



# Annual Report 2021-2022

## Ontario French Language Educational Communications Authority\*

\*Hereinafter referred to as "TFO"

21 College st., suite 600  
Toronto, ON M4Y 2M5

P.O. Box 3005 Branch F  
Toronto, ON M4Y 2M5

TFO.org

# 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.

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# A Word from the Chair of the Board

First, let me thank the staff of TFO for their resilience in this exceptional year. Together, our staff members have found ways to fulfill an expanded mandate despite the challenges to work and life posed by this pandemic.

The leadership of Michelle Séguin and her new senior management team has been exemplary. We believe these are the leaders TFO needs to move forward.

The role of TFO's Board of Directors is to ensure good governance of this public organization. We work closely with senior management to assess the direction and strategy of the organization. In addition, we help ensure that this government agency is properly governed and carries out its mandate in the public interest.

On behalf of my fellow board members, I would like to thank outgoing board members Carole Myre and Marie Larose, and those whose terms end in the summer of 2022, Denis Claveau and Yannick Lallement. TFO's contribution to the lives of Franco-Ontarians allows us to recruit an experienced administration team to take on the important role entrusted to us by the Legislative Assembly.

In addition, TFO's work is achieved with the ongoing support of the Ontario government and the Ministry of Education. Within the Ontario cabinet, Ministers Stephen Lecce and Caroline Mulroney, in particular, have been very supportive over the past year, for which we are very grateful.

We also look forward to adding value to TFO's work and ensuring that our Franco-Ontarian public media continues to fulfill its essential mandate for the Francophone community. In this spirit, TFO's new strategic plan is unfolding, with three strategic directions in mind: *create an engaged and rewarding work environment, be a relevant and efficient public good in the service of the community and maintain integrated and synergistic relationships with the community.*

I hope you enjoy reading this 2021-2022 annual report!



Jean Lépine  
Chair of the Board

# A Word from the Chief Executive Officer

As the only public francophone media entirely dedicated to Ontario's francophonie, TFO is an important producer of educational content intended primarily for our community. Whether through its television channel or its digital broadcasting platforms, the ONFR+ information franchise, the IDÉLLO educational content platform, or the Boukili reading application, TFO provides Franco-Ontarians and Ontarian Francophiles with thousands of high-quality educational content in French. TFO brings our culture and learning experience to life.

The year 2021-2022 was again marked by the pandemic and its related educational challenges. TFO continued to act as a partner to the Ontario educational community, helping to enrich online course offerings and create digital learning content to support students and teachers.

In addition to these major projects and the creation and release of new content in 2021-2022, TFO has developed a new strategic plan for 2022-2025 (see Appendix I).

I am deeply inspired by TFO's new mission statement:

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

This desire to learn in French and to continue to evolve in the French language is what we wish to instill in our audiences from early childhood, elementary, high school, college or francophone universities in Ontario, or simply in our daily lives.

We want to awaken and stimulate this desire to learn in French, and enable the next generation to continue to evolve in French, both socially and professionally.

What drives us and encourages us to remain rooted in the community is our desire to serve the Franco-Ontarian population, to enrich our relationships with the community and school boards, and to build even stronger ties.

Finally, I am so proud of our TFO teams who, through their motivation, commitment and talent, have contributed and continue to contribute to the success of our

organization. Your resilience through the pandemic is exemplary. I appreciate your work immensely. It is a real honour to grow with you every day!

I would also like to acknowledge the outstanding work of the Board of Directors. Their contributions have enabled us to achieve our goals and stay focused on our objectives and mission.

I would also like to thank Nancy Naylor, Deputy Minister, and Denys Giguère, Assistant Deputy Minister, Ministry of Education, for their support, dedication and recognition of the importance of TFO to teachers, students, and parents in Francophone education and the Franco-Ontarian community.

I hope you enjoy reading our annual report!

Michelle Séguin  
Chief Executive Officer

# 1. About TFO

## 1.1. Mandate, Mission and Values

The mandate of the Ontario French Language Educational Communications Authority (OFLECA), having the registered trade name of “Groupe Média TFO” (hereinafter “Groupe Média TFO” or “TFO”) is set out in the *Ontario French Language Educational Communications Authority Act, 2008*, S.O. 2008, c. 10, s. 4 (hereinafter, the “OFLECA Act”)

TFO has a mission statement derived from the 2019-2022 strategic plan (see section 1.5) and values that guide the organization in achieving its goals.

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### MANDATE

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The Board’s mandate is to do the following, with consideration to the interests and needs of the Francophone community:

- i. initiate, acquire, produce, distribute, exhibit or otherwise deal in programs and materials in the educational broadcasting and communications fields;
- ii. engage in research in those fields of activity consistent with the objects of the Authority under clause (i);
- iii. discharge such other duties relating to educational broadcasting and communications as the Board considers to be incidental or conducive to the attainment of the objects mentioned in clauses (i) and (ii);
- iv. establish and administer distance education programs

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### MISSION

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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.

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### VALUES

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Respect	Leadership	Creativity and initiative	Innovation	Ambition
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The organization also works to support the consolidation of the societal, cultural and community development objectives of the Francophone community, particularly in the context of Ontario’s *Aménagement linguistique* Policy for French-language education.

## 1.2. Governance and Board of Directors

The OTELFO is incorporated without share capital under the *OTELFO Act*, which requires it to have a Board of Directors consisting of nine members appointed by order of the Lieutenant Governor in Council.

The Board of Directors (BoD) is responsible for the overall governance of TFO. Its members meet regularly, at least four times a year. In 2021-2022, the Board and its committees met 24 times. In carrying out its governance functions, the Board sets objectives, oversees policy development and implementation, and establishes strategic directions to enable the agency to fulfill its mandate. In particular, it works with senior management and executives to carry out activities related to general and internal governance. The Board is supported by two standing committees: the Finance and Audit Committee and the Governance and Human Resources Committee.

Also as part of good governance and leadership, the Board is subject to an evaluation process that allows it to become aware of its strengths and weaknesses and to improve its effectiveness and efficiency.

