



media  
education  
group

# Annual Report 2024 – 2025

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## Board Chair Message

This year marked the final year of a three-year strategic plan for TVO. Over that time, Team TVO delivered for learners, and their evolving needs and wants, by expanding and up-levelling our educational offerings across platforms.

By investing in our ‘digital-first’ approach and innovative new learning resources, we have grown our reach and adapted to the realities of communities across Ontario and beyond.

Today’s TVO is dedicated to equipping learners of all ages with the tools they need to be engaged citizens. Whether we are delivering trusted journalism on TVO Today, shining a light on the lived experiences of others with our documentaries and digital series, or supporting educational journeys via TVO Learn and TVO ILC, we connect with audiences where they are.

None of this would be possible without the incredible contributions of the Ontario government, our employees, sponsors, partners, and the tens of thousands of donors who believe in the power of learning to make a difference.

Together, we have ensured that TVO remains a vibrant, forward-thinking institution that continually respects taxpayers’ dollars and increasingly reflects the lived experiences of more than 15 million Ontarians.

The following pages outline not just what we have done over the last year; they also detail the work that’s been done to prepare this venerable organization for a truly exciting future.

We are building a legacy of learning that changes lives and enriches communities.

Thank you for being part of TVO’s journey and for allowing us to be part of yours.

Chris Day  
Chair, TVO Board of Directors

## CEO Message

As I prepare to conclude my tenure as CEO of TVO Media Education Group this year, I am filled with gratitude and pride for the incredible journey we have undertaken, together. Over the past five years, it has been a privilege to collaborate with an exceptional team of people, whose dedication, passion and commitment have made this experience profoundly meaningful.

This journey has seen many triumphs, but three stand out: the team's exceptional content, our dedication to supporting underserved communities, and transforming TVO into a multiplatform digital organization. We have reinforced TVO's legacy of serving others and ensured its continued impact.

I am proud to share that this year marked the successful implementation of the second phase of our strategic plan, initially launched in 2021. With a renewed commitment to our purpose to inspire learning that changes lives and enriches communities, we pursued ambitious goals focused on audience engagement, organizational effectiveness, and revenue generation. As outlined throughout this report, this strategy has facilitated the achievement of the five objectives set out for TVO by the Ministry of Education:

- continuing to provide strong and innovative supports, including curriculum-linked digital resources, for Ontario students;
- prioritizing student learning with particular focus on literacy and math skills;
- continuing to increase digital presence, making educational resources and services available to students, parents and teachers, in order to promote continuous learning;
- continuing to support a more coordinated, robust provincial online learning system that allows students to voluntarily access high-quality, teacher taught online learning courses they need or wish to take, no matter where they live or go to school; and
- continuing to market TVO's learning resources outside of Ontario, leveraging the reputation of the Ontario education system and increasing opportunities for the generation of revenue to be re-invested into education and dynamic learning.

In so many ways, 2024-25 was another year of significant accomplishments for TVO. From our informative documentaries and educational kids shows, to our ground-breaking podcasts and trusted current affairs, all areas of our TVO programming were recognized this year with national and international nominations and awards by industry organizations. These accolades include two Signal Awards for our podcasts, four Canadian Screen Awards for our documentaries and kids' programs, four Youth Media Alliance Awards, and recognition by the Canadian Association of Journalists for our video series *NDN POV*. These achievements underscore TVO's commitment to delivering exceptional programming and content that resonates with diverse audiences. Additionally, I'm thrilled

that TVOkids was named ‘Best Kids-Only Streaming Service’ by Kidscreen, for the second year in a row.

Although acknowledgement for our quality is deeply gratifying, it is the daily dedication to excellence in our mission that truly defines TVO. Success is not solely measured by accolades, but our success lies in the unwavering commitment to inspiring learning and fostering meaningful educational experiences for all.

This year we moved our mandate forward by delivering 13 new Secondary courses (including nine English and four French Immersion courses) and curriculum-aligned TVO Learn course packs covering every subject for every elementary grade. We supported Ontarians to further their education with the launch of the Canadian Adult Education Credential (“CAEC”), and made significant progress in improving the student experience at TVO ILC with a focus on guidance supports. The result of this work is already delivering for Ontarians with nearly 3,000 CAEC tests written and a 13% increase in ILC graduates compared to last year.

As we continue to invest in increasing our TVO-owned intellectual property, we further integrated our educational content with our broadcast and YouTube channels through initiatives such as *Ontario Chronicles* and our collaboration with Canada Company, thereby delivering significant stories and perspectives to our audiences.

We strode into important topics that contributed to open discussions and broader perspectives through our podcasts like *The Oath* and *Extradition*, with our TVOkids shows like *Polly Can Do* and *Old Enough!*, and with our *TVO Today Live* events, including our discussion with Margaret Atwood on the “art of democracy.” We also served Ontarians by helping to cultivate opportunities for the next generation of leaders through initiatives like our participation in the Black Student Summer Leadership Program as well as the incredible work of our TVO Outreach team, engaging 174 community-based organizations in 50 communities across the province.

The year 2024-25 marked significant progress in engaging Ontarians, particularly within the target demographic of 25-44-year-olds. TVO achieved a notable milestone, with measures indicating that 45% of this audience engaged with our content. Overall audience metrics also showed impressive growth, including an 18% rise in podcast downloads, a 16% increase in YouTube subscribers, and a remarkable 20% boost in YouTube views.

This year marked a pivotal moment in TVO's evolution, underscoring our unwavering commitment to public affairs journalism. While the organization made the decision to sunset programs like *The Agenda with Steve Paikin* and *The Thread with Nam Kiwanuka*, we simultaneously developed new flagship programming such as *Big [if True]*, which premiered in the fall of 2024, and *The Rundown*, scheduled to debut in the fall of 2025. These changes reflect TVO's dedication to delivering insightful and impactful journalism, adapting to the evolving media landscape while remaining steadfast in our mission to inform and engage Ontarians.

In closing, I would like to express my heartfelt gratitude to the Ministry of Education for their continued funding and the invaluable opportunities they make possible for us to enhance learning in our province in fulfillment of TVO's mission. I am equally thankful to our Chair, Chris Day, and our Board of Directors for their oversight, insight, foresight, and guidance throughout the year. I must acknowledge and commend the tremendous TVO staff, whose dedication, creativity, and hard work are the driving force behind everything we achieve. Together, with the vital support of our generous donors, TVO continues to inspire learning and foster meaningful educational experiences across Ontario.

Jeffrey L. Orridge  
Chief Executive Officer

# Digital Learning

TVO continues to provide Ontarians with innovative and trusted educational supports through our curriculum-aligned resources. In 2024-25, TVO increased our digital presence with new in-house created digital content supporting Ministry mandates and priorities. Here are some of the notable ways in which TVO has delivered excellence in our digital learning offerings this year:

## TVO Learn

TVO Learn is a hub of free learning resources for Kindergarten through Grade 12 aligned with the Ontario curriculum. It is available both to individual learners and to educators as a complement to the in-classroom experience.

The Digital Learning division has been our fastest-growing team in recent years as the Ministry of Education has increasingly turned to TVO to deliver on their online learning priorities.

This year, we launched the **TVO Learn YouTube channel** in March 2025 as a platform to showcase original content created by our Digital Learning production team. By taking over an inactive TVOkids Science channel created during COVID, the new TVO Learn channel was able to capitalize on existing subscribers and, as of March 31, 2025, the channel has over 11,300 subscribers.

## Intellectual Property

In 2024-25, TVO put greater emphasis on creating original content, thereby increasing our intellectual property (IP) across our multiple platforms. This strategic focus has strengthened TVO’s digital presence, adaptability, and reach in an evolving educational landscape while reducing reliance on third-party resources.

One notable example is **Ontario Chronicle**, a multi-platform video series exploring some of Ontario's lesser-known history. The series showcases TVO’s curriculum-linked IP and engages audiences across platforms like YouTube, TVO.org, and broadcast segments.

