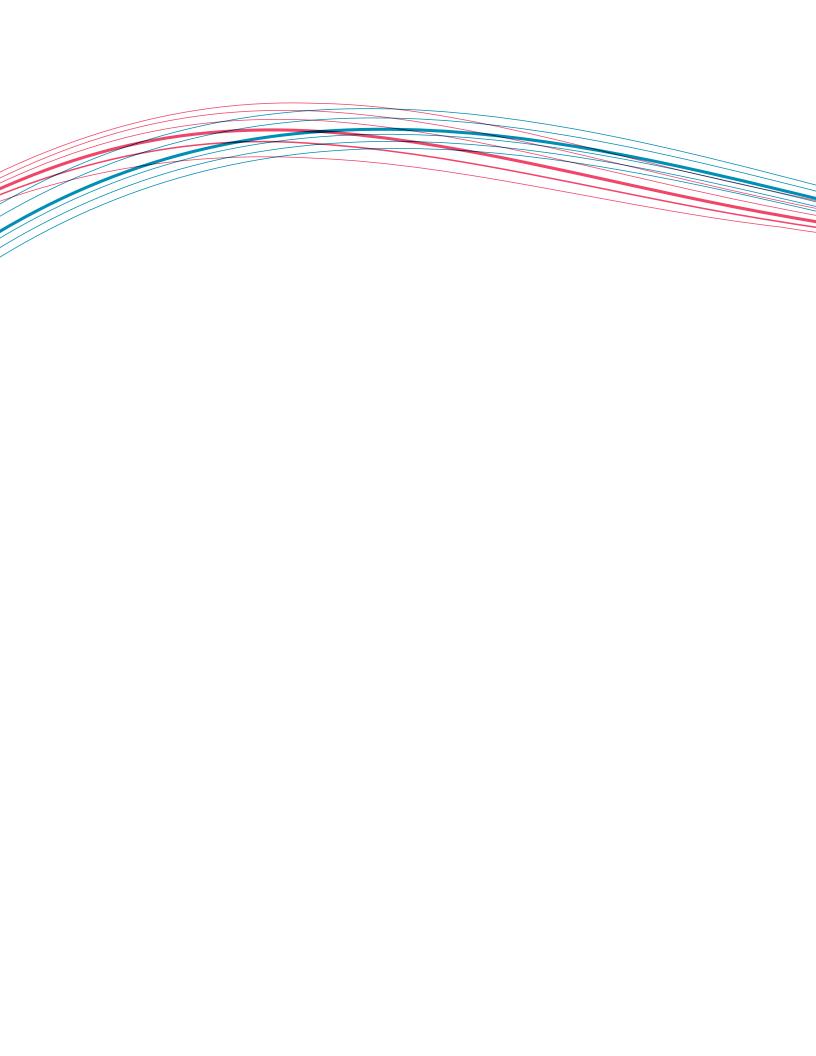


tvoAnnual Report 2016-2017

Ontario Educational Communications Authority

This is transformation!



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Message from the Chair of the Board of Directors

Today, TVO is a very different organization than it was four years ago when we launched our Strategic Directions 2013-2018. As we enter the last year of the Strategic Directions, we have reached a defining moment in TVO's transformation from an educational broadcaster to a digital learning organization. I'm pleased to share this report and the progress TVO is making on our Strategic Directions.

Since 1970, TVO's aim has always been to provide moments of learning you can't get anywhere else. Today TVO offers high-quality educational products, in-depth journalism, ground-breaking documentaries, and award-winning children's programming. We are committed to championing lifelong learning by leveling the playing field through digital learning resources for students and teachers, and equipping kids and adults with the information and perspective to be engaged citizens.

While the state of mainstream media has changed significantly, TVO remains a respected source of information and context valued for

its depth, credibility, integrity, and intelligence. And our digital learning resources are helping transform learning inside and outside the classroom by providing students, parents, and teachers resources that promote success and prepare learners to take on the world.

As TVO's momentum continues to pick up speed, I commend TVO's Chief Executive Officer Lisa de Wilde and her team, whose vision and forward-thinking approach have made it possible for TVO to make great strides. I'm immensely proud of what

TVO has accomplished through Lisa's transformative leadership, commitment to re-inventing learning in our province, and her role in taking TVO's high-quality journalism to new heights.

