

Multi-Year Plan

FY 2020/21 – 2023/24

tvo

Contents

- Strategic & Financial Overview.....3**
 - Strategic Context
 - Financial Context
- Strategic Objectives & Plans.....3**
 - Pillar 1: Digital Learning That Works.....4
 - TVO Mathify
 - TVO mPower
 - TVO ILC
 - TVOkids
 - TVO In the Classroom
 - Pillar 2: Building a Digital Organization.....6
 - Re-invent TVO’s ‘digital media workflow’
 - Enhancing TVO’s capacity for digital creativity and experimentation
 - Focusing on growth and development of the critical skills to advance TVO’s strategy
 - Develop and broaden TVO’s brand perception
 - Making TVO a more customer-centric and data-informed organization
 - Pillar 3: Balanced, In-Depth Current Affairs from an Ontario Perspective.....7
 - The Agenda
 - TVO.org
 - TVO Original
 - TVO Podcasts
 - Ontario Hubs
 - Pillar 4: Sound Financial Stewardship.....8
 - Broadening TVO’s monetization strategy
 - Growing ILC revenues
 - Drive philanthropy and sponsorship growth
 - Continuing to reduce the cost/revenue gap
- Key Projects in Support of Our Strategic Objectives.....9**
 - TVO 50
 - myTVO Intranet Replacement
 - Digital Media Workflow
 - ILC Scalability
- Financial Objectives & Plans.....10**
 - Strategic Priorities for Investment
 - Leverage Technology
 - Expand Ontario Hubs
 - Digital Media Workflow
 - Data Systems
 - Self-Generated Revenue
- Financial Plan.....11**
- Risk Identification.....11**

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
- Multi-platform educational programming for kids
- The largest online High school in Ontario
- Ground-breaking, original documentaries
- Balanced, in-depth current affairs content from an Ontario perspective

TVO's transformation strategy is informed by several powerful worldwide trends:

- Students are demanding to be engaged on the digital platforms they know and like.
- Educators and policy makers are focused on STEM curriculum to stay labour market competitive – In Ontario, declining PISA and EQAO math results have led to a new Provincial Math Strategy.
- Current affairs content is increasingly generated by a few monolithic U.S. technology companies.
- On-demand digital media is dominating content delivery. Traditional journalism is on the decline, with a loss of audience share, disappearing local media, and a trend toward 'narrowcasting'.
- Technology is evolving at an unprecedented pace, enabling new and immersive experiences such as VR (Virtual Reality), AI (Artificial Intelligence) and Machine Learning.
- Public service agencies are prioritizing sound financial management and value for money.

Taken together, these trends highlight the ongoing disruption in media and education and illustrate the importance of TVO's unique offering.

Financial Context

TVO recognizes the importance placed on public service agencies to prioritize efficiency and maintaining 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.

During this time, TVO has expanded its product offering, grown its online audience, and modernized its operations. TVO's record of financial sustainability - with the help of philanthropic gifts that target specific initiatives - have 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. This has positioned TVO well to continue building capacity and investing in the future of the organization and Ontarians.

Strategic Objectives & Plans

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

- 1) Digital Learning That Works
- 2) Building a Digital Organization
- 3) In-Depth Current Affairs Journalism
- 4) Sound Financial Stewardship

Pillar 1: Digital Learning That Works

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

Ontario's prosperity depends on a high-functioning workforce able to compete on the world stage. Our education system needs to embrace technology if we are to remain competitive. TVO's unique intellectual property sits at the intersection of digital technology, evidence-based pedagogy and Ontario's academic curriculum. We have achieved this by using a rigorous, tested, results-drive approach to deliver products that make a difference and delight students.

An overarching priority for all our digital learning products is to better demonstrate the success of our products by measuring learning outcomes. We plan to do this by:

- Developing a data sharing protocol with the Ministry that allows TVO to measure learning outcomes;
- Track the academic progress of students using TVO's digital learning products, and apply the learnings from the data to improve these products;
- Increase enrollment and use TVO's digital learning products by promoting the data on learning outcomes for various student programs.

We have designed the following TVO digital learning products to 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 6-10 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

Last fiscal year, over 85,000 students asked more than 140,000 math questions using TVO Mathify.

