 27, 2023)	\$900	\$200
Christine Dikonguè, Administrator	\$2,300	\$200
Monique Ménard, Administrator	\$3,000	\$200
Jennifer Spoke, Administrator	\$700	\$200
Total	\$34,675	N/A