

# **TVO MEDIA EDUCATION GROUP BUSINESS PLAN**

Fiscal Years 2025/26 to 2027/28

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## Executive Summary

TVO Media Education Group (TVO) is a multi-platform social impact agency focused on changing lives and enriching communities through the power of learning. We accomplish this mission through four sub-brands: TVO Learn, TVO ILC, TVOkids, and TVO Today.

Through these brands, TVO provides Ontarians with multiplatform educational programming for kids, the largest online secondary school in Ontario, ground-breaking documentaries, in-depth public affairs content from multiple Ontario perspectives, and award-winning digital learning resources including a library of digital course materials for students from Kindergarten to Grade 12.

### Strategic Direction

TVO's strategy is rooted in our education mandate, placing priority on initiatives that support the Ontario curriculum and provide learning opportunities for all Ontarians.

It continues to be a strategy of operational modernization and transformation, stressing a "digital first" focus while maintaining an ongoing commitment to our legacy broadcast platform and programming. And it continues to be a strategy that emphasizes the importance of connecting with traditionally underserved communities where we can have maximum impact.

Other strategic themes addressed in this business plan include prioritizing opportunities for self-generated revenue, including identifying linkages between operational and programming initiatives and sponsorship opportunities, and increasing our focus on engagement and impact with our audiences.

There are four strategic imperatives outlined in this business plan:

1. Grow revenue and margin for reinvestment in TVO
2. Improve brand clarity and build engagement with key audiences
3. Anchor our digital strategy on deepening audience engagement
4. Evolve TVO into a consistently high performing organization

Achieving these four imperatives will be central to the success of this strategy.

## Environmental Scan

TVO continues to operate in a volatile market. The pace of change and disruption in both the education and media sectors is accelerating as trends in technology, politics, culture and demographics impact our operation.

### **1. Foreign Student Visas/ Immigration Target Reduction**

The federal government's move to reduce immigration targets, including the number of international student visas it issues, is having a substantial negative impact on TVO ILC's international course sales.

## **2. Generative AI (Artificial Intelligence)**

A top three trend again this year, AI is potentially a force of disruption unlike anything we've seen in years. It is already bringing significant change to education and content creation, and over time may also impact prosperity and wealth creation across the economy.

## **3. Mis/disinformation**

Misinformation and disinformation are not new, but the growing ubiquity of Generative AI has amplified the impact of this trend. In the education sector mis/disinformation affects both students and school administrations as they work to ensure accuracy and academic integrity in course assignments. In the media sector, misinformation exacerbates the erosion of trust in media and journalism that has been growing around the world. To investigate and illuminate this trend, TVO has launched a new weekly program entitled *Big [If True]*.

# **Strategic Direction**

## **Brand Development**

TVO is entering a new phase of a strategic plan that has been in place since FY2022. The strategy is rooted in our education mandate, placing priority on initiatives that support the Ontario curriculum and provide learning opportunities for all Ontarians.

Central to our strategy is advancing TVO's digital transformation through a "digital first" focus while maintaining an ongoing commitment to our legacy broadcast platform and programming. As digital platforms increasingly dominate the market, our strategy is to focus on creating content for digital platforms first, and re-purposing that content for broadcast where appropriate (a reversal of TVO's prior practice).

Our strategy also continues to emphasize the importance of growing our reach and impact by connecting with traditionally underserved communities where we can help give voice to underrepresented perspectives and where our free curriculum-based educational products and services can have maximum impact.

## **Strategic Imperatives**

The overall objectives of TVO's strategic plan are to expand our reach, grow our audience, enhance our relevance, and increase our revenue. To achieve these objectives, four strategic imperatives have been identified.

# **Overview of Current and Future Programs & Activities**

## **TVO Learn**

TVO Learn is a series of digital learning resources designed to assist students of all ages progress along their learning journey. Every aspect of TVO Learn's wide range of products and services are rooted in the Ontario curriculum, and all TVO Learn content is provided free to all Ontarians.

## **Course Development and Production**

A key component of TVO's digital learning portfolio is the catalogue of courses we have developed. Produced for both independent learning (through ILC) and teacher-led learning (through the VLE), TVO's online courses have been described as the 'gold standard' in Canada.