Objectives and tactics for success

We plan to:

- Invest in artificial intelligence features to improve, expand and measure the impact of Mathify;
- Leverage our audience development team for a more comprehensive digital acquisition strategy;
- Extend Mathify support to grade six, home school and private schools (subject to Ministry approval).



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 2019-2020 fiscal year, over 270,000 K-6 students played TVO mPower math games more than 1.7 million times.

Objectives and tactics for success

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

- Adding multiplayer and mobile play options;
- Leveraging our audience development team for a more comprehensive digital acquisition strategy;
- Becoming the Ministry's digital learning 'go-to' by improving, expanding and measuring the impact of mPower.



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 2019-20 fiscal year, nearly 17,000 Ontario students enrolled in over 40,000 ILC courses and GED exams.

Objectives and tactics for success

We will continue to evolve the student experience for Ontario and international markets by:

- Introducing ILC courses and systems that are compatible with mobile devices;
- Launching a new ILC.org website that is heavily integrated with customer relationship management and e-commerce platforms;
- Promoting equity of access by developing low-bandwidth and offline support of ILC students;
- Investing in adaptive learning courseware and digitization of exams;
- Becoming the Ministry's digital learning 'go-to' by improving, expanding and measuring the impact of TVO ILC.



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

Achievements to build on

Over 80% of Ontario children ages 2-11 watch TVOKids advertising-free programming every year (on television, online and on YouTube).

Objectives and tactics for success

We will build online audiences for TVOKids by:

- Emphasizing 'learning first' content as TVOKids' niche in both co-production and acquisition efforts;
- Continue to support kids' viewership on broadcast, tvokids.com and YouTube, and embrace an 'on-demand' content distribution philosophy on all platforms.

tvo | in the Classroom

TVO in the Classroom enables educators to discover and incorporate in-depth current affairs, thought-provoking documentaries, and award winning TVOkids content to enhance in-class learning for students K-12. The search function makes it easy for teachers to design engaging and up to date lessons for their students.

Achievements to build on

In the 2019-20 fiscal year an average of 15 new articles and 23 new videos were made available weekly along with 80 mPower games and 165 ILC courses, searchable by grade, subject and keyword via the Ministry of Education's Virtual Learning Environment.

Objectives and tactics for success

We will further develop this venture by:

- Escalating promotion of TVO in the Classroom to drive utilization of content by educators.

Pillar 2: Building a Digital Organization

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

Our Best People philosophy is the foundation of our culture. Technological disruption creates a more competitive marketplace for talent. Successful companies are those that harness diversity, attract and retain top talent, and adopt new ways of working. We are all accountable for ensuring TVO's success. TVO's value-based culture is designed to focus the entire organization on pursuing excellence. As we continue to build a digital organization where people can thrive, we plan on focusing on 5 main priorities in the coming years.

1) Re-invent TVO's 'digital media workflow' – technology and process for content production and distribution by:

- Developing a "digital first" asset management system to address new formats for social and OTT platforms (i.e. streaming) and to incorporate technology improvements for better speed to market;
- Implementing new digital systems that allow for rapid, automated distribution of TVO content onto third party online platforms.

2) Enhance TVO's capacity for digital creativity and experimentation by:

- Adopting agile principles and a culture of experimentation to build our capacity to adapt quickly and effectively to rapidly evolving market demands;
- Support Ontario's Digital Action Plan by adopting "*common platforms, open formats, shared data, new approaches and internal processes to unpack complex human challenges into small components to be explored, tested and continuously improved with the users of those services*".

3) Focus on growth and development of the critical skills to advance TVO's strategy by:

- Reinforcing a values-based culture through recruitment and retention of 'best people' who truly reflect all Ontarians;
- Focus on identifying emerging leaders and succession planning supported by launching our updated Mentorship program and Annual Talent Review;
- Champion employee engagement through the promotion of ambassadorship for the TVO brand;
- Build flexibility into the workplace with the goal of promoting agility and collaboration.

4) Develop and broaden TVO's brand perception by:

- Leveraging the occasion of TVO's 50th anniversary to:

- Drive awareness and engagement in TVO's full range of products;
- Build pride among the TVO community in the quality products and value for money it provides Ontarians.