### Jean Lépine

#### Chair of the Board (Toronto)

Member since March 25, 2021.  
End of term: March 24, 2025  
\*1-M, 2-M

### Carole Myre

#### Administrator (Embrun)

Member since April 18, 2012.  
End of term: December 31, 2021  
\*1-C

### Marie Larose

#### Administrator (Toronto)

Member since May 27, 2015.  
End of term: June 30, 2021  
\*1-C

### Maxim Jean-Louis

#### Administrator (Sudbury)

Member since February 14, 2020.  
End of term: February 14, 2023  
\*1-M

### Dominique Giguère

#### Administrator (Aylmer)

Member since March 4, 2022.  
End of term: March 3, 2024  
\*1-M

### Frédéric Duguay

#### Administrator (Toronto)

Member since March 10, 2022.  
End of term: March 9, 2024  
\*2M

### Dominique O'Rourke

#### Vice Chair (Guelph)

Member since December 31, 2018.  
End of term: July 14, 2023  
\*2-C

### Denis Claveau

#### Administrator (Toronto)

Member since July 2, 2020.  
End of term: July 1, 2022  
\*2-M

### Yannick Lallement

#### Administrator (Toronto)

Member since August 6, 2020.  
End of term: August 5, 2022  
\*1-M

### Julie Lantaigne

#### Administrator (Hamilton)

Member since December 10, 2020.  
End of term: December 9, 2023  
\*1-M, 2-M

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#### Legend:

#### \*Board of Directors Committees

1. Governance and Human Resources Committee
2. Finances and Verification Committee

**M:** Member

**C:** Committee Chair

**Compensation:** The total compensation paid to the members of the Board of Directors during the 2021-2022 fiscal year amounts to \$45,575 (including fees of \$18,550 paid to the Chair, Jean Lépine).



## 1.3. Organizational Structure

TFO's organizational structure reflects its strategic priorities and operating needs and is focused on functional responsibilities. It consists of six departments headed by a member of the Executive Committee, made up of senior managers, who report directly to the CEO, a position appointed by Order in Council by the Lieutenant Governor in Council.

### GENERAL MANAGEMENT

**Michelle Séguin**  
Chief Executive Officer

### DIGITAL LEARNING

**Julie Caron**  
Vice President, Learning Continuum

### CONTENT AND PRODUCTION

**Claude Sauvé**  
Vice President, Content and Production

**Nadine Dupont**  
Senior Director, TFO Production

### HUMAN RESOURCES

**Poonam Ramkhelawon Maroam**  
Senior Director, Human Resources

### FINANCES AND LEGAL SERVICES

**Francis Michaud**  
Senior Director, Finances and Legal Services

**Sylvie Roussel**  
Senior Legal Counsel

### TECHNOLOGY AND OPERATIONS

**Regis Harrisson**  
Acting Senior Director, Technology and Operations

### COMMUNICATIONS AND MARKETING

**Joëlle Drouin**  
Senior Director, Communications, Marketing and Strategic External Relations

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*As of March 31, 2022*

## 1.4. Equity, Diversity and Inclusion (EDI): Celebrating Community, In All Its Diversity

Whether it is through its content or its workforce, TFO places EDI at the heart of its priorities and methods. TFO has long benefited from a very diverse francophone workforce and ensures that its audiences recognize themselves in the content.

This year, the Board of Directors and management focused closely on truth and reconciliation. The members of the Board of Directors and the Executive Committee followed the training course: [4 Seasons of Reconciliation](#). It will also be offered to all staff in September 2022.

In addition, key educational resource production teams participated in training and awareness workshops. Indigenous experts were involved in designing and writing elementary and secondary student resources.

Throughout the year, TFO celebrates EDI in its programming and across its platforms, such as:

**INDIGENOUS PEOPLES MONTH —** In order to continually raise awareness of Indigenous People history among youth, TFO has launched content on its IDÉLLO platform such as [Vous l'savez astheure](#) and a [special edition](#) of the IDÉLLO magazine. In addition, a selection of moving and engaging Indigenous documentaries, films and stories were released in June to share the message of truth and reconciliation.

**PRIDE MONTH —** As part of the celebration of Pride month, TFO, in partnership with [Massimadi](#), the LGBTQ2S+ film and arts festival, produced four vignettes on LGBTQ2S+ representation in the media, highlighting LGBTQ2S+ culture and arts around the world, among others.

**BLACK HISTORY MONTH —** To honor Black film artists and highlight their past and present contributions, TFO offered special programming consisting of films and documentaries by Black filmmakers during every weekend in February.

**INTERNATIONAL WOMEN'S RIGHTS DAY —** For one week in March, TFO put forward a special film program centered on female talents in cinema. More than 25 films by 14 women directors were presented.

## 1.5. Strategic Plan - 2019-2022

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### VISION

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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

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#### **AXIS 1 Education and the Francophonie**

- 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.
- Mobilize our content and services to drive the French fact for Ontarian society, in Canada, and internationally.

#### **AXIS 2 Acquiring Employability Skills**

- Position our services and our content to support more learners, teachers and parents in acquiring employability skills.
- Create collaborative, creative spaces for Francophones and Francophiles which encourage the acquisition of employability skills.

#### **AXIS 3 Organizational Sustainability**

- Develop and adapt a new, effective and sustainable business model.

## 2. Overview of the Year 2021-2022

The year 2021-2022 was eventful. During the pandemic, TFO experienced a change in leadership and an exacerbated labour shortage. The continued development of a new business line related to TFO's expanded mandate given by the government for e-learning, has also had a significant impact on operations.

As a result, some of the major initiatives listed in the [2021-2022 to 2023-2024 Business Plan](#) and developed in the spirit of the 2019-2022 strategic plan had to be revised or postponed to a later year. To this end, an overview of major initiatives and accomplishments can be found in Appendix II.

In spite of this changing environment, TFO fulfilled its mandate as a creator of educational content and addressed important issues such as the stabilization of the organization, e-learning and the renewal of its production equipment.

**STABILIZATION OF THE ORGANIZATION —** In May 2021, the Board of Directors appointed Michelle Séguin as Interim Chief Executive Officer. This appointment was confirmed by the Government of Ontario by Order-in-Council in February 2022. Under this new leadership, the Board has prioritized leadership, culture and workforce stabilization.

To this end, in 2021, management committed to develop a new strategic plan for 2022-2025 that contains a strategic direction focused on developing an engaged and rewarding work environment. Like many organizations, TFO is experiencing a significant shortage of French-speaking workers and has had to deal with a high turnover rate among its staff and senior management.

To better understand the recruitment and retention challenges and to inform the 2022-2025 strategic plan, a staff survey was conducted. Seven themes were identified to create a stimulating and enriching work environment: conflict management, change management, leadership, communication and transparency, project management, organizational culture, and roles and responsibilities. To meet these expectations, a three-year action plan has been put in place and several initiatives have been launched. These include the introduction of dispute resolution training, improved onboarding of new staff, the launch of a leadership program, and improved mechanisms for multi-directional communication with staff.

**E-LEARNING —** Following the Ministry of Education's (EDU) July 2020 request "to improve the robustness of the province's online learning system", TFO has committed to develop high-quality content for Ontario students through actions and projects to be rolled out primarily in 2022-2023. TFO's extensive content inventory,

in-house production expertise and studios enhance the quality of the content and the online learning experience.

