

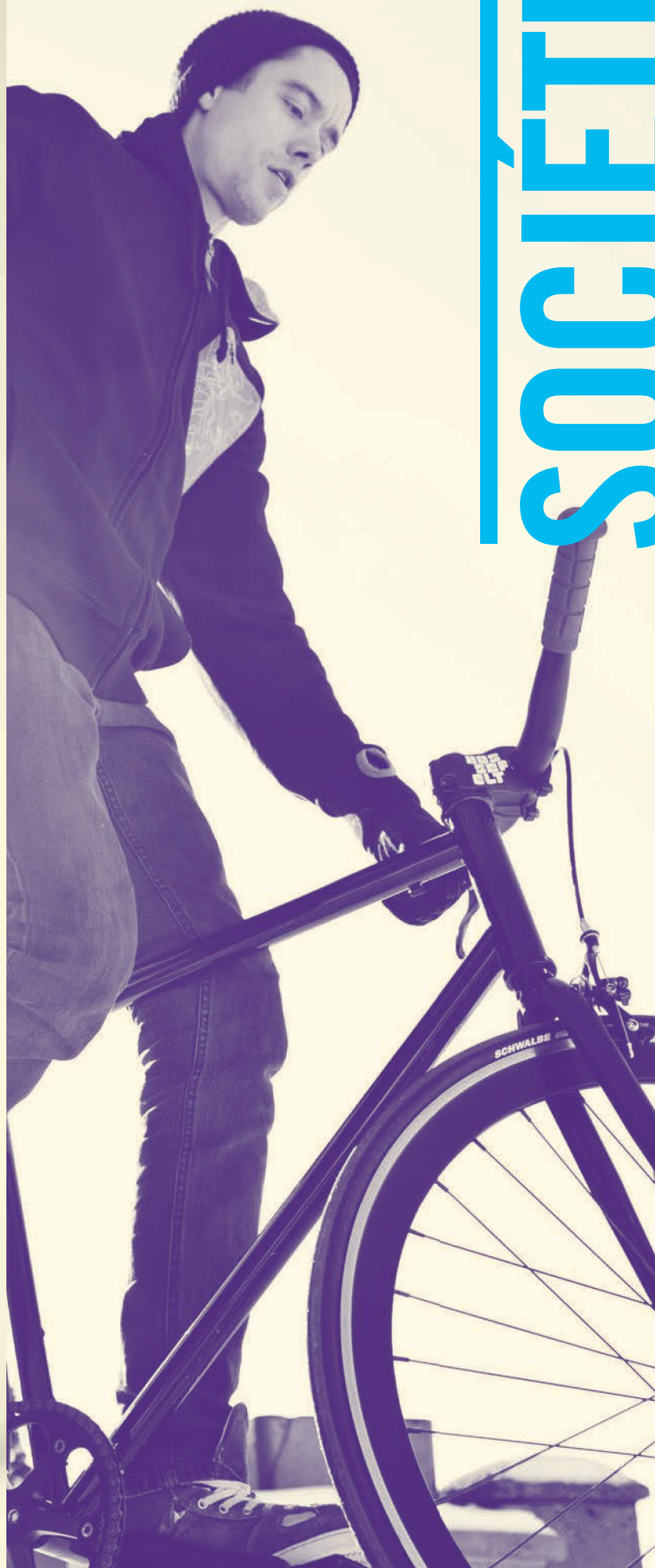
2011-2012

ANNUAL REPORT

GRUPE MÉDIA



EDUCATION



SOCIÉTÉ

2011-2012 ANNUAL REPORT

(Translation)

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A MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

25 years of stimulating educational content and service to a dynamic community

For Groupe Média TFO, 2011-12 was marked not only by the launch of TFO's 25th-anniversary celebrations in January 2012, but also by a series of major transformations throughout the year that positioned the organization to expand its horizons dramatically.

Innovative content-distribution technologies, relevant learning tools, and creative programming strategies have all contributed to TFO's success in carving out an enviable position in the media market both in Ontario and throughout Canada.

In all of its spheres of activity, it is important for Groupe Média TFO to draw ever closer to the Franco-Ontarian community, so that our clients feel more engaged than ever by the content that we offer them, whether on TV, on the web, or in the classroom.

Since 1987, TFO has been the standard-bearer for French-speaking Ontarians, a reliable source of information on which they can count. It has also been a cultural resource in preventing the assimilation of Francophone youth.

Over the years, Groupe Média TFO has also become an irreplaceable media partner in Ontario's French-language classrooms, offering teachers a wide range of multimedia tools that stimulate learning and imagination in today's schoolchildren, who are more and more fascinated by new technologies.

The organizational transformation that Groupe Média TFO began in 2011-2012 will enable us to showcase a rich array of unique content that is accessible to consumers wherever they are. By doing so, we will fulfil our mission of stimulating French life in Ontario not only by providing distinctive educational and cultural experiences, but also by continuing to serve as the voice of Ontario's French-speaking citizens.



A MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

Striving for performance

An organization that measures its performance benefits in every way. By quantifying its deliverables, an organization invariably finds ways to surpass itself and achieve success.

New technologies are unquestionably having a major impact on the media sector as a whole and on the production and distribution of video content in particular. Most importantly, these technologies are producing transformative changes in the ways that consumers access and use media content.

Groupe Média TFO has adapted to these new realities by redesigning our organizational structure and continuing to adjust it so that we can always produce and acquire relevant, high-quality educational and cultural content that keeps pace with media-consumption trends. We continue to revisit every aspect of our operations to ensure that we are purposefully focused on engaging all of our audiences—from students in their classrooms to web surfers to mobile-device users to TV viewers.

To stay in the game, research is key, and we have therefore expanded our research activities significantly. We have also given top priority to enhancing the Groupe Média TFO content categories that have already achieved the greatest success.

For Groupe Média TFO, the past year has been rich in historic meaning on many levels, but exciting in the present tense as well. In two of the most exciting developments, we launched our new brand image and our new web site, which offers a wealth of attractive content, along with features and functions better suited to consumers' needs.

In the coming year, Groupe Média TFO will continue to reshape its world with many more innovative initiatives. We will be launching new music content featuring emerging Franco-Canadian artists, enhancing our award-winning youth and educational content, providing ways for the entire Franco-Ontarian community throughout the province to interact with TFO on the air and on line, and making our film programming even more popular and dynamic.

By striving for performance, Groupe Média TFO will continue to achieve excellence as a cutting-edge educational media enterprise.



Glenn O'Farrell

WHO WE ARE

Groupe Média TFO produces and distributes quality French-language educational and cultural media content as well as additional supporting content to meet the needs and aspirations of its target clientele.

Thus TFO contributes to the civic and cultural development of Ontario's Francophone community and makes its content available on a large number of media platforms.

OUR VISION

TFO is recognized as an indispensable institution for the Franco-Ontarian community.

OUR MISSION

TFO stimulates French life in Ontario and elsewhere by providing high-quality educational and cultural multimedia content and services.

OUR ORGANIZATIONAL VALUES

- Respect
- Teamwork
- Creativity and initiative
- Professionalism
- At the service of the Francophone communities in Ontario

OUR STRATEGIC OBJECTIVES

Be recognized as the most important producer and distributor of media content in French Ontario's educational and cultural communities

Deliver products and services that match the expectations of our target audiences

Establish targeted, strategic partnerships that support TFO's vision, mission, and values

Play a key role in the sustainable development of French Ontario's human and economic resources

Maximize TFO's operational efficiency and ensure its financial viability.

BOARD OF DIRECTORS

Ontario French-language Educational Communications Authority (OTÉLFO)



GISÈLE CHRÉTIEN

Chair (Hanmer)

Ms. Chrétien served as President of Collège Boréal from 1998 to 2006. She is currently a member of the Higher Education Quality Council of Ontario and the Greater Sudbury Development Corporation. She has served as Chair of the Board of Directors of Sudbury General Hospital. Now retired, she does consulting work on strategic planning and leadership.

Ms. Chrétien has been Chair of the OTÉLFO Board of Directors since April 1, 2007. Her term ends on July 24, 2014.

* 1-C; 2-M; 3-M; 4-M



PAUL LALONDE

Vice-Chair (Toronto)

An attorney with Heenan Blaikie, Mr. Lalonde is also co-director of the firm's National Trade and Competition Law group and an associate in its Business Law group. He is Vice-Chair of the National Section on International Law of the Canadian Bar Association. He was appointed to the OTÉLFO Board of Directors on April 1, 2007 for a term that runs until July 24, 2013, and he became its Vice-Chair on September 23, 2011.

* 2-C, 3-M, 4-M



JACQUES SCHRYBURT

Director (Orléans)

Mr. Schryburt was Executive Director of the Association des enseignantes et des enseignants franco-ontariens from 1974 to 1992. He has also served as a member of the Sectoral Commission on Education of the Canadian Commission for UNESCO. Since retiring in 1998, he has done consulting work for various organizations, including the Rendez-vous de la francophonie and the federal Department of Canadian Heritage. Mr. Schryburt was appointed to the OTÉLFO Board of Directors on August 10, 2010 for a term ending on September 19, 2015.

* 1-M, 2-M, 3-M

BOARD OF DIRECTORS

Ontario French-language Educational Communications Authority (OTÉLFO)



JANINE GRIFFORE

Director (Chatham)

Ms. Griffore is Superintendent and Secretary of the Conseil scolaire de district des écoles catholiques du Sud-Ouest. She is known for her expertise in school programming. She has also worked for the Ontario Ministry of Education. Ms. Griffore became a member of the OTÉLFO Board of Directors on June 13, 2007, and her term ends on July 24, 2013.

* 2-M, 4-M



LÉONIE TCHATAT

Director (Mississauga)

Ms. Tchatat is Executive Director of La Passerelle, a community agency serving Francophone youth, which she founded in 1993. Ms. Tchatat was appointed to the National Steering Committee of Citizenship and Immigration Canada in 2002. She was appointed to the OTÉLFO Board of Directors on June 13, 2007 for a term ending on July 24, 2013.

* 4-M

** Liaison between the Board of Directors and the Provincial Community Committee



DIANE DESAULNIERS

Director (Ottawa)

Ms. Desaulniers is founder of the consulting firm Groupe Vision Management and sits on the Board of Directors of the Caisse populaire Trillium. She was appointed to the OTÉLFO Board of Directors on April 1, 2007 for a term that runs until July 24, 2013.

* 3-M

BOARD OF DIRECTORS

Ontario French-language Educational Communications Authority (OTÉLFO)



ALAIN-MICHEL SÉKULA

Mr. Sékula is National Senior Vice-President, Business Development, in the Office of the President and Chief Executive Officer of Mouvement Desjardins. He is also Vice-Chair of the Board of Directors of Ottawa's Montfort Hospital. He served as Vice-Chair of the OTÉLFO Board of Directors from June 20, 2007 to July 24, 2011.

* 1-M, 3-C, 4-C



PIERRE C. BÉLANGER

Dr. Bélanger is a Full Professor in the Department of Communications, the Institute of Canadian Studies, and the School of Information Studies at the University of Ottawa. He was appointed to the OTÉLFO Board of Directors on April 1, 2007 for a term that ended on July 24, 2011.