We also created **six new digital video series** for use in courses, YouTube streaming, and in content modules for TVO Learn, including:

Series	Level	Purpose
<b>Phono-Fi</b>	Grade 1	Through interactive lessons and engaging activities, young learners master letter sounds, spelling patterns, and reading fluency.
<b>Grammafied</b>	Grades 1 – 9	Helps learners understand the important aspects of grammar in a lighthearted and memorable way.

<b><i>Run the Numbers</i></b>	Secondary	Helps learners understand the practical side of math in everyday life and the workplace.
<b><i>The Things You Ought to Know</i></b>	Secondary	Learners dive into the essentials of today’s world, from life hacks to health tips, emerging trends, and useful skills.
<b><i>Paving the Path</i></b>	Secondary	Learners can gain knowledge about the skilled trades world, directly from the first-person experience and expertise of trade professionals.
<b><i>The Process</i></b>	Secondary	Each episode explores a different type of process, breaking down each step in a direct and concise way to equip learners with a variety of essential skills.

For our youngest learners we now offer ***Letter Recognition***, a collection of 31 learning activities sortable by grade level that helps to build skills in identifying and understanding letters. Included in this collection is ***Alphy and the Magic Mirror***, an interactive game designed to help strengthen letter recognition skills. This game was designed, created and produced entirely in-house at TVO.

**TVO Learn’s accomplishments this fiscal also include:**

Elementary course packs:	<ul style="list-style-type: none"> <li>• Delivered 240 new learning activities for Grades 1-8 aligned with the new Language curriculum</li> <li>• Delivered 64 updated learning activities in Social Studies aligned with curriculum updates</li> </ul>
Secondary courses:	<ul style="list-style-type: none"> <li>• In January, 43 updated secondary courses were added to TVO Learn replacing older courses. These learning resources have been thoughtfully designed using latest educational practices and pedagogy to meet the diverse needs of Ontario students.</li> <li>• The “For Teachers” section of TVO Learn was updated to reflect the new secondary courses, highlighting the Ministry Course Preview Site.</li> <li>• Eight new secondary courses were completed, of which two have been release for sector use <ul style="list-style-type: none"> <li>○ Grade 9 de-streamed English (released for sector use)</li> <li>○ Grade 10 Digital Technology and Innovations in the Changing World (released for sector use)</li> <li>○ Grade 11 Media Arts</li> <li>○ Grade 12 Nutrition and Health</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Grade 11 Leadership and Peer Support</li> <li>○ Grade 12 Human Development Through the Lifespan</li> <li>○ Grade 12 Recreation and Healthy Active Living</li> <li>○ Grade 11 Health for Life</li> </ul>
Financial Literacy:	<ul style="list-style-type: none"> <li>● Worked closely with the Ministry and educational partners to create the content and assessment for the new Grade 10 Financial Literacy Graduation Requirement that will be released in September 2026 across Ontario.</li> </ul>
French courses:	<ul style="list-style-type: none"> <li>● Delivered four fully produced French Immersion courses to the Ministry of Education: <ul style="list-style-type: none"> <li>○ Grade 11 Law</li> <li>○ Grade 9 De-streamed Mathematics</li> </ul> </li> <li>● Delivered four manuscripts for three Core French Courses and one French Immersion Course: <ul style="list-style-type: none"> <li>○ Grade 9 Academic French as a Second Language</li> <li>○ Grade 9 Open French as a Second Language</li> <li>○ Grade 10 French as a Second Language</li> <li>○ Grade 9 de-streamed Science</li> </ul> </li> </ul>
TVO Mathify:	<ul style="list-style-type: none"> <li>● TVO Mathify is a free one-on-one online synchronous learning service offering math tutoring, connecting learners in Grades 4-12 with tutors who are Ontario Certified Teachers.</li> <li>● Mathify currently has enabled integration into public school boards' Learning Management Systems for a smooth learner login process.</li> <li>● Mathify has seen an increase of <b>40,393</b> learners over the FY24/25 year, with its tutors servicing <b>150,212</b> chat sessions equating to <b>over 2000</b> hours of learning for Ontario learners.</li> <li>● TVO Learn Mathify continues to spread the word about its free one-on-one tutoring to more Ontario learners, with <b>229</b> schools receiving info sessions about Mathify's resources. This year, Mathify saw <b>17,831</b> unique active users from <b>59</b> school boards across Ontario.</li> </ul>
TVO mPower:	<ul style="list-style-type: none"> <li>● The mPower game environment is in the early stages of a transition with our educational games being repurposed wherever possible.</li> </ul>

## TVO ILC

TVO ILC is the Ontario Ministry of Education's award-winning partner in distance education and this year, we remained steadfast in our commitment to excellence in supporting our students' academic journeys with our educational content and support services.

### **Curriculum**

This year, the TVO ILC team:

- Developed and delivered two more English as a Second Language (ESL) courses, completing the suite of ESL offerings
- Introduced two brand-new courses: Grade 9 de-streamed English and Grade 10 Digital Technology and Innovations in the Changing World
- Audited and created new guidelines for assessment updates in ten of the top-enrolled courses. This initiative ensures that our assessment practices remain current and effective, providing our students with the best possible learning experience.

### **Student Support**

The Guidance department has been pivotal in supporting our students and has improved the student experience:

- Our Academic Officers focused on implementing process improvements that will serve to enhance the integrity and efficiency of the student experience
- An updated academic integrity process has reduced the number of plagiarism reports processed, resulting in reduced times for assignments being returned to students
- A comprehensive list of FAQs and an academic integrity resource are now available to every student through their learning platform, providing greater transparency and clarity to processes, and a more effective triage of AI-related student enquiries
- Due to the increase in student enrollments, TVO ILC has onboarded additional teacher-markers to ensure continuity of service to students
- Ongoing teacher-marker feedback reviews are being carried out to ensure consistent quality in assessment evaluation and feedback to students

Supported by these positive changes, TVO ILC saw 13% more graduates over the previous year and a 10% increase in university/college applications through the Ontario Universities' Application Centre (OUAC).

## CAEC

Last year, we wound down our operations as the provincial provider of the GED® and transitioned to developing operations for its replacement, the Canadian Adult Education Credential (CAEC). Managed by TVO ILC in Ontario, CAEC is an education credential that offers candidates across Canada a high-school equivalency assessment via a series of five tests, both online and in print. Notable successes this year include:

- **Testing:** We have forged relationships with sites serving marginalized communities (e.g., correctional facilities, Indigenous communities, remote locations including those in the far north, treatment centres) to ensure test-takers have access to the CAEC credential. We have established a partnership with Humber College to provide testing sites across Ontario. As a result of TVO ILC's work, Ontario is also the first province to offer paper-based CAEC tests in Canada to best accommodate students with various exceptionalities.
- **Resources:** In 2024-25, we were an active participant in the National Resource team for the creation of CAEC study materials. We created the paper-based test guide that is now used to train all paper-based testing sites. Weekend and evening hours for testing are now being offered, which expands the availability of the CAEC offering.
- **By the numbers:** As of March 31, 2025, 692 CAEC candidates have been served and 2,806 CAEC tests have been written.

## TVO Today

TVO Today is the immersive home for trusted current affairs journalism, including award-winning documentaries, podcasts, and video series. Again this year, we offered compelling and informative content that continues to provide our audiences with a window into the lived experiences of others and perspectives that may help our audiences better understand the province and the world they live in.

### Current Affairs

We made significant strategic changes and decisions this year with our current affairs programming – with renewed emphasis on our digital-first strategy, an increased focus on our 25- to 44-year-old target audience, and the launch of a brand-new show.

As we continue to pursue our digital-first strategy, we have increased the production of videos and podcasts that set TVO apart from traditional media; in turn, we have scaled back on online articles and opinion columns. These changes will be reflected in the new user experience and more contemporary layout of our TVO.org website, where we are giving greater prominence to key TVO digital content. While we have grown our digital presence across multiple platforms, we continue to serve our broadcast audience with the quality programming they have come to expect from TVO.

