



TVO Business Plan Summary

2022/23 – 2024/25

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Executive Summary

For over fifty years TVO has served as the Ontario Government's partner in educational communications, leveraging technology to bring new learning opportunities to communities across the province.

Since its inception in 1970, TVO has transformed from a traditional public television station into a multiplatform digital media and learning organization. This business plan accelerates that transformation, expanding and enhancing TVO's offerings and our digital publishing capabilities.

In recent years, TVO has provided Ontarians with quality e-learning products that support Ontario's curriculum; multi-platform educational programming for kids; the largest online secondary school in Ontario; acclaimed original documentaries; and in-depth current affairs content from an Ontario perspective.

Over the past year, in support of the government's vision for online learning and in response to changing needs brought on by the COVID-19 pandemic, TVO has added to its portfolio offerings with a series of high-quality online courses covering the Ontario curriculum from Grades 1 to 12.

TVO has also supported the province's learning needs during the pandemic in the following ways:

- expanding our TVO mPower offering (free online games that support the development of K-6 math and STEM skills)
- increasing eligibility for our TVO Mathify online tutoring service (now serving students in Grades 6 through 11)
- producing 53 new episodes of the TVOkids' *Power Hour of Learning* series for broadcast television
- providing free online access to course material from our 144 TVO ILC courses, and
- increasing our current affairs content to provide timely coverage and analysis of important issues affecting communities across the province.

These initiatives have driven a substantial increase in TVO's reach and impact, including 56% growth in TVO Mathify questions answered, 53% growth in TVO mPower games played, 51% growth in TVO ILC enrolments, 77% growth in TVOkids digital video views, and 15% growth in Current Affairs & Documentaries digital video views.

Strategic Direction

To build on our brand equity and meet the accelerated pace of future change, TVO has recently developed a new strategic plan that identifies an overall strategic direction for the agency, including a revised definition of its Purpose, Vision, and Mission.

Purpose: To inspire learning that changes lives and enriches communities

Vision: To be a globally recognized digital learning organization

Mission: Create engaging learning experiences for all, delivered through quality content, services, and technology

Strategic imperatives

TVO's strategic plan identifies four strategic imperatives.

1. Create a high-performing, adaptable, equitable, forward thinking learning organization

- Centre all decision making in the purpose (why) and the people (who) we serve
- Cultivate a learning environment that promotes innovation, encourages and embraces risk, celebrates success
- Ensure we have the right people, organizational structure, resources, cross functional alignment, and performance metrics to support the strategic goals and become a high-performing, adaptable, forward thinking learning organization
- Create a healthy culture and an engaged workforce that lives its values

2. Build an accessible world-class digital learning brand

- Deepen insight into and understanding of TVO target audiences and their learning needs
- Evolve TVO's brand strategy
- Optimize TVO's brand architecture & portfolio strategy to be relevant for learners
- Reposition and build TVO brand equity with internal & external audiences

3. Evolve an integrated digital content and channel strategy

- Assess and align current content portfolio and channel strategy to meet the learning needs of core target audiences
- Define the integrated content and channel strategy including the role of broadcast
- Identify the organizational and go-to-market implications of the new content and channel strategy

4. Grow revenue streams for reinvestment in TVO and focus resources to achieve financial sustainability

- Reassess what content TVO should produce under its base funding and as possible through self-generated revenue. Streamline the portfolio; focus resources and exit products/content that do not align with strategy.
- Develop a content/product monetization strategy
- Evolve the TVO donor strategy to improve effectiveness and dramatically increase earned revenue streams

Identified growth audiences

Although TVO is looking to grow in all audiences across the province, there are a number of audiences where TVO has been underrepresented and/or where TVO's resources can have an especially meaningful impact. TVO's strategic plan identifies these audiences and communities as potential areas of growth for TVO.

In addition to children and students from ages 2-18 (a clear priority for TVO), the 25–45-year-old cohort has been identified as a priority growth market for TVO. In addition, we will target growth in audience representation from historically “underserved” communities: new Canadians, lower income communities, racialized communities, Indigenous communities, and geographically remote communities.

Digital transformation and data privacy

As Ontarians increasingly consume content on a wide variety of platforms and channels, TVO is revamping and updating our content strategy by adopting a “digital first” approach to content production and distribution. Similarly, we are updating our approach to data collection and analysis and ensuring that we continue to deliver on our strong record of data privacy.

Focus on the education system

There will be an increased focus across TVO on the needs of Ontario's education system. This focus will be reflected in initiatives such as the new online courses TVO is developing for students throughout the elementary and secondary systems. Notably, it will also be evident in our current affairs content through initiatives such as producing teacher guides for our TVO Original documentaries to identify and highlight the links between our documentaries and the Ontario curriculum.