* 2-M



ISABELLE PAQUET

Isabelle Paquet joined Groupe Média TFO in 2011, as Executive Assistant to the President and Chief Executive Officer. She was appointed Secretary of the OTÉLFO Board of Directors on September 23, 2011, replacing Olga Kuplowska, whose term ended on June 1, 2011.

* Board of Directors Committees

1. Executive Committee
2. Finance and Performance Committee
3. Audit Committee
4. CEO Selection Committee (ad hoc)

M Committee Member

C Committee Chair

The total compensation paid to the members of the Board of Directors (including the Chair) in fiscal year 2011-2012 was \$13,212.50, which is the amount recommended by the Lieutenant Governor in Council.



REAFFIRMING OUR COMMITMENT TO THE FRANCO-ONTARIAN AUDIENCE

On January 1, 2012, Groupe Média TFO and the Franco-Ontarian community celebrated TFO's 25th anniversary as a unique French-language Web/TV media outlet.

The year 2011-2012 proved decisive for Groupe Média TFO's positioning in the new media landscape and for the reaffirmation of its role as a producer and distributor of French-language educational and cultural media content in Ontario. Today's media market poses many new challenges, including the large number of players, the proliferation of new technologies and social media, and the explosion of new content available to audiences. In this challenging environment, Groupe Média TFO has made itself stand out by offering content that is ever more educational, cultural, intelligent, and relevant.

To reaffirm its role as a media outlet serving the Franco-Ontarian community, Groupe Média TFO took the following three main initiatives in 2011-2012.

1. We launched an updated brand image in January 2012 and renewed our commitment to our French-speaking audience.
2. We focused on maximizing the value of our content by making it available on multiple media platforms.
3. We put performance-measurement tools in place so that we can monitor and evaluate audience acceptance of all the content that we are now making available.

SECTION 1

MEASURING PERFORMANCE TO PROVIDE CONTENT THAT MEETS FRANCOPHONES' NEEDS

As documented in our 2010-2011 annual report, Groupe Média TFO's strategic shift began that year with an organizational restructuring designed to optimize our technological capabilities and to let us produce content that would be more accessible and available to Francophone audiences.

In 2011-2012, our focus moved to maximizing access to this content and making it available in a wider variety of formats on every kind of screen—TV, PC, and tablet—so that Francophones throughout Ontario can view their preferred French-language content and interact with it directly.

To achieve this priority goal, Groupe Média TFO defined its development projects for 2011-2012 so as to meet the organization's five key objectives:

- Be recognized as the most important producer and distributor of media content in French Ontario's educational and cultural communities;
- Deliver products and services that match the expectations of our target audiences;
- Establish targeted, strategic partnerships that support TFO's vision, mission, and values;
- Play a key role in the sustainable development of French Ontario's human and economic resources;
- Maximize TFO's operational efficiency and ensure its financial viability.

Each of Groupe Média TFO's five major divisions (Web/TV Content, Marketing, Information and Technology Systems, Operations, and Finance and Controls) defined its strategic priorities for the year in accordance with these five key objectives.

To obtain reliable, continuous measurements of each division's success in achieving its identified objectives, Groupe Média TFO defined five indicators for each division. These indicators were used to measure each division's efficiency and overall performance, its progress toward achieving its strategic priorities, and its degree of success in achieving them.

We are happy to report that every division of Groupe Média TFO succeeded completely in achieving its identified objectives.

DELIVERING THE TFO EXPERIENCE EVERYWHERE, EVERY DAY

Throughout the year, to make our entertainment and educational content even more distinctive, we conducted in-depth research and analysis on our programming schedule, on the audiences for our various types of content, and on the behaviour patterns of our target clientele.

One of the most significant changes that resulted from this research and analysis was the redesign of our web site, tfo.org, to provide a user-friendly environment that not only is easier to navigate but also is compatible with mobile devices and social media.

This web site is one of the most important gateways to all of our content. It is therefore essential for TFO to make it a rich, accessible platform that stimulates users' involvement and lets them learn and be entertained whenever they like. All of our television and web content has been revised so that users can enjoy the TFO experience wherever they are throughout the day.

Thanks to these initiatives, we feel certain that our new content offerings will make Groupe Média TFO stand out from the competition.



Comment nous capter | À propos de nous | Faire un don | Boutique TFO

TFO

VIDÉOS ▾

ÉMISSIONS ▾

JEUX ▾

CINÉMA

APPS

HORAIRE

MINITFO

TFO ÉDUCATION



MAR 31 JANVIER 2012

LUN MAR MER JEU VEN SAM DIM

19h00

RELIEF EN DIRECT

Le culte de la jeunesse et de la beauté.

20h00

NAUFRAGÉS DES VILLES

Emmanuelle multiplie les démarches pour trouver un emploi. Une agence de placement lui trouvera finalement du travail dans une usine.

21h00

PAS SUR LA BOUCHE

Gilberte épouse un riche métallurgiste, celui-ci est...

NOS VIDÉOS

LES PLUS RÉCENTES

LES PLUS VUES



MÉGALLÔ



RELIEF SUR LA ROUTE



MINI TFO



RELIEF



LES BLEUS DE RAMVILLE



RUBY

VOIR L'HORAIRE

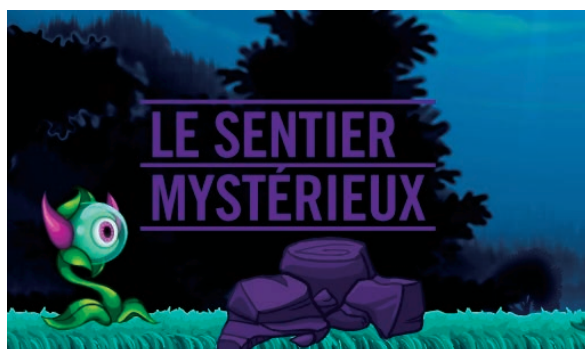
PRÉSENTATION SUR TFO

TOUTES NOS VIDÉOS



JEUX

CONCOURS

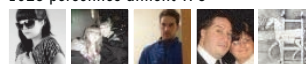


TFO

TFO sur facebook



1928 personnes aiment TFO



VOS ANNONCES VIA FACEBOOK

Ateliers de conversation en français
(26 janvier) - Kingston

Le Théâtre du Nouvel-Ontario présente
Tout est dans le timing

Manteau Rouge -Printemps Arabe
(28 janvier 2012) - Toronto

AJOUTER | VOIR TOUTES LES ANNONCES

PARTENAIRES



TFO

ÉMISSIONS

CINÉMA

MÉDIAS SOCIAUX

NOS SERVICES

TFO GROUPE MÉDIA

TFO ÉDUCATION

Tout-petits
Jeunesse
Grand public
Exclusivités web

Films
Arrêt court
Passport cinéma



Comment nous capter
Apps
Annonces de la communauté
Boutique

À propos de nous
Communiqués
Présentation corporative
Faire un don
Guide des producteurs
Carrières
Appels d'offres
Contactez-nous

Vidéos pour la salle de classe
Abonnements
Guides pédagogiques
Élèves
Parents
Immersion
Contactez-nous

A NEW BRAND IMAGE FOR TFO

Groupe Média TFO develops content that fulfils its educational mandate and entertains and informs its audiences intelligently while reflecting a Franco-Ontarian society that is modern, inclusive, and pluralistic.

In 2011, to make all of this content even more relevant and accessible to our audiences, Groupe Média TFO undertook a strategic shift both in this content and in the way that we distribute it. In 2012, to celebrate our 25 years of experience on the air and on line, we gave our brand image a makeover. Our new brand image reflects the way that our content offerings have evolved.

The thinking that went into developing our new brand image and the research that we conducted in the course of 2011-2012 have also given us a better understanding of our very special relationship with our audience. One of the ways that we maintain this close relationship is through the various initiatives that we carry out in partnership with and for the benefit of the Franco-Ontarian community. Our partners include Francophone school boards and social and cultural organizations here in Ontario, as well as Francophone institutions and communities beyond the borders of this province.

Groupe Média TFO's new brand image, created by Toronto's Lowe Roche agency, was nominated for an award in the Design: Corporate Identity category in the 2012 CLIO Awards competition, which received over 10 000 nominations in 16 different categories from 75 different countries.



CLIO
A W A R D S



25 YEARS OF GROUPE MÉDIA TFO IN RETROSPECT

2012

Groupe Média TFO celebrates its 25th anniversary and launches its new brand image with a new logo, a new site web—tfo.org—and a brand-new look on the air.

2011

TFO becomes Groupe Média TFO, starts placing more and more emphasis on distributing its content on all television and new-media platforms, and launches its first applications for mobile devices, aimed at young audiences.

2010

The OTÉLFO Board of Directors announces the appointment of Glenn O' Farrell as President and Chief Executive Officer of Groupe Média TFO. TFO begins a restructuring of its operations.

2009

TFO broadcasts its signal in Manitoba for the first time and begins airing all of its programming in 16:9 high-definition digital format.

2008

On June 18, Ontario's Legislative Assembly passes Bill 55, which makes TFO a fully independent television network. TFO moves to downtown Toronto.

2007

On April 1, the Ontario French-language Educational Communications Authority (OTÉLFO) is established, and Claudette Paquin becomes its very first Chief Executive Officer.

2006

The Government of Ontario announces full autonomy for TFO. TFO produces the television series *Les vrais pays-d'en-haut*, tracing 400 years of Francophone life in Ontario.

2005

TFO launches Mini TFO, consisting of short educational videos for pre-schoolers.

2004

TFO becomes available in Quebec on Videotron's digital service.

2003

TFO launches atelier.on.ca, a web site providing classroom resources for teachers in Ontario's French-language elementary schools. A new version of TFO's hit series *Villages et Visages* documents the growth of cities and towns in French-speaking Ontario.

2002

TFO co-produces *Françœur*, the first major Canadian French-language dramatic series created outside of Quebec.

2001

TFO produces its first activity kit to help parents prepare their children to enter French-language kindergarten. The kit is distributed to over 8 000 parents.

2000

Claudette Paquin becomes Managing Director of TFO. The network begins broadcasting French-language films every evening at 9:00.

1999

Several cable distributors begin offering TFO in Quebec.

1998

TFO's signal is now distributed throughout Canada by the ExpressVu and Star Choice satellite services.

1997

TFO broadcasts in New Brunswick for the first time. Pierre Granger joins the team of *Panorama*.

1996

For its 10th anniversary, TFO launches the children's program *Méga TFO* and welcomes Gisèle Quenneville as host of *Panorama*.

1995

La Chaîne changes its name and becomes TFO.

1994

La Chaîne launches *Volt*, a program for teens.

1993

La Chaîne airs five programs live from Science North in Sudbury.

1992

La Chaîne opens offices in Ottawa and launches *Pédagogie 2000*, for teachers and administrators in Ontario's French-language schools.

1991

La Chaîne obtains its own production studio, Studio F.