This year, we also began preparing for a major shift in our public affairs programming – namely, ending production of two of our shows and making an intentional pivot to new programming. Steve Paikin, Nam Kiwanuka, and Jeyan Jeganathan will continue to contribute to TVO through podcasts, columns, and special programming. The current affairs production and studio teams will also remain in place to produce an exciting new public affairs show to be launched in the next fiscal year. The new show, to be called *The Rundown*, will retain the same editorial standards and insightful coverage TVO is known for.

With these programming changes, TVO's commitment to current affairs journalism remains steadfast as we continue to create trustworthy, facts-based new content, for both digital and broadcast platforms.

In 2024-25, we wrapped up *The Agenda with Steve Paikin* and *The Thread with Nam Kiwanuka* on a high note:

- *The Agenda with Steve Paikin* marked its final season as of June 2025 following a collaborative decision between TVO and host Steve Paikin to conclude the flagship current affairs program that has set the bar on informed public discourse and civic engagement for 19 successful seasons. The final season featured salient topics including U.S./Canada relations, the provincial and federal elections, and the housing crisis and the nursing shortage. This last topic garnered the show an award from the Registered Nurses' Association of Ontario, for Best In-depth Report or Series category.

- *The Thread with Nam Kiwanuka* aired its final episode in April 2025 after four successful seasons. The show saw exponential growth on its YouTube channel, with a 95% increase in subscribers. The show garnered a nomination for a Digital Publishing Award for *Best Online Video: Mini-Documentary* for its season-three episode on international students, also earning a finalist spot for investigative excellence from the Radio Television News Association, both for the international students and housing crisis episodes.

### **Big [If True]**

In November 2024, we launched *Big [If True]*, a weekly current affairs show that tackles the pressing issues of mis- and disinformation, conspiracies, and hoaxes.

The program was designed to help viewers navigate the complex landscape of misinformation and contribute to improving media literacy for Ontarians. The show dives into critical topics such as foreign interference in elections, vaccine myths, deepfake scams, and consumer frauds. In addition to debunking these hoaxes, *Big [If True]* provides viewers with practical solutions to protect themselves in a time when misinformation is rampant.

Within its first five months, we gained more than 6,500 new subscribers on *Big [If True]*'s YouTube Channel.

### **TVO Today Live**

Thanks to the support of The Wilson Foundation, we continued with our live public affairs series that looks at the state of democracy locally, nationally, and globally. On-stage discussions took place across Ontario, featuring leading journalists, politicians and public figures as well as many of the citizens they serve who discussed the critical issues that are reshaping the world:

- Protest and the Future of Democracy (April 2024, TVO's William G. Davis Studio, Toronto)
- Can Angry People Be Good Citizens? (May 2024, Sault Ste. Marie)
- How Citizens Matter in the Substance Use Crisis (May 2024, Sault Ste. Marie)
- Democracy and Canada's Highest Court – with Canada's Chief Justice, The Right Honourable Richard Wagner (June 2024, Ottawa)
- Will Gen Z Reboot Democracy? (September 2024, Mississauga)
- The Art of Democracy – with Margaret Atwood (November 2024, Toronto)
- Why Civics is Power (January 2025, TVO's William G. Davis Studio, Toronto)

These free, well-attended events are a testament to how TVO plays an important part in promoting engaged citizenry and building community across the province.

Podcasts

This year, we developed and launched new podcasts, expanding our digital storytelling and further growing TVO’s reputation as an educational leader in the podcast space.

**Podcast Highlights:**

- *The Oath* – an investigative six-part series exploring the grey areas of medicine – was the #1 Top Series on Apple Podcasts for 16 days, and rose to #3 most listened to podcast in Canada (out-drawing popular shows such as *Joe Rogan* and *The Daily in Canada*) and continues to be featured on the Apple Podcasts app under ‘Bingeable Listens’
- *Queries* – a four-part series that looks at how human rights, sexuality, gender, religion and politics are colliding in Ontario's Catholic schools and beyond – has a permanent feature under Apple Podcasts’ ‘Shows We Love’
- *Extradition* – This six-part series reopens the diplomatic cold case of a Canadian Uyghur refugee imprisoned in China. The producers were invited to speak at an Amnesty International meeting about the podcast and their work researching and producing it.
- *#onpoli* – A weekly podcast addressing Ontario politics, the number of downloads has increased 41% year over year, totaling 189,313 downloads

**TVO Podcasts by the Numbers:**

- **Total downloads** (May 2024 – May 2025): 1,063,111 (18% increase from last year)
  - Note: this is downloads only and does not include listeners who played the episode directly in a podcast app without downloading.
- **Total episodes produced over one year:** 93
- **Podcast audience, 25- to 44-year-old group:** 59%

<b>Average Completion Rate</b> (the percentage of an episode listened to; industry standard is 70%; anything that exceeds 100% means that the episode was listened to more than once):	
<i>#onpoli</i>	98%
<i>Extradition</i>	106%
<i>Screen Time S2: The Battle for Reality</i>	102%
<i>Queries</i>	87%
<i>The Ultimate Choice</i>	82%
<i>The Oath</i>	87%

## Awards:

Our podcasts have garnered the following national and international recognition:

### *Extradition: The Search for Huseyin Celil:*

- New York Festivals Radio Awards (Gold) for Best Investigative Podcast
- The 2024 Signal Awards for best host, limited series (silver)
- Documentaries Investigations Journalism (DIG, based in Italy) - shortlisted

### *The Ultimate Choice*

- The 2024 Signal Awards for individual episodes, documentary (silver)
- Registered Nurses' Association of Ontario, best podcast

## Digital Video

Each of TVO's in-house digital video series have met or surpassed our targets – from organic watch time, to engaging the target audience, to increasing subscribers. Industry standards indicate 30% as the threshold for strong watch times on YouTube, which we consistently exceeded.

- **Know Brainers**

Launched two years ago, this series targets 18- to 34-year-olds with a curiosity for how things work; whether it's technology, the gig economy, or the brain. These videos have high viewership numbers (a total of 483,200 views), with videos regularly getting over 20,000 views, and 15 videos garnering over 50,000 views. The average watch time of *Know Brainers* videos is 34.2%, while shorts (videos under one minute) have also had very high watch times, with most hitting 60% and above.

- **Unravelled**

Launched in 2024, the series targets adults who are keenly interested in the economic, social, and political state of the world around them. Over its lifetime, the series has garnered a total of 136,000 video views. Twenty-six percent of the audience is made up of 25- to 44-year-olds, one of our key target audiences. The average organic watch time for videos is 44.3%, while shorts see an average watch time of 84.3%.

- **Nerds on Politics (and Health)**

Launched two years ago, this series targets 25- to 44-year-olds who are interested in nerdy topics related to civics, politics, and healthcare. Over the last 12 months, the analytics show that 64.2% of the audience consists of viewers between the ages of 25 and 44. The average organic watch time for videos is 62.6%, while the average watch time for shorts is 83%. These videos received an average of 8,000 views, contributing to a total of 202,365 video views and 3,219 hours of watch time.

- **NDN POV**

Launched in 2024, *NDN POV* targets socially and politically engaged individuals aged 25 to 44, with a strong focus on equity, justice, and Indigenous perspectives. The series has successfully connected with its audience, with 97% of viewers falling within the target age range. The series has amassed 110,852 video views and 4,708 hours of watch time, with an average watch time of 34.4% for videos and 81% for shorts.

- **#onpoli (YouTube version)**

Launched one year ago, the *#onpoli* YouTube series aims to engage Ontarians, especially those aged 25 to 44, with a focus on politics and current affairs. The series has produced 167 video assets, including 68 videos and 99 shorts, connecting with both new YouTube viewers and its existing podcast audience. Since its launch, *#onpoli* has attracted 1,354 new subscribers to the TVO Today YouTube account.

The average organic watch time for videos is 35%, while shorts achieve 75%. The series has garnered 478,181 total video views and 89,173 hours of watch time.

- **TVO Today Digital Shorts**

Over the past year, TVO Today shorts have established themselves as a highly effective tool for audience engagement. In total, 200 shorts have been produced, achieving an average organic watch time of 77.5%.