Interconnected and engaging learning opportunities

Wherever possible, TVO will be prioritizing content that has a cross-purpose or cross-audience application. This will include initiatives such as the documentary teacher guides noted above and initiatives such as TVO Arts, designed to introduce Ontario audiences to the best of Canadian art, with identifiable links to specific elements of Ontario's school curriculum.

Impactful content

Finally, TVO will continue its focus on creating engaging learning experiences for all of our audiences. That means making it a priority to go beyond producing quality content – to producing impactful quality content.

New Brand Architecture

A new brand architecture has been adopted that will re-cast how TVO is presented to our audiences in a way that better reflects the scope, breadth, and depth of TVO's multi-media platform and educational centrality. TVO's operating name will be changed to TVO Media Education Group (TVO.ME) and will become TVO's overall brand. TVO Media Education Group will feature four sub-brands – everything TVO does, and all of the content we produce, will be presented under one of these brands:

TVOkids

TVO's children's media brand, aimed at the curious and exploring. TVOkids is focused on preparing kids for school and life, with a target audience of children 2-8 and their parents/caregivers.

TVOkids' overall value proposition includes:

- Engaging learning experiences that help prepare kids for school and life
- Delivered through multiple media platforms (e.g., series, videos, games, and more)
- Developed in consultation with educators

TVO Today	<p>TVO's adult media brand, focused on exploring important issues and their solutions for adults 25-45 and all Ontarians, with an emphasis on underserved communities.</p> <p>TVO Today's value proposition includes:</p> <ul style="list-style-type: none"> • Engaging learning experiences that bring to life socio-cultural, economic, and civic issues that matter and explore their solutions. • Delivered through multiple media platforms (e.g., videos, articles, documentaries, podcasts, and more) • Enables a sharing of under-represented perspectives to ensure balanced, in-depth understanding
TVO Learn	<p>TVO's K-12 brand, aimed at supporting those working through the Ontario curriculum. TVO Learn's target audience is Ontario K-12 students and their parents and educators.</p> <p>TVO Learn's value proposition includes:</p> <ul style="list-style-type: none"> • Providing educators, students, and families with engaging learning resources that support the Ontario curriculum (e.g., learning activities, math tutoring, and math games found in TVO mPower and TVO Mathify) • Delivered through technology platforms • Developed by or in partnership with Ontario educators
TVO ILC	<p>TVO's online high school for students who want to work independently. TVO ILC is focused on online learners aged 14 and older.</p> <p>TVO ILC's value proposition includes:</p> <ul style="list-style-type: none"> • Online school that supports students from all walks of life in achieving their academic, career, and life goals. • Enables students to earn high school credits and their Ontario Secondary School Diploma (OSSD) • Offers independent learning courses

Building a High-Performance Culture

TVO's People & Culture strategy is focused on creating a high-performing, adaptable, equitable, and forward-thinking learning organization. It is rooted in a "Best People" philosophy that puts people first, encourages diversity of thought, and promotes a focus on key strategic objectives.

Implementing TVO's strategic plan will require many roles and responsibilities to change over the life of this plan. Many of the required roles will be hybrid in nature, encompassing multiple skills from copy writing, shooting, and editing to social media, graphics, subscriber management, and marketing. There will need to be a greater focus on building our agile capabilities and expanding our data science and analytics capacity. To achieve these objectives and implement our strategic plan, several new and ongoing initiatives are planned.

Learning & growth

- Launch an employee & leadership development program with a focus on skills development
- Introduce a mentorship program to complement the leadership development program

Organizational development & operational excellence

- Update our performance management program for 2022, including personal development plans for all employees

- Continue to build TVO's succession planning process

Employee value proposition

- Conduct TVO's employee engagement survey
- Update our recognition and wellness programs based on feedback from the survey
- Use social media to promote TVO's internal culture for branding, recruitment, and retention purposes

Culture change

- Develop a hybrid work model focused on new ways (and places) to work that maximize efficiency, support employee engagement, and promotes attracting and retaining the best available talent

Underserved communities

- Partner with external organizations to facilitate outreach and recruitment in target communities
- Implement programs designed to provide opportunities for employees and potential employees in underserved communities:
 - Young professionals development program
 - Intern program
 - Paid co-op program (in partnership with Philanthropy)

Diversity, equity & inclusion (DE&I)

- Apply a diversity-focused lens on recruitment and outreach to ensure broad representation
- Ensure equity in total rewards & compensation programs

Accelerating Our Technology Transformation

TVO plans to accelerate our digital transformation through targeted investments in three key technology stacks that directly support our media programming, content development, digital course production, and business operations activities:

- Transitioning our programming from broadcast-focused to digital-first
- Delivering and maintaining online learning at scale, and
- Continuing to embrace cloud or Software-As-A-Service technologies (SaaS).