1989

Jacques Bensimon becomes Chief Executive Officer of La Chaîne.

1988

La Chaîne airs its first public-affairs program, *Le Lys et le Trillium*, and its first educational series for children, *Picoli et Lirabo*.

1987

La Chaîne is launched on January 1.

From 1970 to 1986

From OTÉO to La Chaîne

RESULTS BY DIVISION

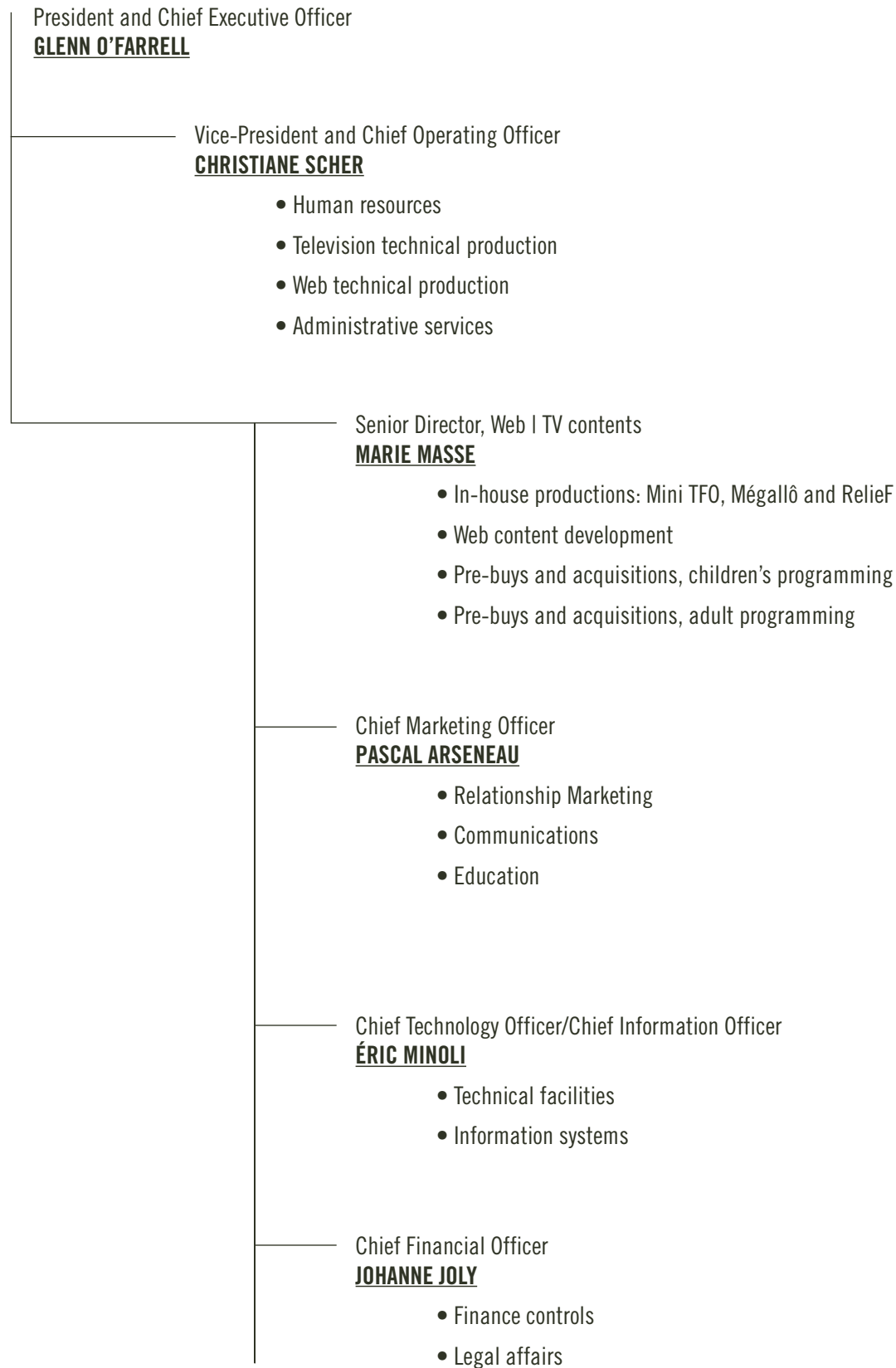
In 2011-2012, Groupe Média TFO focused on increasing the number of points where its content can be accessed, so that Ontario's Francophone communities can hear themselves, see themselves, engage with our content, and react to it anytime, anywhere.

Each division of the organization defined its strategic priorities with the goal of significantly increasing TFO's presence on the web and other digital platforms, as well as on television, while continuing to offer the best in educational and cultural content.

The following pages review the results for 2011-2012 for each of the divisions: Operations, Web/TV Content, Marketing, Information and Technology Systems, and Finance and Controls.

SECTION 2

GROUPE MÉDIA TFO ORGANIZATION CHART



EFFICIENCY AND PRODUCTIVITY

OPERATIONS DIVISION

2011-2012 PRIORITIES

1. Provide training activities for all TFO employees.
2. Integrate workflows for television and web content.
3. Establish new partnerships.

Objective 1

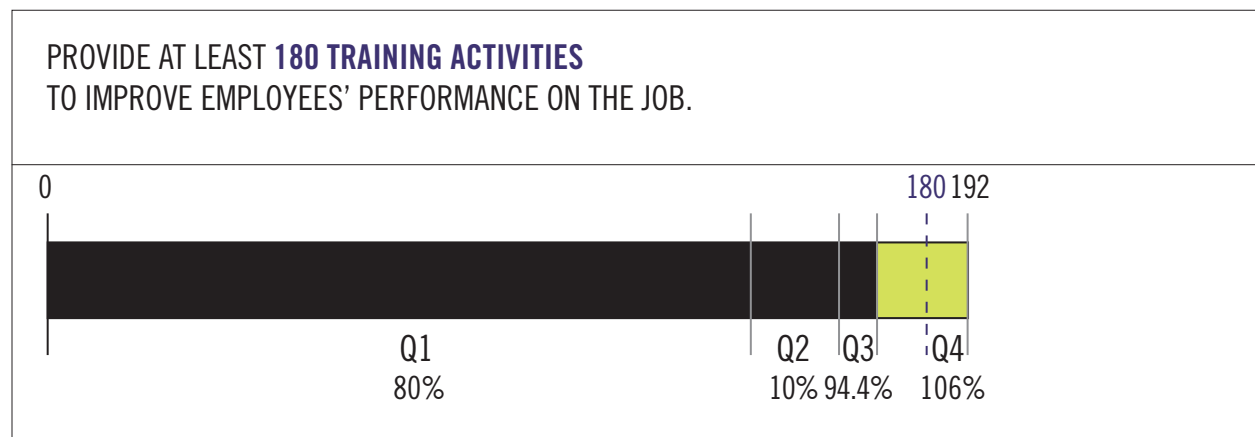
Provide high-quality services that meet the needs of our internal and external clients.

Results: Achieved

In 2010-2011, TFO revitalized its organizational structure by updating existing positions and creating new ones to meet the demand to produce web and TV content that can be adapted to multiple platforms.

Groupe Média TFO places high priority on the quality of the products and content that it offers to its Francophone audience. To ensure that the employees who develop this content apply professional practices that are optimized for new technologies, Groupe Média TFO delivered training activities throughout 2011-2012. These activities supported employees in their professional development and thus enhanced their efficiency and overall productivity.

Groupe Média TFO's goal for 2011-2012 was to provide at least 180 training activities to its 160 employees in Toronto, Ottawa and Sudbury. By the end of 2011-2012, we had actually provided 192 training activities, thus optimizing employees' skills and performance. This figure was up 106% from 2010-2011 and represented an average of 1.2 training activities per employee.



Objective 2

Develop and apply effective operational processes, from planning to delivery.

Results: Achieved

Integrated workflows

Thanks to the creation of project-manager positions, the web development and web/TV content teams now apply coherent planning and delivery processes.

To optimize workflows through an integrated approach to the transfer of content, the web-development and web/TV content teams were redesigned so that there are smooth, effective communication pathways between them. One of the most important tools implemented this year was Mogador, a software platform that can be used to adapt content to any delivery platform (TV, web, mobile devices) instantaneously.

The redesign of the tfo.org web site is an example of how optimized workflow distribution and high-performance tools can be used to converge content successfully onto multiple platforms.

Revised policies and procedures

In the course of the year, Groupe Média TFO conducted an extensive revision of its marketing, programming, and human-resource policies and procedures to adapt them to current practices and incorporate the use of new technologies.

Redesign of office space

TFO's office space in Toronto, Ottawa, and Sudbury was redesigned to accommodate the new organizational structure.

Objective 3

Develop new partnerships

Results: Achieved

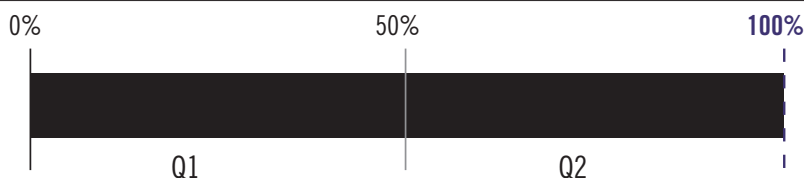
With regard to this objective, the priority activity defined and carried out at the start of 2011-2012 consisted in stabilizing and building partnerships with Ontario's French-language colleges.

The two colleges that signed memorandums of understanding with Groupe Média TFO this year were La Cité collégiale and Collège Boréal. One important benefit of both agreements is that they provide for students from the colleges to work as interns at TFO and thus prepare for careers in the media industry. Another benefit is that these agreements facilitate exchange of production services between the partners and provide long-term accommodation for TFO on the college campuses, thus strengthening our ties with Franco-Ontarian institutions and the Franco-Ontarian community.

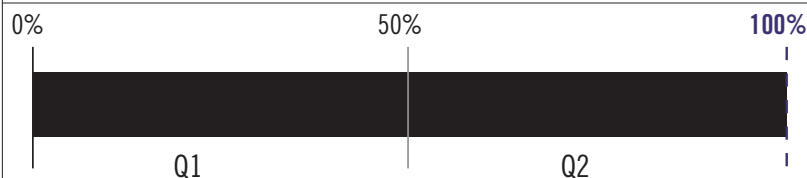


Glenn O'Farrell and Lise Bourgeois, President of La Cité collégiale

SIGN A MEMORANDUM OF UNDERSTANDING WITH LA CITÉ COLLÉGIALE.



SET UP A TFO OFFICE AT COLLÈGE BORÉAL IN SUDBURY.