This new line of business, driven by the Digital Learning department, is being rolled out in five components:

**Elementary Learning Modules:** TFO has developed 50 elementary K-8 e-learning modules covering the expectations and learning content for each elementary subject in the Ontario curriculum. These modules contain activities called *Missions d'Élo*, for students and an instructional sheet for teachers. The modules will be deployed in the virtual learning environments (VLE) of French school boards and on a platform designed by TFO.

**Online Courses for High School:** In order to help school boards meet the mandatory two-credit online graduation requirement, TFO has developed a new line of business and has begun development of 16 high school online courses for grades 9-12 that will be made available in school boards VLEs during the 2022-2023 school year.

**Ontario Course Preview:** In collaboration with TVO, TFO has launched a [new site](#) to help French-language high school students make informed decisions about online course choices. Students and families enjoy a rich and intuitive user experience as they browse a sample of 30 courses, giving them a good idea of what teacher-led online learning looks like in Ontario.

**Professional Training:** Two professional development programs for teachers, parents, and tutors have been developed: blended learning and coding training. These training sessions will be available in the “learning community” section of French school boards’ VLEs and on IDÉLLO. They will consist of micro-modules that focus on interaction through activities such as quizzes and role-playing.

**Techno-Pedagogical Innovation:** This year, TFO began developing a prototype of the first serious game aligned with the expectations and content of the Ontario chemistry curriculum. The objective of the game is to support the learning of complex concepts in molecular chemistry at the secondary level (grades 11 and 12). This educational video game takes the student through an immersive experience in an imaginary virtual environment. The challenges are based on realistic situations related to issues such as climate change. The challenges also incorporate Indigenous perspectives.

**RENEWAL OF PRODUCTION EQUIPMENT —** It should also be noted that TFO has made significant investments to modernize its equipment in order to ensure the quality of its educational content. The studio facilities and cameras dated back to 2008 and had exceeded their expected lifespan, posing a risk to ongoing projects.

The renewal of production equipment has enabled TFO to meet new media standards, particularly with respect to ultra high definition (UHD).

The new equipment is in place and crews are trained, allowing production crews to use the new equipment starting in May 2022.

In summary, in addition to addressing these three major issues and developing its new strategic plan, TFO has continued its role as a partner for EDU and has implemented its mandate by making thousands of pieces of educational content available to the Franco-Ontarian community.

## 3. Portrait of the Franco-Ontarian Public Media’s Educational and Cultural Work

Once again this year, TFO has fulfilled the mandate given by the Ministry of Education, by taking concrete action to ensure “*the broadcasting of quality educational, cultural and multimedia content to the 12 French-language school boards and to the Franco-Ontarian community as a whole...*”<sup>1</sup>

### 3.1. Digital Learning: Strong and Innovative Support for Students

To support students, educators and families, TFO is developing a range of high-quality educational tools, services and content.

**IDÉLLO** — Through IDÉLLO, a digital learning platform, TFO’s main mandate is to provide free service to the 12 French school boards in Ontario.

In addition to providing education professionals with over 17,000 resources on IDÉLLO, TFO publishes a monthly webzine and offers a series of webinars and online training. With an 82.5% satisfaction rate, IDÉLLO is an important educational tool for over 561,000 in 2021-2022.

The platform also offers tools to support French language learning for the 60 English school boards in Ontario. Additionally, IDÉLLO is used outside of Ontario through provincial agreements with Manitoba, Saskatchewan, New Brunswick and Nova Scotia as well as in Quebec through agreements with several school boards.

**New Content** - TFO has developed new spaces and launched 2,000 new pieces of content on IDÉLLO in the form of videos, podcasts, audio files, texts or digital books.<sup>2</sup> In addition to the custom-made teaching kits developed in-house for educational staff, the content offering is also enhanced through 29 [content partnerships](#).

This year, three new educational spaces were launched on the platform:

- [Ma première rentrée](#): Information and tips inspired by the Ontario curriculum to prepare children for their first school day.

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<sup>1</sup> The Honourable Stephen Lecce, Letter of Mandate, TFO, Ontario Ministry of Education, November 23, 2020.

<sup>2</sup> An overview of new content produced and co-produced by TFO and broadcast on the platform can be found in the table on page 12.

- [Français @ home](#): 60 activity sheets for parents of children in core French. This project was funded by the Ontario Ministry of Education's FSL grant.
- [En français, c'est chouette](#): Produced with the support of the Government of Manitoba, this digital educational kit offers a wide selection of content addressing literacy, numeracy and identity building for Franco-Manitoban youth.

**BOUKILI** — TFO's reading application offering an immersive, interactive and educational experience for children aged 4 and up has grown again this year. The free application for French-speaking and French immersion or French as a second language (FSL) students now contains over 149 illustrated books on six reading levels, as well as 90 games created by TFO. In addition to parents, Boukili has been improved to better support teaching activities.

In 2021-2022, 34,000 new parent-teacher accounts were created. The app now totals over 8.7 million books read, with nearly 4 million reads recorded in 2021-2022.

## **3.2. Innovative Programming: Production, Acquisition and Distribution of French-language Educational and Cultural Content**

The development and dissemination of educational and cultural content is the driving force behind TFO's operations. TFO is committed to enriching programming on its various platforms and aims to reach and connect with learners of all ages when and how they want it.

While meeting the expectations of the Ontario Ministry of Education (EDU) and the regulatory requirements of the [Canadian Radio-television and Telecommunications Commission \(CRTC\)](#) as a Canadian educational broadcaster, TFO strives to meet the specific needs of its Franco-Ontarian audience. TFO is also supported by the [Canada Media Fund \(CMF\)](#) for both in-house and co-productions, which contributes significantly to the development of this industry in Ontario.

In addition, through in-house productions and co-productions made almost exclusively with independent producers from Ontario and the Canadian Francophonie outside Quebec, TFO makes a significant contribution to the economy of Ontario and to the development of French-language educational content across Canada.

**TFO PRODUCTIONS** — TFO Productions is an in-house team that imagines, writes, directs and produces original Franco-Ontarian content to address the scarcity of educational content in French. In addition to contributing to the cultural and educational work of French Ontario, the content produced by TFO adds value to the



Franco-Ontarian public media's multiplatform offering. In 2021-2022, TFO began the development of 21 new series and broadcast for the first time 13 new in-house productions representing more than 1,000 vignettes or episodes.

