

TVO Media Education Group Business Plan

Fiscal Years 2024/25, 2025/26, 2026/27

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Table of Contents

Executive Summary	1
Strategic Direction	1
The TVO Media Education Group Brand	1
Content, Products and Services	2
TVO's Digital Transformation	2
Overview of Current and Future Programs and Activities	3
TVO Learn	3
TVO ILC	4
TVOkids	5
TVO Today.....	5
People & Culture Strategy	6
Marketing, Communications, Sponsorships & Partnerships	7
Product, Promotion and Customer Experience	7
Revenue Generation through Sponsorships & Partnerships	7
Operational Effectiveness and Efficiency	7
Information Technology and Electronic Service Delivery	8
New Initiatives.....	8
Resources, Budget and Risk Management.....	9
Resources Needed to Meet Goals and Objectives	9
Financial Budget	10
Risk Identification, Assessment and Mitigation Strategies.....	10

Executive Summary

TVO Media Education Group is a social impact agency focused on changing lives and enriching communities through the power of learning. Our content is designed to prepare kids for school and life, help students of all ages achieve their academic goals with engaging learning resources, and explore important issues from a range of diverse perspectives.

TVO continues its transformation from a traditional public television station to a multiplatform digital media and learning organization, leveraging technology to bring learning opportunities to communities across the province.

More specifically, TVO provides Ontarians with:

- Multiplatform educational programming for kids;
- The largest online secondary school in Ontario;
- Ground-breaking original documentaries;
- In-depth current affairs content from multiple Ontario perspectives; and
- Award-winning digital-learning products and services, including a library of digital course materials for students from Kindergarten to Grade 12.

TVO is entering the final year of a strategic plan that has helped set the organization's priorities, shape its brand objectives, establish its target growth markets and change its operating name. It also signals the beginning of a new strategic planning cycle as we seek to build on the strategy and success of our current strategic plan. Central to the new strategic plan will be a significantly heightened priority on self-generated revenue through partnerships and sponsorships and especially through the marketing of TVO's learning resources outside of Ontario.

Strategic Direction

The TVO Media Education Group Brand

TVO's brand strategy is focused on identifying and fulfilling the needs of our audiences and key stakeholders within our education mandate – particularly those that have traditionally been underserved and where TVO's resources can have an especially significant impact. Our goal is to improve our relevance, accessibility, and usage amongst these target audiences.

Our strategic plan identifies the following audiences and communities as TVO's target growth audiences:

- Children aged 2-plus;
- Students enrolled in elementary or secondary school courses;
- Life-long learners between the ages of 25 and 45 (millennials); and
- Ontarians in underserved communities
 - Indigenous Peoples
 - Racialized Ontarians
 - New Canadians
 - The 2SLGBTQI+ community
 - Those living in remote communities

This focus on the needs of key audiences and stakeholders will require that we seek out and acknowledge opportunities to create value for the fastest growing demographic groups in Ontario – millennials and new Canadians – and building meaningful relationships within underserved communities.

Content, Products and Services

TVO Learn: TVO's Digital Learning Strategy is rooted in the enhancement of digital learning technology and its use in education, including the digital components of in-person, hybrid, and remote offerings. TVO Learn products and services are not intended to replace in-person classroom learning. Rather, they are designed as a complement to classroom learning.

TVO ILC: TVO ILC is an online academic institution offering more than 140 independent study secondary school credit courses to students across Ontario and beyond. It plays an important role in TVO's vision to be a globally recognized learning organization, and has adopted an ambitious strategy to achieve this objective.

TVOkids: TVOkids is central to TVO's strong brand reputation and remains integral to our strategy going forward. Its core mission – preparing children for success in life – is at the heart of TVO's mandate and is of particular importance for the underserved communities TVO is targeting for growth.

TVO Today: TVO is facing a challenge that confronts all legacy broadcasters today. Millennials (generally those in their late 20's to early 40's) are not maturing into the media habits of previous generations. As such, TVO is accelerating the expansion of its current affairs offering on multiple platforms – including, but not driven by, its broadcast platform.