REDESIGNING CONTENT FOR MULTIPLATFORM DELIVERY

WEB | TV CONTENT DIVISION

2011-2012 PRIORITIES

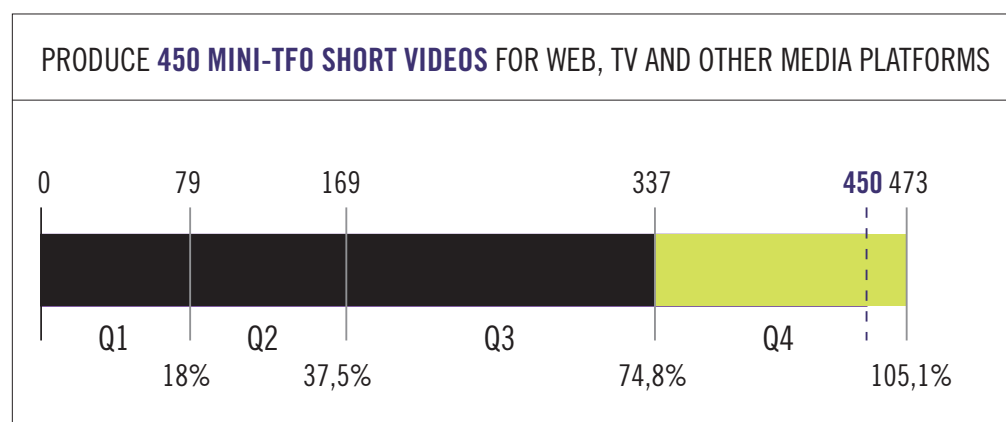
1. Enhance the content of Mini TFO, a Groupe Média TFO in-house production.
2. Redesign the tfo.org web site and enhance the choice of applications that it offers to our audiences.
3. Enhance TFO's television content in each of the following categories: Pre-schoolers and School Kids, Society and Community, Cinema, and Arts and Culture.

Objective 1

Develop educational content for children, increasing the content of Mini TFO aimed at pre-schoolers, in keeping with the curriculum of the Ontario Ministry of Education.

Results: Achieved

Mini TFO enhanced its visibility in 2011-2012 by significantly increasing the number of Mini TFO short videos that it produced: 473 this year, up by 105.1%.



Our television offerings in 2011-2012 stood out for the increased number of exclusive airings of pre-purchased and acquired productions, confirming once again this year that Groupe Média TFO offers unique content.

Some of our biggest successes were as follows:

PRE-SCHOOLERS

Devine qui vient jouer

1, 2, 3 Géant

SCHOOL KIDS

Miam

Artzooka

PRE-TEENS

Là est la question

Juliette en direct

Motel Monstre



Objective 2

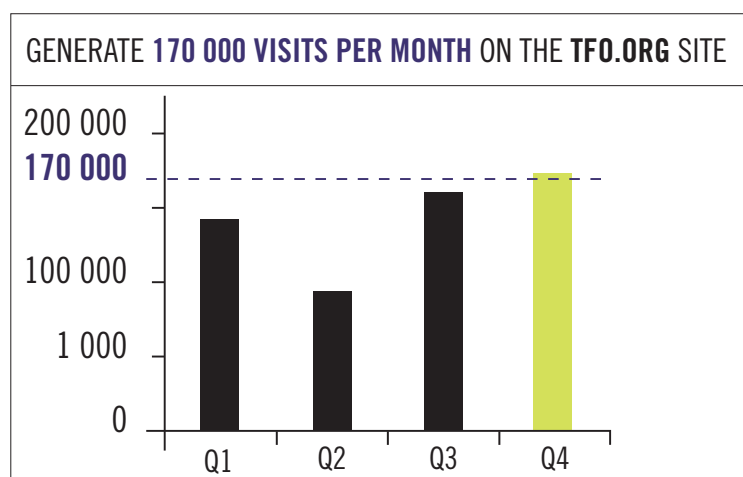
Diversify the platforms hosting Groupe Média TFO content.

Results: Achieved

Redesign of tfo.org web site

One of the most noteworthy changes introduced in 2011-2012, the new tfo.org site demonstrates Groupe Média TFO's innovative approach to its audience. The new site is designed to increase TFO's visibility with audience members by engaging them and offering them attractive, dynamic content that is available on TV, on line, and on mobile devices.

The Groupe Média TFO web site embodying this new approach was designed to achieve four goals: user-friendliness; a clean, streamlined look; simplicity; and ease of navigation.



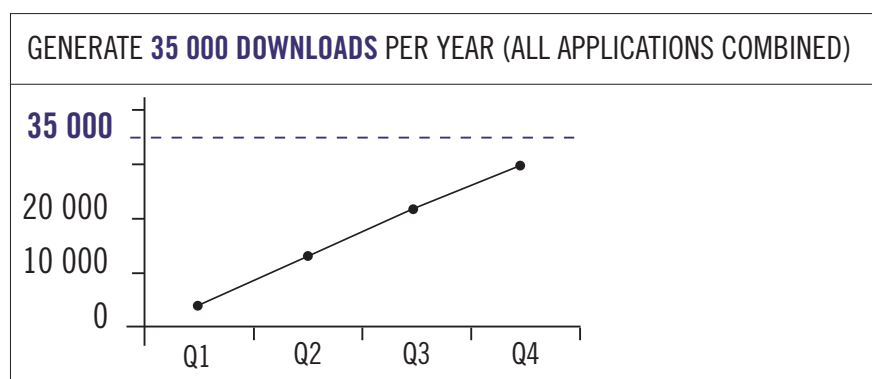
Applications

TFO enhanced its audience offerings this year by introducing several applications for BlackBerry, iPhone and Android smart phones, as well as for tablets:

- an improved version of the *Mini TFO* application, for pre-schoolers;
- two new applications for pre-schoolers (*Animelo* and *Devine qui vient jouer?*);
- La Cible, an entertaining game application tied to *Mégallô*, TFO's in-house TV production for children ages 9 to 12.

TFO mobile web site (m.tfo.org)

With its new version for smart phones and tablets, tfo.org has enhanced TFO's presence and accessibility for audiences who want to follow its latest programs and videos on line. In addition, m.tfo.org offers a wide range of educational and cultural resources for French-speaking Ontarians.

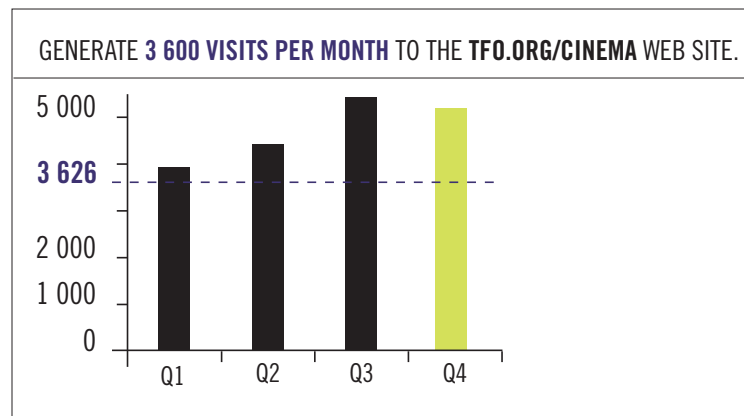


Objective 3

Enhance the diversity and distinctiveness of the films aired by Groupe Média TFO.

Results: Achieved

In the Cinema category, TFO distinguished itself this year by presenting more than 75 new films, including exclusives such as the series *Borgia : N'ayez pas foi en eux*, shown on both television and the web in Winter 2012.



Objective 4:

Offer the members of the Franco-Ontarian community a variety of platforms where they can recognize and express themselves.

Results: Achieved

In the Society and Community category, TFO has made an outstanding contribution with its new program *Ruby TFO*, which not only is available both on the web and on TV, but also engages its audience through social media such as Facebook.

Ruby is a must-see weekly magazine for wired women who want to stay on top of the latest trends in Ontario and elsewhere. Ruby looks at culture, fashion, cuisine, and politics, as well as social issues, and offers exclusive on-line content as well.

Ruby and its web site, rubytfo.tv, designed by mbiance inc. and produced by Slalom Productions, have won the NUMIX award for excellence in multimedia productions in the category "Convergence: Public Affairs and Magazine".



This year, TFO's public affairs program *Relief*, airing Monday through Friday and hosted by Gisèle Quenneville, introduced a new format, with dynamic, fast-paced stories that provide a close-up look at Franco-Ontarians' lives. This new format has given Ontario's French-speaking communities the chance to see and hear about themselves, their challenges, and their successes, while also providing an in-depth perspective on politics and current affairs.

Two of *Relief's* special strengths this season were its political coverage and its cultural programming on Thursday evenings, when Franco-Ontarian musical groups performed live from our studios.

This season *Relief* was presented both on TV and on the web, while using social media to connect with its audiences.

AWARDS

- March 2012** Clio Awards (New York)
Groupe Média TFO Brand Image
 Nominated for an award in the Design: Corporate Identity category
 Lowe Roche marketing and advertising design agency
- SXSW Film Awards (Austin, Texas)
 Opening Titles for the Series ***Les Bleus de Ramville*** – Oily Film Company
 SXSW Film Design Award for Excellence in Title Design
- November 2011** Digi Awards (Toronto)
Roxy et Max s'animent! web site – Groupe Média TFO and the National film Board of Canada
 Best in E-Learning Award
- October 2011** International Academy of the Visual Arts W3 Awards (Toronto)
Roxy et Max s'animent! web site – Groupe Média TFO and the National Film Board of Canada
 Gold Award, General Website – Education category
- September 2011** Prix Gémeaux (French-language Gemini Awards) (Montreal)
Juliette en direct web series – Les Productions Passez Go Inc.
 Best Original Program or Series Produced for New Media (Children and Youth)
- Naufragés des villes*** – Productions Blimp Télé
 Best Direction: Public Affairs Documentary Series
 Best Cinematography: Public Affairs Documentary (all categories)
 Best Editing: Public Affairs Documentary Series

ENGAGEMENT AND VISIBILITY

MARKETING DIVISION

2011-2012 PRIORITIES

1. Increase audience engagement with Groupe Média TFO and audience use of Groupe Média TFO content.
2. Provide Ontario's Francophone teachers with tools to help them develop innovative teaching activities.
3. Develop value-added partnerships.

Objective 1

Deliver communication services whose impact can be measured by increased use of Groupe Média TFO's products.

