



Annual Report 2022-2023

Ontario French Language Educational Communications Authority*

TFO

*Hereinafter referred to as “TFO”

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1. Recognition of Indigenous Territories

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

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

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

TFO works to create partnerships and content to reflect Indigenous culture and history.

2. A Word from the Chair of the Board

Dear reader,

On behalf of the Board of Directors of TFO, it is with great pleasure and pride that I preface this annual report, which highlights the achievements, successes, and challenges of 2022-2023.

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.

As you will see from this annual report, TFO has indeed fulfilled its mandate, thanks to the vision and strategies set out in the 2022-2025 strategic plan.

All the projects you will read about in this annual report would not have been possible without a committed team who continually demonstrates respect, creativity, initiative, innovation, ambition, and leadership. This leadership is ensured by a general management team and an executive committee that enable the organization to demonstrate its relevance and offer content and services essential to the vitality of Ontario's Francophonie. I also recognize the important partnership between CEO Michelle Séguin, her management team, and TFO's staff members, which improves the company's culture year after year.

I would like to acknowledge the work of my colleagues on the Board of Directors whose term of office ended this year: Denis Claveau, Yannick Lallement and Julie Lantaigne. Thank you for your dedication and contribution to the sound management of our French-language public media company in Ontario. Three new Board members began their terms during the year, and I wish them a warm welcome to TFO. I would also like to acknowledge the leadership of Vice President Dominique O'Rourke and Dominique Giguère, both of whom chair the Board's standing committees.

It is a pleasure to serve together on the Board of Directors and to fulfill the role entrusted to us by the Legislative Assembly, with the support of the Ontario government, and the Ontario Ministry of Education. I thank Minister Lecce and Minister Mulroney, who support TFO's mandate and the province's francophone community.

The Board of Directors looks forward to contributing to the agency's vision to "...create an inclusive educational and cultural work, essential to the vitality of the Francophonie in Ontario" and to building on the projects realized in 2022-2023.

I hope you enjoy reading this 2022-2023 annual report!



Jean Lépine, Chair of the Board

3. A Word from the Chief Executive Officer

Dear reader,

It is a privilege for TFO to evolve in Ontario's francophone community to offer authentic educational content that contributes to quality education and lifelong learning opportunities for Ontario's Francophones.

As the only public media entirely dedicated to the French-speaking minority, TFO is delighted to be able to work with the community to fulfill its essential mandate for the vitality of Ontario's French-speaking community.

With the resumption of in-person activities in 2022-2023, TFO's team has been able to travel all over the province, meeting various stakeholders and working in synergy to meet the needs expressed. It was a real pleasure to be in direct contact with those who benefit from the content and services offered by TFO.

These meetings were also an opportunity to see how much people appreciate TFO's products and services. We are so proud to speak with teachers who enthusiastically thank us for developing the Boukili reading app, or who express relief at having found classroom teaching resources on the IDÉLLO platform! Not to mention the pleasure of seeing the look of wonder on the face of someone discovering an original TFO series for the first time. These tokens of appreciation are underscored every time TFO's team visits the community.

This year, we produced 50 learning modules for the elementary level, and worked closely with the Consortium d'apprentissage virtuel de langue française de l'Ontario, the Centre franco-ontarien de ressources pédagogiques and school boards to offer new online courses for the secondary level. This year also saw a major overhaul of our digital platforms, which will make us even more accessible to all Francophones in minority situations.

It is with great humility that I thank the members of TFO's staff who contribute to the success of our organization. The projects and successes featured in this annual report are theirs, and it would be impossible to carry out the mandate entrusted to us without their commitment, talent, and passion. 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 vision and mission. Finally, I would like to extend my warmest thanks to Nancy Naylor, Deputy Minister, and Denys Giguère, Assistant Deputy Minister, at the Ministry of Education, who support TFO's work on behalf of Francophones in Ontario.

Through our content, whether on the TFO television channel, on our digital platforms, or on our TFO.org website, we promote Ontario's Francophonie and offer students and the Franco-Ontarian population opportunities to see, recognize, and identify with their language and culture.

As you will see from our 2022-2023 Annual Report, we take this role very seriously.

I wish you a pleasant read!

A handwritten signature in blue ink, appearing to read "Michelle Séguin". The signature is fluid and cursive, with a large initial "M" and a stylized "S" for the last name.

Michelle Séguin

Chief Executive Officer

4. About TFO

As the only public francophone media entirely dedicated to Ontario's Francophonie, TFO is an important broadcaster and producer of educational content intended primarily for its community. Whether through its educational television channel, its digital broadcasting platforms on tfo.org, the ONFR+ information franchise, the IDÉLLO educational content platform, or the Boukili reading application, TFO provides French speakers and Francophiles in Ontario and Canada with thousands of pieces of high-quality educational and inclusive content in French.

TFO is committed to enriching programming on its various platforms and aims to reach learners of all ages when and how they want it.

On its **television channel and digital platforms**, TFO broadcasts educational and cultural content aimed primarily at a French-speaking audience in an official language minority context, in Ontario and elsewhere in Canada. Access to TFO is free with basic cable packages in Ontario and Manitoba, and by subscription in other provinces. Access to the content available on TFO.org is restricted to consultation in Canada only due to the laws to which TFO is subject.

In 2022-2023, through MiniTFO (ages 2 to 8), FlipTFO (ages 9 to 12) and its adult programming, TFO has shared thousands of pieces of educational content with the community, offering 15 new original productions such as *Les Autochtones, tu connais?*, *Ma vie en couleurs* and *#Couleurs du Nord*, as well as three in-house-produced series: *Histoires de comptoir*, *Mini Yoga S2* and *Miniaventures*. In addition, TFO acquired 76 new series or films to meet the needs of its target audience.

