Annual Report 2021-2022

Ontario French Language Educational Communications Authority*

*Hereinafter referred to as “TFO”

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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 Wahnapitae 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.

MANDATE
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

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

VALUES				
Respect	Leadership	Creativity and initiative	Innovation	Ambition

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

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

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

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

AXIS 1 Education and the Francophonie	AXIS 2 Acquiring Employability Skills	AXIS 3 Organizational Sustainability
• 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.	• 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.	• 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…*"[1]

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.[2] 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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[1] The Honourable Stephen Lecce, Letter of Mandate, TFO, Ontario Ministry of Education, November 23, 2020.

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

3.3. Multiplatform Offering in Figures

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

2,500
new pieces of content available for Francophones and Francophiles in Ontario

31
projects and partnerships with the community

84%
of production, co-production and acquisition expenditures made in Ontario

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

YouTube

33.4M
views

89,000
subscriptions

TFO.org

2.1M
sessions

1.5M
users

IDÉLLO.org

1M
sessions

561,000
users

12,000
downloads (apps)

onfr.TFO.org

457,000
sessions

342,000
users

636,000
articles read

Boukili (app)

3.9M
books read

122,000
downloads

3.6/5
average rating (Apple Store and Google Play)

groupemediaTFO.org

27,595
sessions

25,496
users

Social networks (Facebook, Instagram, Twitter, LinkedIn)

56.9M
impressions

4,359
of average reach per publication

1.3M
engagements

182,000
subscriptions

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.

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
Organizational Health	Turnover rate	🔴
	Average number of absent days per staff member (short-term illness)	🟢
Internal Processes	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	🟡
Clientele	Aided brand awareness rate[3]	🟡
	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	🟢
Financial	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;

[3] 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
Operations	Funding for operations has remained the same since 2018.	$30.89M[4]
One-time	For the production of e-learning content (see section 2).	$14M[5]
Projects	For FSL projects.	$0.8M
Canada-Ontario Agreement	The funding received through the *Protocol Agreement for Minority Language Education and Second Language Instruction* has remained the same[6].	$2.6M

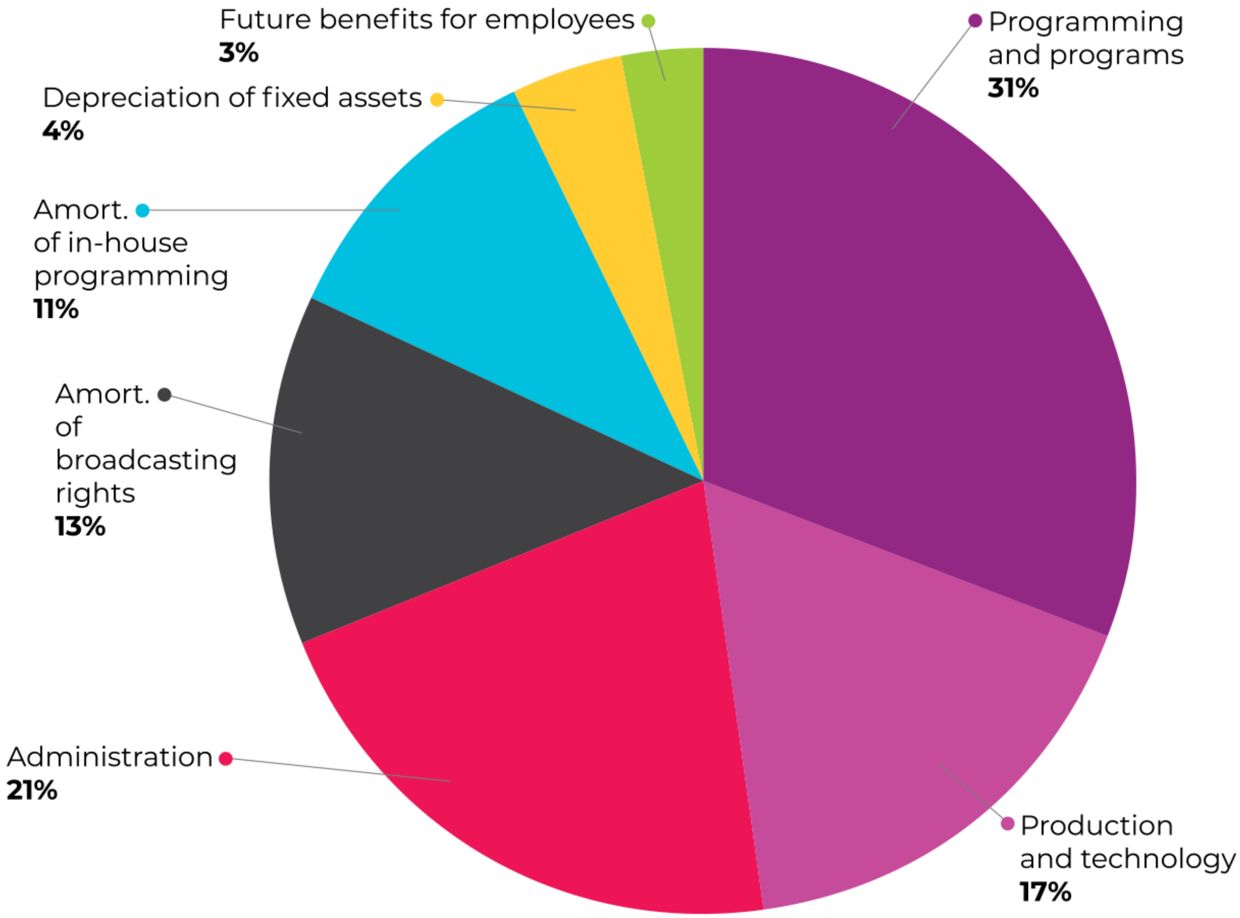
The CMF envelope increased by 44% over the previous year. As a result, TFO received $0.9M in CMF funding for the production of educational and cultural content. This increase is linked to the efforts of the content and production sector using producers from Ontario and outside Quebec.