These videos have garnered 1,693,968 total views, with an average of 8,500 views per video, resulting in 17,379 hours of total watch time. Furthermore, this initiative has attracted 2,900 new subscribers to the YouTube platform.

### **Awards:**

Launched in October 2024, The *Mind Games* video series won this year's Mindset Award for Reporting on Workplace Mental Health awarded in partnership with the Canadian Association of Journalists (CAJ). This collaborative text and digital video project was produced in partnership with the *Toronto Star* and the Investigative Journalism Bureau and examines the flawed system in Canada for providing mental health services to Indigenous peoples.

*NDN POV* received the gold award in the Online Media category from the Canadian Association of Journalists (CAJ) Awards.

## TVO Documentaries

Our experienced Docs team continued to demonstrate TVO's leadership in the industry this year, delivering high-quality content to a broader and younger audience and amplifying inspiring and diverse filmmakers' voices.

Our TVO Original documentaries and series this year covered a wide range of topics, providing fresh perspectives into the lived experiences of others, along with new insights into local and global landscapes:

### TVO Original Documentary Features

- *The Birdman of Cooper Island*: A scientist's long-term study of Alaskan birds on shrinking sea ice thrusts him into the spotlight as an unexpected climate change advocate.
- *Play it Loud! How Toronto Got Soul*: The little-known story of how Jamaican music became a critical and unlikely part of Canadian culture, told through the lens of one of its unsung heroes.
- *Red Fever*: Breezy, earnest and illuminating, the film uncovers the truth about the profound impact of Indigenous peoples on western culture.
- *This Film is Garbage!*: This fun and informative adventure investigates our relationship to household waste by enlisting the help of an average urban condo couple and a typical rural family.
- *TRIPPING The French River*: We explore Ontario's French River in real time through stunning 4K visuals, uncovering its natural beauty, cultural heritage, and the stories of Indigenous Peoples and voyageurs.
- *Your Tomorrow*: The film captures nostalgic and transitional moments of the iconic landmark, Ontario Place, in its final year before redevelopment begins.

### TVO Original Series

- *All Too Clear* (series & feature): We join the scientists who are studying how mussels have completely changed the way the Great Lakes work.
- *Crossroads S2*: The second season returns with six episodes showcasing the heart and strength of changing communities across Ontario.
- *Overbooked*: This series explores the impact of mass tourism and looks at potential strategies to restore balance between overcrowding and success.
- *Unrigged*: The series explores ways to transform political polarization and conflict into constructive engagement and meaningful dialogue, featuring the reflections of current and former politicians.
- *Who Owns the World*: This series explores the big players in the global marketplace, the ripple effect of an ownership concentration that is vast and covert, and the innovation in tech and policy that sustains an ever-growing demand for essential goods.

## YouTube Growth

The 2024-25 fiscal year marked a period of strong audience growth and deeper engagement for the TVO Docs YouTube channel, building on prior efforts to optimize content strategy and improve discoverability through enhanced SEO practices. We have seen dramatic improvements in overall viewer engagement, content longevity, organic discoverability, and an expanded younger demographic that suggests a strong foundation for future growth.

Notable areas of growth include:

- Our channel's subscribers grew by approximately **16.82%** over the past year.
- Total Views increased by **20%** year-over-year, reaching over 2.86 million in 2024/25.
- Watch time nearly doubled, with 489,466 hours (**+95%**), driven by both higher views and longer average view durations.
- Impressions grew by **149%**, reflecting expanded reach across YouTube's platform.

## Awards:

TVO documentaries draw in audiences and filmmakers alike, and the awards we received this past year are a testament the quality content we produce:

*Who Owns the World:*

- **Canadian Screen Awards** – Winner, Best Factual Series

*Play it Loud! How Toronto Got Soul:*

- **Yorkton Film Festival – Golden Sheaf Awards** – Winner, Documentary Arts/Culture

*All Too Clear:*

- **Thunder Bay International Film Festival** – Winner, Sanctuary Selections

*Red Fever:*

- **Hot Docs Canadian International Documentary Festival** – Audience Award (Top 20 Favourites)
- **DOXA Documentary Film Festival** – Winner, 2024 Nigel Moore Award

*Category: Woman*

- **The International Sports Press Association** – Winner, Video Documentary

## TVOKids

TVOKids continues to be central to our mandate in setting up children for success in life, with programming that is inclusive and reflective of diverse experiences. TVOKids offers parents a safe, ad-free place for their children to be engaged in age-appropriate experiences.

As a key player in the Canadian children’s media sphere, we commission six to eight original series per year in a variety of genres, all of which are produced under the guidance of Ontario educators.

### **Here are the TVOKids Originals that were launched this fiscal year:**

- *Audrey’s Shelter*: The Wilde Shelter is a sanctuary for endangered species and Audrey’s home, where she, Tommy, and their gorilla friend Jack face challenges and adventures together.
- *Bamboo Loves Parasports*: This preschool series features a little panda who discovers the joy of different sports and how they can be adapted for everyone to play.
- *The Coco Boo*: This animated preschool series reveals a magical valley full of surprises where the Coco Boo tribe lives.
- *Dino Dex*: In the exciting new series in the Emmy Award-winning Dino franchise, nine-year-old Dex is a talented artist, explorer, and aspiring paleontologist.
- *Happy Place*: This preschool series features a charming town where an adorable muddle of guinea pigs live, laugh, and learn together.
- *Old Enough*: This documentary-style series follows young Canadian kids as they get their very first taste of independence.
- *Polly Can Do*: Five-year-old Polly, a funny and engaging girl living with cerebral palsy, shares her playtime adventures and can-do attitude.
- *Secrets of the Forest*: This nature-sciences series for kids shines a spotlight on the Earth’s precious resources.
- *Trading Skills*: Kids get a first-hand look at the wide variety of fun and interesting trades that they might consider for their future.
- *Woolly Woolly*: This heartwarming and hilarious preschool series features the woolen world of five knitted gnomes, turning everyday emotions into playful escapades.
- *Wordsville*: Best friends and Word Detectives, Gabby and Sly solve word mysteries together in the town of Wordsville.

We also launched new seasons of these TVOkids series:

- *ABC Singsong (Season 4)*
- *All-Round Champion (Season 6)*
- *Game Catchers (Season 2)*
- *Mia and Codie (Season 2)*
- *Odd Squad UK (Season 4)*
- *Sunny's Quest (Season 3)*
- *Teeny Tiny Stories (Season 2)*
- *Wild Kratts (Season 7)*

### **Digital Presence**

The past year has seen big strides in our digital presence:

- The **TVOkids YouTube channel** started this fiscal with 238,746 subscribers, gaining 29,848 subscribers over the course of the year. With an average of 2,487 new subscribers a month the channel has seen a growth rate of 12.5%.
- We have seen an average of 9,419 active users a month in 2024-25 fiscal
- The entire **TVOkids show library** is available to stream, including new and classic series, as well as exclusive digital content not available to our linear audience. With 103,000 total downloads, the app has a user-base of roughly 9.5 K unique users per month, and over 125,000 monthly playback events occurring across all platforms.
- **Roku** continues to be our most popular streaming device with over 50% of our active users using it.
- With two 24/7 live streams available – one showcasing our preschool and school-age content, and the other dedicated to *Paw Patrol* – both streams provide families with a consistent and reliable source of ad-free Canadian entertainment. They are notably the top two performing pages on the app since January 2024.

### **Content highlights include:**

- *Old Enough!* is a Canadian-made version of a much-beloved long-standing Japanese show that showcases kids going on solo missions. This series was the first TVO Original to be launched on both our Kids and Docs platforms, with over 214,000 views (and counting) on our YouTube channels. Appealing to kids and adults alike, the heart and humour of the popular series are also captured in our YouTube shorts, encouraging viewers to watch the full show on our channel and thereby broadening our audiences even further. The series has maintained a strong presence among the top 10 most-watched series on our SmartTV app.