The IDÉLLO **digital learning platform** is primarily dedicated to educational and school staff and their students, whether in a French-language education context, for learning French as a second language or in an immersion context. The platform offers educational content that complements TFO's fun content, with thousands of turnkey resources in the form of worksheets, books, podcasts, videos, and games, categorized by subject and grade level. Two access modes are available: basic access, and institutional or individual paid subscription.

Boukili is a free **learning-to-read application** offering an immersive, interactive, and educational experience for children aged 4 and over, whether French-speaking or learning French. The app, available on the Web or on Android and Apple devices, offers hundreds of illustrated books grouped by reading level, theme, and grade, plus games, and quizzes.

ONFR+ is the **journalism franchise** of TFO, which targets Francophones in Ontario. Experienced journalists cover Francophone news at Queen's Park, on Parliament Hill and throughout French Ontario. Producers go beyond the headlines to delve into the issues that affect Francophones and tell their stories. On the cultural level, the team meets artists and showcases their universe. The news content produced by TFO's

ONFR+ franchise is grouped together on a website, but also on social media to encourage exchange and discussion.

Given the specific nature of its target audience, TFO relies entirely on the quality, relevance, and impact of its content for its target clientele. TFO must always invest in new content to maintain this relevance.

a. Background

TFO responds to the need to produce and broadcast French-language educational content to a linguistic minority population. Of the 622,415 Franco-Ontarians, 90% are bilingual¹, enabling them to consume media, cultural, informative, and educational content in both of the country's official languages.

Given globalization and content accessibility, TFO competes with a wide range of producers and broadcasters. TFO, on the other hand, is clearly distinguished by its mandate to produce and broadcast French-language educational content created in Ontario, or with collaborators from Canada's French-speaking community. The kind of content offered by TFO is hard to find elsewhere, and allows Francophones to recognize and identify with characters on screens and in the media.

The proportion of the Ontario population with French as their first official language is declining, dropping by 0.4 points between 2016 and 2021. On the other hand, enrolment of children in the province's French-language schools continues to rise, demonstrating families' desire for their children to learn in French in Ontario. TFO responds to this need by offering Ontario's Francophones and Francophiles high-quality educational and cultural content.

The consumption of media products is changing. People are increasingly opting out of their cable packages to consume the content of their choice, on demand, via digital platforms.

The novelty rate in TFO's television programming for the fall 2022 season was 20%, compared to 32% for fall 2021. This dropped even lower for spring and summer programming. By way of comparison, on average, 56% of the fall television programming of Canadian French-language public media is new. This consideration is of paramount importance to TFO in order to continue to meet its educational and cultural mandate, as well as the community's expectations for original Francophone content produced in Ontario and Canada.

Finally, like many other employers, TFO is feeling the effects of the pandemic and a highly competitive job market. The agency must overcome workforce challenges while finding, hiring, and retaining qualified, French-speaking workers to meet its distinct mandate.

¹ Gouvernement de l'Ontario (2023). Rapport sur les affaires francophones 2023, Ministère des Affaires francophones. [<https://www.ontario.ca/fr/page/rapport-sur-les-affaires-francophones-2023>]

b. Executive Summary - 2022-2023 in Numbers

Educational and cultural content for all ages

- **15** new original productions, including 3 produced by TFO.
- **91** new series or films acquired.
- **19** award nominations.
- **95%** of TFO's original content is produced by Franco-Ontarian or French-speaking Canadian minority production companies.
- **20%** novelty rate in fall television programming.

IDÉLLO, used across Canada

- **17,335** teachers use the platform.

Boukili, the perfect tool to learn to read

- **27** new books.
- Over **12 million** reads on Boukili since 2016.

New e-learning content for students, school staff, and parents

- **50** e-learning modules for elementary level.
- **15** online courses for secondary schools.

News affecting Franco-Ontarians

- **800** news articles.
- **44** videos.
- **350,000** visits on the ONFR+ website.

Content seen and appreciated on digital platforms and social media

- **35 million** impressions on social media (Facebook, Instagram, LinkedIn, and Twitter).
- **2 million** views per month of various YouTube videos.
- **629,000** visits to TFO.org.

- **600,000** visits to IDELLO.org.

5. Governance and Administration

a. The Board

TFO is incorporated without share capital under the *Ontario French-Language Educational Communications Authority Act, 2008* (the “OFLECA Act”), which requires it to have a Board of Directors consisting of nine persons appointed by order of the Lieutenant Governor or 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. The Board is supported by two standing committees: the Finance and Audit Committee and the Governance and Human Resources Committee.

In 2022-2023, the Board and its committees met 22 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. 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.

During the 2022-2023 year, three people completed their terms as members of TFO’s Board of Directors. Three new members were appointed and began their terms of office during the year. TFO is constantly recommending qualified individuals who can contribute to its mandate by sitting on its Board of Directors for appointment by Lieutenant Governor in Council. TFO is particularly keen to ensure that its Board of Directors is well-represented and diverse, and includes people with a wide range of experience and skills.

