

**GROUPE
MÉDIA**

TFO

2020-2021 Annual Report

More than ever, Groupe Média TFO is looking to the future: an exciting future that includes the education of our youth and the culture, knowledge and quality entertainment we are committed to offering the community.

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Chapter 1

An Overview of Groupe Média TFO and Land Acknowledgement

Groupe Média TFO, stories that shape our tomorrows

Groupe Média TFO is a Franco-Ontarian public media company offering an interconnected discovery experience across its educational, cultural and current content in French. Audiences lie at the heart of Groupe Média TFO's omnichannel mission and vision, where they see themselves growing alongside its innovative and award-winning creations. By its educational mandate, on television, on digital platforms and through its initiatives and applications, Groupe Média TFO puts knowledge within arm's reach. At the forefront of digital learning, the company reflects the vitality and diversity of the community it serves and prepares the next generation for the world of tomorrow.

Acknowledgement of the Aboriginal Territories on which our offices are located

We recognize the long-standing and sacred bond between the following nations and the territories in which our 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

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

We are working to create partnerships and content to reflect Indigenous culture and history.

Chapter 2

Letter from the Chair of the Board

Groupe Média TFO, Enlightening Tomorrow

Overcoming all obstacles together.

Every day, TFO supports the Franco-Ontarian population in a continuous learning process through its in-house productions, its TV and Web programming and its many digital learning resources. An expansion of our mandate by the Ministry of Education will allow us to amplify our mission even further by supporting the creation, administration and coordination of distance education programs in French Ontario.

We are proud that families and teachers can look to us for this mandate. Groupe Média TFO wishes to maintain its position as an educational and cultural partner of choice for minority-community French-language education that is increasingly relevant to the Ministry of Education and our target audiences, particularly the education community, while ensuring its viability. As a leader of social transformation as driven by the 4th industrial revolution, TFO will continue to enlighten tomorrow, promoting the acquisition of the required employability skills for personal, academic and professional growth.

This year has made us reflect even further on the measures we need to take to support our teams, families and teachers when our daily lives get upended. From our television airwaves to our digital platforms and apps, we did everything we could on our end to facilitate this new life for Francophones and Francophiles in Ontario and the rest of Canada.

An analysis of the impacts of the COVID-19 crisis will allow us to develop our next strategic plan to meet the trends we observed and deliver on our broader mandate. This plan, which will begin in April 2022, will build on the gains made during the pandemic to promote continuity of education, from school to home. Indeed, the one thing we learned in recent months is how crucial it is for our Franco-Ontarian youth to have access to high-quality educational content in their language, wherever they may be, in order to build themselves as citizens and prepare for their future.

On behalf of all the members of the Board, I would like to thank the Government of Ontario for its trust, the outgoing Chair of the Board, Ms. Carole Beaulieu, and the Acting Chair of the Board, Mr. Maxim Jean-Louis, the members of the Board, and the entire TFO team for their dedication and exceptional work in carrying our organization into the future.

We are proud to present this annual report which highlights our achievements in 2020-2021, demonstrating the resilience of our employees and supporting our educational and cultural mandate. Beyond the many challenges brought by the pandemic, this report is also a reminder that collaboration, commitment and determination are catalysts for innovation, enabling us to overcome all obstacles together.

I hope you enjoy reading this 2020-2021 annual report!

Jean Lépine
Chair of the Board

Chapter 3

Letter from the Acting President and CEO

A Message from Michelle Séguin

An exciting future

As 2020 proved the year of all challenges, the 2020-2021 fiscal year also proved that challenges are not an easily-depleted resource!

In the wake of the upheavals caused by COVID-19 at the beginning of 2020, Groupe Média TFO not only brilliantly rose to the challenge of maintaining its activities, but also became more relevant, more efficient and more essential than ever to the health of Ontario's Francophone ecosystem.

Our employees demonstrated resilience, agility and creativity as they adapted to the new reality. During their rapid transition to remote work, they also responded immediately to the call from the Ministry of Education to produce educational content that would help with the realities of learning at home. The IDELLO and Boukili platforms were further improved and made even more accessible, supporting even more families, teachers and students during the quarantine. At the beginning of the pandemic, the two platforms registered an increase in sessions of more than 530%.

This evolution of our offering has contributed to a significant expansion of our reach, first in Ontario, but also across the country, with our television audiences increasing by more than 126% over the same period. Throughout the year, ONFR+ also offered unique content focused on the reality of Franco-Ontarians during this historical period.

In July 2020, the Ontario government informed Groupe Média TFO and its counterpart, TVO, of its desire to expand their respective mandates to support the creation, administration and coordination of French-language distance education programs in Ontario for high school students. In recognition of the quality of our educational resources, the government also entrusted us with the development of online learning resources for elementary students. To facilitate the success of these learning projects, TFO and TVO adopted a collaborative approach and pooled their expertise in order to enhance the existing educational ecosystem and offer enriching, interactive, accessible and high-quality courses with the support of their education partners.

We could not have suspected that the extraordinary challenges we faced this year would have allowed us to achieve the vision developed in our 2019-2022 strategic plan and meet our goals.

Those goals were:

1. amplify and enrich partnerships with school boards and other education organizations to implement the ALP and foster the development of the Franco-Ontarian cultural identity;
2. through our content and services, be a driver of the French fact for Ontarian society, in Canada, and internationally;
3. support more learners, educators and parents in acquiring employability skills;
4. develop and adapt a new, effective and sustainable business model

Message de Michelle Séguin

Some key figures of this year:

- IDELLO and Boukili: 530% increase in the number of sessions on these two resources at the beginning of the pandemic;
- 126% increase in our television audiences;
- Cable: 9% cumulative year-to-date increase;
- YouTube views across our network of channels increased from 1.5M (historical average) to 200.2M for the year;
- The number of YouTube subscribers across our network of channels increased from 166.9K (historical average) to 2.3M subscribers.

In the spirit of efficiency, Groupe Média TFO continues to transition its business systems to optimize its internal processes and facilitate operational excellence.

These many efforts in the areas of service, creativity, collaboration, and optimization will be reinforced in the development of our next strategic plan, which focuses on renewed leadership and a vibrant corporate culture to serve Ontario's Francophonie.

Special focus will be to welcome new faces at Groupe Média TFO, as new employees have recently joined us to answer the call of our digital learning strategy and our employees return to our offices after COVID.

I would like to take this opportunity to thank all of the employees, the management team who have been so cooperative behind the scenes, and our Board of Directors who guide us with aplomb.

Groupe Média TFO is proud of the accomplishments of the past year, enthusiastic about the prospects that lie ahead, and intends to be a more organic partner for education and the Francophonie in Ontario, yesterday, today and tomorrow.

I wish you a pleasant read.

Michelle Séguin
Acting President and CEO

Chapter 4

About Groupe Média TFO

Mandate

The mandate of OFLECA/OTELFO is to encourage permanent learning in Ontario by offering quality, French-language educational programming services through television, new media and other communication technologies. Permanent learning means the continuous acquisition of skills and knowledge that are essential to employability and personal growth.

In partnership with district school boards and other French-language education organizations and agencies, OFLECA/OTELFO creates and supports a Centre for excellence in permanent learning, thereby expanding the selection of flexible and high-quality programs accessible to learners of all ages. The OFLECA/OTELFO may enter into agreements, including funding agreements with third parties, in accordance with Articles 6 and 10 of the Ontario French-language Educational Communications Authority Act of 2008.

Mission

Groupe Média TFO is an essential educational and cultural partner to develop employability skills in French. It offers learners of all ages, parents and educators stimulating experiences and award-winning content, at the cutting edge of digital learning. Proud of its public heritage, TFO celebrates the French fact in Ontario and beyond.

Vision

Be recognized as a Francophone partner of choice in transforming education to help make Ontario and Canada more competitive in the era of the 4th Industrial Revolution

Values

- Respect
- Leadership
- Creativity and initiative
- Innovation
- Ambition

The Board

(April 1, 2020 to March 31, 2021)

Carole Beaulieu
Chair of the Board (Toronto)
Member since June 26, 2013.
Term ends on January 4, 2021.
*1-M, 2-M

Jean Lépine
Chair of the Board (Toronto)
Member since March 25, 2021.
Term ends on March 24, 2025.
*1-M, 2-M

Carole Myre
Administrator (Embrun)
Member since April 18, 2012.
Term ends on December 31, 2021.
*1-M

Donald A. Obonsawin
Vice Chair (Ballantrae)
Member since December 17, 2013.
Term ends on December 16, 2020.
*1-M, *2-M

Marie Larose
Administrator (Toronto)
Member since May 27, 2015.
Term ends on December 31, 2021.
*1-C

Bernard Roy
Administrator (Orléans)
Member since November 30, 2016.
Term ends on December 11, 2020.
*1-C

Maxim Jean-Louis
Administrator (Sudbury)
Acting President (January 5, 2021 - March 25, 2021)
Member since February 14, 2020.
Term ends on February 14, 2023.
*2-M

Dominique O'Rourke
Administrator (Guelph)
Member since December 31, 2018.
Term ends on December 30, 2021.
*2-C

Denis Claveau
Administrator (Toronto)
Member since July 02, 2020.
Term ends on July 1, 2022
*2-M

Yannick Lallement
Administrator (Toronto)
Member since August 06, 2020.
Term ends August 5, 2022.
*1-M

Julie Lantaigne
Administrator (Hamilton)
Member since December 10, 2020.
Term ends on December 9, 2023.
*2-M

Board secretaries during this period:
Johanne Franklin

*Board of Directors Committees
1. Governance and Human Resources Committee
2. Finances and Verification Committee

M: Member
C: Committee Chair

The full amount of remuneration paid to members of the Board of Directors (including the Chair(s)) during 2020-2021 totals \$ 49,425. This amount matches the remuneration recommended by the Lieutenant-Governor in Council.

Total fees paid to Carole Beaulieu, chair in 2020-2021: \$ 11,550.00

Total fees paid to Maxim Jean-Louis, acting chair in 2020-2021: \$ 2,275.00

Total fees paid to Jean Lépine, chair in 2020-2021: \$ 0

Management

As of July 30, 2021

Michelle Séguin
Acting President and CEO

Julie Caron
Vice President, Learning Continuum

Claude Sauvé
Vice President, Content and Production
(Acting for the Marketing department)

Nadine Dupont
Chief Content Officer

Sylvain L'Écuyer
Senior Director, Finance and Legal

Al Olivier
Acting Senior Director, Technology and
Operations

Poonam Ramkhelawon Maroam
Director, Human Resources

The Organization at a Glance

Digital Education

Make Groupe Média TFO a recognized leader and partner in the transformation of education across Ontario and Canada.