Note that TFO is continually looking for ways to generate additional revenue[7] 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.

[4] See note 15 of the financial statements.
[5] See note 16 of the financial statements.
[6] See note 17 of the financial statements.
[7] 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

MISSION
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.
VISION
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.

ORIENTATION 1 An engaging and rewarding work environment	ORIENTATION 2 A relevant and efficient public asset[8]	ORIENTATION 3 Integrated and synergistic relationships
• Cultivate inspirational leadership. • Develop an engaging and rewarding “staff experience”. • Create a culture of open, internal and multi-directional communications.	• Strengthen our service offering to all our audiences to maximize its relevance and performance. • In partnership with school boards, design and implement an engaging and renewed provincial online learning ecosystem. • Increase and model our operational capacity to support the achievement of our goals.	• Build enriching relationships with educational, cultural and community partners. • Optimize our government and regulatory relationships.

[8] 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
• 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.	• 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.
• 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.	• 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.
• Pursue projects developed through collaborative creativity spaces or partnerships with school boards and educational organizations.	• Collaborative creativity spaces have been on hold since the start of the COVID-19 pandemic.

Reposition the content production and distribution strategy

Planned Initiatives	Achievements
• 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.	• Review audience personas for each broadcast platform to reorient programming strategy. • The distribution strategy will be developed in 2022-2023. • 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.
• Update our content strategy:	• This strategy is applied to all our in-house

○ Continue the production, co-production and acquisition of content on employability skills. ○ Continue the new strategy for the 13 and up age group	productions, co-productions and content acquisitions. ● Content for ages 13 and up is in production or being acquired for 2022-2023 (for example, *Échec et moi*, a TFO production).
● Finalize production redesign (in line with the new sales strategy and cost optimization of the programming schedule).	● Analyze the value of content produced by TFO and the potential market for sales of this content.

Creation, administration and coordination of distance learning programs in French

Planned Initiatives	Achievements
● Implement actions outlined in the business plans related to TFO's expanded mandate to support school boardsin meeting the mandatory two-credit online graduation requirement, beginning with the cohort of students entering 9th grade in the 2020-2021 school year. ● At EDU's request, develop online learning modules for elementary students and teachers. ● Develop learning objects that can be integrated into online courses: immersive virtual learning games and educational series. ● 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. ● Get a school number.	● **See section 3 of the annual report.** ● 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. ● During, 2021, TFO's mandate was redefined to remove "administration and coordination" of online courses.

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

Planned Initiatives	Achievements
● Strengthen the academic partnership between TFO and UOF: ○ Professional development and continuing education course offerings ○ Production of content for online courses ○ Collaboration on research and publication	● 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

○ TFO, a talent incubator for the UOF	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.
• Continue supporting the development of the UOF's technological and digital infrastructure until it is self-sufficient.	• TFO supported the UOF in its operational and technological development until its opening. The UOF is now autonomous.

Ensure organizational sustainability

Planned Initiatives	Achievements
• Increase self-generated income: ○ 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]. ○ Deploy our advertising sales strategy. ○ Implement the recommendations from the business plan regarding content sales. ○ Develop a strategy for marketing educational content for online learning. ○ Secure our CMF grants as a producer and broadcaster. ○ Continue the new business strategy for IDÉLLO.	• 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. • 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. • The strategy has been completed. Based on feedback from the target audience, the redesign of the IDÉLLO site will take place in 2022-2023.
• Make TFO an employer of choice.	• Several initiatives have been put in place with the goal of being an employer of choice, such as: ○ Improved integration of new staff ○ Dispute resolution training ○ Launch of a leadership program
• Continue the deployment of the analytical strategy.	• Data analysis is underway.
• Drive operational excellence within the company to maximize performance in productivity, product quality and cost reduction.	• Several initiatives have been completed to improve TFO's productivity, such as: ○ Review of projects for the children's programming production team based on pandemic issues and needs for e-learning projects ○ Review of operational processes to improve efficiency of content production and distribution ○ Improvement of legal and financial processes

• Encouraging innovation through educational intelligence and virtual experience for education.	• The teams have developed their skills in techno-pedagogy.