**COPRODUCTIONS —** Co-productions are external content funded in part by TFO and through the CMF *Performance Envelope Program* and other Canadian funds. As a co-producer, TFO is involved in the creative follow-up of these series and acts as a broadcaster or co-broadcaster of the content produced. In 2021-2022, TFO awarded \$2.1 million to Canadian producers, 84% of which was in Ontario, and aired nine new co-produced projects.

**ACQUISITIONS —** In order to improve its offer, TFO acquires content for children, youth and adults. Acquisitions provide access to world-class content and greater industry recognition for TFO. In particular, TFO has a large audience of moviegoers for its evening movie programming, with an average of 2,169 audience members per minute in 2021-2022, according to Numéris data.

**ONFR+ —** ONFR+ is TFO's digital information platform, which targets Francophones in Ontario through three sections: news, society, and culture. The journalism team analyzes Francophone news at Queen's Park, on Parliament Hill and throughout French Ontario. Beyond the headlines, ONFR+ digs into the social issues that affect Francophones, tells their stories and features artists and their universe.

In 2021-2022, 342,000 people, mostly from Ontario and Quebec, accessed ONFR+ content. Nearly 2,000 articles were published throughout the year in the various sections. Among the content that stood out, mentions should go to the multimedia feature about Ontario's housing crisis, *Au pied du mur*, which garnered 132,000 views, and the documentary *STUCK.*, about the lives of eight Franco-Ontarian artists during a year-long pandemic, which averaged 1,853 viewers per minute.

**CREATION OVERVIEW** — Whether through its television channel or TFO.org, through its **MiniTFO (ages 2-8)**, **FlipTFO (ages 9-12)**, **PlusTFO (adults)** programming, through its **ONFR+** information franchise or through its **IDÉLLO** digital learning platform, TFO has shared thousands of pieces of educational content with the community. Here is a portrait of the creations launched and broadcast for the first time in 2021-2022.

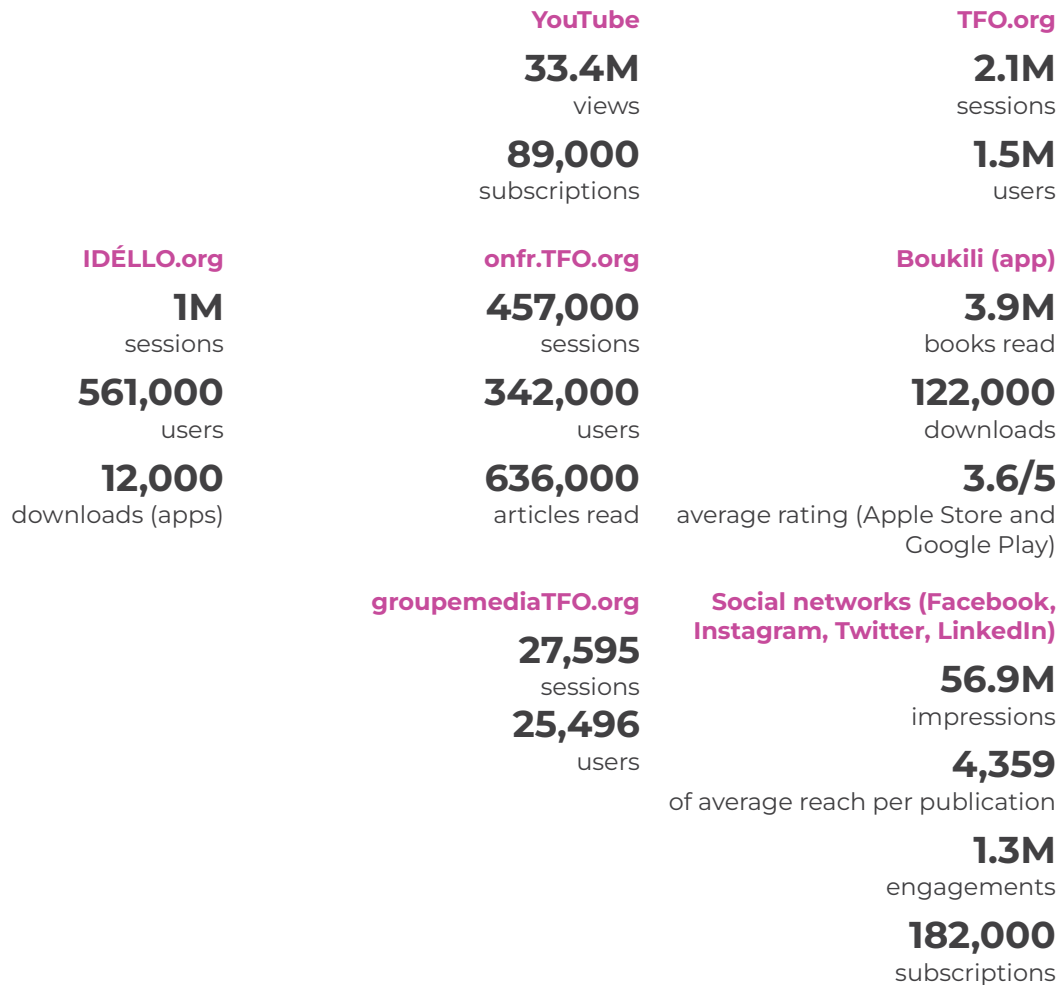
Series, Program, Project	Type	Broadcast Credits		Provenance
<a href="#">16 Hudson 2</a>	Coproduction	TFO, IDÉLLO	<a href="#">Big Bad Boo Studios</a> , CMF, Shaw Rocket Fund	British Columbia
<a href="#">Adjectifs en tout genre</a>	In-house production	TFO, IDÉLLO	TFO Production, CMF	Franco-Ontarian
<a href="#">Apprendre autrement</a>	Coproduction	TFO, IDÉLLO	<a href="#">Bellefeuille Production</a> , CMF	New Brunswick
<a href="#">Au pied du mur</a>	In-house production	TFO, ONFR+	TFO Production	Franco-Ontarian
<a href="#">Ce n'est pas de la magie... c'est de la science!</a>	In-house production	TFO, IDÉLLO	TFO Production, CMF	Franco-Ontarian
<a href="#">Chez nous, au Canada</a>	In-house production	TFO, IDÉLLO	TFO Production, CMF	Franco-Ontarian
<a href="#">Dépenser = Penser</a>	In-house production	IDÉLLO	TFO Production	Franco-Ontarian
<a href="#">Grands mots, petites histoires</a>	Coproduction	TFO, IDÉLLO	<a href="#">Big Jump Productions</a> , CMF	Franco-Ontarian
<a href="#">In-génie</a>	Coproduction	TFO, IDÉLLO	Orbite Media Inc., CMF	Franco-Ontarian
<a href="#">La roue des métiers</a>	In-house production	TFO, IDÉLLO	TFO Production, CMF	Franco-Ontarian
<a href="#">Les Glowbies</a>	Coproduction	TFO, IDÉLLO	<a href="#">Gallus Entertainment Inc.</a>	Ontario
<a href="#">Les Métis : Notre culture, nos histoires - 2</a>	Coproduction	TFO, IDÉLLO	<a href="#">ATO media</a>	Franco-Ontarian
<a href="#">Les mimistoires</a>	Coproduction	TFO, IDÉLLO	<a href="#">Maki Media Productions</a> , CMF	Québec
<a href="#">Les sports imaginaires</a>	In-house production	TFO, IDÉLLO	TFO Production, CMF	Franco-Ontarian
<a href="#">Petite bouchée du monde</a>	Coproduction	TFO, IDÉLLO	<a href="#">ATO Media Inc.</a> , CMF	Franco-Ontarian
<a href="#">Savais-tu que... Les animaux canadiens</a>	In-house production	TFO, IDÉLLO	TFO Production, CMF	Franco-Ontarian
<a href="#">Savais-tu que... L'évolution de la technologie</a>	In-house production	TFO, IDÉLLO	TFO Production, CMF	Franco-Ontarian
<a href="#">STUCK</a>	In-house production	TFO, ONFR+	TFO Production	Franco-Ontarian
<a href="#">Théâtre en balado</a>	In-house production	IDÉLLO	TFO Production, CMF	Franco-Ontarian
<a href="#">Tout pour la musique 2020</a>	Coproduction	TFO	<a href="#">Les Productions Rivard</a>	Manitoba