Results: Achieved

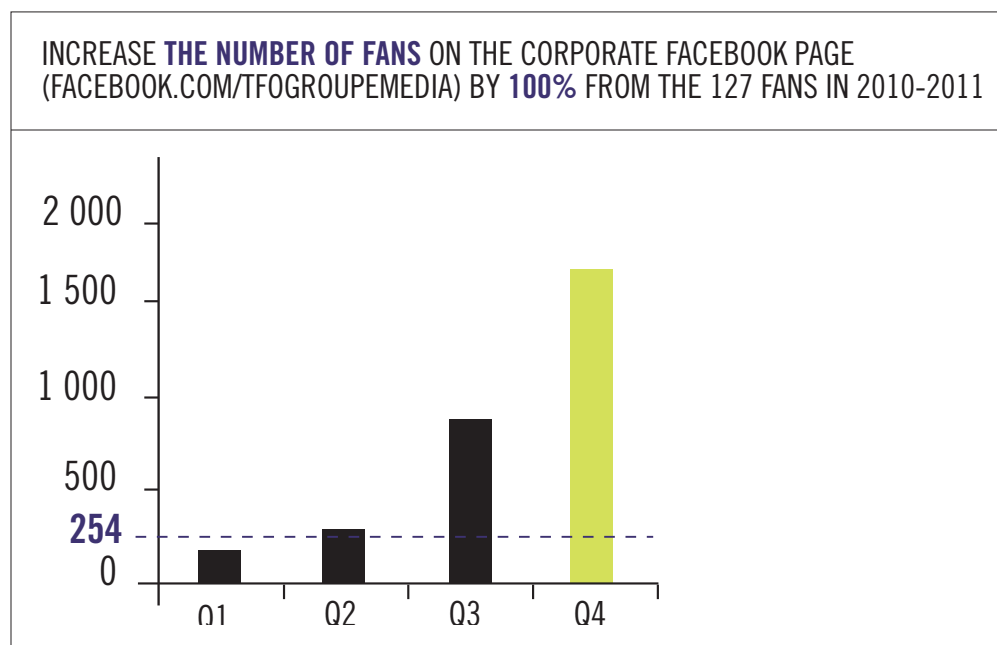
Engaging our audiences

The Marketing Division undertook a number of activities this year to differentiate Groupe Média TFO by making Francophone audiences more aware that they can now access the French-language information and entertainment that they want, on demand, on multiple platforms.

A great deal of TFO content was posted on YouTube and Facebook this year, thus enabling audiences to access their favourite programs anytime, anywhere.

Groupe Média TFO also raised its profile by running large-scale contests, such as the contest launched on Facebook in connection with TFO's exclusive presentation of the series *Borgia: N'ayez pas foi en eux*, in February 2012.

Groupe Média TFO expanded its presence in social media. For example, the number of fans of TFO's Facebook page grew exponentially throughout the year, as the following chart demonstrates.



A 1 229.1% increase

Objective 2:

Increase recognition of Groupe Média TFO among its target audience segments, as reflected in increased consumption of TFO products on platforms that express TFO's technological shift.

Results : Achieved

PARTNERSHIPS WITH THE FRANCO-ONTARIAN COMMUNITY

In 2011-2012, Groupe Média TFO strengthened its partnerships with the Franco-Ontarian community in many ways.

Celebrating La Journée des Franco-Ontariens (Franco-Ontarian Day)

In partnership with a number of organizations in Toronto's Francophone community, Groupe Média TFO organized a celebration of La Journée des Franco-Ontariens—the first time that this annual event has ever been celebrated in Toronto. It was a resounding success: nearly 1000 people came out to join the festivities. From now on, TFO will be celebrating this event with Toronto's Francophone community every year.

Media careers workshop

Groupe Média TFO and La Cité collégiale hosted a day of workshops on television production for 15 students from Francophone schools in the Toronto area. These workshops gave students the chance to produce short videos so that they could learn about how our production and post-production systems are used.

First French-language provincial electoral debate

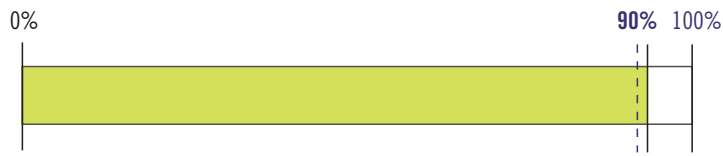
Ontario's first-ever provincial electoral debate in French was organized jointly by the Assemblée de la francophonie de l'Ontario (AFO) and Groupe Média TFO. The debate was held on September 26, 2011, aired live on TFO, and webcast live on tfo.org. TFO took advantage of this opportunity to interact with viewers through social media and to post viewers' comments live on Twitter and Facebook throughout the debate.

Celebrating the 25th anniversary of the *French Language Services Act*

Together with the Association of French Speaking Jurists of Ontario (AJEFO), the University of Ottawa, and the Office of the French Language Services Commissioner of Ontario, Groupe Média TFO was one of the main partners in the Gala of the Conference on 25 years of the *French Language Services Act*, held in Ottawa on November 17, 2011.



INCREASE GROUPE MÉDIA TFO BRAND AWARENESS IN FRENCH-SPEAKING ONTARIO **TO 90% FROM 88%.**



MUSIC AND FILM INDUSTRY

To mark the 40th annual edition of the Franco-Ontarian music festival La Nuit sur l'étang, the concerts held in Sudbury in March 2012 were presented live on Groupe Média TFO's Facebook page.

This year, Groupe Média TFO also launched Ciné TFO en salle, a unique, innovative initiative to take TFO's French-language film offerings beyond the small screen and give audiences the chance to see them in theatres in their own neighbourhoods. For this first edition of this event, TFO partnered with the Théâtre du Nouvel-Ontario for the Ciné Boîte Noire film series in Sudbury. Six films previously aired on TFO were selected for screening in Sudbury between October 2011 and April 2012.

Groupe Média TFO also added to its list of film partnerships this year by joining forces with the Festival du nouveau cinéma and the International Festival of Films on Art.

French Ontario mobilizes in solidarity with the Horn of Africa

From August 11 to October 16, 2011, Groupe Média TFO partnered with two of Ontario's bilingual institutions of higher learning—the University of Ottawa and Glendon College of York University—in a campaign to mobilize the Franco-Ontarian community to help the 12 million people suffering from famine in the Horn of Africa.

Throughout this campaign, TFO broadcast humanitarian messages to Franco-Ontarians over television and the web to raise their awareness of the continuing food crisis in the Horn of Africa and to ask for their help in fighting it.

This was the first time that Groupe Média TFO had engaged in a public-service campaign on this scale, thus affirming its commitment to contribute to the cohesion and development of the greater Francophone community by providing support to all its members.



Celebrating TFO's 25th anniversary in the Francophone community

TFO held 25th-anniversary celebrations in cities throughout the province, including Sudbury, Ottawa, and Windsor, to involve the public in the process of developing French-speaking Ontario that is part of Groupe Média TFO's mandate.

In **Sudbury**, the Francophone community's celebrations of TFO's 25th anniversary centred on the launch of the Franco-Ontarian production *Les Bleus de Ramville*, a TV series offered both on the air and on the web.

In **Ottawa**, the Francophone community got together for an evening hosted by Nadia Campbell, of *Ruby TFO*.

In **Windsor**, Francophones turned out to meet the members of TFO's Board of Directors.

At all of these events, TFO showcased emerging Francophone musical talent.

Objective 3

Ensure that TFO Education's products and services are at the cutting edge of developments in educational technology and ministerial initiatives.

Results: Achieved

In response to the growing demand to incorporate digital technologies into teaching methods, Groupe Média TFO carried out a number of Web 2.0 education initiatives.

TFO Award for Multimedia in French-language Schools

In 2011-2012, Groupe Média TFO launched the very first edition of the Prix TFO multimédia à l'école. This award recognizes the work of teachers who make successful use of TFO multimedia resources in their teaching strategies. This year's winner was France Labonté, a teacher at École publique Les Navigateurs in New Liskeard (Conseil scolaire public du Nord-Est de l'Ontario). Ms. Labonté received a cash award and a gift certificate from the Centre franco-ontarien de ressources pédagogiques (Franco-Ontarian teaching resources centre).

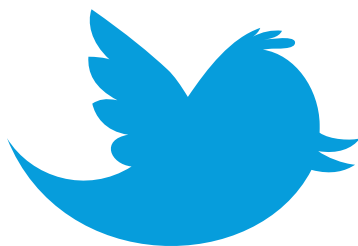
Twittérature contest

In partnership with Ontario's public and Catholic French-language school boards, Groupe Média TFO organized the Twittérature contest in the province's French-language schools as part of the activities for Francophonie Week. Conducted entirely through the Twitter microblogging network, this contest offered Ontario teachers French-language teaching strategies to help them guide their students in preparing "slams" in the form of "tweets" on the subject of the Francophonie.

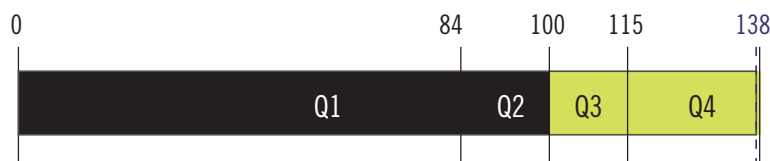
Three prizes were awarded to three winning classes from the Pembroke, Hawkesbury, and Toronto areas. The jury was composed of François Boileau, French Language Services Commissioner of Ontario; Francine Leblanc-Lebel, President of the Ontario Teachers' Federation; and Guy Mignault, Artistic Director of the Théâtre français de Toronto.

Workshops

The TFO Education team delivered 140 workshops and presentations to teachers in Ontario's French-language schools, including a session on how to use interactive whiteboards in French-language schools and other French-language institutions, as well as at French-language events.



DELIVER 138 WORKSHOPS AND PRESENTATIONS AT FRENCH-LANGUAGE EVENTS, IN FRENCH-LANGUAGE SCHOOLS, AND AT OTHER FRENCH-LANGUAGE INSTITUTIONS



Objective 4

Expand the use of Groupe Media TFO's educational products and services to the educational community throughout Canada.

Results: Achieved

Groupe Média TFO became the official broadcaster of Marc Prensky's presentation at a conference on "digital natives", organized by Ontario's Ministry of Education. This conference on the use of technology in the classroom involved a broad segment of Ontario's teaching community.

Under Groupe Média TFO's agreement with the Manitoba and New Brunswick ministries of education, close to 10 000 information kits on registering children in French-language kindergarten were distributed.

In addition to establishing important new partnerships this year, TFO's Education Division renewed its partnerships with the following organizations: Canadian Parents for French, Le français pour l'avenir, Media Smarts (Canada's Centre for Digital and Media Literacy), and the Association canadienne d'éducation de langue française.



MAKING CONTENT MORE ACCESSIBLE

INFORMATION AND TECHNOLOGY SYSTEMS DIVISION

2011-2012 PRIORITIES

1. Reduce costs of web-site hosting and Internet access.
2. Enhance network performance.

Objective 1

Diversify the platforms hosting Groupe Média TFO content.

Results: Achieved

Costs reduced by \$40 000

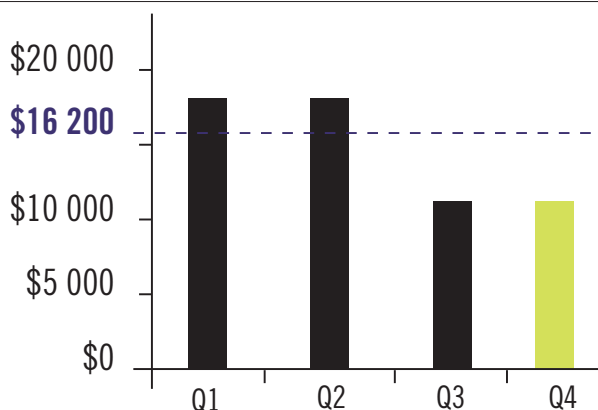
One of the key achievements that let us realize this significant cost reduction was the acquisitions of information and technology systems that we made this year. Thanks to these systems, Groupe Média TFO can now distribute and share its content through the fastest content-exchange network in Canada, ORION.