- *Trading Skills* advances the Ontario curriculum’s focus on skills development by highlighting potential careers in the skilled trades through visits to job sites and kid-hosted interviews with skilled trade professionals. The series has had over 20,000 views on our YouTube Channel. “Meet the Pro” shorts help boost viewership numbers and engage audiences through an age-appropriate format that is tailored to their viewing habits.
- *Wild Kratts Season 7*: We premiered five new episodes, including the 45-minute Earth Day special (“Blue and Green: The Living Earth”), which continues to enhance TVOkids’ environmental content library. These episodes contributed significantly to the channel's performance, amassing over 450,000 views. The series has maintained one of the highest engagement metrics, with an impressive 40% average content viewed across its episodes.
- *Odd Squad UK*: This math-focused series continues to demonstrate strong brand loyalty among TVOkids audiences, with high return viewership for the series. Since its October 9 premiere, the show has garnered over 75,000 views. With 12 episodes launched this year, TVOkids aims to build on this momentum and foster a new generation of loyal Odd Squad fans.
- *Polly Can Do*: Launched in March 2025, this TVOkids Original series was developed in collaboration with Holland Bloorview Kids Rehabilitation Hospital and Cerebral Palsy Canada Network. Since its premiere, the show has garnered over 16,000 views. The 2.5-minute episode format has contributed to sequential viewing, with playlists accounting for 50% of total views and an average of three episodes viewed per session. The show promotes inclusivity and highlights Polly’s empowering journey as she navigates childhood challenges with cerebral palsy, fostering resilience and teamwork among viewers.

### **Awards:**

As a known leader in children’s programming, TVOkids is delighted to continue receiving recognition from within the industry in 2024-25.

TVOkids was awarded the *Best Kids-Only Streaming Service* at the **Kidscreen Summit Awards** for the second year in a row – a tremendous recognition as we embrace our digital-first approach. Our app features TVOkids Originals like *Wild Kratts* alongside beloved global brands like *Paw Patrol*. Notably, we were the only ad-free service nominated in this category and the only non-profit organization to be recognized.

After receiving 25 nominations for TVOkids from the **Canadian Screen Awards**, we were thrilled to be recognized with the following wins:

- *Wild Kratts* – Best Animated Program or Series
- *Paw Patrol* – Best Pre-School Program or Series
- *Paw Patrol (Episode ‘Rescue Wheels: Pups Save Adventure Bay!’)* – Best Original Music (Animation) and Best Sound (Animation)

We also received the following awards from the **Youth Media Alliance**:

- *Dream It To Be It* (*'I Dream of Ballet'* episode) – Award of Excellence for Best Program, Live Action Non-Scripted (Ages 6-9)
- *All-Round Champion, Season 6* (*'Pickleball'* episode) – Award of Excellence for Best Program, Live Action Non-Scripted (Ages 9+)
- *Wordsville* (*'The Case of the Uncompromising Community'* episode) – Award of Excellence for Best Program, Live Action Scripted (Preschool, Ages 3-5)
- *Happy Place* (*'The Art Show,' 'Giving Feels Good' and 'Bathtime for Harry'* episodes) – Award of Excellence for Best Program, Short Form Content (Preschool, Ages 3-5)

## TVO in the Community

As a social impact organization with learning at its core, TVO seeks to connect with all our audiences across the province. For the past few years, we have been expanding our reach with Ontario's 25- to 44-year-olds, New Canadians, parents, and learners. We are also committed to connecting with Ontario's traditionally underserved communities, including Indigenous peoples, racialized Ontarians, LGBTQ2S+ communities, and remote communities.

These connections are made through increasing our educational outreach, developing new partnerships and strengthening existing ones, and raising our brand awareness across all our audiences.

### TVO Outreach

This year, the Outreach team made a key strategic pivot, moving from an educator- and classroom-centric model to a broader, community partnership approach. This shift enabled the team to connect and engage more meaningfully and directly with grassroots-connected community organizations and their end users.

The team built a pipeline of community partnerships across a broad spectrum of sectors that are in service to the same underserved communities that TVO wishes to reach. Over the year, the team engaged 174 community-based organizations and delivered over 340 outreach events and meetings spanning 50 cities and counties across Ontario. These activities were both in person and virtual and resulted in direct engagement with more than 10,000 individuals.

Feedback from participants has been highly positive, reflecting not only an increased brand awareness of TVO and our educational offerings, but also the growing trust in TVO as a reliable, community-rooted educational partner across Ontario.

#### **The following are some highlights of outreach events and initiatives:**

- **Toronto Newcomer Day 2024:** Sponsored by the City of Toronto and the Government of Canada, this event connected TVO with over 600 newcomers and 30 community-based organizations, boosting TVO's brand awareness and reinforcing its role as a trusted educational resource for newcomers.
- **Geneva Centre for Autism Symposium:** This was TVO's first year participating in Canada's largest autism-focused event, which attracted over 1,000 attendees. The team promoted our learning resources with over 200 professionals. The initiative increased visibility in the autism and developmental disabilities sectors, positioning TVO as a trusted partner for inclusive education.
- **OMSSA Policy Conference:** The Ontario Municipal Social Services Association (OMSSA) convened approximately 450 senior leaders from their member organizations. The Outreach Team engaged with over 50 representatives from 16 social service

systems (30% of OMSSA’s network), reinforcing TVO’s relevance in supporting underserved and marginalized communities—particularly through Children’s Services and Employment Services departments.

- **Sault Ste Marie Family Fun event:** The event welcomed approximately 3,000 youth and families and featured more than 20 community organizations. The Outreach Team connected with about 350 participants and 24 organizations, boosting TVO’s visibility in Northern Ontario, while enhancing access to educational resources for remote and underserved communities.
- **Educator Incubator Program:** Launched in collaboration with TVO ILC, this 12-month initiative for recent OCT graduates and Faculty of Education alumni is designed to prepare future-ready, digitally capable educators. The program successfully engaged five universities (Lakehead University, Brock University, Western University, University of Ottawa, and Queen’s University), and in the process has gained a pipeline of future ILC educators, along with new TVO ambassadors.

## Partnerships

Building partnerships is a critical part of TVO’s success: it’s how we can expand our reach, share resources and expertise, and better serve Ontarians. Here are some of the partnerships from this past fiscal:

- **IGNITE Toronto 2025:** This charitable, social-impact organization seeks to spotlight Black talent and empower them in their journey forward. As an in-kind Media sponsor, TVO shares in their values of cultivating Black talent to thrive, lead and shape every sector.
- **Canada Company:** This charity is devoted to increasing awareness about Canadian Armed Forces and to supporting its members, veterans, and their families. In collaboration with Canada Company, TVO developed a digital video series, *Forgotten Wars*, featuring the lived experiences of veterans to enhance our curriculum. In addition, Remembrance Day content modules were also made available to Ontario schools to use in their Remembrance Day events.
- In the sphere of our current affairs journalism, we continue to cultivate partnerships that reflect the diverse communities across the province, helping us to further our reach into the audiences we are seeking to serve. For example, **the Association of Municipalities of Ontario, The Rural Ontario Municipalities Association, The Toronto Board of Trade, and the Council of the Great Lakes Region** are among the organizations with whom we have partnered.

## Brand Awareness

As we continue to look for ways to build and deepen engagement with our key audiences, we have conducted ‘pulse’ studies to gauge brand awareness, clarity, and relevance. This year, we have made statistically significant progress with our 25- to 44-year-old audience:

- 71% are familiar with TVO, in general (up from 63% the previous year)
- 59% are familiar with at least one specific TVO product (up from 53% from the previous year)
- 45% have engaged with TVO at least occasionally (up from 39% from the previous year)

These positive results indicate a growing awareness and usage of TVO's products. When looking at BIPOC communities within this 25- to 44-year-old group, we see the same (and often stronger) trends. This year's new brand campaign has been a major contributor to these increases in engagement, thanks to the way it has fostered an emotional connection and highlighted the positive impact TVO has on Ontarians through the transformative power of our offerings in feeding curiosity that leads to learning and growth.

With these encouraging results, TVO will endeavour to increase these numbers by improving our platform presence, creating greater visibility on digital platforms, and expanding our content variety.

## Our People

TVO's workforce strategy is focused on elevating employee engagement and building strong skillsets within the organization, while adhering to operational mandates and Ministry directives.