## **Grade 10 Financial Literacy Requirement Project**

Modules & Assessments (English/French) including: 3 modules & 3 assessments (60 minutes), Curriculum-linked expectations for Grades 1-10, Achievement Chart alignment covering (Knowledge / Understanding/Application/Thinking), Educator Guide with resource materials, Administration training documentation, Practice materials for students. Maintenance, Support, & Reporting – current and beyond.

## **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.

## **Adopting Generative AI to enhance our content production capabilities**

Guided by Ontario's Trustworthy AI Framework and EDU's Artificial Intelligence Framework and in a Bill 194 compliant manner, TVO will begin adopting the power of AI to disrupt the future of education & learning. These new tools will be embraced with all appropriate risk management practices.

## **Copyright Asset Replacement**

In order to increase TVO's ownership of the intellectual property in our courses, 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 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 will become standard practice.

## **VSN and Asset Management**

TVO's current data asset management (DAM) system is outdated and inefficient. 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 assets expire.

## **Promotion, Communication and Outreach (ongoing)**

Increase TVO's profile and leverage our Outreach team to meet the needs of schools (students/educators/parents/guardians).

## **TVO Learn Website**

The TVO Learn website 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. All website resources are rooted in the Ontario curriculum and designed to promote continuous learning by providing students with the right educational content at the right time.

## **TVO Mathify Next**

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 reimagined as a platform that is digitally linked to ILC and other course material as a resource for students.

## **TVO Games**

Key to TVO's strategy is taking our digital learning initiatives to the next level by focusing on what we do best – developing online courses and learning resources. Achieving this greater focus will mean exiting the games development business, where significant additional resources would be required to compete in the highly competitive world of online game development. We will be retiring the production of games effective December 2024.

## **Revenue Generation (ongoing)**

With the success of NBA and Canada Company projects, TVO will be expanding our partnerships effort to deliver real value to Ontarians. We will continue to explore opportunities to collaborate with other purpose-driven groups and organizations to create digital content, live events, learning experiences and much more.

## **Potential Exploration – TFO Partnership**

TVO will explore the feasibility of partnering with TFO to create gold standard French-language and French Immersion courses and modules. There is a current gap and labour shortage in French course and educator availability. The pursuit of additional funding from both the Federal and Provincial governments could increase product for this market. A partnership in this area will increase offerings for the French culture in Ontario.

## **TVO ILC**

TVO ILC is the largest online high school program in Canada serving learners in Ontario, across Canada and globally for almost 100 years.

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

## **Optimization and enhancement of the ILC learning experience (ongoing)**

The end-to-end digital product experience for TVO ILC is comprised of three parts:

- The ilc.org website where potential students explore what ILC is, our offerings and register to attend
- The Student Information System (SIS), currently provided by Genius SIS

- The Learning Management System (LMS), currently provided by Brightspace which hosts our courses that are designed and regularly reviewed and updated by Ontario Certified Teachers

As the school continues its focus on elevating customer service and student experience the product offering will evolve to integrate learning experiences more seamlessly between these products including the new CAEC assessment.

### **Customer Connection (ongoing)**

We continue to be responsive to our customers' feedback as provided through a variety of survey tools. We are leveraging this data to identify and act on customer experience improvements. Customer privacy concerns continue to be foremost in our thinking. We have also leveraged our outreach team to match the needs of communities and schools with TVO ILC solutions.

### **Revenue Generation (ongoing)**

The Canadian Government has announced significant further reductions in the number of student visas it will be granting. As a significant portion of ILC's international market are students wishing to undertake post-secondary education in Canada, this announcement has negatively impacted TVO's access to students in foreign markets. 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.

## **TVOkids**

TVO Kids' importance in the Canadian children's media eco-system cannot be overstated. The industry understands and values TVO's unique contribution, especially at a time when private media are retracting and withdrawing from the space.

Our presence on a variety of digital platforms intersects with an audience of parents seeking a safe, ad-free place for their children to be engaged in age-appropriate experiences.