To my fellow Board members, thank you for your insight, expertise, and commitment to TVO. This year, we were pleased to welcome Trina McQueen and Jo-Anne Poirier to our Board. I would like to express my gratitude to Diane Kelly, Dr. Nana Barnor, and Gary Comerford, whose terms with the Board ended in 2016, and to Geetu Pathak, whose term

ended in May 2017. Thank you for your years of valued guidance, advice, and direction in helping to steer TVO through its transformation.

I want to acknowledge the important role of TVO's Regional Councillors
Advisory Board, a group of committed and engaged volunteers who believe in TVO's vision and purpose. As a community of ambassadors,
Advisory Board members expand
TVO's connection with citizens in communities all across Ontario and provide valuable feedback to TVO about our content and products.

Finally, I would like to acknowledge the generous support of the Government of Ontario, of our sponsors, and of the tens of thousands of individual donors who share TVO's vision of creating a better world through the power of learning.

Peter O'Brian
Chair of the Board of Directors



Message from the Chief Executive Officer

At TVO, we believe learning has the power to change the world. Everything we do is driven by our fundamental belief that learning helps people create paths to successful lives.

We also know that the world is changing, and changing fast. Digital technology is changing the very nature of classroom learning, as well as the global competencies the next generation will need to build rewarding and productive lives. These same changes have also led to a world that is only getting noisier, where journalism is facing unprecedented challenges.

As the province's partner in digital learning and the digital public space for in-depth current affairs from an Ontario perspective, TVO is leveraging digital technology to create moments of learning for people of all ages, inside the classroom, in living rooms, around the dining room table, and everywhere that Ontarians find themselves.

TVO's Transformation

This year was pivotal for TVO. Four years ago, we developed a set of Strategic Directions:

- Be the Government of Ontario's partner for digital learning inside and outside the classroom
- Be the digital public space for Ontario-perspective in-depth current affairs
- Empower our employees to thrive in an organization that embraces continual change

Now, as we close out the fourth year of an ambitious five-year plan, TVO is making a unique difference in the lives of Ontarians by offering high-quality learning opportunities and supporting a more informed, engaged citizenry. TVO is firmly established as a classroom partner and provider of educational resources, supporting Ontario's students and teachers for success. We are growing TVO's presence as the digital public space and creating more opportunities for Ontarians to engage with the issues that matter to them.

Re-inventing Learning

Learning is the great equalizer. At a time when digital technology is rapidly changing the way that children learn and evolving the skills they need to succeed, we are striving to bring this advantage to every young learner in Ontario, regardless of economic background or geographic location.

TVO is positioned at the intersection of pedagogy, the Ontario curriculum and digital media. All of our content is rooted in the Ontario curriculum and based on TVO's Educational Blueprint, a rigorous instructional design process that guides the creation of all of TVO's high-quality educational content.

TVO supports learning in Ontario with unique educational resources and award-winning TVOKids series. TVO mPower, for example, is a suite of free creative online games that teach fundamental math and critical thinking skills for students in Kindergarten through Grade Six. Developed in partnership with Ontario teachers, mPower launched in classrooms across Ontario this year, and as of March 31, 2017, was already in the hands of over 35,000 students.

TVO knows that our youngest learners are not tethered to their couch and get their content on many screens.

We relaunched TVOKids.com this

year, providing kids and parents with on-demand access to their favourite series. By offering more ways to view our content, we are helping kids get ready to take on school, life, and the world.

Expanding Journalism

TVO aims to provide an oasis of calm, informed discussion on the issues that matter to people in Ontario. With our world getting more complex, TVO's high-quality journalism is more important for people in Ontario than ever before.

TVO has a unique role: delivering high-quality journalism through an Ontario lens. We develop stories, ask questions, and present information from the perspectives of the people of this province. Ontario is a place of extraordinary diversity. We strive to connect the dots, to find the similarities, and explain the differences.

As local print and broadcast media shrinks, so too does community and regional context, at a time when we need it more than ever. TVO provides opportunities that equip Ontarians of all ages to engage in the informed conversations that are crucial to a healthy democracy. We are expanding our journalism so that we can inform and engage more residents of Ontario when and where they are: on television, social media, and online.

TVO is connecting with Ontarians in new and innovative ways. We were the first media organization in Canada to offer nightly Periscope streaming on Twitter of *The Agenda with Steve* Paikin. We are grateful to Goldie Feldman and The Barry and Laurie Green Family Charitable Trust for their \$2 million donation to TVO, one of the largest philanthropic gifts to journalism in Canada. This transformative donation will allow TVO to expand our model of high-quality journalism in underserved regions of Ontario, delivering an even greater impact to communities across the province.