To achieve these broad objectives, TVO will be undertaking a number of strategically and operationally significant initiatives.

- **Prioritizing data & privacy** – Amplifying data collection and analysis capabilities in support of the Ministry's objective of measuring student outcomes. Integral to this initiative is ensuring that all appropriate data privacy policies, procedures, and tools are in place.
- **Digital media solutions** – Re-designing the business processes and systems involved in the creation, management, and distribution of digital content across TVO. This initiative will touch virtually all parts of TVO's operation.
- **Publishing platform** – Building a publishing platform to address the challenges inherent in the distribution of courses during widespread adoption of online learning. The platform will also enable teacher customization and centralized updating of courses without disruption to student or teacher experiences.
- **Financial system** – Replace TVO's current outdated legacy system with a modern cloud-based system consistent with TVO's needs.
- **Donor customer relations management (CRM) system** – Replace TVO's current donor CRM system with a solution that can support all donor interactions from acquisition and stewardship to digital interactions and direct engagements.

- **Over-the-air (OTA) transmission network** – In order to continue reliable OTA broadcast at our tower locations, upgrades are required including a backup transmitter, a new generator, electrical upgrades, and significant maintenance work.
- **Contract management system (CMS)** – Replace our legacy, in-house built CMS with a system that will automate and streamline contract processes during key stages of the contract lifecycle.
- **Security information and event management system (SIEM)** – Implement a technical solution that will consolidate all network system and cybersecurity events to automatically flag those that pose potential harm to the system.

Marketing & Communications

In addition to TVO's ongoing efforts to build awareness of our learning products and public affairs content, implementing TVO's new strategic plan will require a modest investment in marketing and communications, especially in connection with introducing TVO's new brand.

In this context, TVO's marketing and communication efforts will focus on two primary goals.

1. Increasing TVO's brand clarity and growing brand relevance
2. Increasing TVO's impact by improving market penetration and frequency of use of TVO's learning products and public affairs content

To accomplish these goals, a number of initiatives are being designed to achieve progress in the following areas:

- Deepen insight into and understanding of TVO target audiences to strengthen the effectiveness and efficiency of TVO's product and marketing communication
- Reposition TVO with internal and external audiences
- Activate community and educator outreach plans to deepen and extend TVO's connection with growth audiences
- Support the development of partnerships to elevate, extend, and amplify TVO content and philanthropy efforts

Programs & Activities

Implementing TVO's strategic plan will entail significant change to current programs and activities. As we begin to transition from strategy development to implementation, a number of new initiatives will be launched, some of which are in the early stages of design.

Several key initiatives are planned under each of TVO's brands to give life to TVO's mandate and strategy, including those outlined below.

Year 1 (2022-23)

Launch the TVO Media Education Group brand

In year one, we will launch the new brand, including updated identity, awareness-building, and stakeholder outreach. We will focus on brand marketing to fundamentally shift the perception of TVO from its legacy as a "public broadcaster" to being a digital media and learning organization. Being able to shift this perception is critical to the success of the new strategy.