### 3.3. Multiplatform Offering in Figures

**TFO, essential to the cultural and economic vitality of the Francophonie in Ontario.**



**TFO, one of the largest producers and broadcasters of educational and cultural content in French Ontario.**



### 3.4. Special projects and major events

During the pandemic, safety and prudence were mandatory. In this secure climate, TFO dedicated itself to its mission as a unifying media and community partner. Motivated by these values, the Franco-Ontarian community events continued to thrive to make its educational and cultural work shine.

**FRANCO-ONTARIAN DAY** — On the occasion of Franco-Ontarian Day 2021, TFO was a proud partner of *Encore ensemble*, an initiative by school boards and the entire francophone school network in Ontario, in collaboration with several partners including L'écho d'un peuple, the Fédération de la jeunesse franco-ontarienne, the Assemblée de la francophonie de l'Ontario, Le Réveil, the LOL Mort de rire Desjardins contest, the Festival franco-ontarien, Collège La Cité and the Ontario Ministry of Education. Combining concerts and comedy shows, this virtual celebration offered a rich program to school staff and families, including a series of TFO videos (Flip t'explique) available on [MyFrancoFlag.ca](https://www.MyFrancoFlag.ca).

**IDÉLLO AWARDS** — The IDÉLLO Awards honour the remarkable work, passion and innovation of the Francophone and Francophile educational community in Canada. While celebrating the wealth and importance of Francophone culture across the country, the [IDÉLLO 2021 Awards Gala](#) recognized four outstanding individuals. Among the numerous applications received, these teachers and educators stood out for their outstanding dedication, boundless creativity and exceptional commitment to the youth of this country.

## 4. Awards and Recognitions

### Awards

#### JUDITH JASMIN AWARD 2021

Category: Local and regional  
Nomination: ONFR+, "Il y a 50 ans, la crise de Sturgeon Falls"  
Director and Production Team: Andréanne Baribeau (director), Éric Bachand (collaborator) and Jacques-Normand Sauvé (research)

#### COMMUNICATOR AWARDS EXCELLENCE (May 2021)

Category: Individual - Technology for Online Video  
Nomination: Fall in LUV

### Nominations and awards

#### 2021 KIDSCREEN AWARDS

Category: Best On-Air Host  
Nomination: Pascal Boyer - FLIP, l'algorithme and FLIPPONS  
Producer: Fabienne L'Abbé

Category: Best Mixed-Media Series  
Nomination: FLIP, l'algorithme  
Producer: Fabienne L'Abbé

Category: Best One-Off, Special or TV Movie  
Nomination: FLIPPONS 2019  
Producer: Fabienne L'Abbé

Category: Best Mixed-Media Series  
Nomination: Mini Yoga, Season 2  
Producer: Renée Paradis

Category: Best New Series  
Nomination: La vie compliquée de Léa Olivier  
Producer: Slalom/TFO

#### 2021 GÉMEaux AWARDS

Category: meilleure émission ou série jeunesse: divertissement  
Nomination: FLIPPONS 2020  
Producer: Fabienne L'Abbé

Category: meilleurs maquillages/coiffures: humour, variétés toutes catégories  
Nomination: FLIPPONS 2019  
Producer: Fabienne L'Abbé

Category: meilleure animation pour une émission ou série produite pour les médias numériques: jeunesse

Nomination: FLIPFEST  
Host: Pascal Boyer

Category: meilleure animation pour une émission ou série produite pour les médias numériques: jeunesse

Nomination: MINI YOGA - SEASON 2 "Épisode 12 - La Gerboise en Chine"  
Host : Josée LeBlanc

Category: meilleure émission ou série jeunesse fiction: 12 ans et moins  
Nomination: Les Sapiens - Season 2  
Producers: Pixcom/TFO

## 5. Performance Analysis

In addition to what was presented earlier regarding the performance of TFO's various business lines and projects, the next section provides an overall picture of operational and financial performance in light of the main elements of the mandate entrusted to TFO and the measures undertaken to implement them.

### 5.1. Operational Performance

**PERFORMANCE RATING** — In order to remain a high-performing government agency, TFO annually assesses its performance rating based on indicators grouped under four themes: organizational health, internal processes, clientele, and finances.

Themes	Indicators	Status
<b>Organizational Health</b>	Turnover rate	●
	Average number of absent days per staff member (short-term illness)	●
<b>Internal Processes</b>	Data quality in the content management and delivery software Louise©	●
	Compliance with CRTC regulations	●
	Compliance with accessibility dissemination requirements	●
	Meeting broadcast requirements for percentage of Canadian content	●
	Rate between the number of tenders and the number of sole-source exemptions claimed	●
<b>Clientele</b>	Aided brand awareness rate <sup>3</sup>	●
	Partners' satisfaction with the impact of the projects on the implementation of the Aménagement linguistique Policy	●
	Satisfaction rate of IDÉLLO platform users	●
	Percentage of our products and services that feature content addressing at least one of the seven employability competencies	●
<b>Financial</b>	Balanced budget	●
	Controlled deferred contributions	●
	Percentage of expenditures allocated to administration	●
	Limit to the decline in cable subscription revenues	●

**Legend:** ● Level III - High (+90% of target) ● Level I - Low (0-50% of target)  
● Level II - Moderate (51-89% of target)

Overall, TFO was rated in 2021-2022 at Level III, the highest level. This rating is namely due to the following:

- a significant improvement in internal processes;

<sup>3</sup> A measure of the number of people who express knowledge of a brand or product when prompted (brand recognition).