Jean Lépine**Chair of the Board (Toronto)**

March 25, 2021 - March 24, 2025

Member of the Governance and Human Resources Committee

Member of the Finances and Audit Committee

Dominique O'Rourke**Vice Chair (Guelph)**

December 31, 2018 - July 14, 2023

Chair of the Finances and Audit Committee

Member of the Governance and Human Resources Committee

Maxim Jean-Louis**Administrator (Sudbury)**

February 14, 2020 - February 8, 2025

Member of the Governance and Human Resources Committee

Dominique Giguère**Administrator (Aylmer)**

March 4, 2022 - March 3, 2024

Chair of the Governance and Human Resources Committee (since May 27, 2022)

Member of the Finances and Audit Committee

Frédéric Duguay**Administrator (Toronto)**

March 10, 2022 - March 9, 2024

Member of the Finances and Audit Committee

Start of mandate in 2022-2023**Lucie Laplante****Administrator (Toronto)**

October 20, 2022 - October 19, 2024

Member of the Finances and Audit Committee

Christine Dikongué**Administrator (Toronto)**

November 3, 2022 - November 2, 2024

Member of the Governance and Human Resources Committee

Monique Ménard**Administrator (West Nipissing)**

January 19, 2023 - January 18, 2025

End of mandate in 2022-2023**Denis Claveau****Administrator (Toronto)**

July 2, 2020 - July 1st, 2022

Member of the Finances and Audit Committee

Yannick Lallement**Administrator (Toronto)**

August 6, 2020 – August 5, 2022

Member of the Governance and Human Resources Committee

Julie Lantaigne**Administrator (Hamilton)**

December 10, 2020 – October 21, 2022

Chair of the Governance and Human Resources Committee (ending May 27, 2022)

Compensation: The amount due to the members of the Board of Directors during the 2022-2023 fiscal year amounts to \$34,000. Individual remuneration for each appointee is in [Appendix II](#).

b. Organizational Structure

TFO's organizational structure reflects its strategic priorities and operating needs and is focused on functional responsibilities. It consists of six sectors 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 EDUCATION

Nadine Dupont

Interim Vice President, Learning Continuum

CONTENT AND PRODUCTION

Claude Sauvé

Vice-President, Content and Production

HUMAN RESOURCES

Poonam Ramkhelawon Maroam

Chief HR Officer

FINANCES, TECHNOLOGY, OPERATIONS, AND LEGAL SERVICES

Francis Michaud

Vice-President and Chief of Operations

Sylvie Roussel

**Senior Legal Advisor and Secretary of the
Board of Directors**

COMMUNICATIONS AND MARKETING

Joëlle Drouin

**Chief, Communications, Marketing and
Strategic External Relations**

6. Mandate, Mission and Values

The provincial agency's mandate is defined in the OFLECA Act, S.O. 2008, c. 10, s. 4. 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 (a) and (b); and;
- iv. establish and administer distance education programs. 2008, c. 10, s. 4..

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.

Mission

During the recent review of its 2022-2025 strategic plan, TFO's Executive Committee adopted the following mission:

Rooted in the diversified Francophone community of Ontario, and focusing on its needs and interests, Groupe Média TFO offers avant-garde 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

Our vision for 2025, which we share with all our staff, underpins our daily work:

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.

Values

The values that drive our activities are the following:

respect: the key to collaboration.

leadership: at the cutting edge!

creativity: nothing is original, all must be created.

initiative: encouraging discovery.

innovation: imagining and creating the future.

ambition: the first step to success.

a. 2022-2025 Strategic Plan: Illuminating tomorrow

In March 2022, TFO adopted a new strategic plan for the period from 2022 to 2025.

This plan is the roadmap to achieve our mandate, respond to identified needs, improve organizational health and climate, strengthen ties and relationships with our Ontario and Canadian audiences, and ensure TFO's outreach. It contains three strategic orientations, eight strategies, and ten priority actions that are detailed in TFO's business plan.

Strategic Orientations	Strategies	Priority actions
An engaging and stimulating work environment	Cultivate inspirational leadership Create an engaging and rewarding employee experience Create a culture of open and multi-directional internal communications	Clarify, align and communicate the vision, objectives and action plan on an ongoing basis Increase governance effectiveness by clarifying the roles and responsibilities of the different bodies Set up a renewed Employee Value Proposition Create a multi-directional communications process within the company
A relevant and efficient public asset	Strengthen our service offering to all our audiences to maximize its relevance and performance In partnership with district 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 objectives	Offer innovative and engaging content with measurable impacts on student learning Redefine each sector's mandate and conduct concerted planning of priorities and operations Develop an integrated and all-encompassing market strategy
Integrated and synergistic relationships	Build enriching relationships collaboratively with educational, cultural and community partners Optimize our government and regulatory relationships	Co-create strategic and targeted partnerships with key partners in the educational field Consolidate strategic relationships with leaders of the Francophone community Adopt an integrated public affairs plan
¹ Until 2022-2023, this mandate having been transferred to the French-language school boards.		

7. Operating Performance and Look Back on 2022-2023

In addition to fulfilling its mandate as defined in section 4 of the OFLECA Act, TFO has, over the course of 2022-2023, implemented numerous activities and initiatives to meet the specific expectations expressed by the Ontario Ministry of Education in the Letter or Direction of October 8, 2021 and which are also advanced in the organization's strategic plan under the following three strategic orientations:

Integrated and synergistic relationships

A relevant and efficient public good

An engaged and rewarding work environment

a. Consultation and collaboration with Francophone stakeholders and education partners

Integrated and synergistic relationships

To fulfill its mandate, and to meet the needs of the community it serves, TFO works closely with various francophone stakeholders, school boards, and other education partners, community, and cultural organizations, as well as production companies. In 2022-2023, special emphasis has been placed on renewing the ties between TFO and its partners, and on exchanges with the French-speaking minority community, particularly in Ontario.