Content and Distribution

Design, produce and acquire content aligned with the company's strategy, and ensure its strategic distribution to target the right audience on any platform.

Finance and Legal

Provide financial and administrative leadership to the entire organization to ensure that Groupe Média TFO achieves its strategic objectives through the judicious use of its funds and compliance with government and regulatory requirements.

Marketing, Communications and Philanthropy

Serve as a strategic ally to our internal and external partners in order to increase our brand awareness, grow our audiences and generate new revenues, by propelling Groupe Média TFO's multiplatform offering in Ontario, Canada and beyond.

Human Resources

Create and implement integrated corporate human resources strategies to ensure the engagement, retention and development of top talent within Groupe Média TFO.

Technology and Operations

Shape an innovative technology environment while supporting operational activities.

Chapter 5

2019-2022 Strategic Plan Review

2019-2022 Strategic Plan

The objectives of Groupe Média TFO's three-year strategic plan for 2019-2022 are grouped into three areas:

1. education and the Francophonie,
2. learning employability skills, and
3. organizational sustainability.

The axis dealing with education and the Francophonie includes two major objectives.

The first is to amplify and enrich partnerships with school boards and other education organizations to implement the Aménagement Linguistique Policy (ALP) and foster the development of the Franco-Ontarian cultural identity.

The second is to mobilize our content and services in order to be a driver of the French fact for Ontarian society, in Canada, and internationally.

The employability skills axis also includes two major objectives: to position our services and content to support more learners, educators and parents in learning employability skills and to create creative, collaborative spaces for Francophones and Francophiles.

The third axis, which aims to ensure the sustainability of the organization, is articulated around one major objective: developing a new efficient and sustainable business model.

Chapter 6

Major Initiatives in 2020-2021

Continue to foster enriching relationships and partnerships with educational communities (1/2)

Major initiatives in 2020-2021	Achievements in 2020-2021
<p>Following the closure of schools due to COVID-19, support the government in the continuity of learning for students</p>	<p>As soon as schools closed, Groupe Média TFO adapted its offer and distribution channels — IDELLO, BOUKILI, TFO.org, its TV channel — to make its educational resources and services available to students, parents and teachers, in order to promote the continuity of learning from home.</p> <p>This initiative continues through “IDELLO Apprendre à la maison”, which provides engaging resources, activities and critical thinking questions for students in Grades 1 to 8.</p>
<p>Develop new educational partnerships with school boards and educational organizations in Ontario</p>	<p>Strong growth in new partnerships: 51 agreements were signed during the year. In addition, IDELLO is present in more than 150 school boards across Canada and our production investments are allocated as follows:</p> <ul style="list-style-type: none"> • 80% of TFO's investments are in Ontario, • 8% in Quebec, • 12% for French-language productions in other provinces (Manitoba, NB, etc.).

Continue to foster enriching relationships and partnerships with educational communities (2/2)

Major initiatives in 2020-2021

Implement a partnership with La Cité, the Université de l'Ontario français (UOF) and Cadre 21 for professional development programs in education: develop online training that addresses the priority issues facing teachers in Ontario's French-language schools

Encourage the creation of collaborative spaces for creativity

Achievements in 2020-2021

Discussions to lay the groundwork for this academic partnership are underway and will continue into 2021-22.

The arrival of COVID-19 forced us to put this goal on hold due to lack of time and resources. Fortunately, we were still able to get our Français Sans Frontières (FSF) project up and running before the pandemic.

This collaborative and creative space is hosted on IDELLO.

Reposition our content production and distribution strategy (1/2)

Major initiatives in 2020-2021	Achievements in 2020-2021
<p>Launch the new positioning and branding of Groupe Média TFO (including its franchises)</p>	<p>On August 25, 2020, GMTFO launched its new visual identity and TV channel redesign. Launch of the new TFO brand signature: Enlightening tomorrow.</p>
<p>Create the first integrated omnichannel strategy, putting the user at the center of our distribution strategy</p>	<p>This shift to become an omnichannel media company is well underway and drives TFO's content over a network of interconnected channels enabled by four major and beloved properties - MiniTFO, FlipTFO, PlusTFO and IDELLO, in a choreography tailored to the interests and consumption patterns of audiences.</p>
<p>Develop a new "IDELLO Famille" offering to provide an online learning experience for parents who want to support their child's learning (with free access in Ontario)</p>	<p>Less than 48 hours after the announcement of the school closures, "Le Camp TFO en famille" was launched on Idello.org, with free access, and was viewed by 3 million people. With the new "IDELLO Apprendre à la maison" portal, parents and teachers are now supported in helping children continue to learn at home within the framework of the Ontario curriculum.</p>

Reposition our content production and distribution strategy (2/2)

Major initiatives in 2020-2021

Update our content strategy:

- target
- continue the production, co-production and acquisition of content on employability skills
- explore a new strategy for the 13+ age group

Conduct an audit of production processes and implement recommendations (in conjunction with the sales strategy review and programming schedule cost analysis)

Establish a governance charter for co-productions

Achievements in 2020-2021

- Enhance the value of content to develop employability skills by reviewing our content acquisition, co-production and production strategy:
 - review internal validation workflows
 - increased collaboration between Content and Distribution and Digital Learning, with joint development of strategies
- Propel our content through interconnected distribution channels:
 - develop a customer-centric, evidence-based omnichannel distribution strategy, putting the right content on the right platforms at the right time for the right audiences

New internal programming workflows are currently being finalized by TFO's teams.

The governance charter was published in July 2020.

Creation, administration and coordination of distance learning programs in French (1/2)

Major initiatives in 2020-2021	Achievements in 2020-2021
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With EDU, MAFO, TVO, develop the governance structure for the development of the Business Plan related to the expanded mandates of TVO and Groupe Média TFO

From the end of August to December 2020, to facilitate the development of the business plan, EDU, TVO, Groupe Média TFO and the Ministry of Francophone Affairs (MAF) implemented a governance structure during the summer of 2020, governed by the Online Learning Project Governance Structure - Terms of Reference, and including various committees and work teams.

Their work was enriched by consultations with education partners. Beyond this structure, the Chairs of the Boards of Groupe Média TFO and TVO, along with their Executive Directors, held regular joint meetings.

Participate in EDU consultations with school boards, school board consortia, teachers' unions, Catholic and Francophone stakeholders and Indigenous partners to anchor our new mandate

From September to December 2020, Groupe Média TFO participated in the Ministry's consultations with numerous education partners and worked closely with French school board associations, the Centre franco, the Consortium d'apprentissage virtuel de langue française de l'Ontario and its counterpart, TVO.

Develop a joint business plan with TVO outlining the e-learning implementation strategy and resources required

The business plan was filed in December 2020.

Creation, administration and coordination of distance learning programs in French (2/2)

Major initiatives in 2020-2021

Implement the actions proposed in the business plan, meeting the primary goal of offering two online courses to high school students by the start of the September 2021 school year

Develop a prototype learning module that can be integrated into online courses and educational series

Achievements in 2020-2021

Since submitting the business plan, various components of the vision for high school e-learning have evolved. Currently, the Department of Education is determining the next steps to move forward with its e-learning strategy.

Following the development of a first prototype of an immersive virtual learning game (IVLG), we are refining our approach to produce interactive learning objects (ILOs) that can be integrated into ELEMs (Elementary E-Learning Modules in Ontario) and SELCOs (Secondary E-Learning Courses in Ontario) and reused for different subjects and grades.

Implement a partnership with the UOF and the Carrefour francophone du savoir et de l'innovation

Major initiatives in 2020-2021

Achievements in 2020-2021

Jointly develop a clear vision for academic collaboration between Groupe Média TFO and the UOF:

- professional development and continuing education course offerings
- online course content
- collaboration on research and publication
- exploration of funding sources

A first version of the academic collaboration vision between UOF and Groupe Média TFO has been established around the 4 priorities.

Support the development of the UOF's technological and digital infrastructure until it is self-sufficient

TFO provided technical support throughout the year as the UOF moved toward technological self-sufficiency, which was achieved in January 2021, and in anticipation of the upcoming opening of its facilities.

Make Groupe Média TFO the co-creator and co-founder of the Carrefour francophone du savoir et de l'innovation

Recognition of Groupe Média TFO by the UOF as one of the 4 major partners working to co-create the Carrefour francophone du savoir et de l'innovation, along with the Centre francophone du Grand Toronto and the Théâtre français de Toronto.

Ensure organizational sustainability (1/2)

Major initiatives in 2020-2021

Increase our self-generated income:

- deploy a new strategy towards cable operators, including the reorganization of teams and responsibilities
- review our advertising sales strategy
- optimize the management of our YouTube channels
- create a business plan to evaluate the opportunities and associated costs to determine the profitability of selling content
- secure our CMF grants as a producer and broadcaster
- develop a new business strategy for IDELLO

Implement a talent development strategy focused on employee experience and operational excellence

Achievements in 2020-2021

- The new strategy with regard to cable operators has been deployed through the creation of a dedicated department to facilitate commercial relations with distribution companies, and through dedicated marketing campaigns to increase awareness of our TV channel.
- The optimization of our YouTube channel management and the profitability of selling our content have been interrupted due to the re-prioritization of our activities during COVID-19 and lack of resources.
- Our CMF grants remain stable.
- The new IDELLO business strategy is being developed and should be ready for implementation by 2022.

- The Talent Coaching Program was launched in July 2020. It was put on hold in the fall to ease the workload on our teams. The program will resume by 2022.
- Reorient the objectives of the Human Resources sector in terms of:
 - Mental health and wellness
 - Talent Management Program
 - Recruitment

Ensure organizational sustainability (2/2)

Major initiatives in 2020-2021

Implement an analytics strategy to drive more informed, efficient, and thoughtful business decisions through data:

- modernize enterprise systems: implementation of Ceridian
- strengthen data quality in our LOUISE production and distribution system
- ensure the relevance and quality of the data on the IDELLO and BOUKILI platforms

Ensure compliance for the management and security of customer data

Achievements in 2020-2021

- Implementation of two new financial and human resource enterprise systems, Business Central and Dayforce (Ceridian)
Louise: Improved data quality in our production and distribution system
 - A new position has been created to ensure better understanding of the data (IDELLO and Boukili among others), ensure data integrity and create relevant reports.
 - Implementation of an ETL (Extract Transform Load) process: transformation and modeling of data, accessible in Power BI, allowing the creation of relevant reports according to specific indicators.
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- Several training workshops on data security were held via the KnowBe4 platform.
 - Migration of all IDELLO and tfo.org data in Canada to AWS.