ORION (the Ontario Research and Innovation Optical Network) is an ultra-fast 100G fibre-optic network dedicated to research and education, and the leading research and education network in Ontario. Having joined ORION, TFO can now connect all of its production sites—in Toronto, Ottawa, and Sudbury—to the other major educational institutions in the province, through this ultra-fast network.

Joining this network has made Groupe Média TFO the only web/TV distributor in Canada that is taking advantage of such infrastructure. Being part of ORION has let us increase our access points in areas of the province outside Toronto by 50%.

The division's second key achievement this year was the implementation of a new Storage Area Network (SAN) that will let TFO pool its information-storage resources for web development and thus increase its storage capacity for web, TV, and multiplatform content.

REDUCE COSTS OF HOSTING WEB SITES TO \$16 200 PER MONTH FROM \$18,000 PER MONTH.



INSTALL A NEW STORAGE AREA NETWORK, SERVERS AND TFS FOR THE WEB TECHNICAL PRODUCTION TEAM.



ORION

The Ontario Research and Innovation Optical Network (ORION) is 100 times faster than the Internet, and the most advanced research and innovation network in Ontario. ORION connects 1.7 million researchers, scientists, students, teachers, and staff members who count on it for education and learning.

ORION enables collaborative research and discoveries in physics, cancer research, environmental science and technology, social sciences, humanities, and many other disciplines.

Objective 2

Make Groupe Média TFO's systems more secure and more productive.

Result: Achieved

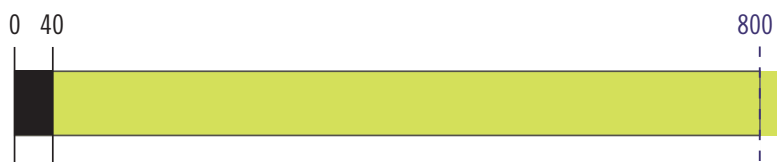
The second objective that the Information and Technology Systems Division set itself involved migrating certain of its systems to the "cloud". Cloud computing is a service that pools digitized information and stores it on remote servers, from which users can access it over a network on a self-serve, on-demand basis.

Traditionally, Groupe Média TFO had stored this information on its local servers. But by transitioning to cloud computing in 2011-2012, TFO has been able to greatly enhance the way that our content is distributed on a wide range of platforms, thus greatly increasing our ability to "push" it to our various audiences.

The migration of the data hosted on TFO's computer servers has now been completed. The migration of all of TFO's servers to the Radiant Communications and Limelight cloud-computing systems affords greater flexibility for TFO's web-based products, as well as for sharing information both internally and externally and for hosting all of TFO's web sites.

With ORION, Radiant, and Limelight, Groupe Média TFO is now connected to three networks that facilitate innovation, thus providing support for our productions, for the marketing of our products, for teaching and learning, and for our international educational-media partnerships.

INCREASE THE BANDWIDTH OF THE INTER-OFFICE NETWORK TO 800 MBPS FROM 40 MBPS



RADIANT COMMUNICATIONS

Based in Vancouver, Radiant Communications provides cloud-computing and Exchange hosting services to over 20 000 businesses in Canada. Over 10 000 stores, including some of the largest Canadian retail chains, place their trust in Radiant's business services.

LIMELIGHT NETWORKS

Limelight Networks is the world leader in the worldwide distribution of video content. With over 800 connection points, Limelight enables Groupe Média TFO to distribute its content to a multitude of destinations. In addition, Limelight's cutting-edge technology lets TFO adapt its video content to all platforms automatically.

FIAT-IFTA CONFERENCE IN TORONTO

On May 26 and 27, 2011, in Toronto, Groupe Média TFO hosted the annual conference of one of the most prestigious international associations in the television industry: the International Federation of Television Archives (FIAT/IFTA). Nearly 200 delegates from many different countries, including Canada, Belgium, Sweden, and the United Kingdom, attended two days of presentations on the new challenges that content digitization and technological change are creating in the field of television archiving.

As part of this event, Groupe Média TFO opened its doors to the delegates and shared its expertise in television archiving, in particular with a presentation on TFO's successful transition to a tape-free environment.

PROVIDING SUPPORT AND SOLUTIONS

FINANCE AND CONTROLS DIVISION

2011-2012 PRIORITIES

1. Develop a role as financial advisor to the other divisions so as to offer them reliable, accessible solutions.
2. Provide simple tools for implementing the divisions' projects and for managing their budgets soundly.

Objective 1

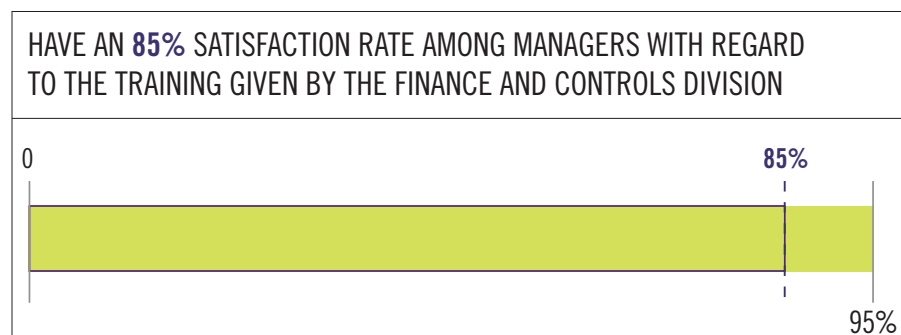
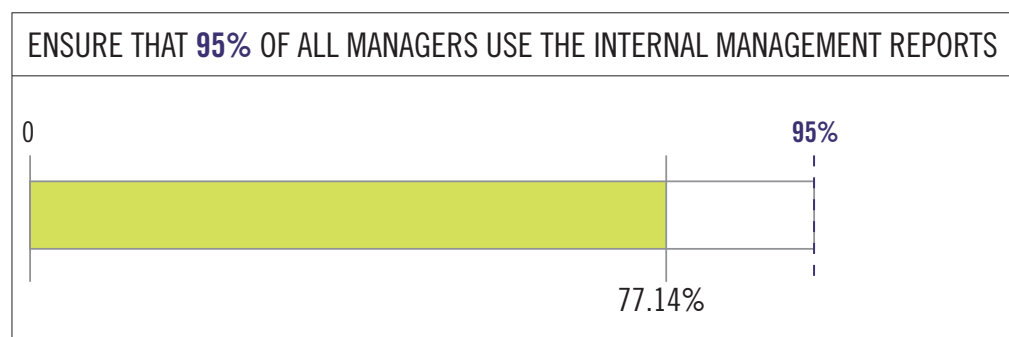
Offer high-quality, timely service to the members of the organization.

Results: Achieved

In order to manage Groupe Média TFO's budgetary resources in its new, multiplatform work environment, the Finance and Controls Division had to adopt a new approach to financial planning.

The Division therefore made it a priority to develop its role as financial advisor to the other divisions, offering them reliable, accessible solutions by giving them simple tools for implementing their projects and for managing their budgets soundly.

As can be seen from the performance indicators below, 95% of TFO's managers are satisfied with the training provided by the Finance and Controls Division. These managers have also used the tools provided by this Division to prepare their budgets. In addition, since January 2012 these managers have had access to a budgetary report called the Internal Management Report that is available on-line at all times, and where expenditures and commitments are recorded in real time.

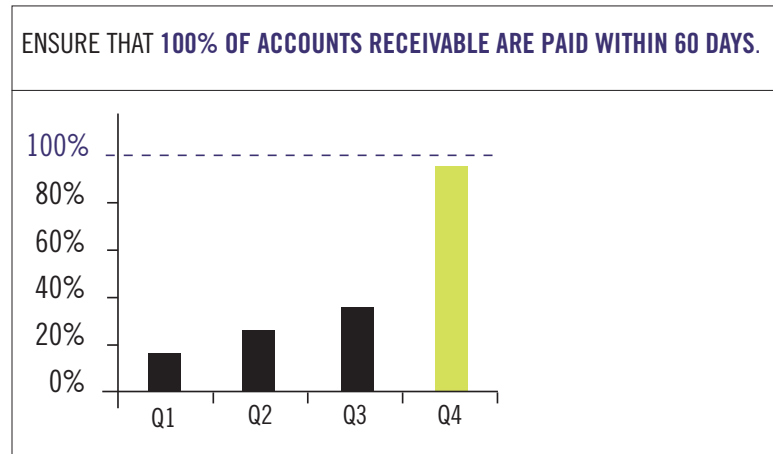


Objective 2

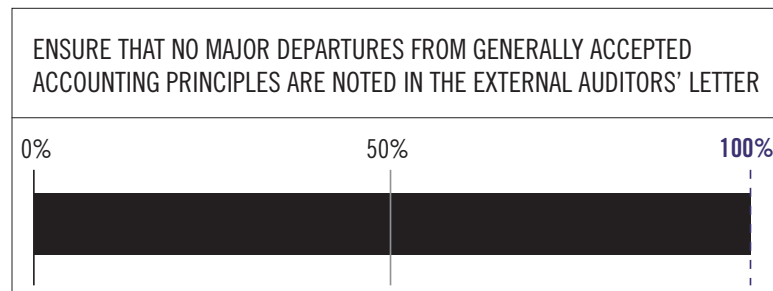
Meet all requirements of the regulatory authorities.

Results: Achieved

In 2011-2012, the Finance and Controls Division provided sound cash management.



In addition, the Division met all of its deadlines for submitting reports to the regulatory authorities.



ONTARIO FRENCH-LANGUAGE EDUCATIONAL
COMMUNICATIONS AUTHORITY (OTÉLFO)

FINANCIAL STATEMENTS

MARCH 31, 2012

SECTION 3

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

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Statement of Financial Position	6
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MANAGEMENT'S REPORT

June 29, 2012

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 generally accepted accounting principles. 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, 2012, and 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, 2012 have been audited by Marcil Lavallée, Chartered 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.



Glenn O'Farrell
Chief Executive Officer



Johanne Joly, CMA
Chief Financial Officer

Toronto, Ontario
June 29, 2012

INDEPENDENT AUDITOR'S REPORT

To the Directors of
Ontario French-language Educational Communications Authority

We have audited the accompanying financial statements of the Ontario French-language Educational Communications Authority (OFLECA), which comprise the statement of financial position as at March 31, 2012, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Marcil Lavallée, S.E.N.C. / G.P.