- improving organizational health by significantly reducing the average number of days of absence per staff member: 3.6 days instead of 5.9 days, an almost 40% decrease compared to last year;
- a client and partner satisfaction rate of over 82% for learning products and projects.

For those indicators that received a Level I rating (the lowest), the factors that explain this result and the mitigating actions that TFO plans to implement to improve the result are as follows:

- **Turnover rate:** Like all organizations and businesses in Ontario, TFO faces an extremely active and competitive labour market, with little room to drastically reduce its voluntary turnover rate. To mitigate these effects, TFO has renewed its employer offer, along with a retention action plan that will begin in 2022-2023. The main measures adopted are the optimization of the integration process, a coaching and training program, and a policy in favour of hybrid work.
- **Limit to the decline in cable subscription revenues:** despite the work undertaken over the past two years with cable companies to increase the channel's notoriety, TFO is recording a significant decline in the number of subscriptions for the year 2021-2022, i.e. a decline in subscription-related revenues. However, TFO is seeing a stabilization of its audiences and even an upward trend for the year 2022-2023, thanks to the new programming strategy launched in the fall of 2021 and supported by a content-based marketing strategy.

As part of its new strategic plan, TFO has developed a global strategy to enhance its outreach by promoting the dedicated TFO brand, by deploying a bypass offer, including the redesign of its digital platforms, by making its educational applications sustainable, and by resuming its face-to-face activities with the education community and the Francophone community.

**ADMINISTRATIVE AREAS -** Here is an overview of the sectors and their major initiatives this year.

**Financial and Legal Services:** The Finance, Legal and Procurement department is responsible for financial planning and reporting, accounting, payroll, procurement (including oversight of vendor management) and facilities management. It oversees overall risk management and program evaluation. As part of its mandate, management ensures that copyright is respected and that the organization complies with applicable laws, regulations, guidelines and policies:

- Improving and maintaining a system of internal controls that supports the integrity and reliability of financial reporting
- Supporting the e-learning project with EDU to develop budgets and financial reports
- Monitoring compliance with Ontario government legislation and directives

**Human Resources:** The Human Resources Department is responsible for supporting the strategic direction of putting people first. This includes the full cycle of human resources operational services, wellness, employee engagement, coaching, labour-management relations, talent management and succession planning, and internal and external training. This branch ensures that TFO's development program meets the needs of staff in terms of mentoring, coaching and succession planning.

- Improving organizational health
- Improved relations with the unions and signing of new collective agreements with the GCM and UNIFOR unions
- Supported the e-learning project by hiring 130 temp workers to meet deliverable commitments

**Technology and Operations:** Technology and Operations (TO) provides strategic advice and technology to support the strategic pillars. This area oversees investments in information technology and facilitates the interaction and engagement of people and businesses within the organization. In particular, it oversees data management, governance and analysis, process and business optimization, cybersecurity, and technology performance.

- Complete content compliance analysis in the *Louise@* content management and delivery software to verify copyright and Canadian content delivery requirements
- Deployment of new production equipment
- Cybersecurity plan and staff awareness campaign on cybersecurity issues

**Communications, Marketing and Strategic Outreach:** The Communications, Marketing and Strategic External Relations sector is responsible for promoting educational initiatives, projects and content acquired, produced and broadcast by TFO, as well as creating and maintaining links with Franco-Ontarian communities. This area supports audience awareness, acting as a voice and brand custodian, and ensures that all communications are aligned with the organization's strategic objectives and with the aspirations of the Franco-Ontarian community.

- Research and analyze new online course markets to increase knowledge and understanding of its audiences, while supporting the digital learning industry in the deployment of new initiatives



- Review of TFO's promotional strategy to place content at the heart of its campaigns
- Increased support for internal and external pandemic communications

## 5.2. Financial Performance

TFO has three sources of funding: operating grants from the Ontario Ministry of Education (EDU), funding from the Government of Canada through the Canadian Media Fund (CMF) and the Canada-Ontario Agreement, and self-generated funds.

In 2021-2022, TFO received \$48.29M from the Ontario government:

Funding	Details	Amount
<b>Operations</b>	Funding for operations has remained the same since 2018.	\$30.89M <sup>4</sup>
<b>One-time</b>	For the production of e-learning content (see section 2).	\$14M <sup>5</sup>
<b>Projects</b>	For FSL projects.	\$0.8M
<b>Canada-Ontario Agreement</b>	The funding received through the <i>Protocol Agreement for Minority Language Education and Second Language Instruction</i> has remained the same <sup>6</sup> .	\$2.6M

The CMF envelope increased by 44% over the previous year. As a result, TFO received \$0.9M in CMF funding for the production of educational and cultural content. This increase is linked to the efforts of the content and production sector using producers from Ontario and outside Quebec.

Note that TFO is continually looking for ways to generate additional revenue<sup>7</sup> to meet its objective of ensuring the sustainability of the organization. This year, self-generated revenue decreased from \$3.2M to \$2.1M compared to last year, a 34% reduction. This decrease is attributed to the decline in cable subscriptions in Canada, which translates into \$0.2M in lost cable revenues for the Franco-Ontarian public media. In addition, TFO noted a \$0.9M decrease in revenues from sales of services, a 50% reduction from the previous year. This is due to the interruption of external production services, on the one hand, because of the pandemic and, on the other hand, because of the use of internal space for the production of online courses.

Finally, expenditures for 2021-2022 were \$51.9M. Significant one-time charges this year are attributable to the development of online learning resources, which amounted to \$13.6M.