Empowering TVO's Team

We are committed to developing our greatest asset – our people – so that we can build a strong future as a digital learning organization. In an era of constant change, TVO is building a culture where employees have the skills, knowledge, and support to make a difference. We aim

to advance TVO's transformation by attracting, developing, and retaining team members that live our values of excellence and innovation, collaboration, ownership, respect, and trust.

It is our belief that TVO can deliver maximum impact by developing and supporting employees through professional learning opportunities, skills development, performance agreements, and team-building. We are growing a team and culture where everyone is empowered to perform at their very best and serve as TVO ambassadors in the creation of a better world through the power of learning.



Lisa de Wilde Chief Executive Officer

Digital Learning

TVO is the province's partner for digital learning inside and outside the classroom. TVO provides trusted educational resources and award-winning content that support student success and help prepare young learners for school, life, and the world. Kids, parents, and teachers can access high-calibre educational content on demand over multiple devices.



TeachOntario

Award-winning platform designed to support sharing, collaboration, and knowledge exchange amongst educators across Ontario to improve student outcomes and well-being.



TVOKids.com

Supporting Ontario children in school and life through the new TVOkids.com, offering on-demand content that supports the Ontario curriculum.



mPower

Creative online games that support Kindergarten to Grade Six math and critical thinking skills while students have fun and learn more about the world around them.



ILC

Ontario's largest high school, the ILC provides students with a <u>pathway to a high school diploma</u> or post-secondary education.



Homework Help

Supports student success through <u>free online math tutoring</u> for students in Grades Seven to Ten.



TVOKids The Space

Hosts Mickeey, Daniel, and Melissa engage school-age kids with <u>interactive</u> <u>and educational experiences</u> weekdays from 3:30 to 7:00pm.



Odd Squad

Produced by Sinking Ship
Entertainment in association with
TVO, <u>Odd Squad</u> won four Emmy
awards for Outstanding Writing in a
Children's or Pre-School Children's
Series, Outstanding Directing in a
Children's or Pre-School Children's
Series, Outstanding Costume Design/
Styling and Outstanding Hairstyling.
Odd Squad also received a Canadian
Screen Award for Best Children's or
Youth Fiction Program or Series.



Paw Patrol

Produced by Spin Master in association with TVO, <u>Paw Patrol won</u> <u>a Canadian Screen Award</u> for Best Pre-School Program or Series.



Science Max

Produced by Breakthrough
Entertainment in association with TVO,
Science Max: Experiments at Large
won a Canadian Screen Award for
Best Children's or Youth Non-Fiction
Program or Series, and Science Max
Interactive won a Canadian Screen
Award for Best Cross-Platform
Project - Children's and Youth.

Engaged Citizenship

Journalism sits squarely at the centre of TVO's purpose. We exist to inform, enlighten, and engage citizens on the big issues of the day. We are proud to provide a unique platform for informed, civil discussion and debate. As part of TVO's Strategic Direction to be the digital public space for in-depth current affairs from an Ontario perspective, TVO is engaging citizens in the environmental, social, political, cultural, and economic forces that shape our world. We contributed to building a stronger, more informed Ontario.



Streaming on Twitter

TVO became the first media organization in Canada to stream a full broadcast nightly on Twitter with The Agenda with host Steve Paikin and summer host Nam Kiwanuka.



TVO on the Road

TVO traveled to London, Timmins, Kincardine, Pickering, and Clarington to bring to the whole province in-depth coverage on issues impacting communities across Ontario.



Bill Davis: Nation Builder and Not So Bland After All

Steve Paikin's book was published, sharing the story of Premier Davis' long legacy in Ontario politics, including the creation of TVO.



My Millennial Life

Exploring the challenges faced by today's Millennials, this award-winning documentary follows young adults bridging the gap between expectations and reality.



My First 150 Days

Following a family's first 150 days in Ontario together, this award-winning documentary captures their emotional journey and experience starting fresh in a new country.



Migrant Dreams

A critical examination of migrant labour in Canada, this award-winning documentary tells the story of a group of women who came to work in Ontario greenhouses as part of Canada's Temporary Foreign Worker Program.