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Ottawa ON K1L 8L8

125-1160, boulevard St-Joseph Boulevard
Gatineau QC J8Z 1T3

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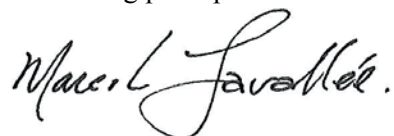
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IAPA | Our Canadian and International Partners

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Ontario French-language Educational Communications Authority as at March 31, 2012, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Chartered Accountants, Licensed Public Accountant

Ottawa, Ontario
June 29, 2012

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED MARCH 31, 2012

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	2012	2011
REVENUE		
Contributions		
- Operating grants (Note 13)	\$ 14,199,700	\$ 16,965,000
- Corporate and government (Note 14)	4,832,280	6,428,140
Other (Note 15)	3,331,010	3,626,269
Amortization of deferred contributions – broadcasting rights (Note 11)	1,500,353	1,411,287
Amortization of deferred contributions – in-house programming	1,082,650	-
Amortization of deferred contributions – capital assets (Note 12)	2,916,909	2,717,264
	27,862,902	31,147,960
EXPENSES		
Content and programming	7,330,014	11,726,998
Production and technology	7,495,881	6,566,831
Administration	3,248,719	2,700,289
Amortization of capital assets	3,042,923	2,843,279
Amortization of broadcasting rights	5,322,122	6,360,557
Amortization of in-house programming	1,082,650	-
Employee future benefits	328,415	700,430
	27,850,724	30,898,384
EXCESS OF REVENUE OVER EXPENSES	\$ 12,178	\$ 249,576

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED MARCH 31, 2012

5

	Internally Restricted					Total 2012	Total 2011
	Invested in Capital Assets	Invested in Broadcasting Rights	Pension Fund	TFO Fund	Unrestricted		
BALANCE, BEGINNING OF YEAR	\$ 220,794	\$ 9,023,877	\$ 462,076	\$ 1,519,008	\$ 1,520,383	\$ 12,746,138	\$ 12,496,562
Excess of revenue over expenses	(126,015)	(3,821,769)	(512,536)	-	4,472,498	12,178	249,576
Net acquisition of capital assets	(30,133)	-	-	-	30,133	-	-
Net investment in broadcasting rights	-	2,878,838	-	-	(2,878,838)	-	-
Excess of retirement gratuities	-	-	865,836	-	(865,836)	-	-
Restriction – Pension Fund (Note 6)	-	-	(249,574)	-	-	(249,574)	-
BALANCE, END OF YEAR	\$ 64,646	\$ 8,080,946	\$ 565,802	\$ 1,519,008	\$ 2,278,340	\$ 12,508,742	\$ 12,746,138

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

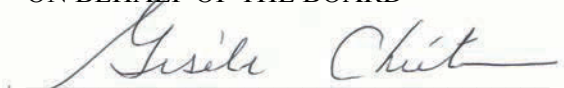
STATEMENT OF FINANCIAL POSITION

MARCH 31, 2012

6

	2012	2011
ASSETS		
CURRENT ASSETS		
Cash	\$ 7,106,217	\$ 5,016,261
Accounts receivable (Note 5)	5,021,910	4,445,723
Prepaid expenses	446,225	184,195
	12,574,352	9,646,179
RESTRICTED CASH (Note 6)	4,753,933	6,938,042
BROADCASTING RIGHTS (Note 7)	14,871,822	12,955,106
IN-HOUSE PROGRAMMING	3,247,950	-
ACCRUED BENEFIT ASSET – PENSION PLAN (Note 8)	565,800	212,500
CAPITAL ASSETS (Note 9)	11,615,408	13,649,231
	\$ 47,629,265	\$ 43,401,058
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities (Note 10)	\$ 4,981,903	\$ 5,844,371
Deferred contributions	5,145,010	2,853,460
	10,126,913	8,697,831
ACCRUED BENEFIT LIABILITY – OTHER PLANS (Note 8)	1,263,300	1,101,700
DEFERRED CONTRIBUTIONS – BROADCASTING RIGHTS (Note 11)	7,172,141	5,667,494
DEFERRED CONTRIBUTIONS – IN-HOUSE PROGRAMMING	3,247,950	-
DEFERRED CONTRIBUTIONS – CAPITAL ASSETS (Note 12)	13,310,219	15,187,895
	35,120,523	30,654,920
NET ASSETS		
Internally Restricted		
- Invested in Capital Assets	64,646	220,794
- Invested in Broadcasting Rights	8,080,946	9,023,877
- Pension Fund	565,802	462,076
- TFO Fund	1,519,008	1,519,008
Unrestricted	2,278,340	1,520,383
	12,508,742	12,746,138
	\$ 47,629,265	\$ 43,401,058

ON BEHALF OF THE BOARD


President of the Board


Vice-President of the Board and
President of the Audit Committee

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2012

7

	2012	2011
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 12,178	\$ 249,576
Nets assets allocation to the Pension Fund	(249,574)	-
Adjustments for:		
Employee future benefits	(191,700)	48,300
Amortization of capital assets	3,042,923	2,843,279
Amortization of deferred contributions – capital assets	(2,916,909)	(2,717,264)
Amortization of deferred contributions – broadcasting rights	(1,500,353)	(1,411,287)
Amortization of deferred contributions – in-house programming	(1,082,650)	-
Amortization of broadcasting rights	5,322,122	6,360,557
Amortization of in-house programming	1,082,650	-
	3,518,687	5,373,161
Net change in non-cash working capital items (Note 4)	590,865	3,116,883
Cash flows from operating activities	4,109,552	8,490,044
INVESTING ACTIVITIES		
Acquisition of capital assets	(1,009,100)	(1,137,338)
Acquisition of broadcasting rights	(7,238,838)	(6,465,909)
Acquisition of in-house programming	(4,330,600)	-
Cash flows used in investing activities	(12,578,538)	(7,603,247)
FINANCING ACTIVITIES		
Programming grant	3,005,000	3,419,000
Capital grant	1,039,233	1,150,000
In-house programming grant	4,330,600	-
Cash flows from financing activities	8,374,833	4,569,000
NET INCREASE (DECREASE) IN CASH	(94,153)	5,455,797
CASH, BEGINNING OF YEAR	11,954,303	6,498,506
CASH, END OF YEAR	\$ 11,860,150	\$ 11,954,303
CASH REPRESENTED BY:		
Unrestricted cash	\$ 7,106,217	\$ 5,016,261
Restricted cash (Note 6)	4,753,933	6,938,042
	\$ 11,860,150	\$ 11,954,303

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2012

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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, an independent French language broadcasting network, is a charitable organization and therefore exempt from income taxes. 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. CHANGE IN THE BASIS OF ACCOUNTING

During the year, the Authority adopted a new method to account for the costs of developing its in-house programming. Management decided to change the method of how to account for these costs in order to recognize the future economic value of its in-house programs. These programs are rebroadcasted over a period of several years and portions of these programs are also used as web-based interactive tools. This accounting method is also consistent with industry practice. This resulted in the creation of an intangible asset which will be used by the OFLECA to generate long-term future economic benefits.

In accordance with Section 1506 of the Canadian Institute of Chartered Accountants' (CICA) Handbook, changes in accounting policies must be applied retrospectively. It was determined to be impractical, based on reasonable effort, to establish the cumulative effect of this change in accounting policy in a retrospective manner. This is due to the fact that the accounting management framework used by the Authority in previous years did not allow for compilation of costs by production, which makes impractical the collection of data from previous years. It was agreed to apply the change prospectively as of the first practical date, i.e. April 1, 2011. The effect of this change in accounting policy is reflected in the financial statements through the recognition of an intangible asset, under In-house programming, in the amount of \$3,247,950, net of the year's amortization expense of \$1,082,650. An equivalent deferred contribution, from the core funding received from the Ontario Ministry of Education, was also recognized in the financial statements for the year ended March 31, 2012.

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2012

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3. SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements have been prepared using the historical cost basis, except for certain financial instruments that are stated at fair value. No information on the fair market value is presented when the carrying amount is a reasonable approximation of the fair market value.

Use of estimates

The preparation of financial statements in compliance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual amounts could differ from these estimates.

Revenue recognition

Contributions

The Authority follows the deferral method of accounting for contributions.

Under this method, contributions restricted for future period expenses are deferred and are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Subscriptions

Revenue from signal subscriptions is recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Financial instruments

The Authority has elected to classify its financial assets and liabilities in the following manner:

Loans and receivables

Accounts receivable are measured at amortized cost using the effective interest method. Gains and losses related to the derecognition of these financial assets are recognized in the statement of operations in the period in which they arise.

Held-for-trading financial assets and liabilities

Cash is measured at fair value using the market price method. Gains and losses are recognized in the statement of operations in the period in which they arise.

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2012

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3. SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial instruments (continued)

Other financial liabilities

Accounts payable and accrued liabilities are measured at amortized cost using the effective interest method. Gains and losses related to the derecognition of these financial liabilities are recognized in the statement of operations in the period in which they arise.

Financial instruments – disclosure and presentation

The Authority has elected to take advantage of the choice to apply the Canadian Institute of Chartered Accountants (CICA) Handbook Section 3861, “Financial instruments – disclosure and presentation” in place of Sections 3862, “Financial instruments – disclosures” and 3863, “Financial instruments – presentation”.

Impairment of long-lived assets

A long-lived asset is tested for impairment whenever events or changes in circumstances indicate that its carrying amount may not be recoverable. The carrying amount of long-lived assets is not recoverable if it exceeds the sum of the undiscounted cash flows expected to result from the use and eventual disposition of the assets. In such a case, an impairment loss is recognized and is measured as the amount by which the carrying amount of the long-lived assets exceeds their fair value.

Amortization

Capital assets are amortized over their estimated useful lives using the straight-line method over the following periods:

	Periods
Transmitters	17 years
Transmitter monitoring equipment	7 years
Technical equipment	7 years
Computer equipment	5 years
Office furniture and equipment	15 years
Leasehold improvements	Duration of the lease

3. SIGNIFICANT ACCOUNTING POLICIES (continued)

Broadcasting rights, in-house programming and production costs

Broadcasting rights, in-house programming and production costs are accounted for as follows:

By in-house programming, we mean 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 medias services expense based on their expected amortization period or when programming is sold or unusable.

All programs produced by the Authority and under co-production, pre-purchase and acquisition contracts are accounted for at cost over a period of four years on a straight-line basis.

Programming assets are tested for impairment on an annual basis. An impairment loss is recognized when its carrying value is not recoverable and exceeds its fair value.

Costs accounted for as intangible assets for in-house programming are amortized over a period of four years on a straight-line basis.

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, 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. The excess of the net accumulated actuarial gain (loss) over 10% of the greater of the benefit obligations and the fair value of plan assets is amortized over the average remaining service period of active employees. The average remaining service period of the active employees covered by the pension plan is 11 years. The average remaining service period of the active employees covered by the other retirement benefit plans is 15 years.

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2012

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3. SIGNIFICANT ACCOUNTING POLICIES (continued)

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 revenue and expenses relating to non-monetary assets and liabilities, which are translated at the historical rate. Exchange gains and losses on financial assets and liabilities are recognized in the current year's operations.

Contributions received in the form of supplies and services

The Authority accounts for the contributions received in the form of supplies and services when the fair value of these contributions can be reasonably estimated, and when the Authority should have obtained the supplies and services for its regular operations in another way.

Cash and cash equivalents

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

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.