- With *Old Enough*, *All-Round Champion* and *Trading Skills*, we are taking a major step in evolving a 'family viewing strategy' to appeal to millennial parents as well as their kids.
- Working in tandem with TVO's Digital Learning division to produce content that works on both general and educational platforms, and of which we own the IP. This content, some of which is featured in TVO courses developed for the Ministry, also stands alone as popular content on broadcast and YouTube.
- Continuing to commission and acquire content that expands audience appeal and addresses emerging trends in issues such as diversity and life skills.

## **TVO Today**

TVO Today is well-positioned for continued growth. Its production model has evolved to the point where data analysis, cross-divisional skills (especially in concert with our digital learning team) and channel optimization are working in unison. This model allows us to leverage our legacy broadcast capabilities, including access to the Canadian Media Fund as well as studio technology and crew, to create a broad range of content that serves our strategic imperatives. These imperatives include:

- Grow target audiences: 25-45, new Canadians, underserved, Indigenous, young families
- Meet educational needs: provide cross-divisional curriculum-linked content, support and materials
- Be Digital First with a broadcast component: data-informed programming for all platforms
- Generate revenue: align content to facilitate partnership/sponsorship opportunities
- To achieve these objectives TVO will continue to iterate new digital-first video and podcast series and launch new multi-platform programming -- latest examples being *Big (If True)* and *Old Enough* -- that reimagines the viewing experience and targets new cohorts such as teens and tweens and young parents.

Post-Agenda, continue to leverage Steve Paikin's brand equity and donor appeal by securing an ongoing relationship involving a weekly column, co-hosting the #onpoli podcast and other special projects that may depend on sponsor support.

## Staffing, Human Resources and Compensation Strategy

### *People and Culture Strategy*

TVO's People & Culture strategy continues to be rooted in our TVO values and focused on developing an inclusive culture that fosters strong employee engagement and connectivity across the organization. Once again this year, our strategy focuses on three priority areas.

#### ***Culture & Employee Engagement***

TVO is committed to fostering a company culture that is rooted in our values and drives employee engagement. A healthy and engaged workforce is the cornerstone of our success, and we recognize the importance of in-person collaboration and communication to that success. TVO's engaged and collaborative culture includes flexible working arrangements through our hybrid work model.

#### ***Training & Development***

As a learning organization, TVO is committed to equipping our employees at all levels with the skills, knowledge, and resources they need to excel in their current and future roles. To support employee development and growth, each employee has a goal of 35 job-related hours of learning a year. To help achieve this goal, TVO will be implementing a program that provides up to \$500 per year in pre-approved expense reimbursements per employee.

#### ***Diversity, Equity & Inclusion***

TVO is committed to fostering an inclusive environment where diverse voices and perspectives are valued and heard, and everyone feels a sense of belonging. We actively provide opportunities for our employees to connect, collaborate, and learn from one another while representing the diverse communities they belong to.



## Performance Measures & Targets

Performance measures and targets are a key part of TVO's compensation strategy. The primary focus of TVO's performance objectives is to incentivise behaviour that will support the priorities outlined in the Minister's letter of direction and drive the changes outlined in our strategic plan.

Following are TVO's performance measures and targets for FY2025/26.

Objective	Strategic Alignment	Target
Grow Self Generated Revenue	- "Increase non-government, non-fare, non-fee revenue" - "Market TVO's learning resources outside of Ontario"	Earn at least \$11.0 million in SGR.
Build audience engagement	- "Increase TVO's digital presence" - "Expand and optimize digital service offerings"	Build ongoing audience engagement by growing YouTube subscriptions, newsletter subscriptions and digital app installs to a total of 1.55 million
Increase TVO's ownership of the IP in our course material	- "Provide ... curriculum-linked digital resources for Ontario students" - "Use public resources efficiently"	Increase TVO's IP ownership in Digital Learning course content to at least 70%
Strengthen student privacy and security protections	- "Protect ... data by actively managing data and cybersecurity"	Resolve 100% of Privacy Impact Assessment and Security Threat Risk Assessment issues for all systems that manage student privacy by March 31, 2026.
Improve Manager Leadership Capability	- "Optimizing organizational capacity and directing resources to priority areas"	At least 90% of TVO's people managers complete a series of management training modules

## Marketing, Communications, Sponsorships & Philanthropy

### Product Promotion and Customer Experience

TVO's marketing and communications plan is crafted to position the organization as a leader in educational impact, enhance brand clarity and grow audience engagement while supporting sustainable revenue growth. With a focus on connecting with Ontario's underserved communities, TVO's strategy aims to drive brand relevance, accessibility, and usage among priority audiences.