\$2 Million Donation to Expand Journalism

Received a generous \$2 million donation from Goldie Feldman and The Barry and Laurie Green Family Charitable Trust to expand TVO's unique model of in-depth journalism in underserved regions across Ontario.



Awards

Recognized by the Canadian Screen Awards for three documentaries and awarded the Canadian Hillman Prize, a prestigious journalism award honouring story telling in the service of the common good, for the TVO documentary *Migrant Dreams*.

Empowered Team

Excellence and innovation, collaboration, ownership, respect, and trust are the values that guide everyone at TVO. We are constantly adapting, evolving, and innovating. Our success is built by our team, and as we drive forward, TVO is committed to empowering our team members to thrive in an organization that embraces continual change.



Engaged Employees

The overall TVO employee engagement score reached 82%, a remarkable 24% increase over the last eight years.



All-TVO meetings

Three times a year, the TVO team gathers to share successes and learnings and to better understand how we can move forward together on our Strategic Directions.

Learn at Work Month

For the month of September, team members drive a focus on professional development via blog posts, personal learning experiences, job shadowing, and by leading informal learning and development opportunities.



Lunch and Learns

Over the lunch hour, team members share project updates and professional development learnings with colleagues.



Spotlight Awards

Annual awards recognize individuals and teams who embody TVO's values of excellence and innovation, collaboration, ownership, respect and trust.



myTVO

TVO's intranet facilitates conversations through employee blog posts, sharing of ideas, discussions, organizational news, and recognition of team members' achievements.

Financial Sustainability

We are committed to consistently increasing productivity and identifying efficiencies to deliver maximum impact for Ontario. In addition to funding from the Government of Ontario, TVO is focused on growing self-generated revenues from generous donors, corporate sponsors, and the sale in international markets of TVO ILC high school courses.



Overwhelming Support from Ontarians

Over 34,000 individual Ontarians supported TVO by making donations.



TVO's Gala

TVO's annual fundraising event has raised over \$945,000 since its inception in 2012. In 2016, TVO honoured visionary filmmaker Deepa Mehta for her remarkable achievements and contributions as a filmmaker, storyteller, and catalyst for civic discourse.



Corporate Partnerships

TVO is supported by corporate sponsors including the Chartered Professional Accountants of Ontario (CPA Ontario), TD Bank, Shaw Festival, Mirvish Productions, Kidde Canada, Bruce Power, Carter's OshKosh, Ontario Telemedicine Network, Skills Canada, the Ministry of Economic Development, Employment and Infrastructure, the Ministry of Health and Long Term Care, Wild Kratts Live!, and 3M Canada Company.



Transformational Gift to TVO

In one of the largest philanthropic gifts to journalism in Canada, Goldie Feldman and The Barry and Laurie Green Family Charitable Trust made a \$2 million donation to expand TVO's unique model of journalism by creating a new network of Ontario Hubs throughout the province. This transformational gift will create more in-depth journalism and will provide TVO with the ability to offer an unparalleled depth of analysis, debate, context, and informed opinion about issues affecting Ontario. From all of us at TVO, thank you to Goldie, Barry, and Laurie. We are truly grateful for your contribution, which will help TVO to build a stronger, more engaged Ontario, connecting the citizens of this province to the important issues of our time.



International Course Sales

TVO is increasing self-generated revenue by selling ILC courses through international partners to international students. Revenue is invested into TVO's core programs for Ontarians.



Limiting Growth in Expenditures

Despite inflationary pressures affecting large portions of our operating budget such as rent and labour, TVO has limited annual growth in operating expenditures to less than 0.1% over the past 10 years on a compounded basis.



Finding Efficiencies

TVO has initiatives underway that will avoid capital investments and achieve significant savings in future years, including migrating to cloud-based technology solutions, moving Master Control Services offsite, and reducing the square footage of rented office space.

This is Transformation Ten Ways TVO Made an **Impact in 2016-2017**

Engaged more Ontarians as

the first Canadian media organization

to stream nightly on Twitter Periscope.

Inspired

Ontarians

to make philanthropic donations to TVO. Connected

teachers

through award-winning TVO TeachOntario.

Awarded

8 Canadian Screen Awards

4 Daytime Emmys and the Canadian Hillman Prize for Journalism

for TVO content.

Helped students solve over

120k math questions through TVO Homework Help. Launched the new

with on-demand content that supports the Ontario curriculum.