Anchor philanthropy in our corporate strategy to make it a sustainable source of revenue

Major initiatives in 2020-2021	Achievements in 2020-2021
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<p>Develop the structure and culture of the Philanthropy, Partnerships and Business Opportunities department</p>	<p>Implementation of the structure necessary for the start-up and smooth operation of the Philanthropy, Partnerships and Business Opportunities Department:</p> <ul style="list-style-type: none"> ○ Phase 1 - Deployment of a strategy that delivers results quickly to facilitate the identification of audience needs and market discovery ○ Phase 2 - Definition of Groupe Média TFO's preferred positioning (B2B and B2C) ○ Phase 3 - Corporate Commitment to the Philanthropy Program
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<p>Demonstrate the relevance of new revenues and set financial targets</p>	<p>Raising awareness among our partners, audiences and employees about Groupe Média TFO's position as a charitable organization: invitation to participate in achieving common objectives through financial support.</p>
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<p>Become a partner of choice for companies, foundations and individuals</p>	<p>First encouraging results for the future.</p> <p>The activities of the Philanthropy, Partnerships and Business Opportunities Department are already bearing fruit, as evidenced by the creation of targeted business partnerships. RBC's sponsorship and Telus' sponsorship of Le Camp TFO en famille, as well as advertising partnerships with the Canadian Teachers' Federation, Toronto French School and the Ontario Economic Society, are all notable results — totalling more than \$100,000 in revenue — generated by this department over its first year of operation.</p> <p>We also noted an increase in our donor base and donations, from \$1,600 in 2019-2020 to \$7,600 in 2020-2021</p>
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Our Achievements in the COVID-19 Context

Groupe Média TFO was able to respond to the various imperatives brought on by each phase of the pandemic, in full compliance with the Ontario government's guidelines. From the very first days, we were able to deploy a business continuity plan that included protecting and supporting our employees, setting up remote work and maintaining our core business activities, including our production.

We also created an internal COVID-19 committee to study and implement strict health and safety measures to protect our teams at all times and to ensure the smooth running of our internal operations during the pandemic.

As a result, an employee mental health support framework was established to assist our talent in these difficult times.

TFO did not have to contend with any COVID cases.

Thanks to the efforts of the people of Ontario in the fight against COVID-19, better days are ahead. As a result, we have recently been able to begin work on developing a return-to-work plan and creating an internal committee to prepare for the post-COVID era. The latter studies the impact of the crisis on our company in the medium and long term.

The objective of this analysis is also to develop our next strategic plan to meet observed trends, in order to continue to be an increasingly relevant educational and cultural partner for the Ministry of Education and our target audiences, while ensuring the sustainability of TFO.

Chapter 7

Our Franchises

TFO's Creations

In terms of accomplishments we can be proud of, it is worth noting that our four locomotives — **MiniTFO**, **FlipTFO**, **PlusTFO** and **IDELLO** — have greatly benefited from the new positioning of our brand to affirm their own identity and fulfill their educational and cultural mandates and foster employability skill development.

Our brands on TV and in the digital world:

Stories that shape our tomorrows through imagination.

MiniTFO(ages 2-8) awakens and engages toddlers through a colourful world that feeds their imagination. In line with the interdisciplinary STEAM (science, technology, engineering, arts and mathematics) approach and with a focus on creative expression, MiniTFO offers a safe, interactive and edutainment family world that gives tomorrow's little citizens a taste for learning while exposing them to the values of openness, respect and diversity.

Stories that shape our tomorrows through experience.

FlipTFO (9-12 yrs), with its light and stimulating French programs, fosters a spirit of discovery in preteens while addressing today's major educational priorities. FlipTFO's mission is to offer its audiences inspiring content they can identify with; it encourages speaking up, curiosity, reflection, open-mindedness, growth and respect.

Stories that shape our tomorrows through new perspectives of the world

PlusTFO (adults), for its part, takes an original look at the world with various programs on culture, society and public affairs. In addition, PlusTFO offers classic, diverse and sometimes unseen films d'auteur, as well as coverage of francophone news at Queen's Park, on Parliament Hill and throughout French Ontario.

Stories that shape our tomorrows through education.

IDELLO, as a digital learning content platform, offers many resources in French that facilitate the acquisition of employability skills for students and make learning fun. With a focus on independent learning, IDELLO's activities encourage young users to think critically.

Our flagship programs

Many of the programs and series offered on our platforms have been undeniably successful. Among them, here are some of the flagship productions around which Groupe Média TFO's identity is built.

At MiniTFO, **Mini Yoga** and **Minivers**, our in-house creations, have continued to teach toddlers on a daily basis with colourful content promoting discovery, well-being, problem solving and critical thinking. All of our programs promoted TFO's values of tolerance, diversity, respect, collaboration, etc., with programs such as 16 Hudson, Le Chevalier héroïque, Les Bouquinours, Les Copains Carlins and co-watching initiatives with retro series to encourage moments of closeness between parents and children.

Let's also mention the 3rd edition of **FLIPPONS 2020**, which closed the year in a humorous and 100% Franco-Ontarian way. This year-in-review, in the form of sketches filmed in Toronto, Ottawa, Eastern Ontario and partly in TFO's Virtual Worlds Laboratory (LUV), featured a host of talented local artists.

The finale of FLIPFest, dubbed the Big Mouth Contest, a unique public speaking competition designed for Grade 7 and 8 students in Ontario's French-language schools, took place in the winter of 2021. It taught these teens public speaking skills to help them feel more comfortable in their language, encourage them to speak out on a subject that is important to them and combat language insecurity. This large-scale project reached some 1,000 youth across the province!

Our flagship programs

Another highlight of the season is the presentation of the original youth series **La vie compliquée de Léa Olivier**, premiering on TFO in early 2021. These episodes are based on the first two novels of the literary series, which were adapted for television in a production by Slalom and Encore Television, in collaboration with TFO.

ONFR+, a PlusTFO production, offered **J'en perds mes mots**, a documentary podcast on the French language, covering topics such as music, history, gender identity and even hypnosis.

Among the projects that stood out for ONFR+, **STUCK**, a new series, examined the fate of Francophone artists during the COVID-19 period. Artists from all over French Ontario spoke about their new reality and the original solutions they found to adapt and continue to create, whatever the cost.

On PlusTFO, our Cinema offer also made movie lovers happy with a selection of films, for a chance to (re)discover classics and must-see works of contemporary auteur cinema in French.

Other major projects include Le bal (dé)masqué, a virtual event designed to make up for the cancellation of high school proms due to COVID-19, and the Défi l'expérience 2020, a public speaking competition — also for graduating students. These two projects were produced in collaboration with Radio-Canada.

Overall, we see progress in Groupe Média TFO's public footprint across all of its platforms, such as TFO.org, IDELLO, social media, broadcasting, websites, as well as apps. This increase is largely the result of our sustained efforts to reposition and create content.

In Numbers

Our platforms	2020-2021 Results	All Time
Cable	On a year-to-date basis, we noted an increase of 9%	
YouTube performance across our channel network	<ul style="list-style-type: none"> • 200.2M views • 166.9K subscribers 	<ul style="list-style-type: none"> • 1.5M views • 2.3M subscribers
YouTube performances on our new network of 6 channels following our repositioning (PlusTFO, IDELLO, TFO, Groupe Média TFO, FlipTFO and MiniTFO)	<ul style="list-style-type: none"> • 93.8M views • 117.1 K subscribers 	<ul style="list-style-type: none"> • 940.1M views • 1.5M subscribers
Performance on our social media (all pages)	<ul style="list-style-type: none"> • 179K subscribers • 940.1M impressions • 2.1M involvements • 10.8M video views 	

In Numbers

Our platforms	2020-2021 Results
TFO.org Website	<ul style="list-style-type: none"> • 3.9M sessions • 2.9M users
ONFR.org Website	<ul style="list-style-type: none"> • 790K sessions, an increase of 42.3% vs. 2019-2020 • 477 K users, an increase of 51.2 % vs. 2019-2020
Groupemediatfo.org Website	<ul style="list-style-type: none"> • 38.5K sessions, an increase of 20.3% vs. 2019-2020 • 18.6K users
IDELLO.org Website	<ul style="list-style-type: none"> • 1.4M sessions, an increase of 97.8% vs. 2019-2020 • 608.8K users, an increase of 47% vs. 2019-2020

Awards and Distinctions

Awards

DAVEY AWARDS, SILVER

Category: Online Film & Video-Products and Services for Online Film & Video

Nominee: TFO Blockchain in the media

Producer: Carole Nkoa

DAVEY AWARDS, SILVER

Category: Film/Video-Charitable/Non-Profit for Broadcast

Nominee: Carte des fêtes TFO 2020

Producer: Mélanie Grenier

COMMUNICATOR AWARDS EXCELLENCE

Category: Websites - General-Broadcasting for Websites

Nominee: luv.tfo.org

Producers: Cliff Lavallée/Carole Nkoa

COMMUNICATOR AWARDS DISTINCTION

Category: Film / Video-Charitable / Non-profit for Film / Video

Nominee: TFO Blockchain in the media

Producer: Carole Nkoa

COMMUNICATOR AWARDS DISTINCTION

Category: Film / Video-Miscellaneous for Film / Video / Television

Nominee: TFO Carte des fêtes 2020

Producer: Mélanie Grenier

COMMUNICATOR AWARDS DISTINCTION

Category: Film / Video-Entertainment for Film / Video / Television

Nominee: FLIPPONS 2019

Producer: Fabienne L'Abbé

JUDITH JASMIN AWARD 2020

Category: Arts et Culture and Arts de vivre.