5) Introduce new data systems and processes to make TVO a more customer-centric and data-informed organization by:

- Adopting key customer-centric Performance Agreements, such as Net Promotor Score (NPS) and enhancing our customer feedback loops for better insight into experiences;
- Investing in infrastructure technologies that enable deep collection, protection and interpretation of audience data – Customer Relationship Management (CRM), Business Intelligence (BI), Customer Data Platform (CDP) and analytics tools;
- Introducing a data literacy program across the organization.

Pillar 3: In-Depth Current Affairs Journalism

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

Today, TVO sets the standard for trusted, in-depth journalism and documentaries that add an Ontario perspective to events and issues. TVO's brand of current affairs programming is more relevant than ever before. The global disruption in journalism has meant decreased access for Ontarians to in-depth analysis, regional context and balanced commentary. With our Ontario Hubs and our commitment to amplifying underrepresented voices from across the province, TVO is uniquely positioned to fill a vital role that the private sector does not.



The Agenda with Steve Paikin is TVO's flagship current affairs program, offering balanced, in-depth perspectives on complex issues that matter to Ontarians. In its 14th year, it is the most watched daily Ontario current-affairs program.



TVO.org is home to all TVO's current affairs content, providing balanced, in-depth Ontario perspectives on key issues through a wide variety of articles, podcasts, videos and more.



Thought-provoking documentaries, TVO Originals explore current affairs issues and stories that matter. In prime-time, TVO is the number one destination for Ontarians watching documentaries.



Podcasts are a fast-growing part of TVO's digital offerings. The *#onpoli* podcast take listeners behind the scenes of Ontario politics. *Word Bomb* unpacks the evolution of words and their meanings and explores the stories that the dictionary doesn't share. *On Docs* explores documentaries and the stories they tell.

Achievements to build on

In the 2019-20 fiscal year, more than 53 million minutes of TVO video content was watched, 1.7 million articles were read on TVO.org, and TVO's podcasts were downloaded 2.5 million times. Our podcast, *Word Bomb* received the Canadian Podcast Award for Outstanding Society & Culture Series

Objectives and tactics for success

We aim to grow audiences by pursuing a digital first, omni-platform approach to content creation and exploring new approaches to delivering the current affairs journalism we are known for. To accomplish these objectives, we will:

- Evolve current affairs on the broadcast platform by exploring new content formats (TVO Debates, TVO Speaker Series) and distribution strategies (expanding streaming and off-site events);

- Expand content creation with subject and demographic cohorts in mind, and explore new content types that will serve multiple platforms, nurture audience relationships, and build user communities;
- Commit to providing content ‘on demand’ and reaching audiences on the platforms they prefer by continuing to invest in TVO.org and providing the best user experiences;
- Reframe our overall editorial vision by prioritizing solutions journalism;
- Foster partnerships and explore opportunities to enhance reach, audience and impact;
- Prioritize ownership of intellectual property in addition to developing signature properties to reinforce TVO’s brand value;
- Evolve content formats on an ongoing basis, focusing on those that are suited to digital distribution and consumption (i.e. podcasts, short video, social media, newsletters, live streaming).



Thanks to the support of generous TVO donors, Ontario Hubs provides balanced, in-depth local analysis from across the province. Ontario Hubs on-the-ground journalism brings relevant local context and under-represented perspectives to complex issues that matter to communities across the province.

Achievements to build on

In our last fiscal year, TVO’s Ontario Hubs partnered with Carleton University’s School of Journalism and Communication to launch TVO’s Indigenous Hub. The Indigenous Hub was created to offer in-depth, on-the-ground coverage of Indigenous issues and perspectives across Ontario. We built on this achievement by translating our Indigenous stories into the Indigenous languages relevant to the communities we were covering.

Objectives and tactics for success

We plan to expand Ontario Hubs to cover more underserved communities. We will achieve this by:

- Making Hubs a permanent component of coverage to ensure that TVO reflects the communities it serves and remains relevant in all regions of the province;
- Adding new locations and further depth to Hubs coverage;
- Exploring new ways to leverage the fibre-optic capabilities of the Orion network.