### Culture of Learning & Engagement

TVO's commitment to learning and development equips employees with the necessary skills to deliver on our mandate, while our engagement efforts bolster a sense of belonging and connection.

With learning and engagement being vital aspects to a successful workforce, here are some of the ways in which TVO's initiatives yielded positive results in 2024-25.

### Organizational Development

As an organization with learning at its core, it is critical that we support the learning and development of our employees. Each employee commits to 35 learning hours per year. We achieved a total of 20,175 total learning hours as of March 31, 2025, with 99.7% of employees having achieved their learning hours goal. This year, we also focused on manager capability-building via a Leadership Development Program, with modules completed in partnership with Customer Service Professionals Network (CSPN) and two modules completed in-house with our People & Culture team.

### Internal Events

TVO delivers several internal events throughout the year to share knowledge and create a sense of community. Highlights in 2024-25 included:

- **Wellness Month:** This annual initiative saw a high level of participation from TVO employees, with many prioritizing their mental, physical, and financial wellness through a variety of employee-led activities.
- **All-TVO Meetings:** This regular all-employee meeting shares the latest strategic updates, celebrates our successes, and recognizes the achievements of our people. Employees are invited to participate in several hands-on ways, such as providing hosting duties, participating in live polling, or giving kudos to their colleagues.
- **Service Awards:** This annual celebration marks employee milestones for years of service. This year, our employees gathered in person to recognize the contributions of our employees celebrating five years, all the way up to 35 years of service.
- **Coffee Conversations:** These regular sessions are an informal opportunity to meet directly with our CEO and COO. These open-ended discussions allow employees to connect and engage with colleagues across the organization, including our most senior leadership, where everyone is encouraged to talk about whatever is on their minds.
- **“Keeping it Original” Sessions:** Hosted by our COO and VP Programming & Content, these monthly in-house sessions are dedicated to boosting awareness about TVO's

original content, such as documentaries, kids’ series, or podcasts. Employees gather to watch and discuss the latest content – often with the project’s talent or members of the production team.

- **Take Our Kids to Work Day:** A long-standing annual tradition, TVO employees with Grade 9 students are invited to bring them into the office for the day. Through interactive sessions and presentations, the students learn about the business and get inspiration and guidance about their own future careers.

### **Diversity, Equity & Inclusion (DE&I)**

Our DE&I efforts are reflected in how we seek to understand our employees’ experience, in how we strive to ensure all voices are heard, and in how we value and support a sense of belonging.

This sense of belonging is put into practice in the many of the culture-building internal events listed above. Other employee-facing events are aligned with key dates, or celebrations throughout the year, such as Black History Month, International Women’s Day, and International Day of Education.

TVO employees are encouraged to post **first-person stories** as blogs on our corporate intranet. Whether it’s about a cultural holiday, a moment of personal growth, or a meaningful milestone, these blogs bolster a sense of sharing and belonging, helping to deepen engagement across the organization.

This year’s **Engagement Survey Pulse** results also showed that 87% of employees agreed that they do not need to change or hide parts of their identity to be successful at TVO; they can be themselves at work. This data is an important testament to our ongoing work to foster a supportive and inclusive workplace culture.

We continue to enjoy our partnership with Toronto District School Board’s (TDSB) Centre of Excellence for Black Student Achievement, when we welcome high-school students for the **Black Student Summer Leadership Program** each year. In its fourth year, this five-week mentorship program offered students the opportunity to experience first-hand the kind of work environment that includes employees from diverse backgrounds and skills, where collaboration and creativity lead to greater problem-solving and innovation.

### **By the Numbers**

TVO’s total number of employees (staff full-time, contract full-time and contract part-time) at end of 2024-25 was 402.96, as reported in the Quarterly Workforce Data and Human Resources Report, per the Agencies and Appointments Directive (ADD).

The number of approved full-time equivalents for the past three fiscal years is as follows:

	<b>FY 22-23</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>Rationale</b>
Total number of FTEs (Staff and Contract)	369.79	424.85	402.96	<p>The increased headcount in FY23-24 was necessary to fulfill the expanded mandate from the Ministry to produce online teacher-led courses, and to complete related technology enhancements.</p> <p>The reduced headcount in FY24-25 was the result of increased efficiencies and the completion of some technology projects.</p>

### **Organizational Re-alignment**

In November 2024, TVO completed an organizational re-alignment that focused on optimizing our organizational capacity and prudently and efficiently managing operational funding and workforce size. This realignment involved:

- Streamlining the organization by reducing the overall number of divisions (and executive headcount) by one.
- Bringing our marketing, data analytics and product teams into one division to strengthen the alignment between our product development and promotion initiatives.
- Exiting the games development business, which is a highly competitive and resource-intensive space
- Creating one streamlined production team to support our Programming and Content team

### **Adherence to OPS Directives and Other Initiatives**

TVO aligns human resources and accommodation strategies with OPS directives and policies. TVO has a **Workplace Accommodation Policy** that is consistent with the obligations under the Accessibility for Ontarians with Disabilities Act (AODA).

Since 2022, TVO has been actively supporting the Ministry of Education and Treasury Board through the **Community Jobs Initiative** (CJI). This fiscal, TVO's realty status was reaffirmed, with no changes to its authority. TVO continues to report real estate data through the Provincial Real Estate Inventory (PREI) process to ensure accurate data for government decision-making.

# Goals and Performance

## Performance Measurements

TVO implements a yearly process to set annual targets, which are based on our strategic plan and aligned with the Letter of Direction. We measure our performance against these targets that are cascaded to all areas of our operations. We ensure that all employees are aligned and focused on our priorities, which have a measurable impact on the success of TVO’s business plan. Performance Contribution Objectives (PCOs) are tracked on an ongoing basis, including a quarterly review with our senior leadership team and our board of directors. The progress and achievement of these PCOs are also a key part of TVO’s compensation strategy.

### 2024-25 Key Highlights

In 2024-25 TVO successfully delivered on our organizational and divisional performance targets. The organizational targets and results are shown below.

Target	Rationale	Strategic Alignment with Letter of Direction	Result Achieved
Increase TVO's IP ownership in Digital Learning course content to at least 60%	Support revenue and reduce dependency on and cost of licensed content. Leverage the full talent and expertise of our content creation and production teams. generation.	<ul style="list-style-type: none"> <li>Continuing to provide strong and innovative supports, including curriculum-linked digital resources, for Ontario learners</li> <li>Continuing to increase digital presence, making educational resources and services available to learners, parents and teachers, in order to promote continuous learning</li> <li>Continuing to support a more coordinated, robust provincial online learning system that allows learners to voluntarily access high-quality, teacher taught online learning courses they need or wish to take, no matter where they live or go to school</li> <li>Prioritizing student learning with particular focus on literacy and math skills</li> </ul>	69.7% TVO IP ownership in DL course content
Achieve 41% of Ontarians 25-44-year-olds engaging with TVO content at least "occasionally"	Increase and expand TVO's impact for Ontarians as well as likelihood to become a donor (i.e., need to engage with TVO content	<ul style="list-style-type: none"> <li>Continuing to increase digital presence, making educational resources and services available to students, parents and teachers, in order to</li> </ul>	45% engaging with TVO at least occasionally

	and understand our purpose before donating)	promote continuous learning	
At least 80% of employees agree with the DE&I survey question "I do not need to change or hide parts of my identity to be successful at TVO, to belong and fit into its culture. I am able to be myself at work.	Promote and foster a DE&I mindset so that the TVO workforce is more innovative, competitive and reflective of the population.	<ul style="list-style-type: none"> <li>Developing and encouraging diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.</li> <li>Adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making.</li> </ul>	87% of employees agreed
At least 88% of employees agree with the statement "My manager provides regular feedback on my performance/work."	Cultivate a learning environment that promotes innovation, encourages, and embraces risk, celebrates success through strong well-trained people managers who value the work of people management	<ul style="list-style-type: none"> <li>Aligning Human Resource and Accommodations strategies with OPS directives and policy</li> <li>Optimizing your organizational capacity to support the best possible public service delivery</li> </ul>	88% of employees agreed