Nominee: ONFR+, Nomade series

Producer: Gisèle Quenneville

DIGITAL JOURNALISM EXCELLENCE AWARD - Digital Publishing Awards

Category: Best Video (Short)

Nominee: ONFR+, Croquis littéraire series

Producer: Gisèle Quenneville

Awards and Distinctions

Distinctions

KIDSCREEN AWARDS

Category: Best On-Air Host

Nominee: Pascal Boyer - FLIP, l'algorithme and FLIPPONS

Producer: Fabienne L'Abbé

Category: Best Mixed-Media Series

Nominee: FLIP, l'algorithme

Producer: Fabienne L'Abbé

Category: Best One-Off, Special or TV Movie

Nominee: FLIPPONS 2019

Producer: Fabienne L'Abbé

Category: Best Mixed-Media Series

Nominee: Mini Yoga, Season 2

Producer: Renée Paradis

Category: Best New Series

Nominee: La vie compliquée de Léa Olivier

Producer: Slalom/TFO

GÉMEAUX AWARDS 2020

Category: Best Original Show or Series for Digital Media:

Public Affairs, Sports

Nominee: ONFR+ Immigration francophone en Ontario

Producer: Gisèle Quenneville

GÉMEAUX AWARDS 2020

Category: Best Original Show or Series for Digital Media:

Magazine

Nominee: ONFR+ Nomade

Producer: Gisèle Quenneville

Category: Best Hosting on a Show or Series for Digital

Media: Variety, Magazine

Nominee: ONFR+ Nomade

Producer: Gisèle Quenneville

Category: Best Youth Show or Series: Entertainment

Nominee: FLIPPONS 2019

Producer: Fabienne L'Abbé

Category: Best Show or Series for Ages 12 and Under

Nominee: Les Sapiens

Producer: Pixcom / TFO

Category: Best Fiction Show or Series for Ages 12 and Under

Nominee: La vie compliquée de Léa Olivier

Producer: Pixcom / TFO

Category: Best Youth Animation Series or Show

Nominee: L'agent Jean

Producer: Happy Camper Média / TFO

Awards and Distinctions

Distinctions

GÉMEAUX AWARDS 2020

Category: Best Youth Direction: Entertainment/Magazine

Nominee: Vraiment top - Season 2

Producer: Trio Orange / TFO

Category: Best Youth Research: Entertainment/Magazine

Nominee: Vraiment top - Season 2

Producer: Trio Orange / TFO

Category: Best Male Lead: Youth Series

Nominee: Les Sapiens - Season 2

Producer: Pixcom / TFO

Category: Best Female Lead: Youth Series

Nominee: Les Sapiens - Season 2

Producer: Pixcom / TFO

Category: Best Actor for a Digital Media Show or Series:

Youth

Nominee: Les vlogues de Newton, "Station pour se frotter"

Producer: Carte blanche / TFO

EXCELLENCE AWARD 2020 - Alliance Média Jeunesse

Category: Knowledge Acquisition and Critical Thinking

Development

Nominee: FLIP, l'algorithme

Producer: Fabienne L'Abbé

Category: Commitment, open-mindedness and respect

Nominee: FLIP, l'algorithme

Producer: Fabienne L'Abbé

Category: Audience's Choice Award, Youth category

6-12 years

Nominee: FLIP, l'algorithme

Producer: Fabienne L'Abbé

Chapter 8

Operational Performance Analysis

Operational Performance Analysis

As we do at the beginning of each fiscal year, we reviewed all the requests made by the Minister of Education in his annual mandate letter, then aligned our policy directions to meet his expectations and, by extension, those of the people of Ontario.

This section presents, point by point, the main elements of the mandate we received and the measures undertaken to implement them.

We first worked to establish performance targets and precise measurement mechanisms to assess results and reports with a high degree of accuracy. This would allow us to refine our approach and programs and to intervene accurately and quickly when necessary.

It should be noted that since the presentation of the results as of March 31, 2020, all the tools for measuring the indicators have been developed.

The tools we created allow us to closely track statistical data on the use and adoption of each educational program.

Similarly, measurement mechanisms are proving to be very valuable in achieving the objectives that Groupe Média TFO has set for itself, and we intend to continue our careful management of operational, strategic and financial risks.

The aforementioned first three elements of the mandate letter are reflected in the objectives of our business plan - Axis 1. More specifically, the performance indicators for this axis, which focuses on the educational environment and the Francophonie, generally show progress towards achieving the objectives at the end of the three-year plan. For instance, all the indicators of use of the IDELLO platform are on the rise, both among students and teachers, whether in Ontario or in the rest of Canada.

Operational Performance Analysis

We also work closely with the Ministry of Education to implement recommendations to improve service delivery, support new digital services, improve performance reporting, address redundancies, strengthen our organizational sustainability, implement administrative improvements, and foster effective governance.

All these recommendations are taken into account in each of the projects put forward by Groupe Média TFO.

In keeping with its educational mandate, Groupe Média TFO is working with the Ministry of Education to develop online learning modules for elementary students and online courses for high school students. The launch of the “IDELLO Apprendre à la maison” platform was already part of Groupe Média TFO’s desire to support the Ministry’s mission during the period of uncertainty related to the COVID-19 crisis.

This complementary platform to IDELLO — which was launched in 2016 — provides all Francophones in Canada with access to dynamic and engaging educational resources to support home-schooled students, quarantined students, as well as students who wish to reinforce their education.

In addition, the usage rates of the content on IDELLO.org, as measured by the number of page views, is on an upward trend. Since this content helps develop the employability skills that are essential for tomorrow’s jobs and for the personal development of learners, we can say that these results also contribute to the achievement of our objectives related to teaching employability skills. As of March 31, 2021, the utilization rate of employability skills content on IDELLO.org was 83.1%, putting us on track to reach our goal of 100% by March 31, 2022.

To ensure the efficiency and sustainability of Groupe Média TFO, we have launched numerous internal process improvement projects and created a new revenue and philanthropy department.

Operational Performance Analysis

To increase the organization's reach, TFO's brands have been streamlined to increase their visibility. For this purpose, Groupe Média TFO has repositioned itself as a leader in digital learning for future generations. The rebranding efforts have increased awareness of ONFR+, TFO and IDELLO, as well as the influence score of our products, with Boukili recording an increase of over 40 points. After launching its new brand identity and the visual redesign of its television channel, Groupe Média TFO received 29 awards and nominations recognizing the excellence of its content and products.

In response to another departmental recommendation made in the context of limited resources and steadily rising production costs, we have made significant efforts to grow our self-generated revenues, resulting in a remarkable 18% increase, including a 12% increase in subscriptions and training on the IDELLO platform and a 124% surge in technical production services revenues.

In the category of revenues generated by our operations, cable subscriptions have managed to stabilize even as industry trends were on a downward slope. IDELLO subscriptions and workshops also continue to grow, with our results of \$245,000 as of March 31, 2021 putting us in a good position to reach our goal of \$290,000 in 2022. Finally, in terms of technical production services and other service sales, we registered approximately half of our \$2,170,000 target. Overall, this is trending upward, and the sum of \$2,900,000 recorded this year puts us on track to reach the annual target of \$3,730,000 by March 31, 2022.

The new resource management tools we have acquired, such as Business Central and Dayforce, help us keep an eye on these matters. These tools are intended to ensure that financial and human resources are managed effectively and in accordance with the government's accountability and management priorities.

IDÉLLO - In Figures

Activity	2020-2021 Results
----------	-------------------

Accounts

- Number of accounts for all provinces and roles: 100.4K
- Number of teacher accounts, for all provinces: 16.6 K
 - Number of teacher accounts in Ontario: 9.7 K
 - Number of FSL teacher accounts in Ontario: 3.8 K
 - Number of teacher accounts in Québec: 2.8 K

Liaison Activities

- Number of workshops for all provinces: 185 workshops for 2126 participants
 - Number of workshops in Ontario: 89 workshops for 956 participants
- Number of fairs and kiosks for all provinces: 16 workshops
- Number of CEFR training workshops for all provinces: 76 workshops for 1591 participants
 - Number of CEFR training workshops in Ontario: 55 workshops for 1347 participants
- Webinars: 889 webinars for 8164 participants

Audiences

- Users: 609 K
 - Users in Ontario: 366 K
- Sessions: 1.38 K
 - Sessions in Ontario: 964 K

IDÉLLO - In Figures

Activity	2020-2021 Results
Use of IDELLO by the education community and parents	<ul style="list-style-type: none"> ● At least once a week: <ul style="list-style-type: none"> ○ July 2020 Survey: 50% at least once a week ○ January 2021 Survey: 42 % at least once a week ○ Average: 46% ● At least once a month: <ul style="list-style-type: none"> ○ July 2020 Survey: 90% (page 6, but the result is not presented clearly, I am not sure) ○ January 2021 Survey: 74 % at least once a week ○ Average: 82 %
BOUKILI App	<ul style="list-style-type: none"> ● Downloads: 61.8 K ● Books read: 3.45M ● Total accounts (parents and teachers): 99.3 K
IDÉLLO App	Downloads: 6.3 K

Chapter 9

Financial Performance Summary

Financial Performance Summary

Funding received

TFO has three sources of funding:

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

MEO Operating Grant

Funding from the Ministry of Education has fluctuated very little since 2015 and has remained fixed at \$30.8M for the past four years, aside from a \$1M contribution in 2019 to establish an office in Ottawa.

Other Public Funds

Funding from other governments consists primarily of:

- Canada-Ontario Agreement Funding: \$2.6M annually since 2013 for minority language education and second official language instruction to support the development and implementation of educational programs and digital resources
- Special projects: \$2.6M including \$2.3M for the Elementary Online Course Development Project (↑ 483%)

- Canada Media Fund: \$0.68M (↓ 50%) for the production of educational and cultural content, reduced funding due to a production interruption due to COVID-19.

Self-generated funds

Groupe Média TFO is continually looking for ways to generate additional revenue to meet its objective of ensuring the sustainability of the organization.

Self-generated funds are primarily derived from:

- Cable subscriptions: \$1.43M (↑ 9%). Increase vs. previous year however reduction in revenue of over \$1.2M since 2015 following consumer trends from traditional TV to on-demand viewing services.
- Sale of services: \$1.1M (↑ 124%) for sales of LUV, Media Creativity (Production), and other administrative and technical services (UOF, TFT).
- Sale of educational products: \$0.25M (↓ 10%) Decrease in training revenue due to COVID-19.
- Ads: \$0.15M (↓ 68%) Reduction due to tighter advertising rules for children's content on YouTube channels.