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

Planned Initiatives	Achievements
• Implement the philanthropy strategy.	• 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.

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

FINANCIAL STATEMENTS

MARCH 31, 2022

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

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MANAGEMENT'S REPORT

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

Management has prepared the financial statements in accordance with Canadian public sector accounting standards. In order to achieve the objective of fair presentation in all material respects, reasonable estimates and professional judgements were used. Management believes the financial statements present fairly the OFLECA's financial position as at March 31, 2022, as well as the results of its operations and its cash flows for the year then ended.

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

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

The financial statements for the year ended March 31, 2022 have been audited by Marcil Lavallée, Chartered Professional Accountants, Licensed Public Accountants, the independent external auditors appointed by the members of the OFLECA. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their professional opinion on the financial statements.

Michelle Séguin, CPA, CA
President and CEO

Francis Michaud

Francis Michaud, CPA, CGA
Director of Finance responsible for Financial and Legal Services

Toronto, Ontario
June 24, 2022

INDEPENDENT AUDITOR'S REPORT

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

Opinion

We have audited the financial statements of Ontario French-language Educational Communications Authority (OFLECA) (the Organization), which comprise the statement of financial position as at March 31, 2022, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

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

Other Information

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

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

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

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

Marcil Lavallée

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Ontario
June 24, 2022

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

STATEMENT OF FINANCIAL POSITION
MARCH 31, 2022

	2022	2021
ASSETS		
CURRENT ASSETS		
Cash	$ **9,636,358**	$ 5,619,383
Accounts receivable (Note 4)	**1,902,978**	2,754,833
Prepaid expenses	**1,421,374**	1,181,238
	12,960,710	9,555,454
RESTRICTED CASH (Note 5)	**8,692,449**	9,246,343
BROADCASTING RIGHTS (Note 6)	**16,576,408**	17,370,215
IN-HOUSE PROGRAMMING (Note 7)	**8,132,660**	12,466,875
ASSET – EMPLOYEE FUTURE BENEFITS (Note 8)	**5,059,100**	4,595,300
CAPITAL ASSETS (Note 9)	**7,556,283**	5,881,407
	46,016,900	49,560,140
	$ **58,977,610**	$ 59,115,594

ON BEHALF OF THE BOARD

Jean Lépine

President of the Board

Jean Lépine

Dominique O'Rourke

President of the Finance and Audit Committee

Dominique O'Rourke

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

STATEMENT OF FINANCIAL POSITION
MARCH 31, 2022

	2022	2021
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities (Note 10)	**$ 5,216,595**	$ 5,090,911
Deferred contributions (Note 11)	**5,849,654**	2,035,089
	11,066,249	7,126,000
LIABILITY – EMPLOYEE FUTURE BENEFITS (Note 8)	**3,069,500**	2,906,300
DEFERRED CONTRIBUTIONS – BROADCASTING RIGHTS (Note 12)	**19,976,318**	20,814,871
DEFERRED CONTRIBUTIONS – IN-HOUSE PROGRAMMING (Note 13)	**8,862,284**	12,668,487
DEFERRED CONTRIBUTIONS – CAPITAL ASSETS (Note 14)	**8,684,403**	8,581,867
	40,592,505	44,971,525
	51,658,754	52,097,525
NET ASSETS		
Internal Restrictions (Note 5)		
- TFO Fund	**1,519,008**	1,519,008
- Pension Fund	**-**	-
Unrestricted	**5,799,848**	5,499,061
	7,318,856	7,018,069
	$ 58,977,610	$ 59,115,594

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2022

	2022	2021
REVENUES		
Contributions		
- Operating grants (Note 15)	**$ 18,420,116**	$ 18,337,954
- Funding for special projects (Note 16)	**14,333,553**	1,427,339
- Corporate and government (Note 17)	**2,746,203**	2,628,600
Other revenues (Note 18)	**2,060,390**	3,156,723
Amortization of deferred contributions		
- Broadcasting rights (Note 12)	**6,503,103**	6,306,122
- In-house programming (Note 13)	**5,728,616**	7,018,610
- Capital assets (Note 14)	**2,078,184**	1,892,714
	51,870,165	40,768,062
EXPENSES		
Content and programming	**16,249,899**	8,600,316
Production and technology	**9,041,699**	7,087,029
Administration	**10,816,203**	8,867,635
Amortization of broadcasting rights	**6,503,103**	6,306,122
Amortization of in-house programming	**5,728,616**	7,018,610
Amortization of capital assets	**2,078,184**	1,892,714
Employee future benefits	**1,452,274**	993,252
	51,869,978	40,765,678
EXCESS OF REVENUES OVER EXPENSES BEFORE NET ACTUARIAL GAINS ON EMPLOYEE FUTURE BENEFITS PLANS	**187**	2,384
Net actuarial gains – Employee future benefits plans	**300,600**	250,900
EXCESS OF REVENUES OVER EXPENSES	**$ 300,787**	$ 253,284