TVO's Digital Transformation

TVO recognizes the evolving demands of the public for content across an expanding array of platforms and channels. In response, we have undertaken a comprehensive overhaul of our content strategy with a "digital-first" approach to content creation and distribution.

Shifting from a broadcast-centric model to a digital-first orientation necessitates substantial changes as we enhance our capabilities and workflows. These changes include a significant restructuring of our digital media and digital course production systems as well as improvements to our transmission infrastructure.

It is essential to underscore that while our transition to a digital-first approach is paramount in reaching and meeting the needs of the increasing number of Ontarians consuming content through digital channels, TVO's commitment to our broadcast viewers is unwavering. TVO's longstanding dedication to delivering top-tier educational and current affairs content to our broadcast audience is integral to our brand identity, particularly for those Ontarians who lack access to technology and broadband internet services.

Therefore, TVO will continue to uphold our tradition of creating and broadcasting world-class documentaries, current affairs programming, and children's shows. Furthermore, content designed for digital platforms first, such as video shorts and YouTube series, will also be made available to our broadcast audience.

Overview of Current and Future Programs and Activities

TVO Learn

TVO Learn provides students from kindergarten to Grade 12, as well as their parents and teachers, with innovative curriculum-linked digital educational resources to help them progress along their learning journey. Here are some of the key programs and activities planned for TVO Learn over the course of the business plan:

TVO Learn Website	The TVO Learn website is the portal through which most TVO Learn resources are accessed. It was designed with a focus on making content intuitively searchable and findable, allowing for targeted learning to facilitate student success.
TVO Mathify	TVO Mathify gives students the opportunity to practice and learn with the guidance of an Ontario certified teacher. Long one of TVO's most stimulating learning products, Mathify is being reimaged, with enhanced functionality that is digitally linked to ILC and other course material as a resource for students.
Course Development and Production	We have developed a catalogue of courses produced for both independent learning (through ILC) and teacher-led learning (through the Ministry's virtual learning environment). TVO's online courses have been described as the 'gold standard' in Canada.
TVO Games	Gaming sparks curiosity, imagination, and supports confidence building in an environment where students can experiment and fail safely. Our approach to gaming is being updated, with a priority on curriculum-based games, mini-games and mobile accessibility.
Publishing Platform	TVO has undertaken the development of a proprietary Course Publishing Platform that supports low bandwidth and offline learning experiences. With an anticipated delivery date of March 2025, the new platform is being designed to address the capabilities of all digital learners.
Copyright Asset Replacement	In order to increase TVO's ownership of the intellectual property in our courses (and reduce our licensing costs), we have undertaken a project to replace non-TVO intellectual property with TVO owned content. The newly inserted assets will include a mix of new purpose-built learning objects and assets from TVO's archives.
Content Collaboration between Programming & Content and Digital Learning divisions	Significant progress was made this year in establishing collaborative processes that will allow more TVO Today and TVOkids programming to be used in TVO's Digital Learning content. Establishing these linkages at the inception of new content ideas and projects is now becoming standard practice.
VSN and Asset Management	A new VSN DAM will be installed to enhance searchability and efficiency, and a metadata clean-up and tagging project will be launched. This project is key to ensuring that TVO is not left exposed to regulatory compliance and legal risks as asset licenses expire.

TVO ILC

For nearly 100 years, TVO ILC has been serving learners from across Ontario and globally, growing to become the largest online high school program in Canada. Our courses are designed and regularly updated by Ontario Certified Teachers and course development experts. TVO ILC is the only online Canadian high school program recognized by EduCanada.