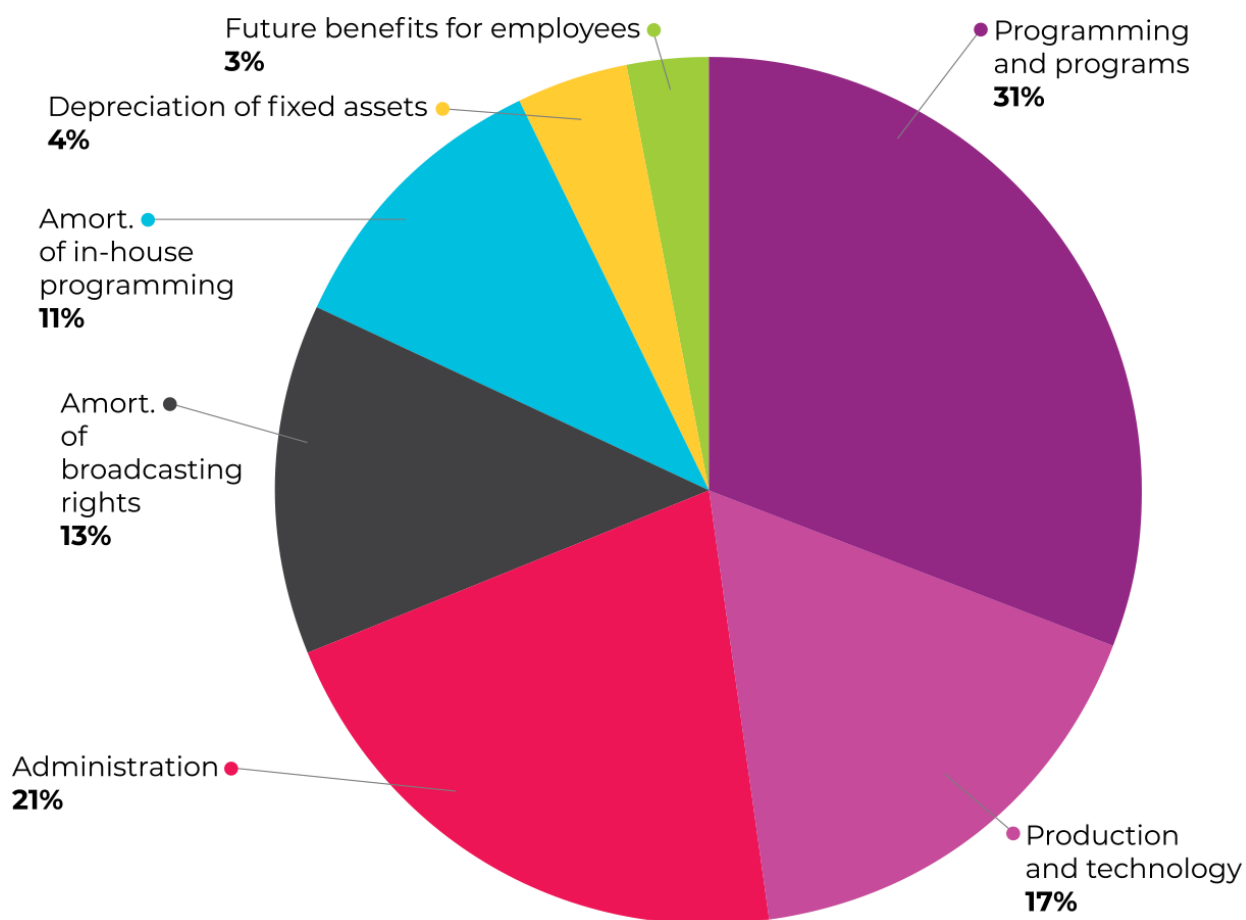
<sup>4</sup> See note 15 of the financial statements.

<sup>5</sup> See note 16 of the financial statements.

<sup>6</sup> See note 17 of the financial statements.

<sup>7</sup> See note 18 of the financial statements.

## Operating Costs and Expenses



Future benefits for employees	3%
Depreciation of fixed assets	4%
Amort. of in-house programming	11%
Amort. of broadcasting rights	13%
Administration	21%
Programming and programs	31%
Production and technology	17%

The audited financial statements as of March 31, 2022 can be found in the Appendix of this report. They present the results for the year and are prepared in accordance with Canadian accounting standards for government not-for-profit organizations. The financial statements have been audited by the firm Marcil-Lavallée and their report is without reservation.

# Appendix I - Strategic Plan 2022-2025

This is the abbreviated version of the strategic plan developed in 2021-2022 and launched on April 1, 2022. The full version is available here:

[eclairerdemain.groupemediaTFO.org](http://eclairerdemain.groupemediaTFO.org)

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## MISSION

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

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## VISION

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

<b>ORIENTATION 1</b> <b>An engaging and rewarding work environment</b>	<b>ORIENTATION 2</b> <b>A relevant and efficient public asset<sup>8</sup></b>	<b>ORIENTATION 3</b> <b>Integrated and synergistic relationships</b>
<ul style="list-style-type: none"> <li>• Cultivate inspirational leadership.</li> <li>• Develop an engaging and rewarding “staff experience”.</li> <li>• Create a culture of open, internal and multi-directional communications.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen our service offering to all our audiences to maximize its relevance and performance.</li> <li>• In partnership with school boards, design and implement an engaging and renewed provincial online learning ecosystem.</li> <li>• Increase and model our operational capacity to support the achievement of our goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Build enriching relationships with educational, cultural and community partners.</li> <li>• Optimize our government and regulatory relationships.</li> </ul>

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<sup>8</sup> Defines the will of Groupe Média TFO, as a government agency, to contribute on a daily basis to the life of the Francophone community of Ontario, and allows the appropriation of TFO’s contents and services by the latter.

# Appendix II - Major initiatives in 2021-2022

Major initiatives for 2021-2022 are listed in the [2021-2022 to 2023-2024 Business Plan](#). This appendix reports on these initiatives.

## Continue to foster enriching relationships and partnerships with educational communities

Planned Initiatives	Achievements
<ul style="list-style-type: none"> <li>To perpetuate content and activities that support the continuity of learning at home, such as children's and parents' webinars, targeted programming and educational support content, mainly for the IDÉLLO platform.</li> </ul>	<ul style="list-style-type: none"> <li>TFO has expanded its educational content offering on IDÉLLO by developing 29 strategic partnerships with organizations such as Wapikoni and Science Nord, which have enabled it to add more than 350 educational resources, while supporting the implementation of Ontario's Aménagement linguistique Policy, thus promoting the development of Franco-Ontarian cultural identity.</li> </ul>
<ul style="list-style-type: none"> <li>Continue 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.</li> </ul>	<ul style="list-style-type: none"> <li>The academic collaboration between TFO and UOF has been through a partnership with La Cité College for professional development programs in teaching. Funding has been provided and this work will be completed in 2022-2023.</li> </ul>
<ul style="list-style-type: none"> <li>Pursue projects developed through collaborative creativity spaces or partnerships with school boards and educational organizations.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative creativity spaces have been on hold since the start of the COVID-19 pandemic.</li> </ul>