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2022

	Internal Restrictions				
	TFO Fund	**Pension Fund**	**Unrestricted**	**2022 Total**	2021 Total
BALANCE, BEGINNING OF YEAR	**$ 1,519,008**	**$ -**	**$ 5,499,061**	**$ 7,018,069**	$ 6,764,785
Excess of revenues over expenses	**-**	**-**	**300,787**	**300,787**	253,284
Allocation – Pension Fund	**-**	**-**	**-**	**-**	-
BALANCE, END OF YEAR	**$ 1,519,008**	**$ -**	**$ 5,799,848**	**$ 7,318,856**	$ 7,018,069

ONTARIO FRENCH-LANGUAGE EDUCATIONAL COMMUNICATIONS AUTHORITY (OFLECA)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2022

		2022		2021
OPERATING ACTIVITIES				
Excess of revenues over expenses	**$**	**300,787**	$	253,284
Adjustments for:				
Amortization of broadcasting rights		**6,503,103**		6,306,122
Amortization of in-house programming		**5,728,616**		7,018,610
Amortization of capital assets		**2,078,184**		1,892,714
Net actuarial gains – Employee future benefits Plan		**(300,600)**		(250,900)
Amortization of deferred contributions – broadcasting rights		**(6,503,103)**		(6,306,122)
Transfer – deferred contributions – broadcasting rights		**(213,360)**		(179,837)
Amortization of deferred contributions – in-house programming		**(5,728,616)**		(7,018,610)
Transfer – deferred contributions – in-house programming		**(287,584)**		(74,164)
Amortization of deferred contributions – capital assets		**(2,078,184)**		(1,892,714)
Transfer – deferred contributions – capital assets		**(2,700,461)**		(759,812)
		(3,201,218)		(1,011,429)
Net change in non-cash working capital items (Note 3)		**4,551,968**		(1,850,315)
		1,350,750		(2,861,744)
INVESTING ACTIVITIES RELATED TO CAPITAL ASSETS AND INTANGIBLE ASSETS				
Programming grant		**5,877,910**		7,115,462
In-house programming grant		**2,209,997**		6,566,320
Capital grant		**4,881,181**		2,526,773
Acquisition of broadcasting rights		**(5,709,296)**		(5,902,815)
Acquisition of in-house programming		**(1,394,401)**		(6,566,320)
Acquisition of capital assets – net amount		**(3,753,060)**		(743,275)
		2,112,331		2,996,145
NET INVESTING ACTIVITY				
Net change in restricted cash		**553,894**		(3,092,178)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		**4,016,975**		(2,957,777)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR		**5,619,383**		8,577,160
CASH AND CASH EQUIVALENTS, END OF YEAR	**$**	**9,636,358**	$	5,619,383

Cash and cash equivalents consist of cash.

1. STATUTE AND NATURE OF OPERATIONS

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

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

2. SIGNIFICANT ACCOUNTING POLICIES

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

Management estimates

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

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

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Contribution receivable

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

Revenue recognition

Contributions

The Authority follows the deferral method of accounting for contributions.

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

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

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

Subscriptions and other

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

Interest income

Interest income is recognized as revenue when it becomes due.

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue recognition (continued)

Contributions received in the form of supplies and services

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

Financial instruments

Initial measurement

The Authority initially measures its financial assets and liabilities originated or exchanged in arm's length transactions at fair value. Financial assets and liabilities originated or exchanged in related party transactions, except for those that involve parties whose sole relationship with the Authority is in the capacity of management, are initially measured at cost.

Subsequent measurement

The Authority subsequently measures all its financial assets and financial liabilities at cost or amortized cost.

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

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

Impairment

For financial assets measured at cost or amortized cost, the Authority determines whether there are indications of possible impairment. When there is an indication of impairment, and the Authority determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows, a write-down is recognized in operations. A previously recognized impairment loss may be reversed to the extent of the improvement. The carrying amount of the financial asset may not be greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in in operations.