TFO grows closer to the Sudbury community

TFO's Board of Directors (BoD) met in Sudbury on October 13, 2022. In conjunction with this meeting, the Board of Directors and Executive Committee took part in a range of activities designed to forge bonds with the community and better understand their perception of TFO.

TFO's increased involvement in community initiatives

Within the **Assemblée de la francophonie de l'Ontario (AFO)**, TFO regularly participates in consultation tables on media and immigration, exchanging views with members of the political network.

In **Ontario's French-language school network**, TFO sits on the Early Childhood Diversity and Inclusion Committee, the Provincial Advisory Committee for Francophone Early Childhood and the *Table francophone en éducation autochtone*.

In addition, TFO's CEO met with several education directors from French-language school boards at the *Sommet sur l'avenir de l'éducation franco-ontarienne* organized by the Association des enseignantes et des enseignants franco-ontariens (AEFO).

TFO met with members of Ontario's provincial **cultural animation** network to discuss TFO's mandate and content, and the need for French-language content in the province's French-language schools to help achieve the objectives of the *Politique d'aménagement linguistique*.

Increased collaboration with school stakeholders on various e-learning projects

In response to the Ministry of Education's request to enrich the province's online course offering, TFO has created 15 high school courses in collaboration with the Conseil des écoles catholiques du Centre-Est, the Consortium d'apprentissage virtuel de langue française de l'Ontario and the Centre franco-ontarien de ressources pédagogiques.

Recognition of school personnel - 2022 IDÉLLO Awards

Five education professionals have been recognized by TFO through IDÉLLO, an annual contest designed to showcase and recognize the innovation and passion of education professionals.

With its partners, the Association des enseignantes et des enseignants franco-ontariens (AEFO), the Association francophone à l'éducation des services à l'enfance de l'Ontario (AFÉSEO), and Canadian Parents for French (CPF), TFO has recognized and rewarded forward-thinking professionals in the education sector, in Ontario and across Canada.

2022 General Election in Ontario

In May 2022, ONFR+ covered the Ontario general election, offering comprehensive, multi-platform news coverage and organizing **three French-language debates** and **election night coverage**, bringing Franco-Ontarian realities into the spotlight during the election.

The provincial debate was presented in collaboration with **Radio-Canada** and broadcast on television and Facebook, live from **TVO's** studios. ONFR+ also organized two debates in Ontario ridings with a high concentration of French-speaking voters — Embrun and Kapuskasing — and provided live coverage of the election night on television and on all its digital platforms.

Collaboration with TVO

In terms of content strategy, in 2022-2023, TFO and TVO have collaborated on the co-exclusive production of four original series: **Galapagos X**, **Mia et Codie**, **Le refuge d'Audrey** and **Interstellaire Ella**. These series will be broadcast in 2023-2024.

In addition, TFO has signed a **memorandum of understanding with TVO** to exchange content and obtain certain usage rights for inclusion in educational tools developed in 2022-2023.

b. Strong, innovative support for Ontario students

A relevant and efficient public good

Presentation of TFO content in schools

To encourage the full use of content developed or broadcast by TFO in a school setting, TFO has made special efforts in 2022-2023 to bring TFO content to life in schools through original and exclusive presentations.

To promote its **Zik** series, in particular the musical concepts explored through science, mathematics or sociology in the series, TFO arranged a performance by Mehdi Cayenne, host of **Zik**, and a screening of episodes from the series and a conversation about being an artist, for students at the Centre d'excellence artistique de l'Ontario. This generated three times more visits to the series page on the TFO.org website than in the week leading up to the event.

As part of National Television Day on November 21, 2022, two Grade 12 French classes at École secondaire Toronto Ouest were asked to consider the place of diversity on television. The students watched an episode of **Ainsi va Manu** and met Josiane Blanc, the series' director. This generated three times more visits to the series' page on TFO.org than the week before the event.

To celebrate Franco-Ontarian Day, TFO offered Ontario's French-language schools the opportunity to view **Sans-tomber**, a documentary by Franco-Ontarian artist Mélissa Ouimet, before its broadcast on TFO. The documentary was viewed 609 times by school groups.

In March 2023, four French-language high schools were visited by TFO and production company ATO Médias to present the new original series **Gang de hockey**. Students were able to familiarize themselves with the series and learn about additional content on the history of women's hockey. The students also enjoyed a chat with the team, who answered all their questions.

c. Supporting the Ontario Ministry of Education during the pandemic

A relevant and efficient public good

Since 2020, TFO has responded to requests from the Ontario Ministry of Education to “improve the robustness of the province’s online learning system”. Several projects have been finalized and were deployed in 2022-2023, including the creation of learning modules for elementary schools and online courses for secondary schools .

Elementary Learning Modules: TFO has developed 50 elementary K-8 e-learning modules designed to meet the expectations and learning content for each elementary subject in the Ontario curriculum. These modules, called *Élo’s Missions*, contain 228 activities, each with its own teaching sheet, as well as a general teaching guide and 28 authentic projects. In 2022-2023, the modules were deployed on a [platform designed by TFO](#) and will also be deployed in the virtual learning environments (VLEs) of Ontario’s French-language school boards in 2023-2024.

Online Classes for Secondary School: In 2022-2023, TFO delivered 15 online courses to help school boards meet the two-credit online requirement for high school graduation. TFO worked closely with the Conseil des écoles catholiques du Centre-Est, the Consortium d’apprentissage virtuel de langue française de l’Ontario, and the Centre franco-ontarien de ressources pédagogiques to deploy these courses within the existing structures of the Franco-Ontarian educational community.