In addition to fully achieving the targets noted above, one of our performance objectives was ‘substantially achieved’. Notwithstanding the challenges to ILC international course enrollment provided by the Federal government’s reduction in student visa and immigration levels, we achieved 95% of our SGR target for the year:

Objective	Rationale	Strategic Alignment with Letter of Direction	Target
Earn at least \$12.25 million in self-generated revenue (SGR)	SGR is core to the strategic pillar of growing revenue streams for reinvestment in TVO and aligned with the Letter of Direction from EDU	<ul style="list-style-type: none"> <li>Continuing to market TVO’s learning resources outside of Ontario, leveraging the reputation of the Ontario education system and increasing opportunities for the generation of revenue to be re-invested into education and dynamic learning.</li> </ul>	\$11.59 million in SGR earned (95% of target)

## Accountability & Risk Management

### Accountability

Once again in 2024,25, TVO followed all applicable legislation, regulations, directives, and policies, including those Agency Directives issued by Management Board of Cabinet and the Treasury Board Secretariat. Throughout the year, TVO:

- Prioritized transparency and accountability in our reporting: our financial statements and annual reports were posted on our website, along with business plans, Minister’s letters of direction, TVO’s policies and standards, and our expense disclosures.
- Complied with all applicable direction related to supply chain centralization, accounting practices, and realty management.
- Prioritized data, privacy, and cyber security with a strong commitment to protecting the confidentiality, integrity, and availability of information. We complied with the Digital and Data Directive, which includes requirements for digital service design and delivery, and open data. We also put in place a Privacy Framework (internal and external Privacy Statements), along with robust cybersecurity controls that include a suite of powerful tools to ensure security measures, regular evaluation of our security protocols to stay ahead of evolving threats, and ongoing staff training to ensure good online habits.
- Complied with the Governance and Management of Information and Data Directive in how we maximize the value and use of government information by ensuring that information and data are managed as strategic enterprise assets.

### Risk Management

TVO remains in compliance with applicable legislation, regulations, directives, and policies. Procedures and controls have been put in place to minimize risks, prevent non-compliance, maintain a positive reputation, avoid legal consequences, and promote ethical behaviour.

While effective controls are in place to minimize the likelihood and severity of potential risks, insurance remains a key component of TVO’s risk management strategy to transfer risk and provide financial protection against potential large-scale losses and claims.

#### Risks monitored in 2024-25 included:

Risk	Action to address/mitigate risk
<b>Cybersecurity, Access, Privacy, Technological Innovation:</b> The risk of a cyber-attack may result in access to data and systems and exposed or misappropriated data.	<ul style="list-style-type: none"><li>• Management remained vigilant in monitoring these evolving challenges. A robust cybersecurity strategy is in place (see above). Additionally, under the Ontario Government’s Responsible Use of AI Directive for agencies, TVO</li></ul>

	<p>engages in AI risk management, discloses any AI use, reports AI uses to the Ministry, and reports quarterly any high-risk AI use cases</p> <ul style="list-style-type: none"> <li>• Regular security assessments are completed</li> <li>• Cyber liability coverage is in place</li> </ul>
<p><b>Critical System Outages:</b> The risk of a system outage (e.g., power, broadcast, remote access to the TVO physical network through VPN, and third-party hosted service providers) may impact delivery of products and content.</p>	<ul style="list-style-type: none"> <li>• A robust cybersecurity strategy is in place (see above)</li> <li>• Our business continuity plan includes an IT Disaster Recovery Plan</li> </ul>
<p><b>Privacy:</b> The risk of unauthorized access to confidential information storied in electronic format on IT internal and external systems and on SaaS- (software as a service) hosted systems may impact TVO’s reputation and could result in legal action.</p>	<ul style="list-style-type: none"> <li>• A robust cybersecurity strategy is in place (see above), as well as a privacy framework and policies</li> <li>• Governance practices, policies and procedures related to data management and cybersecurity are regularly reviewed</li> <li>• The vendor selection process entails a thorough evaluation of the completed vendor assessment questionnaire for each potential vendor. This evaluation encompasses the vendor’s security policies and programs, asset and access management, contractual and third-party risk, as well as incident management and controls. This ensures that adequate cybersecurity measures are in place.</li> <li>• Risk assessments are completed on an annual basis, with vulnerability checks being completed on our websites on a quarterly basis. Other risk assessments such as Security, Threat &amp; Risk Assessments (STRAs) and Privacy Impact Assessments (PIAs) are completed whenever there is a major change to the system.</li> <li>• All third-party service providers are governed by vendors security assessments with clearly defined objective, service outputs,</li> </ul>

	performance indicators, and measures, and are part of the disaster recovery planning to ensure continuity of services provided to TVO.
<b>Competition for revenue:</b> The risk of competition may impact self-generated revenue (e.g. philanthropy, sponsorships, course sales)	<ul style="list-style-type: none"> <li>• Management continued to focus on donor retention and stewardship.</li> <li>• Business development has developed relationships for domestic and international course sales, including government.</li> </ul>
<b>Reputational:</b> The risk of damage to the organization’s name due to a loss in credibility by stakeholders.	<ul style="list-style-type: none"> <li>• TVO’s co-production, <i>Russians at War</i>, garnered international attention and concerns were raised following its September 4, 2024, premiere at the Venice Film Festival. The documentary had been criticized for allegedly whitewashing Russian war crimes in Ukraine.</li> <li>• In response, TVO’s board of directors issued a statement indicating that TVO would no longer be airing or supporting the documentary.</li> </ul>

The Ministry of Education’s evaluation of TVO’s 2024-25 Risk Assessment noted that TVO continues to proactively identify organizational risks that may impact the delivery of programming and content to help ensure that a positive public perception of the agency is maintained. We also demonstrate effective use of risk mitigation strategies through several current initiatives (e.g., AI, privacy, cyber security) and continue to provide detailed and comprehensive consideration of risks in the context of the agency’s wide range of products and projects.

## Financial Summary

### TVO's Record of Financial Stewardship

As a public service agency, TVO employs best practices in our financial stewardship with a track record of creating financial sustainability through prudent investments, in conjunction with identified savings to offset inflationary pressures.

We have also created savings through innovative practices this year, including:

- **VSN system:** This new platform renewed and simplified all the technology infrastructure that supports our content production and publication, regardless of format or distribution channel. The system replaces numerous legacy systems and has optimized our business processes and reduced publishing times. As one of the most important technology projects that we've taken on in years, this new platform represents an exciting shift in the way we work as a digital-first organization.
- **TVO IP Property:** TVO's mandate to create more TVO-owned intellectual property (IP) and ensure equity and accessibility has reduced our reliance on third-party content, thereby reducing licensing costs. This year, the goal was to increase TVO's IP ownership by at least 60%, which we surpassed with a result of 69.5%.

### Self-generated Revenue

TVO receives 80% of our funding from the Province of Ontario, with the remainder secured through self-generated revenues.

TVO continues to benefit from self-generated revenues through TVO ILC. This year, we sustained strong momentum in our international partnership efforts, achieving an 8% year-over-year increase in revenue. Domestically, we deepened our engagement in the Ontario secondary school sector, growing partnerships with Ministry-inspected private schools by 12.5%. These collaborations have enabled more institutions to expand their course offerings through TVO ILC, supporting greater access to high-quality online learning.

### Philanthropic Revenue through Relationships

This fiscal year, we continued to build on our relationships with our donor base while engaging new donors. Our strategy to transition toward increased digital giving and targeting millennials through our Giving Tuesday and end-of-year campaigns yielded significant results.

We also increased awareness of TVO's legacy giving program. By providing educational opportunities with initiatives such as our "Make a Will" event in association with the Ontario Bar Association, the Philanthropy team deepened its relationship with donors, supporters, and members of the local community. Through our new digital legacy package, we have also increased our 'Gift in Will' page views from 357 to 837.