Financial Performance Summary

Annual revenues may differ from funding received, in accordance with accounting standards. Deferred contributions are recognized in future years based on deliverables achieved.

Similarly, financing for broadcasting rights or real estate that has a useful life of several years is recognized in income at the rate of depreciation of such rights or property.

Operating Costs and Expenses

Operational expenses increased by \$1.9M from 2019-2020 to 2020-2021. The main factors were:

- Launch of the Online Elementary Course Development Project
- Additional marketing and advertising expenditures to support quarantined families during the pandemic, updated IDELLO positioning and investment to upgrade the television channel.
- Investment of resources to update our broadcast rights contract management system (Mission Louise)
- Expansion of ONFR+ programming
- Strategic evaluation of the online course mandate for high schools.

Revenue excess over expenses

Groupe Média TFO ended the year with an excess of income over expenses of less than 1% of its annual budget, after the impact of net actuarial gains.

Chapter 10

2021-2022 Vision

2021-2022 Vision

Our vision for the 2021-2022 fiscal year is built around the following priorities:

1. Anchor our vision of a French-language digital learning continuum that supports learner success in the corporate strategy by aligning operations with our vision and ensuring their implementation, by putting in place the necessary organizational structure, human resources and technological infrastructure, and by positioning Groupe Média TFO's expanded mandate within Francophone communities;
2. Focusing our talent strategy on employee well-being and mental health to foster an inclusive corporate culture and ensure business performance;
3. Ensure the sustainability of our business model by optimizing our resources through an efficient content strategy that aligns with our vision for digital learning.

The first major initiative in our 2021-2022 business plan is to continue to enrich relationships and partnerships with educational communities.

The MALEOs spearhead this initiative and are part of our commitment to support the Ministry of Education as requested in the mandate letter. Work is well underway and the first e-learning modules will be ready in September, in time for the start of the 2021 school year.

As part of our efforts to support the Ministry, we will also be producing online courses for the secondary level during this period.

In addition, we will develop learning objects that can be integrated into online courses, such as immersive virtual learning games and educational series.

2021-2022 Vision

As a logical extension of our brand refresh, we intend to continue updating our content and omnichannel distribution strategy. The goal of these efforts is to foster employability skills learning based on the consumption patterns of our audiences and to meet the Ministry's vision of learning.

Finally, we continue to work with the Ministry of Education to put in place measures that ensure transparency and good governance. To this end, we have launched several projects to improve the employee experience. A new human resources plan has been created.

Our goal is to ensure that we meet employee expectations and become more responsive to innovations in the job market in order to increase the satisfaction of all team members.

We have also started to upgrade our technological infrastructure, by including the replacement of our equipment that is reaching the end of its life — or is even obsolete — in a more global project.

In order to effectively prevent a shutdown of our operations and to continue producing and distributing quality content, we are considering replacing our equipment that has exceeded its useful life and/or manufacturer's warranty (cameras, sound controllers, video mixers, etc.) with UHD equipment, which has several structural advantages such as a longer life span and better definition.

This decision will allow us to meet the government's expectations in terms of techno-pedagogical excellence through the use of virtual technologies in the production of content, and thus facilitate the development of immersive e-learning resources.

2021-2022 Vision

We are also committed to further stabilizing our workforce by attracting talent from across Ontario. We are working to improve employee training, create better opportunities for advancement and review human resources policies.

Our work to build a corporate culture we can all be proud of will need to be accomplished in parallel with a gradual and rapid return to normalcy when the COVID-19 pandemic allows.

The implementation of a hybrid work policy will facilitate the return to the office, however, we are still planning for several scenarios in order to prepare for a new outbreak that could be caused by new variants, so that we can react quickly and efficiently.

At the time of writing, we are preparing our Strategic Plan for the period of 2022-2025. We have identified three priority issues: organizational health and climate, links and relationships with our Ontario and Canadian audiences and partners, and the outreach of Groupe Média TFO. As we complete the tasks outlined above, we will begin to define new goals to address these issues.

The announcement of an expanded mandate for Groupe Média TFO opens up a challenging and exciting future for our entire great team.

Our primary mission is to provide French-language educational content and services that meet the needs of our audience, while maintaining the highest standards of quality. Together, we will succeed.

Chapter 11

Conclusion

An Exciting Future

This brief overview of the past year demonstrates the magnitude of what the team at Groupe Média TFO has been able to accomplish in 2020-2021 under unprecedented circumstances.

Beyond the great pride in our collective effort and accomplishments, this year has been rich in lessons learned. It confirmed the talent, resilience and commitment of our troops and allows us to look forward with enthusiasm and confidence.

And that future is one we are beginning to shape today. First, by continuing the work that has already been undertaken to foster creativity and initiative. By distinguishing ourselves in this regard, by offering an enviable, fertile work environment that is conducive to the full development of those who devote all their efforts to it, we seek to recruit the best talent in French Ontario and ensure that when people come to work at Groupe Média TFO, they want to stay.

Our future is also marked by an expansion of our mandate, which solidifies Groupe Média TFO's role as a full partner in the education of Ontario's youth.

It is through a deep and common understanding of our vision and mission that the TFO team will be able to lead the development of quality, relevant educational content that is solidly anchored in the Ministry of Education curriculum.

More than ever, Groupe Média TFO is looking to the future: an exciting future that includes the education of our youth and the culture, knowledge and quality entertainment we are committed to offering the community.

Chapter 12

Financial Statements

**ONTARIO FRENCH-LANGUAGE
EDUCATIONAL COMMUNICATIONS
AUTHORITY (OFLECA)
FINANCIAL STATEMENTS**

MARCH 31, 2021

**ONTARIO FRENCH-LANGUAGE
EDUCATIONAL COMMUNICATIONS
AUTHORITY (OFLECA)**

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MANAGEMENT'S REPORT

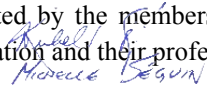
Management of the Ontario French-language Educational Communications Authority (OFLECA) is responsible for the financial statements, the notes to the financial statements and all other financial information contained in this financial report.

Management has prepared the financial statements in accordance with Canadian public sector accounting standards. In order to achieve the objective of fair presentation in all material respects, reasonable estimates and professional judgements were used. Management believes the financial statements present fairly the OFLECA's financial position as at March 31, 2021, as well as the results of its operations and its cash flows for the year then ended.

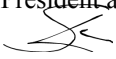
In fulfilling its responsibilities and recognizing the limits inherent in all systems, Management has developed and maintains a system of internal controls designed to provide reasonable assurance that the OFLECA's assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of financial statements.

The Board of Directors is responsible for ensuring that the OFLECA's Management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board of Directors carries out its responsibility for review of the financial statements principally through the Audit Committee. The Audit Committee meets with Management and the external auditors to discuss the results of audit examinations and financial reporting matters and to satisfy itself that each party is properly discharging its responsibilities. The external auditors have full access to the Audit Committee with or without the presence of Management.

The financial statements for the year ended March 31, 2021 have been audited by Marcil Lavallée, Chartered Professional Accountants, Licensed Public Accountants, the independent external auditors appointed by the members of the OFLECA. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their professional opinion on the financial statements.



Michelle Séguin, CPA, CA
Acting President and CEO



Sylvain L'Écuyer, CPA, CA

Director of Finance responsible for Financial, Legal and Administrative Services

Toronto, Ontario
June 25, 2021

INDEPENDENT AUDITOR'S REPORT

To the Directors of
Ontario French-language Educational Communications Authority (OFLECA)

Opinion

We have audited the financial statements of Ontario French-language Educational Communications Authority (OFLECA) (the Organization), which comprise the statement of financial position as at March 31, 2021, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the annual report, but does not include the financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material

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Chartered Independent Auditor
Independent firm affiliated to
MOORE

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Marcil Lavallée
 We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Ottawa, Ontario
 June 25, 2021

Marcil Lavallée

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

STATEMENT OF FINANCIAL POSITION

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MARCH 31, 2021

	2021	2020
ASSETS		
CURRENT ASSETS		
Cash	\$ 5,619,383	\$ 8,577,160
Accounts receivable (Note 4)	2,754,833	3,300,010
Prepaid expenses	1,181,238	1,304,302
	9,555,454	13,181,472
RESTRICTED CASH (Note 5)	9,246,343	6,154,165
BROADCASTING RIGHTS (Note 6)	17,370,215	17,773,522
IN-HOUSE PROGRAMMING (Note 7)	12,466,875	12,919,164
ASSET – EMPLOYEE FUTURE BENEFITS (Note 8)	4,595,300	4,156,400
CAPITAL ASSETS (Note 9)	5,881,407	7,030,847
	49,560,140	48,034,098
	\$ 59,115,594	\$ 61,215,570

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

STATEMENT OF FINANCIAL POSITION

5

MARCH 31, 2021

	2021	2020
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities (Note 10)	\$ 5,090,911	\$ 7,061,482
Deferred contributions (Note 11)	2,035,089	2,583,074
	7,126,000	9,644,556
LIABILITY – EMPLOYEE FUTURE BENEFITS (Note 8)	2,906,300	2,718,300
DEFERRED CONTRIBUTIONS – BROADCASTING RIGHTS (Note 12)	20,814,871	20,185,368
DEFERRED CONTRIBUTIONS – IN-HOUSE PROGRAMMING (Note 13)	12,668,487	13,194,941
DEFERRED CONTRIBUTIONS – CAPITAL ASSETS (Note 14)	8,581,867	8,707,620
	44,971,525	44,806,229
	52,097,525	54,450,785
NET ASSETS		
Internal Restrictions (Note 5)		
- TFO Fund	1,519,008	1,519,008
- Pension Fund	-	-
Unrestricted 5,499,061		5,245,777
	7,018,069	6,764,785
ON BEHALF OF THE BOARD	\$ 59,115,594	\$ 61,215,570