In collaboration with the Centre de leadership en éducation (CLÉ), TFO has developed five **digital professional development clips** on self-regulation for school staff. The clips will be made available to the target audience on IDELLO.org in 2023-2024.

d. Growth in digital presence

A relevant and efficient public good

In 2022-2023, the TFO team continued to employ strategies to make its educational resources and content available to its target audience in order to promote learning continuity.

A major effort to modernize TFO’s **web platforms** took place in 2022-2023, with the complete redesign of TFO.org and IDELLO.org to improve the user experience and make TFO’s content even more accessible to Francophones. During the 2022-2023 year, 629,000 visits were recorded on TFO.org from Canada, and nearly 600,000 visits were recorded on IDELLO.org. With the launch of the new websites in 2023-2024, TFO anticipates growth in the use and discoverability of its content.

In 2022-2023, more than 350,000 views of ONFR+ content were made on the website dedicated to the information franchise. Nearly 800 articles were published during the year, in addition to 44 videos, the majority of which were reports and content exclusive to social media. Among the content that stood out was the six-part video series *La*

Cabine, which generated over 300,000 impressions and 157,815 views. On Facebook, over 24,000 people are subscribed to the ONFR+ page, the Instagram community includes 4,884 people, while 8,726 subscribers follow ONFR+ news on Twitter.

TFO uses **social media** (Facebook, Instagram, LinkedIn, and Twitter) to reach its various target audiences and increase its digital presence. During the 2022-2023 year, TFO's social media posts, all brands and pages combined, enjoyed 35 million impressions (number of times posts were/viewed), while videos posted by TFO were viewed 6.2 million times. On YouTube, the channel registered around 2 million views per month on the various videos it offers.

More than 10,000 people have subscribed to one of TFO's five **newsletters**, with a content satisfaction rate of 82%.

e. Resources and services for students, parents, and teachers

A relevant and efficient public good

To keep school staff, parents, and students informed about TFO's resources and services, TFO offered **264 workshops** and **168 webinars** on educational products and content in the classroom. Teams also took part in over **60 events** to inform target audiences.

In addition to workshops, presentations, and webinars, TFO offered personalized coaching to school staff who requested it. This individual support in preparing their teaching is tailored to their needs.

Support for teaching or learning reading, literacy, and mathematics

TFO offers teachers resources to teach reading, literacy, and math through the IDÉLLO learning platform and the Boukili application.

IDÉLLO

The IDÉLLO **learning platform** is primarily dedicated to educational and school staff and their students, whether in a French-language education context, for learning French as a second language or in an immersion context. The platform offers educational content that complements TFO's fun content, with thousands of turnkey resources in the form of worksheets, books, podcasts, videos, and games, categorized by subject and grade level. Two access modes are available: basic access, and institutional or individual paid subscription.

During the 2022-2023 year, **12,920 teachers in the franco-ontarian community used IDÉLLO**.

TFO produces 10 IDÉLLO webzines a year for French first-language and French second-language school staff across Canada. The articles highlight the latest trends in learning, offer ideas for activities for all ages, and provide turnkey tools for carrying them out.

BOUKILI

TFO's reading application offers an immersive, interactive, and educational experience for children aged 4 and up. It has grown again this year. In fact, **27 new books** have been added to the application, for a total of 184 books available to educational and school staff, parents, and children. Among these new features, five books on self-regulation have been created and deployed for kindergarten children. All the books in the Boukili application have been written and illustrated by Francophones, mainly from Ontario. Enhancements to the tool, including a dashboard for parents, have been added to the application.

Since its debut in 2016, books on the Boukili app have exceeded **12 million reads** by 2022-2023.

CONTENT LINKED TO LEARNING TO READ, LITERACY, AND MATHEMATICS

New in 2022-2023, **NIP** is a new series of vignettes featuring a naïve teenager learning the essentials of economics. The serious subject is treated with unending humour.

The **Apprenons la langue des signes** mini-series teaches vocabulary words in French and Quebec sign language. It was first broadcast in the fall of 2022, and all 50 1-minute videos are available on TFO.org and IDELLO.org.

In the **Compte sur moi** miniseries, counting expert Alice helps her eclectic clientele count objects, providing a great introduction to math for young children.

The **Ma monnaie** miniseries allows children to identify different Canadian coins in order to carry out simple transactions.

These mini-series are part of **Miniséries**, produced by TFO with the financial support of the Canada Media Fund.

f. E-learning System Support

A relevant and efficient public good

TFO worked closely with the Consortium d'apprentissage virtuel en ligne de l'Ontario (CAVLFO) and the Conseil des écoles catholiques du Centre-Est (CECCE), the Centre franco-ontarien de ressources pédagogiques and the Ontario Ministry of Education for the deployment of TFO's content on existing structures within the Franco-Ontarian

educational community.

TFO, together with CAVLFO, continues to maintain the [catalogue of online courses](#) developed in collaboration with TVO in 2021-2022.

g. Agency Modernization

Relevant, efficient public goods, and integrated, synergistic relationships

The year 2022-2023 was certainly marked by the work done to update TFO's two main sites, to ensure the **delivery of high-quality digital and virtual services** that meet the needs and expectations of TFO's target audience. The two renewed TFO.org and IDELLO.org sites will be launched in 2023-2024 to make content more discoverable and offer an enhanced experience.