4. INFORMATION INCLUDED IN CASH FLOWS

Changes in working capital items are as follows:

	2012	2011
Accounts receivable	\$ (576,187)	\$ (1,153,393)
Prepaid expenses	(262,030)	67,618
Accounts payable	(862,468)	2,764,964
Deferred contributions	2,291,550	1,437,694
	\$ 590,865	\$ 3,116,883

5. ACCOUNTS RECEIVABLE

	2012	2011
Governments	\$ 3,901,995	\$ 2,404,669
Subscriptions	245,407	421,350
Commodity taxes	715,758	943,422
Others	158,750	676,282
	\$ 5,021,910	\$ 4,445,723

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2012

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6. RESTRICTED CASH

	2012	2011
Restricted cash for capital renewal (a)	\$ 1,759,458	\$ 1,759,458
Restricted cash – employee future benefits (b)	540,000	849,576
Restricted cash – TFO Fund (c)	1,519,008	1,519,008
Restricted cash for the acquisition of subtitling	34,700	360,000
Restricted cash for the acquisition of broadcasting rights	640,000	2,000,000
Restricted cash for the acquisition of training services	150,000	300,000
Restricted cash - transition	110,767	150,000
	\$ 4,753,933	\$ 6,938,042

(a) A portion of the funding received annually can be set aside to ensure that the Authority's technical capital assets keep pace with technological changes and can be maintained or replaced.

(b) During the year, the Authority chose to restrict the period's surplus for additional contributions to the pension fund. These contributions will be paid in the 2012-2013 fiscal year.

(c) During the 2008-2009 fiscal 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.

7. BROADCASTING RIGHTS

	2012		
	Cost	Accumulated amortization	Net value
Broadcasting rights and completed productions	\$ 36,342,772	\$ 25,432,065	\$ 10,910,707
Work in progress	3,961,115	-	3,961,115
	\$ 40,303,887	\$ 25,432,065	\$ 14,871,822

	2011		
	Cost	Accumulated amortization	Net value
Broadcasting rights and completed productions	\$ 30,251,062	\$ 20,109,943	\$ 10,141,119
Work in progress	2,813,987	-	2,813,987
	\$ 33,065,049	\$ 20,109,943	\$ 12,955,106

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2012

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8. 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 benefits plan, and cash contributed to its defined contribution plans, amounted to \$775,000 (2011: \$736,800).

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 evaluation of the pension plan, for funding purposes, is dated March 31, 2010. The next required evaluation will be as of March 31, 2013.

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

	2012	
	Pension Benefit Plan	Other Benefit Plans
Accrued benefit obligations	\$ 10,677,200	\$ 1,589,700
Fair value of plan assets	9,490,300	-
Funded status – plan deficit	(1,186,900)	(1,589,700)
Unamortized past service costs	-	183,100
Unamortized net actuarial (gain) loss	1,752,700	143,300
Accrued pension asset (liability)	\$ 565,800	\$ (1,263,300)

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2012

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8. EMPLOYEE FUTURE BENEFITS (continued)

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

	2011	
	Pension Benefit Plan	Other Benefit Plans
Accrued benefit obligations	\$ 8,427,900	\$ 999,200
Fair value of plan assets	8,364,700	-
Funded status – plan deficit	(63,200)	(999,200)
Unamortized net actuarial (gain) loss	275,700	(102,500)
Accrued pension asset (liability)	\$ 212,500	\$ (1,101,700)

Plan asset components

At the measurement date, i.e. March 31, the plan assets consist of the following:

	2012	2011
Asset category		
Equity securities	60%	61%
Debt securities	35	34
Other	5	5
	100%	100%

Employee future benefit costs recognized in the year and benefits paid

	2012	
	Pension Benefit Plan	Other Benefit Plans
Employee future benefits costs recognized	\$ 595,200	\$ 179,100
Benefits paid	\$ 289,600	\$ 17,500
	2011	
	Pension Benefit Plan	Other Benefit Plans
Employee future benefits costs recognized	\$ 494,700	\$ 146,200
Benefits paid	\$ 325,900	\$ 12,500

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2012

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8. FUTURE EMPLOYEE BENEFITS (continued)

Significant assumptions

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

	2012	
	Pension Benefit Plan	Other Benefit Plans
Accrued benefit obligations		
Discount rate	5.15 %	5.15 %
Rate of compensation increase	3.50	4.00
Employee future benefits costs		
Discount rate	6.00	6.00
Expected long-term rate of return on plan assets	5.75	
Rate of compensation increase	3.50	4.00
	2011	
	Pension Benefit Plan	Other Benefit Plans
Accrued benefit obligations		
Discount rate	6.00 %	6.00 %
Rate of compensation increase	3.50	4.00
Employee future benefits costs		
Discount rate	6.50	6.50
Expected long-term rate of return on plan assets	5.75	-
Rate of compensation increase	4.00	4.00

Assumed health care cost trend rates are based on the following:

	2012	2011
Initial health care cost trend rate	8.53 %	8.76 %
Cost trend rate declines to	4.5	4.5
Year that the rate reaches the rate it is assumed to remain at	2030	2030

Defined contribution plan

The total expense recognized in relation with the defined contribution plan amounts to \$179,800 (2011: \$242,100).

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2012

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9. CAPITAL ASSETS

	2012		
	Cost	Accumulated amortization	Net value
Transmitters	118,714	118,714	-
Transmitter monitoring equipment	910,683	835,125	75,558
Technical equipment	10,281,718	5,286,991	4,994,727
Computer equipment	5,548,413	3,433,807	2,114,606
Office furniture and equipment	1,162,531	273,139	889,392
Leasehold improvements	5,409,303	1,868,178	3,541,125
	23,431,362	11,815,954	11,615,408

	2011		
	Cost	Accumulated amortization	Net value
Transmitters	118,714	118,714	-
Transmitter monitoring equipment	910,683	816,801	93,882
Technical equipment	10,218,036	3,827,805	6,390,231
Computer equipment	5,029,619	2,468,027	2,561,592
Office furniture and equipment	1,100,437	197,361	903,076
Leasehold improvements	5,044,773	1,344,323	3,700,450
	22,422,262	8,773,031	13,649,231

10. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2012	2011
Trade payables and accrued changes	3,975,291	5,210,305
Accrued wages and benefits	1,006,612	634,066
	4,981,903	5,844,371

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

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2012

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11. DEFERRED CONTRIBUTIONS – BROADCASTING RIGHTS

	2012	2011
Balance, beginning of year	\$ 5,667,494	\$ 3,659,781
Add:		
Projects related to broadcasting rights	5,000	1,419,000
Grant – programming (Note 13)	3,000,000	2,000,000
Less:		
Amortization	(1,500,353)	(1,411,287)
Balance, end of year	\$ 7,172,141	\$ 5,667,494

12. DEFERRED CONTRIBUTIONS – CAPITAL ASSETS

	2012	2011
Balance, beginning of year	\$ 15,187,895	\$ 16,755,159
Add:		
Contributions deferred during the current year	1,039,233	1,150,000
Less:		
Amortization	(2,916,909)	(2,717,264)
Balance, end of year	\$ 13,310,219	\$ 15,187,895

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2012

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13. CONTRIBUTIONS – OPERATING GRANTS

	2012	2011
Provincial		
Ministry of Education		
- Core grant	\$ 15,039,400	\$ 16,200,000
- Grant – programming	4,000,000	2,000,000
- Grant – transfer to in-house programming	4,330,600	-
- Transition Fund	-	300,000
- Capital grant	1,000,000	1,000,000
- HD signal	-	765,000
- Future employee benefits	60,000	600,000
- Training	150,000	300,000
- Subtitling	325,300	360,000
Less:		
Deferred contributions – broadcasting rights (Note 11)	(3,000,000)	(2,000,000)
Deferred contributions – capital assets	(1,000,000)	(1,150,000)
Deferred contributions – future employee benefits	-	(600,000)
Deferred contributions – training	-	(300,000)
Deferred contributions – transition	-	(150,000)
Deferred contributions – subtitling	-	(360,000)
Deferred contributions – in-house programming	(4,330,600)	-
Deferred contributions – special projects	(1,975,000)	-
Deferred contributions – TechMaVie	(400,000)	-
	\$ 14,199,700	\$ 16,965,000

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2012

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14. CONTRIBUTIONS – CORPORATE AND GOVERNMENT

	2012	2011
Provincial Projects		
Ministry of Education		
- Early Reading and Early Math	\$ -	\$ 231,920
- Subtitling	-	-
- Transition	-	-
Project funding	1,654,052	2,593,856
Funds deferred from previous year	1,439,337	1,802,260
Funds deferred to future years	(1,742,246)	(1,439,337)
	1,351,143	3,188,699
Federal Projects		
Training	-	497,772
Official languages program	2,605,000	2,605,000
	2,605,000	3,102,772
Corporate Projects		
Financing received during the year	1,119,835	140,792
Funds deferred to future years	(243,698)	(4,123)
	876,137	136,669
	\$ 4,832,280	\$ 6,428,140

15. OTHER REVENUE

	2012	2011
Signal subscriptions	\$ 3,011,354	\$ 3,085,366
Sale of products, donations and other	36,989	26,305
Sublease	87,590	80,668
Interest revenue	195,077	115,668
Litigation settlement and other	-	318,262
	\$ 3,331,010	\$ 3,626,269

16. RELATED PARTY TRANSACTIONS BETWEEN AGENCIES

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, actuary fees and costs associated with the use of premises and other associated costs.

17. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES, AND FINANCIAL RISKS

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.

Financial risks

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

Credit risk

The carrying amount on the balance sheet of the Authority's cash and accounts receivable, net of any applicable provisions for losses, represents the maximum amount exposed to credit risk.

The Authority is exposed to concentration risk attributable to cash since it only trades with one financial institution.

Exchange risk

The Authority is exposed to exchange risk due to cash and receivables denominated in US dollars. As at March 31, 2012, cash in US dollars totalled USD \$13,952 (CAD \$13,918) (2011: USD \$110,753 and CAD \$107,630).

The Authority does not enter into forward exchange contracts to cover its exchange risk exposure.

Liquidity risk

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

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2012

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18. CAPITAL MANAGEMENT POLICIES AND PROCEDURES

The Authority's capital management objectives are :

- To ensure the Authority's ability to continue as a going concern;
- To fulfil its financial obligations.

The Authority manages its capital by seeking contributions from provincial and federal governments and by restricting a portion of its net assets for specific uses.

In order to maintain or adjust the capital structure, the Authority may adjust the amount of expenses forecasted for the realization of certain of its activities.

19. COMMITMENTS

The Authority has entered into an operating lease agreement which calls for payments of \$7,775,515 for the rental of office space. The minimum lease payments for the next five years are \$1,487,400 in 2013, \$1,529,400 in 2014, \$1,533,900 in 2015, \$1,302,200 in 2016 and \$542,600 in 2017.

The Authority has entered into other operating lease agreements expiring in 2014 which call for monthly lease payments of \$104,167 for access to communication services. The minimum lease payments for the next two years are \$1,250,000 in 2013 and \$937,500 in 2014.

As at March 31, 2012, the Authority had committed an amount of \$4,907,623 in 2013 and \$1,731,190 in 2014 for the purchase of broadcasting rights.

20. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to be consistent with the current year's presentation.

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