Building a high-performance culture	<p>In year one, TVO will launch several initiatives to support transformation, including a new succession planning initiative and an employee and leadership development program to help develop skills. We will re-launch our performance management program to be more effective and efficient at driving and rewarding behaviour and will conduct an employee engagement survey to gain insight into where we can focus and improve.</p> <p>We will continue our “Return to 2180 Yonge” program reflecting the first steps towards a new hybrid work model and will improve our recruitment through partnerships, especially in support of diversity, equity, and inclusion (DE&I) initiatives. We will also evolve our DE&I initiative and align the actions with the many DE&I goals in the implementation of the new plan.</p>
Re-invented digital media solutions	<p>In FY2021/22, we began a modernization initiative that re-imagines and re-invents the ecosystem of technologies and processes involved in the creation, management, and distribution of media programming content across TVO. This project will continue in year one and will include a next generation data collection solution.</p>
Igniting corporate philanthropy	<p>Through validation of our new strategic plan, we identified significant opportunity with corporate sponsors and foundations who engage in purpose marketing. Capitalizing on this opportunity requires a transformation in the way we attract and work with sponsors in programs we develop together. In year one, we will lay the foundation by building a detailed plan and begin prospecting new clients to achieve revenue growth in years two and three.</p>
TVOkids video	<p>TVOkids will continue its storied history inspiring learning in Ontario’s children. The new strategic plan will see a transition to more curriculum-linked content, a shift towards underserved communities, and a digital-first approach to creation and audience engagement.</p>
TVOkids.com	<p>In mid-year one, we will begin planning for the update of TVOkids.com which was last refreshed in 2017.</p> <p>This update will focus on identifying how our website can best serve our kids’ mandate. As we continue to evolve digital learning through TVO Learn (i.e., gamified learning and course packs) there is an opportunity to leverage the popularity of TVOkids to attract audiences to digital learning.</p>
Digital-first current affairs and documentary content	<p>TVO’s new strategy represents a significant transformation for TVO’s current affairs and documentaries content. There are multiple layers of change in TVO’s plan for TVO Today: the new target group (adults 25-45 and underserved communities); building community versus covering topics; creating digital-first content versus broadcast-first; and creating curriculum-linked content.</p> <p>In year one, a three-year transition plan will be built for in-house content and commissioned documentaries. This will involve organizational design around workflows, skills, and staffing to successfully deliver on the new plan. The new plan will involve an agile content model and include integration with teams in the course development departments of TVO ILC and TVO Learn.</p>

TVO Learn: A destination brand for learning in Ontario	<p>The vision for TVO Learn is to leverage the great things we are doing in digital learning and build a destination brand for education in Ontario, featuring online courses covering Grades 1 to 12, free online math tutoring, curriculum-linked online games, and more.</p> <p>The core of TVO Learn's offering will include TVO's elementary course packs, developed for the Ministry of Education to support teachers seeking course material for courses in a host of subject areas for Grades 1 to 8, as well as TVO's teacher-led secondary school courses, developed for the Ministry's online learning program and offered through the Ministry/TVO/TFO course catalogue.</p> <p>TVO Learn will also offer larger scale solutions including teacher-led online learning, gamified learning through TVO mPower, and tutoring through TVO Mathify, to better connect TVOkids and TVO Today with the Ontario curriculum.</p> <p>Year one will see these services brought together more formally under TVO's rebranding strategy as TVO Learn, with support from TVO's marketing department.</p> <p>A three-year plan will also be developed to fully optimize TVO's organization structure and systems to effectively deliver on the new strategy. This is expected to include new features and functionality.</p>
TVO ILC: Optimization of the learner experience	<p>As online learning continues to evolve, TVO ILC will continue to focus on independent learning, while TVO's teacher-led learning products and courses will be offered under TVO Learn. This should enable TVO ILC to operate with greater clarity within the online learning ecosystem and for TVO ILC to better fit the learning needs of independent learners.</p> <p>In FY2021/22, TVO began to re-define TVO ILC's organizational structure, systems, and processes to deliver them more effectively. This included an organizational restructuring, new roles and processes such as standardized rubrics and assessment as well as student and school board feedback. As part of TVO's focus on DE&I and reaching underserved communities, TVO ILC will take steps to better reflect Ontario's diversity in our support teams.</p>
TVO ILC brand relaunch	<p>In year one, the TVO ILC brand will be refreshed both domestically and internationally. This will align with the launch of the new TVO Learn brand.</p>
TVO ILC revenue growth	<p>Coming out of the pandemic, TVO is also developing a plan to grow the revenue and margin earned through international markets. It is expected that international partnership revenue constraints will relax as the recovery takes hold, presenting an opportunity for TVO.</p> <p>Growing revenue and margin from international sales is important as the \$40 price point established for independent students in Ontario means that a significant portion of TVO ILC's offering is operated at a loss. Growing international revenue and margin will position TVO ILC to shift from being a cost centre for TVO to becoming a source of positive income that can help to fund other learning programs.</p>

Year 2 (2023-24) and Year 3 (2024-25)

