

Multi-Year Plan

FY 2019/20 – 2022/23

tvo

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Strategic & Financial Overview

Strategic Context

TVO exists to ignite the potential of Ontarians through the power of learning. To meet this objective, TVO has transformed over the years from a small analog public TV station into a multi-platform digital learning publisher providing:

- Award-winning digital learning products that support Ontario's curriculum
- Educational TV and online programming for kids
- The largest online secondary school in Ontario
- Ground-breaking, original documentaries
- Balanced, in-depth current affairs programming and podcasts

TVO's transformation strategy is informed by a number of powerful worldwide trends. In today's rapidly evolving technology landscape, on-demand digital media is dominating content delivery like never before. Tech-savvy students are demanding to be engaged on the media platforms where they live. Educators and policy-makers are focusing on science, technology, engineering and math (STEM) curriculum to keep their jurisdictions competitive. And the current affairs content we consume is increasingly generated by monolithic U.S. technology companies – making it more important than ever that TVO provides a local perspective on current events.

Financial Context

People today demand that public service agencies prioritize efficiency and sound financial management as governments wrestle with high levels of debt. TVO recognizes this important reality and has built a strong track record of fiscal responsibility. Since 2011, TVO's base government funding has remained at or below the level provided the previous year, effectively reducing the burden on taxpayers.

At the same time, TVO has expanded its product offering, grown its online audience, and modernized its operations. TVO's record of financial sustainability has created the capacity for investments in strategic priorities that will ensure TVO remains a leader in digital learning and current affairs journalism. This record of fiscal stewardship has been achieved by finding savings, driving efficiencies and establishing a focus on self-generated revenues.

Strategic Objectives & Plans

In response to the strategic and financial context outlined above, TVO developed four strategic pillars that guide all of its activities.

- 1) Digital Learning That Works
- 2) Balanced, In-Depth Current Affairs from an Ontario Perspective
- 3) Building a Digital Organization
- 4) Sound Financial Stewardship

Pillar 1: Digital Learning That Works

We will support the transformation of learning inside and outside the classroom through digital technology.

Ontario's students know what is possible with today's technology, they use it all the time, they are inspired by it, and our education system needs to embrace this technology if we are to remain relevant. The following TVO digital learning products were designed in accordance with evidence-based pedagogy and Ontario's academic curriculum. They empower students with the foundational knowledge they will need to thrive in a digital global economy.



Launched in 2018, TVO Mathify is a free interactive digital learning tool that offers grade 7-10 students live, 1:1 online math tutoring with an Ontario Certified Teacher. It features an interactive online whiteboard where student and tutor can work on problems together.

• **Achievements to build on**

In its first year, over 40,000 students in grades 7-10 across Ontario registered to use Mathify.

Objectives and tactics for success

We plan to increase usage (total tutoring sessions) by strengthening outreach within and outside the education community (especially with parents) to drive product adoption.



TVO mPower offers free, creative online games to support the development of foundational K-6 math and STEM skills in the classroom and at home, while fostering positive attitudes towards math.

Achievements to build on

In the 2018-19 fiscal year, K-6 students played mPower math games more than 1.6 million times.

Objectives and tactics for success

We will increase usage of and engagement with mPower inside and outside the classroom (students, educators and parents) through continuous product improvement by:

- Releasing new games.
- Revising code to make it easier to implement changes and adapt to opportunities such as future product improvement, scalability and monetization outside Ontario.



For over 90 years, TVO ILC has enabled students from all walks of life to earn credits towards their Ontario Secondary School Diploma (OSSD), empowering them to realize their career and life goals.

Achievements to build on

TVO ILC is the largest online secondary school in Ontario. In the 2018-19 fiscal year, nearly 19,000 Ontario students enrolled in TVO ILC's online courses.

Objectives and tactics for success

We're driven to improve customer experience for Ontario and international markets to become best-in-class by:

- Completing at least 141 pathway course conversions and upgrades by the end of FY19/20, all of which will be SCORM (Shareable Content Object Reference Model) compliant.
- Leveraging new data-informed insights to improve learning experience, customer satisfaction and ROI.
- Launching new a ILC.org.



TVO TeachOntario is an innovative online community where educators communicate, collaborate on new ideas, and share best practices.

Achievements to build on

TeachOntario serves an educational community dedicated to improving outcomes for student engagement and achievement.