President of the Board

Dominique O'Rourke

President of the Finance and Audit Committee

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

STATEMENT OF OPERATIONS

6

FOR THE YEAR ENDED MARCH 31, 2021

	2021	2020
REVENUE		
Contributions		
- Operating grants (Note 15)	\$ 18,337,954	\$ 17,129,241
- Funding for special projects (Note 16)	1,427,339	332,342
- Corporate and government (Note 17)	2,628,600	2,638,000
Other revenue (Note 18)	3,156,723	3,100,294
Amortization of deferred contributions		
- Broadcasting rights (Note 12)	6,306,122	5,995,699
- In-house programming (Note 13)	7,018,610	7,755,298
- Capital assets (Note 14)	1,892,714	2,014,313
	40,768,062	38,965,187
EXPENSES		
Content and programming	8,600,316	6,327,299
Production and technology	7,087,029	7,561,062
Administration	8,867,635	8,489,412
Amortization of broadcasting rights	6,306,122	5,995,699
Amortization of in-house programming	7,018,610	7,755,298
Amortization of capital assets	1,892,714	2,014,313
Employee future benefits	993,252	739,571
	40,765,678	38,882,654
EXCESS OF REVENUE OVER EXPENSES BEFORE NET ACTUARIAL GAINS ON EMPLOYEE FUTURE BENEFITS PLANS	2,384	82,533
Net actuarial gains – Employee future benefits plans	250,900	146,500
EXCESS OF REVENUE OVER EXPENSES	\$ 253,284	\$ 229,033

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

STATEMENT OF CHANGES IN NET ASSETS

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FOR THE YEAR ENDED MARCH 31, 2021

	<u>Internal Restrictions</u>			2021 Total	2020 Total
	TFO Fund	Pension Fund	Unrestricted		
BALANCE, BEGINNING OF YEAR	\$ 1,519,008	\$ -	5,245,777	\$ 6,764,785	\$ 6,535,752
			\$		
Excess of revenue over expenses	-	-	253,284	253,284	229,033
Allocation – Pension Fund	-	-	-	-	-
BALANCE, END OF YEAR	\$ 1,519,008	\$ -	\$ 5,499,061	\$ 7,018,069	\$ 6,764,785

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

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STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2021

	2021	2020
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 253,284	\$ 229,033
Adjustments for:		
Amortization of broadcasting rights	6,306,122	5,995,699
Amortization of in-house programming	7,018,610	7,755,298
Amortization of capital assets	1,892,714	2,014,313
Net actuarial gains – Employee future benefits Plan	(250,900)	(146,500)
Amortization of deferred contributions – broadcasting rights	(6,306,122)	(5,995,699)
Transfer – deferred contributions – broadcasting rights	(179,837)	(167,000)
Amortization of deferred contributions – in-house programming	(7,018,610)	(7,755,298)
Transfer – deferred contributions – in-house programming	(74,164)	-
Amortization of deferred contributions – capital assets	(1,892,714)	(2,014,313)
Transfer – deferred contributions – capital assets	(759,812)	(375,975)
	(1,011,429)	(460,442)
Net change in non-cash working capital items (Note 3)	(1,850,315)	(3,538,061)
	(2,861,744)	(3,998,503)
INVESTING ACTIVITIES RELATED TO CAPITAL ASSETS AND INTANGIBLE ASSETS		
Programming grant	7,115,462	9,487,623
In-house programming grant	6,566,320	7,050,733
Capital grant	2,526,773	2,150,395
Acquisition of broadcasting rights	(5,902,815)	(7,908,777)
Acquisition of in-house programming	(6,566,320)	(6,774,956)
Acquisition of capital assets – net amount	(743,275)	(1,473,622)
	2,996,145	2,531,396
NET INVESTING ACTIVITY		
Net change in restricted cash	(3,092,178)	(1,943,179)
NET DECREASE IN CASH AND CASH EQUIVALENTS	(2,957,777)	(3,410,286)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	8,577,160	11,987,446
CASH AND CASH EQUIVALENTS, END OF YEAR	\$ 5,619,383	\$ 8,577,160

Cash and cash equivalents consist of cash.

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

1. STATUTE AND NATURE OF OPERATIONS

The Ontario French-language Educational Communications Authority (the Authority) is a Crown corporation created by a decree on April 1, 2007. The Authority is an independent French language broadcasting network and a charitable organization under the Income Tax Act and, as such, is exempt from income tax.

The Authority's main objectives are to provide French language educational broadcasting and telecommunications to the general public, to provide for the francophone community's interests and needs, and to develop the knowledge and skills of this community.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian public sector accounting standards (PSAS-GNFPO). The Authority has elected to apply Section SP 4200 series for government not-for-profit organizations. The accounting policies are set out below:

Management estimates

The preparation of financial statements in compliance with the PSAS-GNFPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses for the periods covered. Actual amounts could differ from these estimates. The main estimates relate to the useful life of capital assets, broadcasting rights and capitalized in-house programming costs and to the evaluation of certain provisions. Estimates also include the basis of allocating expenses used to capitalize the portion of the salaries and other expenses related to in-house programming. Estimates also include assets and liabilities related to employee future benefits.

The main items for which significant estimates were made are the defined benefits assets and liabilities for the accrued benefit pension plan and other retirement benefits plan. To estimate these amounts, management is required to make various assumptions that it considers reasonable, including with respect to inflation rates, discount rates and mortality rates. Management also takes into account future salary increases and the retirement age of employees. Any changes to the assumptions could have a significant impact on the Authority's results and financial position. The staff pension benefit expense could increase or decrease in upcoming years.

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Contribution receivable

A contribution receivable is recognized as an asset when the amount to be received can be reasonably estimated and ultimate collection is reasonably assured.

Revenue recognition

Contributions

The Authority follows the deferral method of accounting for contributions.

Unrestricted contributions are recognized as revenue in the statement of operations when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions which are, explicitly or implicitly, externally restricted for the purchase of capital assets or broadcasting rights or internally developed television broadcasting subject to amortization (in-house programming) are deferred in the statement of financial position and recognized as revenue in the statement of operations on the same basis and over the same periods as the related assets.

Contributions which are, explicitly or implicitly, externally restricted for specific expenses to be incurred in future years (in-house programming and others) are deferred in the statement of financial position and recognized as revenue in the statement of operations in the period in which the related expenses are incurred.

Subscriptions and other

Revenue from signal subscriptions, sale of services, advertising and distribution, sale of educational products and other is recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Interest income

Interest income is recognized as revenue when it becomes due.

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue recognition (continued)

Contributions received in the form of supplies and services

The Authority accounts for the contributions received in the form of supplies and/or services when the fair value of these contributions can be reasonably estimated, and when the Authority would have obtained the supplies and services for its regular operations in another manner. Contributions received in the form of supplies and/or services are recorded at the fair value of the supplies and services received.

Financial instruments

Measurement of financial instruments

The Authority initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions.

The Authority subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in operations.

Financial assets measured at amortized cost include cash, accounts receivable and restricted cash.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in operations.

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial instruments (continued)

Transaction costs

The Authority recognizes its transaction costs in operations in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

Cash and cash equivalents

The Authority's policy is to present unrestricted cash and investments with a term equal to or less than three months in cash and cash equivalents.

In-house programming, broadcasting rights and production costs

In-house programming, broadcasting rights and production costs are accounted for as follows:

In-house programming

In-house programming is defined as internally developed television broadcasting. Completed and in-progress programming having a future economic value through rebroadcasting and the use of web-based interactive tools is accounted for on an individual basis at cost, deducted from accumulated amortization and cumulative loss in value. Cost includes the cost of supplies and services and the portion of the labour and other direct expenses related to programming. Programming costs are recognized in the statement of operations with the television and new media services expense using the straight-line method over a period of four years or when programming is sold or unusable.

Broadcasting rights and production costs

Broadcasting rights and productions under co-production, pre-purchase and acquisition contracts are accounted for at cost. Broadcasting rights are amortized over a period of four years on a straight-line basis.

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

2. SIGNIFICANT ACCOUNTING POLICIES

(continued) Capital assets

Capital assets are recorded at cost, net of accumulated amortization.

Amortization is calculated using the straight-line method over the estimated useful lives of assets over the following periods:

	Periods
Mobility (tablets and smart phones)	2 years
Office equipment	3 years
Office infrastructure	4 years
Computerized production equipment	5 years
Production equipment	7 years
Office furniture and equipment	10 years
Leasehold improvements	Duration of the lease
Write-down of capital assets, broadcasting rights and in-house programming	

When capital assets, broadcasting rights and in-house programming no longer contribute to the Authority's ability to provide services, the excess of the carrying amount of such assets over their residual value, if any, is recognized in the statement of operations.

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Employee future benefits

The Authority accrues its obligations under the employee defined benefit plans, net of the fair value of plan assets. In order to do so, the Authority has adopted the following policies:

- The actuarial determination of the accrued benefit obligations for pensions and other retirement benefits uses the projected benefit method prorated on service. This determination incorporates management's best estimate of future salary levels, discount rate, other cost escalation, retirement ages of employees and other actuarial factors;
- For the purpose of calculating the expected return on plan assets, those assets are valued at fair value;
- An actuarial gain (loss) arises from the difference between the actual long-term rate of return on plan assets for a period and the expected long-term rate of return on plan assets for that period or from changes in actuarial assumptions used to determine the accrued benefit obligations. Actuarial gains (losses) for each period are recognized on a systematic basis and are amortized over the average remaining service life of active employees covered by the pension plan, which is 13 years. The average remaining service period of the active employees covered by the other retirement benefit plans is 17 years.

Foreign currency translation

Monetary assets and liabilities in foreign currency are translated at the exchange rate in effect at the balance sheet date, whereas other assets and liabilities are translated at the exchange rate in effect at the transaction date. Revenue and expenses in foreign currency are translated at the average rate in effect during the year, with the exception of expenses relating to non-monetary assets and liabilities, which are translated at the historical rate. Exchange gains and losses are recognized in the current year's operations.

Excess financing

Government ministries can require the reimbursement of any excess funding. All such reimbursements will be accounted for in the financial year in which they occur.