Following are the programs and activities planned for TVO ILC over the course of this business plan:

Promotion, Communication and Outreach	A plan to communicate with customers throughout the registration and onboarding process has been established and is currently underway including changes in our FAQs, scripts, and how-to videos. TVO ILC continues to promote our ability to assist in situations where a school doesn't have enough students to offer a course or where there is need to accelerate the pace or support the graduation requirement of two online course credits.
Frontline staff	ILC staffing groups are being reorganized to correspond to service area needs as they relate to Student Support Services and the student journey. Over the three-year plan and commensurate with revenue targets, TVO ILC staff resources will increase to properly service demand.
Optimization of the ILC learning experience	As the school focuses on elevating customer service and success rates, the product offering will be evolving to integrate learning experiences more seamlessly between the ilc.org website, the Student Information System (SIS) and the Learning Management System (LMS). The first area of focus will be on the registration experience.
Develop localized versions of the ILC website	To support out-of-province monetization and growth, we will be adopting a new ecommerce platform. These localized sites will be built in the language and with marketing that is appropriate to each individual market and allow for currency and digital wallet acceptance relevant to the visitor's particular market.
Customer Data	We have added new survey tools to better understand and track customer experience. As baseline data comes online, we will leverage this data to identify and action customer service improvements. Customer privacy concerns will be foremost in our thinking.
Revenue Generation	Our strategy continues to be about having a diversified approach with focus on key acquisition markets where we have made gains through respective educational authorities. We will continue to focus our efforts on growth in the Ontario market by building on our relationships with the member colleges of Ontario Learn and partnering with Ontario Universities providing prequalified candidates.

TVOKids

TVOKids is an important player in the Canadian children’s media sphere. We commission 8-10 original series per year in a variety of genres, all of it produced under the guidance of professional educators.

Educational content	An emphasis will be placed on the development and distribution of “curriculum-linked” and “curriculum-based” content. Going forward, at least 75% of new program commissions will be curriculum-linked or curriculum-based. In unison with Digital Learning, we will develop new digital assets for use in courses and as standalone multi-platform content.
Team Structure	Our goal is to transition from a traditional broadcast orientation to being purpose built for digital-first. This is a journey shared with TVO Today. This staffing plan will involve training, development of new skills, rethinking departmental structure and workflows as we move forward with digital-first video.
Revenue Generation	An implementation plan for sponsorships and partnerships has been developed as a possible revenue stream through TVO Today. As this evolves, TVOKids could play a role where there is an opportunity to leverage the strength of the TVOKids brand in partnerships centred on learning, inclusion and other appropriate issues.
Launch new TVOKids.com website	The TVOKids.com website has not been updated since 2017. The site needs a new vision by the research we conducted last year and the emergence of TVO Learn. There is great opportunity to leverage the TVOKids brand in creating an experience that balances fun and learning.

TVO Today

In 2023/24, the TVO Today team made significant progress in creating a production model that is agile, responsive to data analytics, and brings together cross-disciplinary teams from inception to completion of a project. The new model fosters hybrid skill sets (such as shooting, editing, marketing, and optimizing for digital platforms) among our team, and positions us to be more efficient and responsive going forward.

Iterate new Digital-First video and podcast series. Reimagine the broadcast experience.	As a digital-first priority, we will continue to maintain and launch in-house content series for adult audiences and for tweens & teens. These initiatives represent a new way of working and of building engagement with an audience.
New Team Structure	The recent hiring of a director of program development and re-structuring has brought new ideas and dynamism to the mix. Our goal is to accelerate the transition from a traditional broadcast orientation to being purpose built for multiple platforms. This is a journey shared with TVOKids. To support this direction, we have a plan that includes training, development of new skills, rethinking departmental structure and workflows.

Educational content	We have made significant progress in linking TVO Today’s programming and TVO Learn’s course material to create videos and other content that can be multipurposed to the advantage of both divisions. Emphasis will be placed on the development and distribution of “curriculum-linked” and “curriculum-based” content and in unison with Digital Learning, developing new digital assets for use in courses and as standalone multi-platform content.
Revenue Generation	In FY2024/25 we are developing an implementation plan for sponsorship and partnerships including organisational readiness, goal setting, and refinement of the unique value proposition. The objective is to develop additional funding streams, potentially along the lines of the partnership which is currently funding TVO Today Live.