Objective and tactics for success

We will develop a new strategy based on our evolving relationship with Ontario educators by:

- Preparing for Jive platform expiry
- Securing a new platform and migrating content (TBC)



TVOKids features award-winning children's programming, games and interactive content that support Ontario's curriculum.

Achievements to build on

In the 2018-19 fiscal year, 1.2 million Ontario children watched TVOKids programming.

Objectives and tactics for success

We will build online audiences for TVOKids by:

- Embracing on-demand content distribution on YouTube, TVOKids.com and other platforms.
- Creating a new TVOKids in-house production that works beyond television, especially on-demand platforms.

tvo | New Product Development

At TVO, we pride ourselves on our record of developing new products that are cost-effective, reflect the Ontario academic curriculum, and ignite a passion for lifelong learning in our audience.

Achievements to build on

In 2018/19, the mPower team introduced brand new STEM-focused games, Mathify launched a digital whiteboard with full audio communication, and TVO in the Classroom was rolled out, giving educators the opportunity to enhance in-class learning with TVO's current affairs content, documentaries and award-winning TVOKids programming.

Objectives and tactics for success

We will use data to drive business decisions and actions through our people, processes and technologies. We plan to accomplish these objectives by:

- Identifying opportunities for future investment aimed at offsetting declines in TVOKids and/or developing early adult audiences.
- Focusing product development on products that allow a lifetime journey for customers.

Pillar 2: Balanced, In-Depth Current Affairs from an Ontario Perspective

We will support citizen engagement through in-depth current affairs journalism from an Ontario perspective.

TVO's brand of citizen-engaging current affairs programming is needed today more than ever before. The dramatic disruption underway in the media industry has meant lost circulation, disappearing media outlets and decreased access for Ontarians to in-depth regional context and informed analysis of current affairs. With *The Agenda with Steve Paikin*, TVO.org, Ontario Hubs and TVO Original Documentaries, TVO is uniquely positioned to help ensure that Ontarians have access to the balanced, in-depth current affairs programming they deserve – from a local Ontario perspective.



The Agenda with Steve Paikin is Ontario's leading daily primetime current affairs show. In its 12th year, it brings viewers in-depth perspectives on complex issues.



TVO.org provides high quality, balanced current affairs via articles, videos and programming from an Ontario point of view.



Supported by donors, Ontario Hubs is a network of on-the-ground journalists who explore local issues that matter and feature underrepresented voices.

Achievements to build on

In the 2018-19 fiscal year, more than 9.4 million Ontarians watched TVO, and 1.7 million articles were read by Ontarians on TVO.org.

Objectives and tactics for success

We aim to grow audiences by continuously optimizing content, platform delivery and partnerships. Seeking major gift funding to continue to expand content will remain a priority, as will ownership of intellectual property rights wherever possible. We will accomplish these objectives by:

- Offering more regional and Indigenous content through Ontario Hubs; producing new episodes of *The Agenda in the Summer* and on-air panels; and taking a range of editorial approaches such as producing longer contextual pieces and 'explainer' journalism.
- Optimizing platform delivery (leverage new web site capabilities, short video series, podcasts, newsletters, on-demand, social).
- Developing a new Content Syndication Platform (CSP) so that our current affairs content can be distributed to other media publishers and extend TVO awareness and perception (i.e. Facebook Instant Articles, Google AMP and aggregators such as Google News/Flipboard).



TVO Originals are thought-provoking documentaries, series and podcasts that explore current affairs issues and stories.

Achievements to build on

TVO is the most-watched TV channel in prime time for documentaries in Ontario, meaning more hours of documentaries are watched by Ontarians in prime time on TVO than on Discovery, National Geographic, History, CNN, CBC or CBC News Network.

Objectives and tactics for success

We plan to maintain audiences by optimizing our content and platform delivery. This will be achieved by:

- Continuing to deliver high-impact series such as *Political Blind Date* and *Life-Sized Cities*.
- Optimizing digital video shorts like *Name That Town*, *Eco-Knowledge*, *First Things First*, *Main Street*.

- Embracing on-demand content distribution through YouTube and TVO.org.
- Expanding podcasts.

tvo | in the Classroom

Available through the Ontario Ministry of Education's Virtual Learning Environment (VLE), TVO in the Classroom enables educators to access TVO videos, articles, documentaries, games and award-winning TVOkids content to enhance in-class learning for students in grades K-12.