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

3. NET CHANGE IN NON-CASH WORKING CAPITAL ITEMS

	2021	2020
Accounts receivable	\$ 545,177	\$ (519,838)
Prepaid expenses	123,064	(4,994)
Accounts payable and accrued liabilities	(1,970,571)	(896,646)
Deferred contributions	(547,985)	(2,116,583)
	\$ (1,850,315)	\$ (3,538,061)

4. ACCOUNTS RECEIVABLE

	2021	2020
Ministry of Education	\$ 306,046	\$ 1,015,125
Federal government	431,396	172,706
Provincial governments and government agencies	413,841	758,468
Corporate and other	753,218	511,517
Commodity taxes	850,332	842,194
	\$ 2,754,833	\$ 3,300,010

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

5. RESTRICTED CASH

	2021	2020
Reserves		
- Capital renewal ^(a)	\$ 1,000,000	\$ 1,000,000
- TFO Fund ^(b)	1,519,008	1,519,008
- MALÉO (Module d'apprentissage en ligne pour l'élémentaire en Ontario) ^(c)	1,255,010	-
- Transition	-	12,306
- AODA ^(d)	125,597	258,455
- In-house programming	201,612	275,777
Commitments		
- Broadcasting rights	3,444,656	2,411,846
- Capital assets	1,700,460	676,773

^(a) A portion of the funding received annually can be set aside to ensure that the Authority's technical capital assets, ~~2,246,343~~ 9,246,343 replace with \$ 6,154,165 technological changes and can be maintained or replaced.

^(b) During the 2008-2009 year, the Authority decided to restrict contributions obtained from the dissolution of the TVOntario Foundation, which were received during the previous year. To this effect, these restricted funds may be used for purposes determined by the Board of Directors from time to time, and only with the approval of the Board.

^(c) The Ministry of Education has mandated the Authority to develop an online learning resource package covering the entire French-language elementary curriculum in Ontario to support teachers, students and parents. The balance of \$1,255,010 is recorded as a deferred contribution and added to the reserve. This amount will be used during the year ending March 31, 2022.

^(d) Annually, a portion of the operating budget is specifically allocated to meet the requirements of the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA). The balance of \$125,597 was recognized as deferred revenue and as an addition to the restricted cash. This amount will be used during the year ending March 31, 2022.

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

6. BROADCASTING RIGHTS

	<u>2021</u>		
	Cost	Accumulated amortization	Net value
Broadcasting rights and completed productions	\$ 30,627,068	\$ 15,938,692	\$ 14,688,376
Broadcasting rights written off during the year	(3,223,428)	(3,223,428)	-
	27,403,640	12,715,264	14,688,376
Work in progress	2,681,839	-	2,681,839
	\$ 30,085,479	\$ 12,715,264	\$ 17,370,215
	Cost	amortization	Net value
Broadcasting rights and completed productions	\$ 33,019,669	\$ 18,208,432	\$ 14,811,237
Broadcasting rights written off during the year	(8,575,862)	(8,575,862)	-
	24,443,807	9,632,570	14,811,237
Work in progress	2,962,285	-	2,962,285
	\$ 27,406,092	\$ 9,632,570	\$ 17,773,522

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

**7. IN-HOUSE
PROGRAMMING**

	Cost	<u>2021</u> Accumulated amortization	Net value
In-house programming	\$ 36,396,728	\$ 23,929,853	\$ 12,466,875
In-house programming completely amortized and written off during the year	(9,462,392)	(9,462,392)	-
	\$ 26,934,336	\$ 14,467,461	\$ 12,466,875
	Cost	2020 Accumulated amortization	Net value
In-house programming	\$ 40,102,116	27,182,952	\$ 12,919,164
	\$		12,919,164
In-house programming completely amortized and written off during the year	(10,271,708)	(10,271,708)	-
	\$ 29,830,408	16,911,244	\$ 12,919,164
	\$		12,919,164

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

8. ASSET AND LIABILITY – EMPLOYEE FUTURE BENEFITS

Description of pension and other retirement benefit plans

The Authority has a number of funded and unfunded defined benefit plans, as well as defined contribution plans, that provide pension, other retirement and post-employment benefits to most of its employees.

The pension plan to which most of the Authority's employees contribute is made up of two components. The first component consists of a defined benefit plan entirely funded by the Authority. According to this plan, pension benefits are based on the number of years of service and the employee's salary at the end of their career. Every year, the pension benefits are grossed-up in accordance with the rate of inflation, up to a maximum of 3%. The second component consists in a defined contribution plan, with contributions paid by both the Authority and the participants. Other retirement benefit plans are contributory health care, dental and life insurance plans.

Total cash payments

Cash payments made for future employee benefits, consisting of cash contributed by the Authority to its funded pension plan, cash payments directly to beneficiaries on account of its unfunded other retirement benefit plans, and cash contributed to its defined contribution plans, amount to \$1,381,280 (2020: \$1,065,571).

Defined benefit plans

The Authority measures its accrued defined benefit obligations and the fair value of the plan assets as at March 31 of each year. The most recent actuarial valuation of the pension plan, for funding purposes, was prepared by Morneau Shepell as at March 31, 2021 and is a data extrapolation and evaluation based on the complete actuarial valuation dated March 31, 2020.

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

8. ASSET AND LIABILITY – EMPLOYEE FUTURE BENEFITS (continued)

Reconciliation of the funded status of the benefit plans to amounts recorded in the financial statements

	<u>2021</u>		
	Funded Pension Benefit Plan	Other Unfunded Retirement Benefit Plans	Total
Accrued benefit obligations	\$ 17,335,600	\$ 2,458,100	\$ 19,793,700
Fair value of plan assets	(22,077,000)	-	(22,077,000)
Funded status – plan deficit (surplus)	(4,741,400)	2,458,100	(2,283,300)
Unamortized net actuarial gain	146,100	448,200	594,300
Accrued pension liability (asset)	\$ (4,595,300)	\$ 2,906,300	\$ (1,689,000)
		Other	
	Funded Pension Benefit Plan	Unfunded Retirement Benefit Plans	Total
Accrued benefit obligations	\$ 15,559,400	\$ 2,333,900	\$ 17,893,300
Fair value of plan assets	(18,318,900)	-	(18,318,900)
Funded status – plan deficit (surplus)	(2,759,500)	2,333,900	(425,600)
Unamortized net actuarial gain (loss)	(1,396,900)	384,400	(1,012,500)
Accrued pension liability (asset)	\$ (4,156,400)	\$ 2,718,300	\$ (1,438,100)

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

8. ASSET AND LIABILITY – EMPLOYEE FUTURE BENEFITS

(continued) Pension plan asset components

At the measurement date of March 31, the pension plan assets consist of the following:

	2021	2020
	%	%
Asset category		
Equity securities	61	60
Debt securities	39	40
Other	-	-
	100	100

Employee future benefit costs recognized in the year and benefits paid

	<u>2021</u>	
	Pension	Other
	Benefit Plan	Benefit Plans
Employee future benefits costs recognized	\$ 676,800	\$ 213,000
Benefits paid, reimbursements and transfers	\$ 1,195,500	25,000
	\$	
	<u>2020</u>	
	Pension	Other
	Benefit Plan	Benefit Plans
Employee future benefits costs recognized	\$ 530,000	\$ 188,900
Benefits paid, reimbursements and transfers	\$ 622,400	\$ 30,200

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

8. ASSET AND LIABILITY – EMPLOYEE FUTURE BENEFITS (continued)

Employee future benefits costs recognized consists of the following:

	Pension Benefit Plan		Other Benefit Plans	
	2021	2020	2021	2020
Current service benefits' costs	\$ 738,100	\$ 775,200	\$ 170,400	\$ 156,700
Amortization of net actuarial losses (gains)	96,600	(31,800)	(19,900)	(26,500)
Interest costs of pension benefits	874,100	806,900	-	-
Actuarial loss (gain) related to the expected return on plan assets (1,032,000)		(1,020,300)	62,500	58,700
	\$ 676,800	\$ 530,000	\$ 213,000	\$ 188,900

Significant assumptions

The significant assumptions used are as follows (weighted average):

	2021	Other Benefit Plans
	Pension Benefit Plan	
	%	%
Accrued benefit obligations		
Discount rate	5.40	2.80
Rate of compensation increase:		
Non-unionized employees	2.5 per year	-
Unionized employees	2.5 per year	-
Employee future benefits costs	5.60	4.71
Discount rate	5.60	-
Expected long-term rate of return on plan assets	2.5 per year	-
Rate of compensation increase:	2.5 per year	-
Non-unionized employees		
Unionized employees		

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2021

8. ASSET AND LIABILITY – EMPLOYEE FUTURE BENEFITS

(continued) Significant assumptions (continued)

	<u>2020</u>	
	Pension Benefit Plan	Other Benefit Plans
	%	%
Accrued benefit obligations		
Discount rate	5.60	2.60
Rate of compensation increase:		
Non-unionized employees	2.5 per year	-
Unionized employees	2.5 per year	-
Employee future benefits costs		
Discount rate	5.40	4.00
Expected long-term rate of return on plan assets	5.40	-
Rate of compensation increase:		
Non-unionized employees	2.5 per year	-
Unionized employees	2.5 per year	-
The assumed health care cost trend rates are based on the following:		
	<u>2021</u>	2020
	%	%
Growth rate of health care costs	5.11	5.17
Prescription medication:		
Initial health care cost trend rate	6.0	6.0
Cost trend rate declines to	4.0	4.0
Year that the rate reaches the rate it is assumed to remain at	2040	2040
Hospitalization cost, eye care, dental care and other medical care	Between 0 and 4.00	Between 0 and 4.00

Defined contribution plan

The total expense recognized in relation with the defined contribution plan amounts to \$263,205 (2020: \$224,217).