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial instruments (continued)

Transaction costs

Transaction costs related to financial instruments that will be subsequently measured at fair value are recognized in operations in the period incurred. Transaction costs related to financial instruments subsequently measured at amortized cost are included in the original cost of the asset or liability and recognized in operations over the life of the instrument using the straight-line method.

Cash and cash equivalents

The Authority's policy is to present bank balances under cash and cash equivalents, including bank indebtedness when bank balances that fluctuate frequently from being positive to overdrawn.

In-house programming, broadcasting rights and production costs

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

In-house programming

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

Broadcasting rights and production costs

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

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Capital assets

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

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

	Periods
Mobility (tablets and smart phones)	2 years
Office equipment	3 years
Office infrastructure	4 years
Computerized production equipment	5 years
Production equipment	7 years
Office furniture and equipment	10 years
Leasehold improvements	Duration of the lease

Write-down of capital assets, broadcasting rights and in-house programming

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

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Employee future benefits

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

- The actuarial determination of the accrued benefit obligations for pensions and other retirement benefits uses the projected benefit method prorated on service. This determination incorporates management's best estimate of future salary levels, discount rate, other cost escalation, retirement ages of employees and other actuarial factors;
- For the purpose of calculating the expected return on plan assets, those assets are valued at fair value;
- An actuarial gain (loss) arises from the difference between the actual long-term rate of return on plan assets for a period and the expected long-term rate of return on plan assets for that period or from changes in actuarial assumptions used to determine the accrued benefit obligations. Actuarial gains (losses) for each period are recognized on a systematic basis and are amortized over the average remaining service life of active employees covered by the pension plan, which is 12 years. The average remaining service period of the active employees covered by the other retirement benefit plans is 16 years.

Foreign currency translation

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

Excess financing

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

3. NET CHANGE IN NON-CASH WORKING CAPITAL ITEMS

	2022	2021
Accounts receivable	$ 851,855	$ 545,177
Prepaid expenses	(240,136)	123,064
Accounts payable and accrued liabilities	125,684	(1,970,571)
Deferred contributions	3,814,565	(547,985)
	$ 4,551,968	$ (1,850,315)

4. ACCOUNTS RECEIVABLE

	2022	2021
Ministry of Education	$ -	$ 306,046
Federal government	150,014	431,396
Provincial governments and government agencies	-	413,841
Corporate and other	643,657	753,218
Commodity taxes	1,109,307	850,332
	$ 1,902,978	$ 2,754,833

5. RESTRICTED CASH

		2022		2021
Reserves				
- Capital renewal [a]	**$**	**-**	$	1,000,000
- TFO Fund [b]		**1,519,008**		1,519,008
- French-language Elementary Remote Learning Course Packs [c]		**283,991**		1,255,010
- Online courses [d]		**1,372,930**		-
- AODA [e]		**258,866**		125,597
- In-house programming		**729,624**		201,612
Commitments				
- Broadcasting rights		**3,399,910**		3,444,656
- Capital assets		**1,128,120**		1,700,460
	$	**8,692,449**	$	9,246,343

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

[c] The Ministry of Education has mandated the Authority to develop an online learning resource package covering the entire French-language elementary curriculum in Ontario to support teachers, students and parents. The balance of $283,991 is recorded as a deferred contribution and added to the reserve.

[d] The Ministry of Education has mandated the Authority to develop a coordinated and effective online learning system in Ontario in which students have broad access to high quality and accessible online learning options, regardless of where they live or go to school. The balance of $1,372,930 is recorded as a deferred contribution and added to the reserve.

[e] Annually, a portion of the operating budget is specifically allocated to meet the requirements of the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA). The balance of $258,866 was recognized as deferred revenue and as an addition to the restricted cash.

6. BROADCASTING RIGHTS

	2022		
	Cost	**Accumulated amortization**	**Net value**
Broadcasting rights and completed productions	**$ 30,024,514**	**$ 19,218,367**	**$ 10,806,147**
Broadcasting rights written off during the year	**(7,634,584)**	**(7,634,584)**	**-**
	22,389,930	**11,583,783**	**10,806,147**
Work in progress	**5,770,261**	**-**	**5,770,261**
	$ 28,160,191	**$ 11,583,783**	**$ 16,576,408**

	2021		
	Cost	Accumulated amortization	Net value
Broadcasting rights and completed productions	$ 30,627,068	$ 15,938,692	$ 14,688,376
Broadcasting rights written off during the year	(3,223,428)	(3,223,428)	-
	27,403,640	12,715,264	14,688,376
Work in progress	2,681,839	-	2,681,839
	$ 30,085,479	$ 12,715,264	$ 17,370,215

7. IN-HOUSE PROGRAMMING

	2022		
	Cost	**Accumulated amortization**	**Net value**
In-house programming	**$ 28,328,738**	**$ 20,196,078**	**$ 8,132,660**
In-house programming completely amortized and written off during the year	**(9,256,944)**	**(9,256,944)**	**-**
	$ 19,071,794	**$ 10,939,134**	**$ 8,132,660**