People & Culture Strategy

TVO’s People & Culture strategy centres around developing a vibrant culture that places employees at the core of our mission. We are deeply committed to fostering strong employee engagement and connectivity within the organization.

The strategy focuses on three areas of priority.

- **Culture & Employee Engagement:** Following last year’s work-stoppage, we implemented programs and initiatives aimed at building trust among employees, fostering open and honest communication, and strengthening communication channels to create a more positive and collaborative work environment.

This area of priority also includes implementing a change management program for leaders, promoting wellness initiatives such as flexible work arrangements, and launching an engagement survey to gain valuable insight into TVO’s culture.

- **Training & Development:** Our commitment to training and development encompasses all levels within TVO, including employees, managers and leaders. We are offering comprehensive support through our Employee & Leadership Development Training Program, with the primary goal of equipping our workforce with the skills, knowledge, and resources they need to excel in their respective roles.
- **Diversity, Equity & Inclusion:** Our three-year Diversity, Equity & Inclusion action plan, remains at the core of our commitment to fostering an inclusive environment where everyone feels a sense of belonging. It is our aim to ensure that every voice is valued and heard, and where employees can bring their whole selves to work.

Marketing, Communications, Sponsorships & Partnerships

The goal of our brand development strategy is to improve TVO's relevance, accessibility, and usage amongst our target audiences. To achieve this goal, a number of marketing and communication initiatives are planned that can be grouped into three areas of priority:

- Product, Promotion and Customer Experience
- Revenue Generation Through Partnerships and Sponsorships
- Operational Effectiveness and Efficiency

Product, Promotion and Customer Experience

Instituting a data informed strategy to optimize product, promotion and impact

To better engage underserved communities, reduce the average donor age and modernize the philanthropy practice, TVO's marketing strategy will include a robust data and analytics program and expanded use of research and other tools to improve our understanding of our customers.

Clarifying TVO's core value proposition and expand brand promotions

As TVO's strategic plan evolves, we will ensure that the communication of our core value proposition evolves with it. Research indicates that TVO's value proposition is not as clear as it needs to be, particularly amongst the key 25–49-year-old demographic.

Optimizing TVO's digital channels and digital experience

The channels through which TVO is available and the way in which we compete on those channels is a vital part of reaching our target audiences. Keeping up to date on the latest trends and ensuring TVO is available where our current and target audience wants to see us is vital, and a job that requires dedicated focus.

Revenue Generation through Sponsorships & Partnerships

Bolstering the TVO partnership toolset

To grow our Self Generated Revenue (SGR) through sponsorships and partnerships, TVO will undertake a series of initiatives to broaden our appeal to prospective partners.

- Develop TVO.me as a destination for partnerships and philanthropy
- Predefine partnership opportunities and tools, including defining content and learning modules for potential sponsorship.
- Build on the NBA Partnership as a beacon to potential corporate partners as well as attracting new monthly donors.

Operational Effectiveness and Efficiency

The current separation of TVO's channels and websites presents a challenge in connecting our various products from a brand perspective. Adopting a more holistic approach, both to our platforms and to our processes and systems, will allow us to better use our organizational assets and reduce our reliance on marketing to fill the top of the funnel with audience and philanthropy leads.

To address this issue, we will explore the amalgamation of TVO’s sites in the longer term and the enhancement of findability in the short- and medium-term and introduce new processes and rigour around workflow.

Information Technology and Electronic Service Delivery

TVO’s digital transformation, centred on a “digital-first” approach to content production and distribution, will continue to be a key element of our strategy over the next three years.

Core to this transformation is a series of initiatives and related investments to support our media content, digital course production and business operations activities. In addition to these investments in updating our technology stacks, TVO continues to maintain a wide array of technologies that requires ongoing maintenance and support.