Enrolled

20,475
high school students
in TVO ILC, Ontario's
largest high school.

Fostered foundational math skills in

35,608
K-6 students
through TVO mPower
creative online games.

Received a generous

\$2m

from Goldie Feldman and The Barry and Laurie Green Family Charitable Trust to expand TVO's in-depth journalism by creating Ontario Hubs across the province. Sparked moments of learning in the

10.5m Ontarians who watched TVO's current affairs, documentaries, dramas, and kids' programs.

And all of this for government funding equivalent to the cost of a coffee and a muffin per Ontarian.

Donor Thank You

In 2016-2017, over 34,000 generous Ontarians made donations to TVO. Families, foundations, and corporations also gave generously. We are grateful for every contribution.

Leadership Giving Circle

Innovator \$250,000+

The Barry and Laurie Green Family Charitable Trust

Goldie Feldman

Leadership \$100,000-\$249,999

Bruce Power L.P.

Carter's OshKosh

Chartered Professional Accountants of Ontario

David Green

Mirvish Productions

TD Bank Group

Platinum \$25,000-\$99,999

Anonymous (1)

Diane Blake and Stephen Smith Donald and Lorraine Hill Foundation

OTN

Gold \$15,000-\$24,999

3M Canada

Enercare

Francine and Robert Barrett Fund at Toronto

Foundation

Kathryn Kennedy

The McLean Foundation

Shaw Festival

Silver \$5,000-\$14,499

Anonymous (7)

Alexandra and James Arnett

Aqueduct Foundation - John and Sheila

Price Family Fund

William E. Barnett

Dr. Nana Barnor

Isabel Bassett

Suresh and Nutan Bhalla

Birch Hill Equity Partners

Dr. Sandra Booth

Paul Brehl and Ann Lawson-Brehl

Canadian Development Marketing

Corporation

Cineplex Entertainment

Lisa and Jim de Wilde

Eckler Limited

David and Mariella Holmes

The Norman and Margaret Jewison

Charitable Foundation

Patrick and Barbara Keenan Foundation

Kidde Canada

KPMG

Mona Levenstein

Beth Malcolm

Sabi and Amrin Marwah

Trina McQueen

Mongrel Media

Peter O'Brian

Pace Family Foundation

Edward and Elizabeth Richardson

Rverson University

Alice Sears

Sinking Ship Entertainment

Skills Ontario

Telefilm Canada

TELUS

The Dalglish Family Foundation

Jane M. Wilson

Katrina and Yung Wu

XMC | Sponsorship Canada

Bronze \$1,000-\$4,999

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Betty Anderson

Robert and Wendy Atkinson

Gianni and Sunil Bahadoorsingh

Rick Baranick

Kenneth Batt

Dr. Ronald Bayne

Anne Bawden

Jeanne Bergevin-Vollebekk

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Regina Gardonio

Mary Jane Geddes

Risa Gluskin

Suzanne Graham

Grant Thornton LLP

John and Judith Grant

Dorothy Grasett

Frank and Leigh Greaves

Shirley Greenberg

Elizabeth Greville

Lorne Griffith in memory of

Mrs. Rachile Griffith

Franklyn Griffiths

Karen Grose

Anne and Teunis Haalboom

Ken Haggerty

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Lynn Hardy

Charles and Beverley Harnick

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Federation

OPG Employees' & Pensioners' Charity Trust

Marnie and Larry Paikin

J. E. Panneton Family Foundation

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Tim Price
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(DGC Ontario)

The Kitchener and Waterloo Community

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Anju Virmani

Richard and Mary Ellen Walker

Terrance Wapshall John Webster

The Honourable William G. Davis Legacy of Learning Circle

Anonymous (1)

The Estate of Barbara M. Adams
The Estate of Louise Lawrie Arnott
The Estate of Florence Margaret
Bendig

The Estate of Nellie Berkes-Szucs The Estate of Alexandra Brody The Estate of Ian Alfred Brookes The Estate of Katherine Bruechle

The Estate of Peter Burke

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The Estate of Vera D. Denty
The Estate of Carl Durst
The Estate of Frances Eastman
The Estate of Patricia C. Ellison
The Estate of Colin J. Everett
The Estate of Barbara Ford
The Estate of Stanley Gold

Norman & Helen Hain William Harkins

In memory of John and Dorothy Martin
The Estate of Rosalie K. Mccreadie

Don and Ann Mills

Donald Morrison

The Estate of Ernest Munroe
The Estate of Yvonne Natalie Ogg
The Estate of Arthur I. Parker
The Estate of Emily M. Pinfold
The Estate of Winifred Potter

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The Estate of Robert Willmott
The Estate of Kenneth Albert Wiltshire

In-Kind Sponsors

The Estate of Marion Wolstein

Canadian Film Centre

Doc Institute Empire Customs

Hot Docs

Loding Shoes & Shirts

William F. White International Inc.