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2021

**9. CAPITAL
ASSETS**

	<u>2021</u>		
	Cost	Accumulated amortization	Net value
Mobility	\$ 234,057	\$ 208,336	\$ 25,721
Office equipment	1,106,878	711,353	395,525
Office infrastructure	562,253	561,083	1,170
Production equipment	15,057,188	13,328,805	1,728,383
Computerized production equipment	13,762,444	12,062,422	1,700,022
Office furniture and equipment	2,211,290	1,525,246	686,044
Leasehold improvements	7,483,232	6,138,690	1,344,542
	\$ 40,417,342	\$ 34,535,935	\$ 5,881,407
		<u>2020</u>	
	Cost	Accumulated amortization	Net value
Mobility	\$ 243,159	\$ 189,723	\$ 53,436
Office equipment	1,008,562	638,921	369,641
Office infrastructure	562,253	560,026	2,227
Production equipment	15,028,036	12,694,558	2,333,478
Computerized production equipment	13,321,766	11,424,267	1,897,499
Office furniture and equipment	2,143,286	1,360,658	782,628
Leasehold improvements	7,483,232	5,891,294	1,591,938
	\$ 39,790,294	\$ 32,759,447	\$ 7,030,847

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

10. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2021	2020
Trades payable and accrued charges	\$ 4,117,686	\$ 5,643,004
Accrued wages and benefits	817,898	1,078,532
Government remittances	155,327	339,946
	\$ 5,090,911	\$ 7,061,482

11. DEFERRED CONTRIBUTIONS

	<u>Education</u> 2021	Others	Total
<i>Deferred Contributions</i>			
Balance, beginning of year	\$ 2,298,961	\$ 101,722	\$ 2,400,683
Add: Amount received	645,434	392,914	1,038,348
Less: Amount recognized as revenue	(2,478,798)	(333,961)	(2,812,759)
Balance, end of year	465,597	160,675	626,272
<i>Special projects</i>			
Balance, beginning of year	182,391	-	182,391
Add: Amount received	2,494,945	-	2,494,945
Less: Amount recognized as revenue	(1,268,519)	-	(1,268,519)
Balance, end of year	1,408,817	-	1,408,817
Total	\$ 1,874,414	\$ 160,675	\$ 2,035,089

**ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY
(OFLECA)**

NOTES TO THE FINANCIAL STATEMENTS

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MARCH 31, 2021

11. DEFERRED CONTRIBUTIONS (continued)

	<u>2020</u> Ministry of Education	Others	Total
<i>Deferred contributions</i>			
Balance, beginning of year	\$ 4,483,139	\$ 156,940	\$ 4,640,079
Add: Amount received	2,286,655	205,964	2,492,619
Less: Amount recognized as revenue	(4,470,833)	(261,182)	(4,732,015)
Balance, end of year	2,298,961	101,722	2,400,683
<i>Special projects</i>			
Balance, beginning of year	59,578	-	59,578
Add: Amount received	296,360	-	296,360
Less: Amount recognized as revenue	(173,547)	-	(173,547)
Balance, end of year	182,391	-	182,391
Total	\$ 2,481,352	\$ 101,722	\$ 2,583,074

12. DEFERRED CONTRIBUTIONS – BROADCASTING RIGHTS

	<u>2021</u>	2020
Balance, beginning of year	\$ 20,185,368	\$ 16,860,444
Add:		
Amount received this year – Ministry of Education	6,860,626	8,430,839
Amount received – Others	254,836	1,056,784
Less:		
Transfer	(179,837)	(167,000)
Amortization – Amount recognized as revenue	(6,306,122)	(5,995,699)
Balance, end of year	\$ 20,814,871	\$ 20,185,368

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13. DEFERRED CONTRIBUTIONS – IN-HOUSE PROGRAMMING

	2021	2020
Balance, beginning of year	\$ 13,194,941	\$ 13,899,506
Add:		
Amount received – Ministry of Education	5,887,359	5,689,379
Amount received – Canadian Media Fund	678,961	1,361,354
Less:		
Transfer	(74,164)	-
Amortization – Amount recognized as revenue	(7,018,610)	(7,755,298)
Balance, end of year	\$ 12,668,487	\$ 13,194,941

14. DEFERRED CONTRIBUTIONS – CAPITAL ASSETS

	2021	2020
Balance, beginning of year	\$ 8,707,620	\$ 8,947,513
Add:		
Amounts added to deferred contributions – Ministry of Education	2,526,773	2,150,395
Less:		
Transfer	(759,812)	(375,975)
Amortization – Amount recognized as revenue	(1,892,714)	(2,014,313)
Balance, end of year	\$ 8,581,867	\$ 8,707,620

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15. CONTRIBUTIONS – OPERATING GRANTS

	2021	2020
<i>Received in current year</i>		
Grant – core	\$ 15,684,414	\$ 14,312,183
Grant – core – AODA	657,300	657,300
Grant – capital	1,750,000	1,750,000
Grant – broadcasting rights	6,860,626	8,430,839
Grant – in-house programming	5,887,359	5,689,379
<i>Total received in current year: Ministry of Education</i>	30,839,699	30,839,701
<i>Received in prior year</i>		
Capital	759,812	375,975
Broadcasting rights	1,568,658	1,000,000
AODA	258,455	260,992
Dedicated projects	2,220,343	4,209,841
<i>Transfer to deferred contributions</i>		
Broadcasting rights	(8,429,284)	(9,430,839)
In-house programming	(5,887,359)	(5,689,379)
Capital assets	(2,526,773)	(2,150,395)
Dedicated projects	(340,000)	(2,028,200)
Dedicated projects – AODA	(125,597)	(258,455)
	\$ 18,337,954	\$ 17,129,241

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16. CONTRIBUTIONS – FUNDING FOR SPECIAL PROJECTS

	<u>2021</u>			
	Ministry of			
	Education	Others	Total	
Funding received in current year	\$ 2,653,765	\$ -	\$	
		2,653,765		
Funding recognized	176,529		-	176,529
Less: Deferred contributions	(1,402,955)		-	(1,402,955)
	\$ 1,427,339	\$ -	\$	
	<u>2020</u>	1,427,339		
	Ministry of			
	Education	Others	Total	
Funding received in current year	\$ 455,154	\$ -	\$	455,154
Funding recognized	173,548		-	173,548
Less: Deferred contributions	(296,360)		-	(296,360)
	\$ 332,342	\$ -	\$	332,342

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17. CONTRIBUTIONS – CORPORATE AND GOVERNMENT

	2021	2020
<i>Ministry of Education</i>		
Funding received in current year	\$ 2,605,000	\$ 2,605,000
<i>Canada Media Fund</i>		
Funding received in current year	678,961	1,361,354
Less: Deferred contributions – in-house programming	(678,961)	(1,361,354)
<i>Other Ontario agencies</i>		
Funding received in current year	179,836	986,684
Less: Deferred contributions – broadcasting rights	(179,836)	(981,784)
<i>Other provinces</i>		
Funding received in current year	99,200	20,000
Funding received in current year – broadcasting rights	75,000	75,000
Less: Contributions deferred to the next fiscal year	(75,600)	-
Less: Deferred contributions – broadcasting rights	(75,000)	(75,000)
<i>Corporate</i>		
Funding received in current year	-	4,600
Funding recognized from prior years	-	3,500
	\$ 2,628,600	\$ 2,638,000

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18. OTHER REVENUE

	2021	2020
Signal subscriptions	\$	\$
Sale of services	1,432,386	1,316,864
Promotion and distribution	961,480	401,678
Sale of educational material	145,605	455,925
Sublease	245,129	220,867
Interest	131,651	139,519
Donations received in the form of services	101,304	292,715
Donations and other	\$ 117,199	\$ 77,600
	3,156,723	3,100,295
	1,969	126

19. RELATED PARTY TRANSACTIONS BETWEEN RELATED ORGANIZATIONS

As sponsor of the Ontario French-language Educational Communications Authority Pension Plan, the Authority has undertaken to pay certain costs of the pension plan, including compensation of employees, professional fees and costs associated with the use of premises and other associated costs.

20. FINANCIAL INSTRUMENTS

Financial risk management objectives and policies

The Authority is exposed to various financial risks resulting from both its operations and its investment activities. The Authority's management manages financial risks.

The Authority does not enter into financial agreements including derivative financial instruments for speculative purposes.

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MARCH 31, 2021

20. FINANCIAL INSTRUMENTS (continued)

Financial risks

The Authority's main financial risk exposure and its financial risk management policies are as follows:

Credit risk

Credit risk is the risk of financial loss for the Authority if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise mainly from certain financial assets held by the Authority consisting of cash and cash equivalents and accounts receivable.

The Authority is exposed to credit risk attributable to its accounts receivable. The credit risk is assessed as low mainly due to the type of debtor, for the most part comprised of the government.

The Authority is exposed to concentration risk attributable to cash and cash equivalents and restricted cash since it only trades with one financial institution. The Authority manages its credit risk by dealing with a reputable bank.

Exchange risk

The Authority is exposed to exchange risk due to cash and cash equivalents and accounts receivable denominated in US dollars. As at March 31, 2021, cash and cash equivalents in US dollars totalled USD \$28,786 (CAD \$36,198) (2020: USD \$107,274 (CAD \$152,188)).

The Authority does not enter into forward exchange contracts to cover its exchange risk exposure. The Authority believes that it is not subject to significant foreign exchange risk from its financial instruments.

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20. FINANCIAL INSTRUMENTS (continued)

Liquidity risk

Liquidity risk is the risk that the Authority will not be able to meet its financial obligations as they become due.

Liquidity risk management serves to maintain a sufficient amount of cash and cash equivalents. To ensure that the Authority has the necessary funds to fulfill its obligations, the Authority's management establishes budgets, but does not prepare cash flow forecasts.

As at March 31, 2021, the Authority has a cash and cash equivalents and restricted cash balance of \$14,865,726 (2020: \$14,731,325). All the Authority's financial liabilities totalling \$5,090,911 (2020: \$7,061,482) have contractual maturities of less than 365 days.

21. CONTRACTUAL OBLIGATIONS

The Authority has entered into operating lease agreements, expiring December 31, 2028, which call for payments of \$6,238,281 for the rental of office space. The minimum lease payments for the next five years are \$894,363 for the year ending March 31, 2022, \$923,138 for the year ending March 31, 2023, \$949,382 for the year ending March 31, 2024, \$951,811 for the year ending March 31, 2025 and \$959,098 for the year ending March 31, 2026.

The Authority has entered into other operating lease agreements expiring in 2021-2022 to pay a total amount of \$130,560.

As at March 31, 2021, the Authority had committed an amount of \$3,444,656 for the purchase of broadcasting rights, of which \$2,880,841 will be paid during the year ending March 31, 2022, \$558,815 during the year ending March 31, 2023 and \$5,000 during the year ending March 31, 2024.

As at March 31, 2021, the Authority had committed an amount of \$1,700,460 for the purchase of capital assets for the 2021-2022 year.

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22. CONTINGENCY

The funding received from government ministries may be refunded following an audit if the funding received is identified as a surplus based on the funding arrangements agreed between the parties. As at March 31, 2021, management has not been informed of any potential refund.

23. COMPARATIVE FIGURES

Certain 2020 figures have been reclassified to be consistent with the 2021 presentation.

**GROUPE
MÉDIA**

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