## Reposition the content production and distribution strategy

Planned Initiatives	Achievements
<ul style="list-style-type: none"> <li>Activate the customer-centric omnichannel distribution strategy that, thanks to the data collected by business intelligence, allows TFO to propel its content through interconnected distribution channels: putting the right content on the right platform at the right time according to the targeted audiences.</li> </ul>	<ul style="list-style-type: none"> <li>Review audience personas for each broadcast platform to reorient programming strategy.</li> <li>The distribution strategy will be developed in 2022-2023.</li> <li>The redesign of TFO.org will take place in 2022-2023. This redesign will help implement a distribution that will make our content more accessible to our target audiences.</li> </ul>
<ul style="list-style-type: none"> <li>Update our content strategy:</li> </ul>	<ul style="list-style-type: none"> <li>This strategy is applied to all our in-house</li> </ul>

<ul style="list-style-type: none"> <li>○ Continue the production, co-production and acquisition of content on employability skills.</li> <li>○ Continue the new strategy for the 13 and up age group</li> </ul>	<p>productions, co-productions and content acquisitions.</p> <ul style="list-style-type: none"> <li>● Content for ages 13 and up is in production or being acquired for 2022-2023 (for example, <i>Échec et moi</i>, a TFO production).</li> </ul>
<ul style="list-style-type: none"> <li>● Finalize production redesign (in line with the new sales strategy and cost optimization of the programming schedule).</li> </ul>	<ul style="list-style-type: none"> <li>● Analyze the value of content produced by TFO and the potential market for sales of this content.</li> </ul>

### Creation, administration and coordination of distance learning programs in French

Planned Initiatives	Achievements
<ul style="list-style-type: none"> <li>● Implement actions outlined in the business plans related to TFO's expanded mandate to support school boards in meeting the mandatory two-credit online graduation requirement, beginning with the cohort of students entering 9th grade in the 2020-2021 school year.</li> <li>● At EDU's request, develop online learning modules for elementary students and teachers.</li> <li>● Develop learning objects that can be integrated into online courses: immersive virtual learning games and educational series.</li> <li>● Develop a specific business plan on the issue of transferring and integrating the francophone portion of ILC (the Independent Learning Centre, or ILC) from TVO to TFO.</li> <li>● Get a school number.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>See section 3 of the annual report.</b></li> <li>● The business plan for the transfer of the Independent Learning Centre (ILC) to TFO was developed and submitted to the Ministry of Education on March 19, 2021. The Ministry has decided not to proceed with this initiative.</li> <li>● During, 2021, TFO's mandate was redefined to remove "administration and coordination" of online courses.</li> </ul>

### Implement a partnership with the Université de l'Ontario français (UOF) and the Carrefour francophone du savoir et de l'innovation

Planned Initiatives	Achievements
<ul style="list-style-type: none"> <li>● Strengthen the academic partnership between TFO and UOF: <ul style="list-style-type: none"> <li>○ Professional development and continuing education course offerings</li> <li>○ Production of content for online courses</li> <li>○ Collaboration on research and publication</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● TFO and the main partners of the project, namely the UOF, the Théâtre français de Toronto and the Centre francophone du Grand Toronto, have resumed discussions regarding the establishment of a Carrefour francophone du savoir et de l'innovation in Toronto by 2030. The scope of the project was re-evaluated in favor of creating a space for intellectual, cultural, identity, community</li> </ul>

<ul style="list-style-type: none"> <li>○ TFO, a talent incubator for the UOF</li> </ul>	<p>and socio-economic life. The UOF focused on accelerating the search for a location for the Crossroads with the review of two proposals, and reaffirming the interests of the project partners.</p>
<ul style="list-style-type: none"> <li>● Continue supporting the development of the UOF's technological and digital infrastructure until it is self-sufficient.</li> </ul>	<ul style="list-style-type: none"> <li>● TFO supported the UOF in its operational and technological development until its opening. The UOF is now autonomous.</li> </ul>

## Ensure organizational sustainability

Planned Initiatives	Achievements
<ul style="list-style-type: none"> <li>● Increase self-generated income: <ul style="list-style-type: none"> <li>○ Activate the omnichannel distribution strategy enabling the amplification of our business opportunities by growing our audiences and monetizing platforms supported by critical mass [with the support of the technology plan].</li> <li>○ Deploy our advertising sales strategy.</li> <li>○ Implement the recommendations from the business plan regarding content sales.</li> <li>○ Develop a strategy for marketing educational content for online learning.</li> <li>○ Secure our CMF grants as a producer and broadcaster.</li> <li>○ Continue the new business strategy for IDÉLLO.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● In 2021-2022, the pandemic and a new focus on online learning have dampened self-generated revenue activity. In particular, the pandemic limited the marketing of our studios, so production teams had to maximize studio hours for in-house productions and online courses. Platform monetization, advertising sales, content sales, and educational content marketing strategies for online learning will be deployed in 2022-2023.</li> <li>● TFO has received an increase in CMF funding in 2022-2023 as a result of actions taken in previous years, such as the use of producers outside Quebec.</li> <li>● The strategy has been completed. Based on feedback from the target audience, the redesign of the IDÉLLO site will take place in 2022-2023.</li> </ul>
<ul style="list-style-type: none"> <li>● Make TFO an employer of choice.</li> </ul>	<ul style="list-style-type: none"> <li>● Several initiatives have been put in place with the goal of being an employer of choice, such as: <ul style="list-style-type: none"> <li>○ Improved integration of new staff</li> <li>○ Dispute resolution training</li> <li>○ Launch of a leadership program</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>● Continue the deployment of the analytical strategy.</li> </ul>	<ul style="list-style-type: none"> <li>● Data analysis is underway.</li> </ul>
<ul style="list-style-type: none"> <li>● Drive operational excellence within the company to maximize performance in productivity, product quality and cost reduction.</li> </ul>	<ul style="list-style-type: none"> <li>● Several initiatives have been completed to improve TFO's productivity, such as: <ul style="list-style-type: none"> <li>○ Review of projects for the children's programming production team based on pandemic issues and needs for e-learning projects</li> <li>○ Review of operational processes to improve efficiency of content production and distribution</li> <li>○ Improvement of legal and financial processes</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>Encouraging innovation through educational intelligence and virtual experience for education.</li> </ul>	<ul style="list-style-type: none"> <li>The teams have developed their skills in techno-pedagogy.</li> </ul>
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**Anchor philanthropy in our corporate strategy to make it a sustainable source of revenue**

Planned Initiatives	Achievements
<ul style="list-style-type: none"> <li>Implement the philanthropy strategy.</li> </ul>	<ul style="list-style-type: none"> <li>TFO launched its first fundraising campaign and philanthropy strategy, but the arrival of the pandemic put this aspect of the business model on hold. The situation will be reassessed in 2022-2023.</li> </ul>