Achievements to build on

More than 10,000 TVO videos, articles and games are now available and searchable by grade, subject and keyword via VLE.

Objectives and tactics for success

We will advance our understanding of user behaviour to provide a more seamless experience for TVO content in the classroom by:

- Adding new TVOkids, documentary and current affairs content to our offering.
- Evaluating other SSO (Single Sign On) platforms and partnership opportunities to be part of the classroom (e.g. Google Classroom, Microsoft, D2L, CBC, etc.).
- Developing additional features on TVO.org / education based on user feedback.

Pillar 3: Building a Digital Organization

We will build a digital organization where people thrive in a changing world.

TVO is completing a restructuring that will enable us to better support our current affairs content and digital learning products, improve content distribution channels and encourage best practises in digital content creation—all while reducing operational costs. Achieving optimum organizational effectiveness is a key part of this transformation, which we will aim to advance via the following four-point plan.

A) Create a high-performance culture by:

- Recruiting and retaining best people who truly reflect all Ontarians.
- Eliminating siloed thinking and structures.
- Implementing new FlexSpace workspace plan to achieve savings through a significant reduction in square footage and an increase in collaborative workspace.
- Implementing a new Human Resources Information System (HRIS) in 2019/20.
- Modernizing back office transition to SaaS (Software as a Service) for all business applications.

B) Redefine our product portfolio to position ourselves for speed by:

- Implementing full Agile process to all product development teams.
- Establishing a best-in-class expectation for all customer and product experiences.
- Prioritizing product features that tie products more tightly together to a family of products.

C) Become a data-informed digital organization by:

- Setting up and deploying data-based audience development tools such as integrated analytics, CRM (customer-relationship management) and marketing technologies.
- Ensuring data is a first principle of product and content design.
- Redesigning ILC.org, including e-commerce, in order to build better trust and understanding of our ILC high school credit courses.

D) Leverage audience development tools and improve content distribution by:

- Evolving brand and data marketing approach to maximize effectiveness.

- Embracing a distributed content model to reach greater audiences on the platforms they use directly, while simultaneously increasing opportunities for conversions on those platforms.
- Reviewing TVO's Digital Asset Management (DAM) system to support simplified and streamlined workflows for managing digital content.

Pillar 4: Sound Financial Stewardship

We will be financially sustainable through wise stewardship of our funding and a focus on increased self-generated-revenues.

As a public service agency, TVO is accountable for how we steward and manage resources. To continue to provide digital learning products and current affairs journalism in a financially sustainable manner, we will adhere to the following objectives and tactics.

A) Grow ILC revenues in Ontario and internationally by:

- Attracting new students in Ontario by leveraging new courses, new Learning Management System (LMS) (VLE Brightspace) and Student Information System (SIS).
- Leveraging our international partnerships and refined business models in order to scale our funnel of international students to deliver meaningful revenue to TVO.

B) Grow philanthropy and sponsorship revenues via:

- Grassroots digital fundraising strategy to offset declines in traditional direct marketing, and to capitalize on opportunities for revenue growth through acquisition of new donors, increased donor engagement, and better retention.
- The raising of additional funds toward Ontario Hubs (to build on the 2018 commitment from funders Barry and Laurie Green and Goldie Feldman).
- Identifying, transferring and stewarding donors into our major gifts and mid-level programs.
- A focus on major gifts and legacy gifts, which fund innovation and contribute to TVO's core mandate.

C) Grow revenues from other TVO products via:

- Monetization pilot for one new market for either Mathify (Software as a Service model) or mPower (White label model).

D) Find savings through efficiencies and reducing expenses by:

- Vacating at least the basement and ground floor at 2180 Yonge (approximately 17% reduction, 16,000 square feet), and the warehouse in 2021.
- Moving all web hosting from "on premise" and "private cloud" to AWS (Amazon Web Services) in order to achieve:
 - A reduction in downtime and dependency on aging building utilities (power and HVAC)
 - Consistent or lower operational costs / elimination of capital cost
 - Higher availability of TVO web products (less downtime) / strong redundancies
 - Greater scalability
- Identifying savings and efficiencies to address annual cost pressures.

Key Projects in Support of Our Strategic Objectives

ILC 2.0

Focus on continuous improvement of user experience both domestically and internationally, which will require:

- Completion of additional new courses to build inventory of pathway courses.
- Continuation of ILC school transformation.
- Leveraging new data infrastructure to drive improvements and ROI.