Building a high-performance culture	In year two, we will continue the initiatives in the People & Culture strategy. We will add a mentorship program in support of building relationships with underserved communities. This includes a young professionals development program. We will also develop a new hybrid work model to optimize new ways of working accelerated in the past few years.
Branding	TVO's brand strategy and approach to marketing communications will continue to evolve in year two, with a greater balance in budget focus between brand marketing and performance/content marketing.
The role of television in a digital learning organization	<p>Although TVO is undertaking a significant digital transformation, television will continue to play an important role, especially in supporting underserved groups through free over-the-air transmission. In FY2021/22, TVO began part one of this transition by bringing all content and production together under one division.</p> <p>Through this unified structure we will build a plan to deliver television in a more flexible and efficient manner, including streamlining processes (such as scheduling and promotions), reducing rigidity between adult and children time blocks, re-thinking investment and priorities in acquisition content, and collaborating on initiatives with TFO.</p>
A new approach to external media funding	<p>Funding regimes, especially the Canada Media Fund (CMF), are expected to undergo significant changes towards the end of our three-year plan. In anticipation of this, TVO will revisit our approach to funding based on our new strategy.</p> <p>The CMF is also very invested in diversity, equity, and inclusion, and there may be points of strong alignment with underserved communities. This is also a significant undertaking for TFO. We gained valuable insight from them in FY2021/22 and would expect to share learnings through this planning process as well.</p>
TVOkids video	In year two, we will continue to expand our digital-first video offering and go-to-market strategy. Because the approach is built around agile, we expect fluidity as we learn how to better engage audiences and quickly stop things that don't work.
TVOkids.com	As part of a go-to-market strategy, we will launch the new TVOkids.com (mid-year) with amplification of digital engagement with kids.
Current affairs and documentary content	<p>In year two, TVO will continue to evolve and update our content through agile processes, with emphasis on video shorts and series for digital platforms.</p> <p>Year two will see the full incorporation of Ontario Hubs into TVO's permanent funding structure. It will also see the final phase re-imagining of our complete current affairs and documentary offering into the new strategy. Some of this will be informed by expected changes in the Canada Media Fund.</p>
TVO Learn.com	In years two and three, TVO will implement the go-to-market strategies identified in the plan noted above. Ongoing support and continuous improvement of our course material will be a driving principle.

TVO Mathify	A trial will be conducted to test the staffing and resources implications of adding Grade 12 to the TVO Mathify program under TVO Learn.
TVO ILC: Optimization of learner experience	In year two, TVO ILC will focus on expanded service to new Canadians to help bridge the gap between education systems. There will also be improvements in course delivery through effective use of data in improving course delivery and insight gained through research with TVO ILC students.
Branding	In year three, we will continue to evolve the TVO brand strategy and approach to marketing communications, with a greater focus on performance/content marketing.
TVOkids video	Year three will see the full implementation of in-house video content to reflect the new strategy. We also expect in year three that there will be changes in external funding, most specifically the Canada Media Fund (CMF). We will need to adapt our approach to leverage these changes.
Digital-first content	Year three will involve the continuation and updating of our content strategy as well as an expansion of the offering to include a greater degree of in-house resources.

Resources & Budget

TVO is funded by the Province of Ontario and through self-generated revenue. TVO's primary sources of self-generated revenue include contributions from donors and sponsors as well as course fees received through TVO ILC.

The financial assumptions underlying this business plan:

- the base grant and capital maintenance funding from the Province will remain flat over the three-year term of the plan;
- the Province will continue its investment in over-the-air infrastructure for the life of the plan; and
- TVO's Canadian Radio-television and Telecommunications Commission (CRTC) broadcast licence will be renewed in 2022.

This plan does not include any non-recurring project funding from the Province. Any additional targeted investments will be offset by self-generated revenue and managed within TVO's budget allotment.

Financial budget

Following is a summary of TVO's operating budget.

Statement of Revenue & Expense (\$000s) - Base

	Multi-Year Plan (000's)		
	2022/23	2023/24	2024/25
Provincial Funding Operating Revenues			
EDU Operating and Capital Grants	38,302	38,302	38,302
OTA funding	1,000	1,000	1,000
Special Project Funding	380	340	1,375
Total TVO Provincial Funding	39,682	39,642	40,677
TVO ILC and TVO Mathify			
TVO ILC	6,140	6,140	6,140
TVO Mathify	4,000	4,000	4,000
Total TVO ILC & TVO Mathify	10,140	10,140	10,140
TVO Self-Generated Revenues			
ILC Student Enrolment	4,900	5,818	6,893
Philanthropy & Sponsorship	6,883	6,282	7,415
Other TVO Revenue	1,644	1,653	1,653
Total Self-Generated Revenues	13,427	13,753	15,961
Total TVO Operating Revenues	63,250	63,535	66,778
<i>Self-Generated Revenues as a % of Total Operating Revenues</i>	21.8%	21.8%	24.0%
Total TVO Operating Expenditures	63,250	63,535	66,778
Net Operating Surplus (Deficit)	0	0	0

Notes:

- Revenue of \$1.358M in FY2022/23 attributed to major gift from Barry and Laurie Green Family Charitable Trust and Goldie Feldman is included in Philanthropy & Sponsorship
- Multi-Year Plan projections are based on cash flow accounting, while TVO Audited Financial Statements employ GAAP

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.