TFO submitted a renewal request for its broadcasting license with the Canadian Radio-television and Telecommunications Commission (CRTC), which was supported by 500 people. This television broadcasting license gives TFO a powerful broadcasting power to get funding for productions and to work with French-language production companies across Canada.

Labour Management

TFO records a turnover rate of 15% for fiscal 2022-2023. TFO is particularly affected by the shortage of French-speaking workers and the current competitiveness of the market. To overcome this issue, TFO has implemented integrated workforce management strategies, ensuring the engagement, development, and retention of talent within the organization. This year, TFO implemented a series of initiatives to improve the management of its workforce:

- Better support for managers through the implementation of a leadership development program;
- Launch of a talent management program;
- Introduction of the Hybrid Work Policy;
- Organization of an open house with the Société économique de l'Ontario.

Diversity and Inclusion

Whether it is through its content or its workforce, TFO places equity, diversity and inclusion at the heart of its operations and productions. TFO has long benefited from a very diverse francophone workforce and ensures that its audiences recognize themselves in the content. Indeed, 28% of respondents to TFO's most recent organizational climate survey identified themselves as racialized. In the same survey,

respondents — 63% of TFO's staff — gave TFO an 81% score for equity and inclusion, up 3% on the previous year.

In September 2022, TFO staff were invited to take the training course *4 Seasons of Reconciliation*, which focuses on renewing relationships between Indigenous peoples and Canadians through transformative learning.

TFO produces and broadcasts content that reflects the vitality and diversity of Ontario's francophone community, such as the original TFO series *Théo le loup*, the story of a boy from the Anishinaabe community, and *La Brigade*, which highlights the Franco-Métis cultural heritage.

At specific moments in 2022-2023, TFO offered its audience special programming related to diversity and inclusion on its television channel and on its IDÉLLO educational platform.

NATIONAL DAY OF TRUTH AND RECONCILIATION AND INDIGENOUS PEOPLES MONTH

From June 20 to June 26, TFO celebrated the history, heritage, resilience and diversity of Canada's First Nations, Inuit and Métis peoples through its programming. TFO aired *Les Autochtones, tu connais?*, a youth series produced by Julie O'Bomsawin, as well as *Théo le loup*.

For the National Day of Truth and Reconciliation on September 30, 2022, TFO has added the films *Nous n'étions que des enfants*, *La mallette noire* and *Le chemin de la guérison*.

PRIDE MONTH

In June 2022, TFO has made all freedoms and loves shine through its special programming:

- Youth series — *Premier jour*
- Movie — *Lac Porcupine*
- Film — *Une dernière chance*
- Film — *La vie d'Adèle*

BLACK HISTORY MONTH

For Black History Month in February 2023, TFO offered special programming to elevate and celebrate Black voices. Four impactful films were offered:

- *Bois d'ébène*

- *Bessie Coleman, première aviatrice noire*
- *Oscar Micheaux - Le Héros du cinéma Afro-Américain*
- *Bouge de là*

INTERNATIONAL WOMEN'S RIGHTS DAY

In March 2023, TFO offered three films by directors celebrating women, a spotlight that honours all those around the world who work for the advancement and emancipation of women and their rights:

- *Attila Marcel* by Sylvain Chomet
- *Bambi, une nouvelle femme* by Sébastien Lifshitz
- *Les oubliées des Grands Lacs* by Joseph Bitamba

h. Awards and Recognitions

TFO original productions nominated for Les Prix Gémeaux

Les Prix Gémeaux have celebrated the cream of the crop in French-language television production, digital media, rewarding artists across the country for their professional achievements. The jury for the 37th Prix Gémeaux awarded 10 nominations to TFO projects:

- ***STUCK***: Best Documentary Program or Series (TFO Production)
- ***La vie compliquée de Léa Olivier***: Best Youth Fiction Series or Show: 12 and under (Encore Télévision / SLALOM / TFO / Club Illico)
- ***Petites bouchées du monde***: Best Show or Series for Ages 12 and Under (ATO Media / TFO)
- ***Les mimistaires***: Best Original Show or Series for Youth Digital Media (Maki Media / TFO)
- ***Ainsi va Manu***: Best Lead Role for a Digital Media Show or Series (Shakosh Productions / TFO / TV5-Unis TV)

Luna, Bric et Poulpi is nominated for a Writers' Guild of Canada Screenwriting Award

Knowledge Network and TFO's original series, **LUNA, BRIC ET POULPI**, is nominated for a Writers' Guild of Canada Screenwriting Award in the *Preschool Content* category.

Pause-Techno AI: Les métiers du futur nominated at the NUMIX 2023 Awards

Pause-Techno IA: les métiers du futur, a collaboration between TFO, Héros de chez nous and Télé-Québec, is nominated at the NUMIX 2023 Awards in the *Audience Selection - Social Impact* category.

TFO receives seven nominations at the Youth Media Alliance 2022 Awards of Excellence

TFO and its production partners received seven nominations in the Alliance Médias Jeunesse competition, including two for originals from **Productions TFO: Mini Yoga** and **Flippons 2020** in Best TV or Web Series.