The following tactics are planned for the first year of this business plan:

- Brand equity campaigns emphasizing personal growth through learning
- Paid social and digital advertising of content and campaigns
- Email marketing
- Organic social media promotion
- Cross-promotion across all owned properties

## Philanthropy

TVO's philanthropic strategy is designed to build sustained support for its mission through targeted efforts in annual giving, planned giving, major gifts, and corporate partnerships. By focusing on fostering relationships, increasing monthly donor commitments, and leveraging digital tools, the philanthropy team aims to expand TVO's donor base, strengthen recurring revenue, and bolster the organization's financial resilience.

## Sponsorships

With over 50 years of expertise in educational programming, trusted partnerships with government and educators, and a loyal audience, TVO stands out as a valuable partner for organizations seeking to meet Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) goals. Major contributors like Google and Microsoft emphasize digital literacy and STEM, while others focus on future workforce gaps, such as skilled trades. This trend reflects a shift toward aligning sponsorship with environmental and social causes that resonate with ESG goals, and TVO is well-positioned to attract sponsors focusing on the "Social" component of ESG.

## Information Technology and Electronic Service Delivery

Over the next three years, TVO's shift to a "digital-first" approach will continue to be central to our strategy. This includes initiatives and investments to upgrade our technology stacks in media content, digital course production and business operations. Additionally, we will continue to maintain a wide array of systems that need ongoing maintenance and support.

## Artificial Intelligence

The rapid growth of artificial intelligence (AI) presents a significant opportunity for TVO. By incorporating AI into various aspects of our business, we aim to drive innovation, enhance decision-making, revolutionize our content production capabilities and deliver exceptional customer experiences.

TVO's primary use cases for AI include:

- 1) Adopting Generative AI to **enhance our content production capabilities**
- 2) Developing and implementing **specialized training programs** for each functional area
- 3) Utilization of AI in the **automation of routine tasks**
- 4) Improving our data analysis through the **analyzing of large datasets** for actionable insights
- 5) Integrating into our customer facing product applications including **personalization of content recommendations** and **adapting learning experiences to the needs of learners**

These initiatives aim to establish new standards for the application of our educational mandate and maintain our journalistic competitiveness.

## New Initiatives

<b>New tutoring platform to expand and optimize TVO Mathify</b>	TVO Mathify's next-generation platform that will enhance the service's capabilities with an aim to improve scalability, privacy and data management, as well as wait times and scheduling efficiency.	<b>(FY2026-FY2027)</b>
<b>New assessment management platform</b>	In support of EDU's direction to establish and administer a new financial literacy graduation requirement for Grade 10 students, TVO is developing an assessment management platform.	<b>(FY2026)</b>
<b>Continued implementation of the Canadian Adult Education Credential (CAEC)</b>	TVO will continue to evolve the technology supporting TVO's CAEC implementation. As the offering matures, areas for improvement will be identified for streamlined scheduling, enhanced credentialing, and simplified customer interactions.	<b>(FY2026)</b>
<b>New TVOKids.com website</b>	The TVOKids.com website is seven years old and is scheduled for a significant update.. This initiative presents an opportunity to leverage the TVOkids brand, creating an experience that seamlessly integrates engaging children's media content with access to educational resources, gaming, and tutoring services available on TVOLearn.com.	<b>(FY2026)</b>
<b>Standardization of project management tools</b>	In FY2026, TVO is centralizing our project management functions into a single product suite to boost efficiency and alignment. This strategic move will streamline workflows across media, digital learning, the project management office, marketing, communications, philanthropy, product development, and technology services.	<b>(FY2026)</b>
<b>Next generation of independent and teacher-led course materials</b>	To address the ongoing need to 'raise the bar' in accessibility, TVO has developed new course production tools that will significantly elevate these course offerings across the board.	<b>(FY2026)</b>