Leadership **Team**

Board of Directors

TVO's Board of Directors governs the activities of the organization's Executive Team while ensuring value for all Ontarians.

Peter O'Brian

Independent Pictures Inc. (Toronto) Chair of the Board; Member, Governance Committee and **Audit Committee**

Nov. 1, 2005 - Oct. 31, 2018

Trina McQueen

Adjunct Professor, Arts and Media, Schulich School of Business, York University (Toronto) Vice-Chair of the Board; Member, Audit Committee

May 31, 2016 - May 30, 2019

Ginny Dybenko

Executive Director, University of Waterloo Stratford Campus (New Hamburg)

Member, Governance Committee

Dec. 9, 2015 - Dec. 8, 2018

Jim Marchbank

Retired, former CEO, Science North (Sudbury) Chair, Governance Committee

May 30, 2012 - May 29, 2018

Kristin Morch, LLB

Co-founder and trustee of The Pace Family Foundation (Toronto)

Member, Audit Committee

June 19, 2013 - June 18, 2019

The total honorarium paid to the Board in 2016-17 was \$20,150 including the part-time Chair. This amount is based on levels of remuneration set by the Lieutenant Governor in Council.

Jo-Anne Poirier

President and CEO, Victorian Order of Nurses (Ottawa) Member, Governance Committee

March 22, 2017 - March 21, 2020

Mark Wakefield, CPA, CA

Financial Consultant (Markham) Chair. Audit Committee

June 19, 2013 - June 18, 2019

Diane Kelly

Retired, former General Counsel, Queen's University (Kingston)

Vice-Chair of the Board; Chair, Governance Committee

May 30, 2007 - May 30, 2016

Dr. Nana Barnor

Pediatrician, Humber River Regional Hospital (Toronto) Member, Governance Committee

Aug. 12, 2009 - Aug. 11, 2016

Gary Comerford

President & CEO, CMC Global (Oakville)

Member, Audit Committee

June 19, 2013 - June 18, 2016

Geetu Pathak

Business Executive (Toronto)

Member, Audit Committee May 3, 2010 - May 2, 2017

Regional Councillors Advisory Board

(as of March 31, 2017)

Committed individuals from 25 communities across Ontario form TVO's volunteer advisory board, which provides valued input and contributes to the organization's outreach efforts.

Steve Andrusiak, London
Maureen Asselin, Oakville
Lesley Bell, Thunder Bay
Deborah Blair, North York
Jorge Campos, Willowdale
Craig Cook, Hamilton
Tony Gaspar, Manitouwadge
Colette Grant, Rockland
Lori Guillemette, Dunchurch

Thando Hyman, Scarborough Sona Khanna, Oakville Janis Lamothe, Manitouwadge Rick McCutcheon, Little Current Lise Moore Asselin, Mattawa Tamara Needham, Marathon Upali Obeyesekere, Toronto Kim Pirie-Milko, Kenora Trevor Pross, Belleville

Colleen Rose, Red Rock
Christopher Rous, Sault Ste. Marie
Margaret Sedgwick, Fort Frances
Marc St. Germain, Ottawa
John Storm, St. Catharines
Paul Toffanello, Kanata
Greg York, Toronto

Executive Team (as of March 31, 2017)

TVO's Executive Team leads the organization in delivering excellence in all that we do.

Lisa de Wilde, Chief Executive Officer

Paul Dancy, Vice President of Finance & Corporate Services

Gerard Doyle, Vice President, Product, Revenue & Marketing

John Ferri, Vice President, Current Affairs & Documentaries

Dr. Karen Grose, Vice President, Digital Learning

Jennifer Hinshelwood, Vice President, Talent & Engagement

Erika Kramer, Vice President, Production, Distribution & Administration

Todd Slivinskas, Chief Technology Officer





Approximately 70% of TVO's team are members of Unifor or the Canadian Media Guild.



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