	2021		
	Cost	Accumulated amortization	Net value
In-house programming	$ 36,396,728	$ 23,929,853	$ 12,466,875
In-house programming completely amortized and written off during the year	(9,462,392)	(9,462,392)	-
	$ 26,934,336	$ 14,467,461	$ 12,466,875

8. ASSET AND LIABILITY – EMPLOYEE FUTURE BENEFITS

Description of pension and other retirement benefit plans

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

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

Total cash payments

Cash payments made for future employee benefits, consisting of cash contributed by the Authority to its funded pension plan, cash payments directly to beneficiaries on account of its unfunded other retirement benefit plans, and cash contributed to its defined contribution plans, amount to $1,452,274 (2021: $1,381,280).

Defined benefit plans

The Authority measures its accrued defined benefit obligations and the fair value of the plan assets as at March 31 of each year. The most recent actuarial valuation of the pension plan, for funding purposes, was prepared by LifeWorks (formerly Morneau Shepell) as at March 31, 2022 and is a data extrapolation and evaluation based on the complete actuarial valuation dated March 31, 2020.

Defined contribution plan

The total expense recognized in relation with the defined contribution plan amounts to $323,592 (2021: $263,205).

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

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

	2022		
	Funded Pension Benefit Plan	**Other Unfunded Retirement Benefit Plans**	**Total**
Accrued benefit obligations	**$ 18,395,000**	**$ 2,440,200**	**$ 20,835,200**
Fair value of plan assets	**(22,573,100)**	**-**	**(22,573,100)**
Funded status – plan deficit (surplus)	**(4,178,100)**	**2,440,200**	**(1,737,900)**
Unamortized net actuarial gain (loss)	**(881,000)**	**629,300**	**(251,700)**
Accrued pension liability (asset)	**$ (5,059,100)**	**$ 3,069,500**	**$ (1,989,600)**

	2021		
	Funded Pension Benefit Plan	Other Unfunded Retirement Benefit Plans	Total
Accrued benefit obligations	$ 17,335,600	$ 2,458,100	$ 19,793,700
Fair value of plan assets	(22,077,000)	-	(22,077,000)
Funded status – plan deficit (surplus)	(4,741,400)	2,458,100	(2,283,300)
Unamortized net actuarial gain	146,100	448,200	594,300
Accrued pension liability (asset)	$ (4,595,300)	$ 2,906,300	$ (1,689,000)

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

Pension plan asset components

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

	2022	2021
	%	%
Asset category		
Equity securities	**62**	61
Debt securities	**38**	39
Other	**-**	-
	100	100

Employee future benefit costs recognized in the year and benefits paid

	2022	
	Pension Benefit Plan	**Other Benefit Plans**
Employee future benefits costs recognized	**$ 639,700**	**$ 193,600**
Benefits paid, reimbursements and transfers	**$ 922,200**	**$ 30,400**

	2021	
	Pension Benefit Plan	Other Benefit Plans
Employee future benefits costs recognized	$ 676,800	$ 213,000
Benefits paid, reimbursements and transfers	$ 1,195,500	$ 25,000

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

Employee future benefits costs recognized consists of the following:

	Pension Benefit Plan		Other Benefit Plans	
	2022	2021	**2022**	2021
Current service benefits' costs	**$ 921,500**	$ 738,100	**$ 148,400**	$ 170,400
Amortization of net actuarial losses (gains)	**(23,900)**	96,600	**(25,100)**	(19,900)
Interest costs of pension benefits	**927,900**	874,100	**-**	-
Actuarial loss (gain) related to the expected return on plan assets	**(1,185,800)**	(1,032,000)	**70,300**	62,500
	$ 639,700	$ 676,800	**$ 193,600**	$ 213,000

Significant assumptions

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

	2022	
	Pension Benefit Plan	**Other Benefit Plans**
	%	**%**
Accrued benefit obligations		
Discount rate	**5.40**	**3.30**
Rate of compensation increase:		
Non-unionized employees	**2.5 per year**	**-**
Unionized employees	**2.5 per year**	**-**
Employee future benefits costs		
Discount rate	**5.40**	**4.71**
Expected long-term rate of return on plan assets	**5.40**	**-**
Rate of compensation increase:		
Non-unionized employees	**2.5 per year**	**-**
Unionized employees	**2.5 per year**	**-**

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

Significant assumptions (continued)

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

The assumed health care cost trend rates are based on the following:

	2022	2021
	%	%
Combined medical care:		
Initial medical care cost trend rate	**4.89**	4.89
Cost trend rate declines to	**3.57**	3.57
Year that the rate reaches the rate it is assumed to remain at	**2040**	2040
Dental care:		
Initial dental care cost trend rate	**4.00**	4.00
Cost trend rate declines to	**3.57**	3.57
Year that the rate reaches the rate it is assumed to remain at	**2040**	2040