FlexSpace

Reduce TVO's office footprint by at least 17% through consolidation of two broadcast studios, moving the ILC out of the main floor, and improved utilization of the remaining office space. This will require:

- Workspace modifications to floors two, four and five to increase densification.
- An increase in collaborative workspace (aligning with our move to Agile Product Management).
- Modifications of the William G. Davis studio facilities to accommodate sharing between all in-house productions (including moving TVOkids from the basement studio to the WGD studio).

TVO50

Leverage the occasion of TVO's 50th year in order to:

- Further develop and broaden TVO's brand perception.
- Achieve TVO's mandate by driving awareness of its products and offerings.
- Build pride among the TVO community in the work it does.

CRM

Deploy and integrate Dynamics CRM (Customer Relationship Management) with our existing analytics and marketing technologies to enable 360 stewardship and engagement of our audiences, users and donors across their lifetime use of our products and services.

Data

Become a more data-informed, agile organization by investing in audience development and data platforms (Enterprise Data Warehouse and Business Intelligence). This investment will enable us to expand our reach and intelligently engage more Ontarians in the mediums of their choice.

Financial Objectives & Plans

Strategic Priorities for Investment

After covering the "increased costs to stand still", a further \$1M of identified savings are reflected in year one of the plan. Together with self-generated revenue (SGR) growth, these savings cover the strategic priorities for investment outlined below for year one. Thereafter, SGR growth will cover ongoing annual contractual increases.

1) Data – As indicated in Key Projects (above), TVO will invest in audience development and data platforms. This investment will enable us to expand our reach and engage more Ontarians.

2) Digital Fundraising – A new digital fundraising strategy will be implemented in FY2019/20 to offset declines in traditional direct marketing. The strategy will focus on revenue growth through acquisition of new donors, increased donor engagement and better donor retention.

3) Human Resources Information System (HRIS) – In FY2019/20, TVO's back office will be modernized to a new HRIS system for payroll, talent management, performance management, professional development and recruitment.

4) Redesign of ILC.org – ILC.org will be redesigned as a best-in-class e-learning offering. Key opportunities include the ability to preview courseware, language localization and adoption of locally preferred payment methods. This will also facilitate international sales.

5) FlexSpace – In FY2019/20, TVO will invest in the consolidation of two broadcast studios, absorbing the ILC into TVO's office, and improving space utilization and efficiency—all of which will reduce our office footprint by at least 17%.

Financial Plan

TVO continues to emphasize prudent stewardship of public funds and a focus on self-generated-revenue. Every year, we find new savings to offset inflationary pressures, and our record of financial sustainability has created the capacity for targeted investments that have kept TVO at the forefront of digital learning.

	Multi-Year Plan (000's)			
	2019/20	2020/21	2021/22	2022/23
Provincial Funding Operating Revenues				
EDU Operating and Capital Grants	38,303	38,303	38,303	38,303
AODA Website Compliance Funding	120	120	120	120
OTA funding	1,000	1,000	1,000	1,000
Special Project Funding	2,450	929	585	215
Total TVO Provincial Funding	41,873	40,352	40,008	39,638
TVO Self-Generated Revenues				
ILC & Mathify	10,140	10,140	10,140	10,140
ILC Student Enrolment	3,565	4,850	6,748	8,671
Philanthropy & Sponsorship	7,937	7,917	8,202	7,400
Other TVO Revenue	1,714	1,424	1,440	1,456
Total Self-Generated Revenues	23,356	24,331	26,530	27,667
Total TVO Operating Revenues	65,229	64,683	66,538	67,305
<i>Self-Generated Revenues as a % of Total Operating Revenues (excluding utilization of special funds)</i>	<i>19.0%</i>	<i>20.9%</i>	<i>23.6%</i>	<i>26.1%</i>
Total TVO Operating Expenditures	65,229	64,683	66,538	67,305
Net Operating Surplus (Deficit)	0	0	0	0

Notes:

- Multi-Year Plan projections are based on cash flow accounting, while TVO audited financial statements employ GAAP.
- Revenue of \$1M in FY2019-20, FY 2020-21, and FY2021-22 attributed to major gift from the Barry and Laurie Green Family Charitable Trust and others is included in Philanthropy & Sponsorship.

Risk Identification

TVO manages a variety of risks through planned processes. The board of directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal controls.