Nominated original productions on which TFO collaborated include:

- **La vie compliquée de Léa Olivier** - produced by Encore Télévision-Distribution, broadcast by Club illico and TFO
- **Ainsi va Manu** (Le tout pour le tout) - produced by Sahkosh Productions Inc., broadcast by TV5-Unis TV and TFO
- **Es-tu prêt?** - produced by GAPC Entertainment Inc., broadcast by TFO;
- **Les mimistoires** (Le donjon des fantômes) produced by Maki Média, broadcast by TV5-Unis TV and TFO
- **RéCréations Collection** (Empatsy - La banderole) - produced by Tobo, broadcast by Bayam, TFO, Télé-Québec and Museumtv

8. Performance Scores

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

Themes	Indicators	Status
Organizational Health	Turnover rate	
	Employee engagement rate	
Internal Processes	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	Assisted awareness rate ²	
	Partners' satisfaction with the impact of the projects on the implementation of the <i>Aménagement linguistique</i> Policy	
	Satisfaction rate of IDÉLLO platform users	
	Percentage of products and services whose content addresses at least one of the seven employability skills	
Financial	Balanced budget	
	Controlled deferred contributions	
	Percentage of expenditures allocated to administration	
	Limit to the decline in cable subscription revenues	
Legend  Objective reached (+90% of target)  Objective partially reached (51-89% of target)  Objective not reached (0-50% of target)		

² The percentage of people who say they know a brand if presented in a list or prompted by the interviewer.

Overall, TFO has achieved its objectives for 2022-2023. This score is namely due to the following:

- The staff engagement rate, at 77%, exceeds the target set for 2022-2023 (71%);
- The turnover rate for full-time staff is 11%, for an overall rate of 15% including contract staff;
- Compliance with CRTC regulations

On the financial side, deferred contributions exceeded the annual target, as a portion of fiscal 2022-2023 funding has been set aside to continue funding corporate priorities over the next fiscal year.

On a like-for-like basis (parents and moviegoers only), TFO's prompted awareness rate remained stable at 13%. TFO has added teacher awareness and Franco-Ontarian adults consuming news content to its study for the coming year.

Despite the work undertaken over the past three years with cable companies to increase the channel's notoriety, TFO is recording a significant decline in the number of subscriptions for the year 2022-2023, i.e. a decline in subscription-related revenues of nearly 11%. However, TFO is seeing a stabilization of its audiences thanks to its programming strategy, which is supported by a content-based marketing strategy. TFO is keeping a close eye on trends related to the massive churn of traditional packages offered by cable companies in favour of alternatives for consuming cultural content on digital platforms, which is motivating the redesign of its websites.

9. Financial Performance

Financial structure

TFO has three sources of revenue:

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

In 2022-2023, TFO recorded revenues of \$46.5 million, compared to \$51.9 million the previous year.

Income	Details	2022-2023	2021-2022
EDU operational fund³	Funding for operations has remained the same since 2018.	\$25.9M	\$18.4M
EDU special projects fund⁴	For e-learning content production projects	\$3.1M	\$14.3M
Other public sources⁵	The funding received through the <i>Protocol Agreement for Minority Language Education and Second Language Instruction</i> has remained the same. CMF funding is deferred for future amortization of our in-house productions	\$2.7M	\$2.7M
Self-generated funds⁶	Revenues from cable television, sales of services, and others	\$2.2M	\$2.1M
Depreciation	Income recognized for amortization of broadcasting rights, in-house programming, and tangible fixed assets.	\$12.6M	\$14.3M
TOTAL		\$46.5M	\$51.9M

The decrease in revenues is mainly due to the completion of e-learning content production projects. Revenues recognized for these projects are split between special projects funding of \$2.7 million, and operating funding of \$1.6 million.

Recorded operating funding increased by \$7.5 million, due to the following factors:

- Increased recognition of current-year financing and prior-year deferrals of \$3.9 million;

³ See note 15 of the financial statements.

⁴ See note 16 of the financial statements.

⁵ See note 17 of the financial statements.

⁶ See note 18 of the financial statements.

- \$3.6 million reduction in deferred depreciation.

Note that TFO is continually looking for ways to generate additional revenue to meet its objective of ensuring the sustainability of the organization. This year, self-generated revenue increased from \$2.1M to \$3.7M compared to last year. This increase is mainly attributable to \$1.5 million in funding for the online course project from the CECCE, whereas the previous year's funding came from the Ministry of Education.

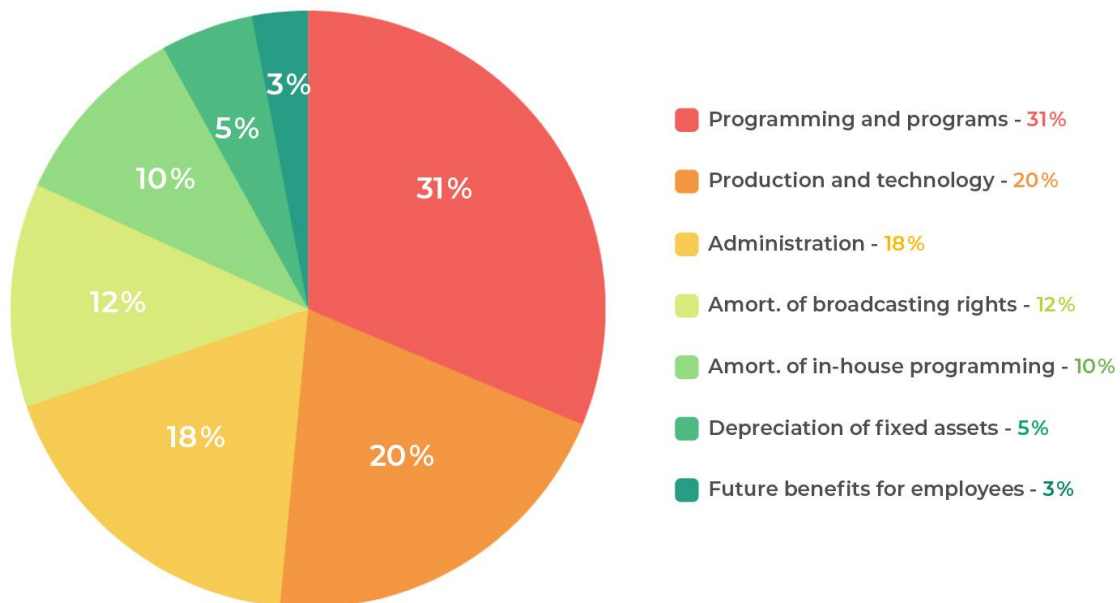
Operating Costs and Expenses

Our overall expenditure was lower in 2022-2023 than in the previous year, due to e-learning content production projects completed this year (-\$8 million).