9. CAPITAL ASSETS

	2022		
	Cost	**Accumulated amortization**	**Net value**
Mobility	**$ 243,053**	**$ 230,249**	**$ 12,804**
Office equipment	**1,251,266**	**894,296**	**356,970**
Office infrastructure	**562,253**	**561,890**	**363**
Production equipment	**18,364,625**	**14,177,474**	**4,187,151**
Computerized production equipment	**13,959,022**	**12,679,785**	**1,279,237**
Office furniture and equipment	**2,261,400**	**1,675,789**	**585,611**
Leasehold improvements	**7,498,727**	**6,364,580**	**1,134,147**
	$ 44,140,346	**$ 36,584,063**	**$ 7,556,283**

	2021		
	Cost	Accumulated amortization	Net value
Mobility	$ 234,057	$ 208,336	$ 25,721
Office equipment	1,106,878	711,353	395,525
Office infrastructure	562,253	561,083	1,170
Production equipment	15,057,188	13,328,805	1,728,383
Computerized production equipment	13,762,444	12,062,422	1,700,022
Office furniture and equipment	2,211,290	1,525,246	686,044
Leasehold improvements	7,483,232	6,138,690	1,344,542
	$ 40,417,342	$ 34,535,935	$ 5,881,407

10. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2022	2021
Trades payable and accrued charges	**$ 4,002,604**	$ 4,117,686
Accrued wages and benefits	**1,016,428**	817,898
Government remittances	**197,563**	155,327
	$ 5,216,595	$ 5,090,911

11. DEFERRED CONTRIBUTIONS

	2022		
	Ministry of Education	**Others**	**Total**
Deferred Contributions			
Balance, beginning of year	**$ 465,597**	**$ 160,675**	**$ 626,272**
Add: Amount received	**3,922,257**	**77,291**	**3,999,548**
Less: Amount recognized as revenue	**(462,720)**	**-**	**(462,720)**
Balance, end of year	**3,925,134**	**237,966**	**4,163,100**
Special projects			
Balance, beginning of year	**1,408,817**	**-**	**1,408,817**
Add: Amount received	**14,227,267**	**-**	**14,227,267**
Less: Amount recognized as revenue	**(13,949,530)**	**-**	**(13,949,530)**
Balance, end of year	**1,686,554**	**-**	**1,686,554**
Total	**$ 5,611,688**	**$ 237,966**	**$ 5,849,654**

11. DEFERRED CONTRIBUTIONS (continued)

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

12. DEFERRED CONTRIBUTIONS – BROADCASTING RIGHTS

	2022	2021
Balance, beginning of year	**$ 20,814,871**	$ 20,185,368
Add:		
Amount received this year – Ministry of Education	**5,672,510**	6,860,626
Amount received – Others	**205,400**	254,836
Less:		
Transfer	**(213,360)**	(179,837)
Amortization – Amount recognized as revenue	**(6,503,103)**	(6,306,122)
Balance, end of year	**$ 19,976,318**	$ 20,814,871

13. DEFERRED CONTRIBUTIONS – IN-HOUSE PROGRAMMING

		2022		2021
Balance, beginning of year	**$**	**12,668,487**	$	13,194,941
Add:				
Amount received – Ministry of Education		**1,106,818**		5,887,359
Amount received – Canadian Media Fund		**1,103,179**		678,961
Less:				
Transfer		**(287,584)**		(74,164)
Amortization – Amount recognized as revenue		**(5,728,616)**		(7,018,610)
Balance, end of year	**$**	**8,862,284**	$	12,668,487

14. DEFERRED CONTRIBUTIONS – CAPITAL ASSETS

		2022		2021
Balance, beginning of year	**$**	**8,581,867**	$	8,707,620
Add:				
Amounts added to deferred contributions – Ministry of Education		**4,881,181**		2,526,773
Less:				
Transfer		**(2,700,461)**		(759,812)
Amortization – Amount recognized as revenue		**(2,078,184)**		(1,892,714)
Balance, end of year	**$**	**8,684,403**	$	8,581,867

15. CONTRIBUTIONS – OPERATING GRANTS

	2022	2021
Received in current year		
Grant – core	**$ 21,653,072**	$ 15,684,414
Grant – core – AODA	**657,300**	657,300
Grant – capital	**1,750,000**	1,750,000
Grant – broadcasting rights	**5,672,510**	6,860,626
Grant – in-house programming	**1,106,818**	5,887,359
Total received in current year: Ministry of Education	**30,839,700**	30,839,699
Received in prior year		
Capital	**2,700,461**	759,812
Broadcasting rights	**2,230,054**	1,568,658
AODA	**125,597**	258,455
Dedicated projects	**337,124**	2,220,343
Transfer to deferred contributions		
Broadcasting rights	**(7,902,564)**	(8,429,284)
In-house programming	**(1,106,818)**	(5,887,359)
Capital assets	**(4,881,181)**	(2,526,773)
Dedicated projects	**(3,663,391)**	(340,000)
Dedicated projects – AODA	**(258,866)**	(125,597)
	$ 18,420,116	$ 18,337,954