<b>Support for offline learning</b>	In fiscal 2027, TVO will develop iOS and Android course study apps to support the Ministry of Education's offline viewing criteria for high-quality online courses and elementary course packs. These apps will facilitate direct remote learning with offline capabilities for the ILC and teacher-led courses. This initiative aims to assist students in low or no bandwidth areas.	<b>(FY2027)</b>
<b>New TVOLearn.com website</b>	The redesigned TVOLearn.com will serve as a central hub for all of TVO's digital learning products, including tutoring services (TVO Mathify) and a variety of learning resources from TVO Today and TVOkids media properties. This consolidated resource will aim to enhance the cross-pollination of the use of these products and content.	<b>(FY2027)</b>
<b>New TVO Today website</b>	A refresh or redesign of the TVO Today website and apps is scheduled for FY2028, aligning with the standard renewal cycle for a media website. The update will focus on enhancing user engagement and meeting the expectations of audiences at that time.	<b>(FY2028)</b>
<b>Accelerating efforts to achieve WCAG AAA Compliance</b>	TVO is endeavouring to leverage AI support to adopt full DV Audio and ASL across all content areas. This would include all platforms that support the offerings including broadcast, TVO Today and TVOkids online videos, as well as TVO Learn and ILC videos.	<b>(FY2028)</b>

## **Ongoing Priorities**

In addition to these new initiatives, the following plans, outlined in more detail in last year's business plan, will continue.

**Data, Security, and Privacy** – As TVO expands our product and service offerings, our data needs are also increasing. TVO will continue to enhance our Customer Data Platform to unify customer interactions, interests, and behaviours across all of our platforms.

**Investment in Cloud Technologies** – Due to TVO's distinct requirements as a studio-based media producer that utilizes advanced technologies, we have committed to investing in cloud technologies.

**OTA Transmission Network Improvements** – To maintain reliable OTA broadcasts at our tower locations, we need to perform maintenance, upgrades, and replacements. This includes backup transmitters, generators, and electrical enhancements. Significant technology investments will be required at our 9 transmitter sites beyond FY2026, as the equipment will be 15 years old.

# Resources, Budget and Risk Management

## Resources Needed to Meet Goals and Objectives

TVO's operations are funded by the Province of Ontario, along with various sources of self-generated revenue. Self-generated revenue includes contributions from donors and sponsors, as well as course fees generated through TVO ILC.

The FY2025-26 MYP is based on the following budget assumptions:

- Base operating 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 for each year of this plan. TVO will be seeking this ongoing funding approval from the Ministry.
- The \$1.2M of Mathify funding received in each of the previous three years will continue for each of the years covered in this business plan. TVO will be seeking this ongoing funding approval from the Ministry.
- The Canadian Adult Education Credential (CAEC) funding will continue for each year of this plan. TVO will be seeking this ongoing funding approval from the province.
- 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 Operations<sup>1</sup>

Amounts in \$000's	Approved Budget	Forecast @ Q2				Variance to Prior Year		
	2025/26	2025/26	2025/26	2026/27	2027/28	Year 1	Year 2	Year 3
<b>Revenues</b>								
Recurring operations	63,982	64,483	62,577	64,107	66,108	(1,906)	1,530	2,001
Non-Recurring operations	8,523	9,530	8,867	5,635	5,290	(663)	(3,232)	(345)
<b>Total Revenues</b>	<b>72,506</b>	<b>74,013</b>	<b>71,444</b>	<b>69,742</b>	<b>71,398</b>	<b>(2,569)</b>	<b>(1,701)</b>	<b>1,656</b>
<b>Expenditures</b>								
Recurring operations	64,522	65,701	62,941	64,471	66,472	2,760	(1,530)	(2,001)
Non-Recurring operations	7,984	8,911	8,503	5,272	4,927	408	3,231	345
<b>Total Expenditures</b>	<b>72,506</b>	<b>74,612</b>	<b>71,444</b>	<b>69,742</b>	<b>71,398</b>	<b>3,168</b>	<b>1,701</b>	<b>(1,656)</b>
<b>Net Operating Surplus/(Deficit)</b>	<b>0</b>	<b>(600)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>599</b>	<b>0</b>	<b>0</b>

<sup>1</sup>Discrepancies 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.