Depreciation and amortization expenses decreased by \$1.7 million, mainly due to a review of capitalized indirect costs for in-house programming.

TFO's payroll and operating expenses increased by \$4.3 million. This increase is mainly related to salaries and benefits and a \$1.3 million investment in website redesign.

Operating Costs and Expenses



The audited financial statements as of March 31, 2023 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.

10. Coming in 2023-2024

A major overhaul of TFO's websites will enhance content, increasing visibility and access. Based on its 2022-2025 strategic planning and business plan, TFO has also set five priority objectives for 2023-2024:

- Reposition / increase TFO's visibility as an educational medium in its core markets;
- Maintain a healthy and safe work environment, and improve culture;
- Solidify the foundation of operations;
- Strengthen relationships with political decision-makers, the community, and the school system so that TFO's value proposition and its importance in the Franco-Ontarian ecosystem are known and recognized;
- Explore additional sources of revenue.

Appendix I - Major initiatives in 2022-2023

Whether through its **television channel** or its broadcast platform **TFO.org**, through the **ONFR+** information franchise or through the **IDÉLLO** educational content platform, TFO has shared thousands of pieces of educational content with the community.

SUMMARY OF ORIGINAL PRODUCTIONS

Here is a portrait of the content launched and broadcast for the first time in 2022-2023.

Series, Program, Project	Broadcast	Production Companies	Provenance
Histoires de comptoir S1	TFO IDÉLLO	TFO Production, Créations In Vivo	Ontario
Les Autochtones, tu connais? S1	TFO IDÉLLO	Kassiwi Média inc.	Québec
Love et Lajoie	TFO IDÉLLO	ATO Media Inc.	Ontario
Zik	TFO IDÉLLO	Moi & Dave	Ontario
Luna, Bric et Poulpi	TFO IDÉLLO	Knowledge Network	BC
#Couleurs du Nord	TFO IDÉLLO	Lopii Productions Inc.	Ontario
Féli Tout	TFO IDÉLLO	Productions Rivard inc.	Manitoba
NIP	TFO IDÉLLO	Slalom Production and Mustang Productions inc.	Ontario/Quebec
Hors Québec S3	TFO IDÉLLO	Productions Rivard inc.	Manitoba
PhiloPhilo	TFO IDÉLLO	Productions Prestigo, Maki Média	Québec
Ma vie en couleurs	TFO IDÉLLO	Maki Média	Québec
Gang de Hockey	TFO IDÉLLO	ATO Media Inc.	Ontario
Léa Olivier S2	TFO IDÉLLO	Slalom Production, Encore Télévision	Ontario
À toi d'innover - Miniséries	TFO IDÉLLO	TFO Production, CMF	Ontario
Codage avec Cody - Miniséries	TFO IDÉLLO	TFO Production, CMF	Ontario
Morgane et les organes - Miniséries	TFO IDÉLLO	TFO Production, CMF	Ontario
Dans mon assiette - Miniséries	TFO IDÉLLO	TFO Production, CMF	Ontario

Series, Program, Project	Broadcast	Production Companies	Provenance
Docteure Waf - Miniséries	TFO IDÉLLO	TFO Production, CMF	Ontario
Ma monnaie - Miniséries	TFO IDÉLLO	TFO Production, CMF	Ontario
Apprenons la langue des signes - Miniséries	TFO IDÉLLO	TFO Production, CMF	Ontario
Mini Yoga - S2	TFO IDÉLLO	TFO Production, CMF	Ontario
Compte sur moi - Miniséries	TFO IDÉLLO	TFO Production, CMF	Ontario
Roche'n roll - Miniséries	TFO IDÉLLO	TFO Production, CMF	Ontario
Sans-tomber	TFO	Movik Inc.	Québec
Les Draveurs, incubateur théâtral d'artistes francophones	ONFR+	TFO Production	Ontario
Soirée électorale - Élections générales ontariennes 2022	TFO ONFR+	TFO Production	Ontario
Débat électoral provincial en français	TFO ONFR+	TFO Production, Radio-Canada, TVO	Ontario

Appendix II - Reporting of Appointee Remuneration

Appointee	Total Annual Remuneration in 2022-23	Per Diem Remuneration Rate
Jean Lépine, Chair of the Board	\$ 13,475	\$350
Dominique O'Rourke, Vice Chair	\$ 8,125	\$175
Maxim Jean-Louis, Administrator	\$ 2,700	\$175
Dominique Giguère, Administrator	\$3,500	\$175
Frédéric Duguay, Administrator	\$ 2,500	\$175
Lucie Laplante, Administrator	\$500	\$175
Christine Dikonguè, Administrator	\$500	\$175
Denis Claveau, Administrator	\$400	\$175
Yannick Lallement, Administrator	\$900	\$175
Julie Lantaigne, Administrator	\$1,400	\$175
Total	\$34,000	N/A