16. CONTRIBUTIONS – FUNDING FOR SPECIAL PROJECTS

	2022		
	Ministry of Education	**Others**	**Total**
Funding received in current year	**$ 14,765,097**	**$ -**	**$ 14,765,097**
Funding recognized	**1,255,010**	**-**	**1,255,010**
Less: Deferred contributions	**(1,686,554)**	**-**	**(1,686,554)**
	$ 14,333,553	**$ -**	**$ 14,333,553**

	2021		
	Ministry of Education	Others	Total
Funding received in current year	$ 2,653,765	$ -	$ 2,653,765
Funding recognized	176,529	-	176,529
Less: Deferred contributions	(1,402,955)	-	(1,402,955)
	$ 1,427,339	$ -	$ 1,427,339

17. CONTRIBUTIONS – CORPORATE AND GOVERNMENT

		2022		2021
Ministry of Education				
Funding received in current year	**$**	**2,605,000**	$	2,605,000
Canada Media Fund				
Funding received in current year		**1,157,178**		678,961
Less: Deferred contributions – in-house programming		**(1,103,178)**		(678,961)
Other Ontario agencies				
Funding received in current year		**23,520**		179,836
Less: Deferred contributions – broadcasting rights		**-**		(179,836)
Other provinces				
Funding received in current year		**84,600**		99,200
Funding received in current year – broadcasting rights		**205,400**		75,000
Less: Contributions deferred to the next fiscal year		**(20,917)**		(75,600)
Less: Deferred contributions – broadcasting rights		**(205,400)**		(75,000)
	$	**2,746,203**	$	2,628,600

18. OTHER REVENUES

		2022		2021
Signal subscriptions	$	**1,193,166**	$	1,432,386
Sale of services		**139,901**		961,480
Promotion and distribution		**59,379**		145,605
Sale of educational material		**185,730**		245,129
Sublease		**150,604**		131,651
Interest		**137,648**		101,304
Donations received in the form of services		**187,464**		117,199
Donations and other		**6,498**		21,969
	$	**2,060,390**	$	3,156,723

19. RELATED PARTY TRANSACTIONS BETWEEN RELATED ORGANIZATIONS

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

20. FINANCIAL INSTRUMENTS

Financial risk management objectives and policies

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

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

20. FINANCIAL INSTRUMENTS (continued)

Financial risks

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

Credit risk

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

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

Exchange risk

The Authority is exposed to exchange risk due to cash and cash equivalents and accounts receivable denominated in US dollars. As at March 31, 2022, cash and cash equivalents in US dollars totalled USD $70,207 (CAD $87,662) (2021: USD $28,786 (CAD $36,198)).

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

Liquidity risk

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

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

As at March 31, 2022, the Authority has a cash and cash equivalents and restricted cash balance of $18,328,806 (2021: $14,865,726). All the Authority's financial liabilities totalling $5,216,595 (2021: $5,090,911) have contractual maturities of less than 365 days.

21. CONTRACTUAL OBLIGATIONS

The Authority has entered into operating lease agreements, expiring December 31, 2028, which call for payments of $5,343,918 for the rental of office space. The minimum lease payments for the next five years are $923,138 for the year ending March 31, 2023, $949,382 for the year ending March 31, 2024, $951,811 for the year ending March 31, 2025, $959,098 for the year ending March 31, 2026 and $961,527 for the year ending March 31, 2027.

The Authority has entered into other operating agreements expiring in 2026-2027 to pay a total amount of $924,977 for control room services. The minimum payments for the next five years are $189,396 for the year ending March 31, 2023, $194,131 for the year ending March 31, 2024, $198,985 for the year ending March 31, 2025, $203,959 for the year ending March 31, 2026 and $138,506 for the year ending March 31, 2027.

As at March 31, 2022, the Authority had committed an amount of $3,399,910 for the purchase of broadcasting rights, of which $3,022,103 will be paid during the year ending March 31, 2023, $377,307 during the year ending March 31, 2024 and $500 during the year ending March 31, 2025.

As at March 31, 2022, the Authority had committed an amount of $1,128,120 for the purchase of capital assets for the 2022-2023 year.

22. CONTINGENCY

The funding received from government ministries may be refunded following an audit if the funding received is identified as a surplus based on the funding arrangements agreed between the parties. As at March 31, 2022, management has not been informed of any potential refund.