We have made substantial progress in our journey of digital technology adoption with the completion this year of a number of initiatives, including: replacement of 19 legacy studio and media production solutions with a modern, centralized production suite; migration of our legacy finance systems to more modern cloud-based solutions; implementation of a new donor solicitation platform; and upgrading or replacing significant portions of our internet and network capacity.

New Initiatives

Rapid adoption of generative AI	Our digital transformation will include tapping into AI's immense potential to enhance content creation, streamline workflows, and expand the horizons of storytelling, audience engagement, and digital learning. By embracing this emerging technology, TVO will be ensuring that our rich legacy of educational service evolves to meet the expectations of tomorrow's learners and audiences.	(FY2024/25 ongoing)
Standardization of project management tools	Centralizing project management functions across our organization into a single product suite. This consolidation will enable all departments and functions to operate in concert, streamlining workflows and fostering greater collaborative synergy.	(FY2024/25 ongoing)
Next generation of independent and teacher-led course materials	Starting in FY2024/25 all TVO courses will leverage an advanced technology suite. As a result, new courses will be multiple times faster to load and multiple times lower on bandwidth requirements.	(FY2024/25 ongoing)

New TVO Today website	A new TVO Today website will be focused on enhancing user engagement and meeting the contemporary expectations of our audiences at the time. The new site will improve viewing experiences across platforms, increase accessibility, and keep pace with the best practices of digital media dissemination.	(FY2025/26)
Accelerating efforts to achieve WCAG AAA Compliance	As Ontario's public broadcaster and primary producer of K-12 online curriculum materials, TVO is endeavouring to adopt full DV Audio and ASL across all content areas over the next three years.	(FY2026/27)
Replacement of our Student Information System	Our current SIS will reach time for replacement by FY2026/27. Key considerations will be for improvements in data security, user accessibility, system capacity for tailoring experiences and system interoperability with other solutions to ensure a seamless and supportive experience for both students and educators.	(FY2027/28)

Resources, Budget and Risk Management

Resources Needed to Meet Goals and Objectives

TVO's operations are funded by the Province of Ontario and various sources of self-generated revenue, which include contributions from donors and sponsors, and course fees generated through TVO ILC.

Budget Assumptions

The FY2024-25 MYP is based on the following budget assumptions:

- Funding from the Province of Ontario will remain flat for the three-year duration of this plan.
- Provincial project funding for secondary online teacher led course development will continue to August 31, 2025.
- TVO's Canadian Radio-television and Telecommunications Commission (CRTC) broadcast licence has been renewed to August 31, 2030, thus facilitating continued broadcasting until that time.

Financial Budget

Statement of Operations: Total Recurring and Non-Recurring Operations¹

Amounts in \$000's	Approved Budget	Forecast @	Multi-Year Business Plan			Variance to Prior Year		
	2023/24	Q2 2023/24	2024/25	2025/26	2026/27	Year 1	Year 2	Year 3
Revenues								
Recurring operations	64,946	63,033	65,817	66,394	69,340	2,784	577	2,946
Non-Recurring operations	8,270	9,247	5,820	2,008	0	(3,427)	(3,812)	(2,008)
Total Revenues	73,216	72,280	71,637	68,402	69,340	(645)	(3,235)	938
Expenditures								
Recurring operations	65,670	63,678	66,180	66,499	69,340	(2,501)	(319)	(2,840)
Non-Recurring operations	7,547	8,602	5,456	1,903	0	3,146	3,554	1,903
Total Expenditures	73,216	72,280	71,637	68,402	69,340	644	3,235	(938)
Net Operating Surplus/(Deficit)	0	0	0	0	0	(0)	0	(0)

¹Discrepancies may exist in the above totals due to rounding.

Risk Identification, Assessment and Mitigation Strategies

TVO's risk management framework aligns with the Enterprise Risk Management Directive, the Risk-Based Approach and Risk Reporting Under the Agencies and Appointments Directive, and the OPS Enterprise Risk Management Framework, provided by the Management Board of Cabinet and the Treasury Board Secretariat.