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. Raising self-generated revenues enables a virtuous cycle where funds raised outside of government funding are invested for the benefit of Ontarians. TVO’s record of financial sustainability has created the capacity for important, laser-targeted investments. To support our goal of increasing self-generated revenues, we have identified the following strategic priorities:

1) Broaden TVO's monetization strategy by:

- Developing a version of TVO mPower designed for licensing to customers outside of Ontario;
- Creating modular ILC courses to extend into new market opportunities;
- Enable subscription and advertising-based monetization on new channels including over-the-top (OTT).

2) Grow ILC revenues via:

- Expanding international growth with an increased focus on packaging/bulk purchase and territory up-front commitments to help stabilize our ILC business revenue streams;
- Continue to expand private school, post-secondary and school board partnerships via custom package bundling and turn-key service offerings.

3) Drive philanthropy and sponsorship growth by:

- Expanding our existing donor acquisition programs by leveraging new data insights to better target and intelligently increase the frequency of engagements with potential donors;
- Continuing to identify and steward donors into our major gifts, mid-level and legacy philanthropic programs;
- Engaging our next generation of donors and broadening our demographic by fully embracing digital fundraising - including adopting more donor-conscious experiences and seeking more engagement opportunities;
- Seeking donors to sponsor content initiatives that can expand our editorial footprint with Ontarians (e.g. new programs, subject-specific series, podcasts, community coverage, etc.).

4) Continue to reduce the cost/revenue gap via:

- Continue TVO practice of conducting annual line-by-line reviews of its budget operations;
- Address the fundamental economics of TVO ILC, including the fact that the \$40 student fee for in-province students does not cover associated costs.

Key Projects in Support of Our Strategic Objectives

TVO 50

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 TVO staff and the community in the work it does.

myTVO Intranet Replacement

- Enhance User Experience: Assess and implement opportunities for site re-design/refresh to thrive in the ever-changing digital age.
- Improve Organizational Culture. myTVO is a driver of organizational culture by engaging and connecting employees, boosting productivity, and increasing retention.
- Learning: Assess and enhance myTVO strength for promoting a learning organization (providing staff with formal, informal and social learning opportunities)

Digital Media Workflow

- Simplify the architecture, reduce customization, unnecessary configuration & the number of systems involved in content production, management, distribution and publication
- Standardize, simplify and find efficiencies in workflows
- Closer strategic alignment to better support TVO's intention to build a digital organization
- Select a solution with a focus on flexibility to accommodate emerging technologies

ILC Scalability

- Improve the ILC process and system to be scalable to handle the growth of student enrollment
- Identify the scalability pain points for the following areas:
 - Process
 - Platform
 - Technology

Financial Objectives & Plans

Strategic Priorities for Investment

TVO's strategic priorities for investment are to:

Leverage Technology by establishing best-in-class products and student experiences.

Expand Ontario Hubs in order to cover more underserved regions and fund as a permanent component of TVO's budget.

Digital Media Workflow re-invest in TVO's digital media workflow process and technology for content production and distribution.

Data Systems implement a data system process to make TVO a more customer-centric and data informed organization.

Self-Generated Revenue continue to support the growth of self-generated revenue to continually fund strategic priorities.

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)			
	2020/21	2021/22	2022/23	2023/24
Provincial Funding Operating Revenues				
EDU Operating and Capital Grants	38,302	38,302	38,302	38,302
AODA Website Compliance Funding	120	120	120	120
OTA funding	1,000	1,000	1,000	1,000
Special Funding	1,058	799	98	60
Total TVO Provincial Funding	40,480	40,221	39,520	39,482
ILC & Mathify				
ILC	6,140	6,140	6,140	6,140
Mathify	4,000	4,000	4,000	4,000
Total ILC & Mathify	10,140	10,140	10,140	10,140
TVO Self-Generated Revenues				
ILC Student Enrolment	4,850	6,748	8,671	10,321
Philanthropy & Sponsorship	6,000	6,709	7,147	7,723
Other TVO Revenue	1,769	1,724	1,725	1,731
Total Self-Generated Revenues	13,760	16,322	17,543	19,775
Total TVO Operating Revenues	64,380	66,683	67,204	69,397
<i>Self-Generated Revenues as a % of Total Operating Revenues</i>	<i>20.3%</i>	<i>23.4%</i>	<i>26.1%</i>	<i>28.5%</i>
Total TVO Operating Expenditures	64,380	66,683	67,204	69,397
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 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.