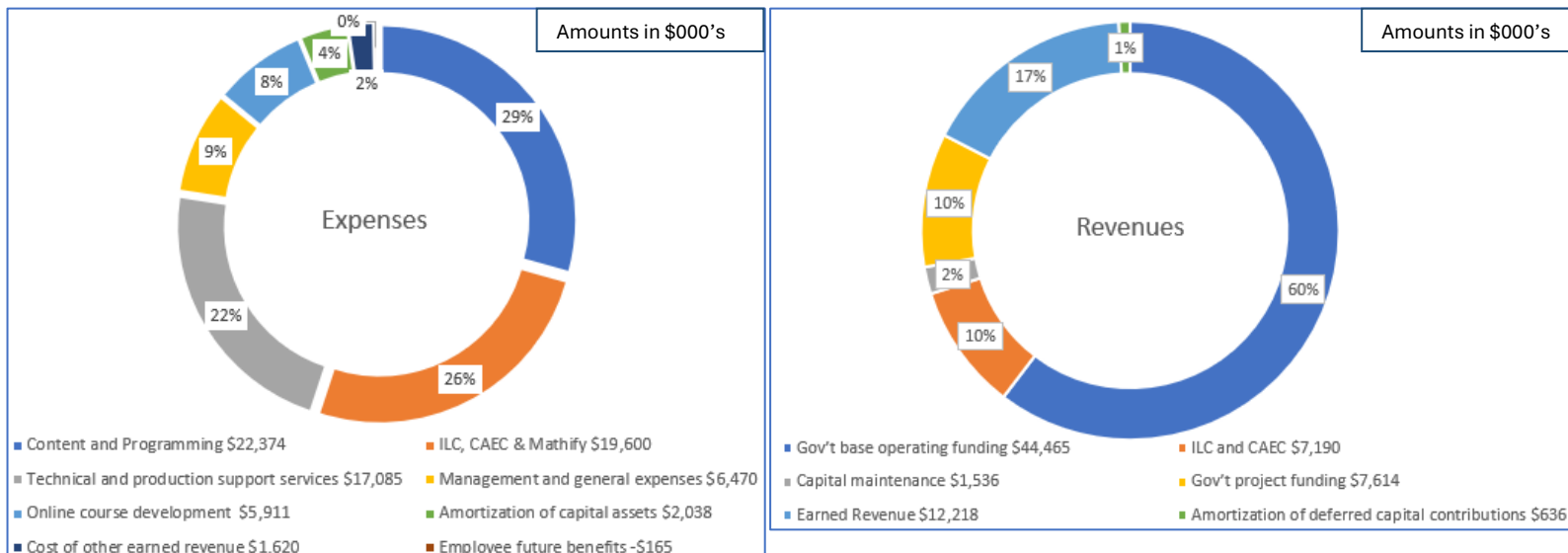
Donors have been responsive to these efforts, resulting in a positive impact on our philanthropic revenues this fiscal year:

- In 2024-25, TVO raised over \$4,000,000 through generous support from 18,000 donors. The funding was received from individuals, foundations, corporations, and families.
- Despite a postal disruption at one of the most critical times of the year, we were successful in raising over \$400,000 through our end of calendar-year campaigns.
- Our most popular fundraising campaign, our TVO calendar, secured over \$200,000 alone.
- Over 1,000 new donors joined our community this year, a significant increase over previous years.

## Highlights from TVO's Audited Financial Statements

Adhering to financial and accounting best practices, TVO ensures that we operate within our available financial resources. Managing expenditures and improving our competitiveness are top priorities; to do this, our aim is to grow our revenue streams for reinvestment in TVO and focus resources to achieve financial sustainability.

This year's operating revenues reflect government operating grants and contracts, ILC course fees, and revenue from donations as well as one-time gifts supporting initiatives such as *TVO Today Live*. Operating expenses show TVO's investment in strategic priorities such as our online course development, current affairs journalism, and programming.



Financial information provided in this section are based on the 2024-25 audited financial statements. For the complete 2024-25 audited financial statements please click [here](#).

## Financial Results Comparison - FY2025 Actual results to Multi-Year Business Plan (MYP)

In \$000's	April 1, 2024 to March 31, 2025			
	FY25 Actual *	FY25 MYP	Variance \$ Actual to MYP	Variance % Actual to MYP
<b>Revenues</b>				
Recurring Operations	67,033	67,017	16	0%
Non-Recurring Operations	10,058	4,620	5,438	118%
<b>Total Revenues</b>	<b>77,091</b>	<b>71,637</b>	<b>5,454</b>	<b>8%</b>
<b>Expenses</b>				
Recurring Operations	67,695	66,181	1,514	2%
Non-Recurring Operations	9,461	5,456	4,005	73%
<b>Total Expenses</b>	<b>77,156</b>	<b>71,637</b>	<b>5,519</b>	<b>8%</b>
<b>Net Operating Surplus (Deficit)</b>	<b>(65)</b>	<b>-</b>	<b>(65)</b>	

Total Revenues were higher than MYP by \$5,455k mainly as a result of higher Ministry of Education funding for the development of Online Learning Secondary Courses, development of French as a Second Language (FSL) Online Courses, Bill 124 final disbursements, transition to The Canadian Adult Education Credential (CAEC) assessment, and foundation funding for Ontario Hubs and TVO Today Live.

Total Expenses were higher than MYP by \$5,519k primarily due to costs incurred on the items noted above: the development of Online Learning Secondary Courses, development of French as a Second Language (FSL) Online Courses, Bill 124 final disbursements, CAEC startup costs and producing Ontario Hubs and TVO Today Live.

\*TVO's internal statements reflect the annual cash flow activity (cash basis) for capital assets, programming and production assets and employee future benefits, which differs from TVO's audited financial statements that were prepared on the accrual basis in accordance with Canadian Public Sector Accounting Standards for Government Not-for-Profit Organizations.

## Executive Team (as of June 2, 2025)

TVO’s executive team leads the organization in delivering on our strategy and educational mandate.

<b>Jeffrey L. Orridge</b>   Chief Executive Officer	<b>Jennifer Hinshelwood</b>   Chief Operating Officer
<b>John Ferri</b>   Vice President, Programming & Content	<b>Cathy Jung</b>   Vice President, People & Culture
<b>Owen Lambert</b>   Vice President, Digital & Innovation	<b>Mitch Patten</b>   Vice President, Corporate Affairs & Strategy
<b>Martin Seaton</b>   Vice President, Finance & Technology Services	

The number of executive team positions at the conclusion of the last three fiscal years was as follows:

Fiscal Year	Number of Executives
2022-23	8
2023-24	8
2024-25	7 (Reduction of one executive position in 2024-25 reflects the elimination of the VP Impact role in November 2024.)

## TVO Appointees (as of June 26, 2025)

TVO’s Board of Directors governs the activities of the organization’s executive team while ensuring value for all Ontarians. The following table shows a list of TVO appointees, their terms, roles, honoraria, and number of meetings attended out of the three board meetings held in 2024-25.

**Note:** Honoraria noted below encompass attendance at both board meetings and committee meetings.

Chief Executive Office	
<b>Jeffrey L. Orridge</b> <i>Chief Executive Officer</i>	First appointed: November 30, 2020 Current term start date: November 5, 2023 Current term end date: November 4, 2025  Board meetings attended: 3  The CEO is a full-time employee and does not receive honoraria for meeting attendance.

**Board of Directors (as of March 31, 2025)**

<b>Name</b>	<b>Role</b>	<b>Terms</b>	<b>Honoraria</b>	<b>Board meetings attended</b>
<b>Chris Day</b> Senior Vice President and Ottawa General Manager, Burson Canada / Hill & Knowlton (Ottawa)	<i>Chair of the Board</i>	First appointed: August 29, 2019 Current term ends: August 28, 2025 (Appointed to Chair as of January 9, 2020)	\$2,775	3
<b>Ravina Bains</b> Vice President of Canadian Business Banking & Scotia Wealth Management Sales Integration (Toronto)	<i>Vice-Chair</i> <i>Chair, Finance &amp; Risk Management Committee of the Board</i>	First appointed: April 16, 2020 Most recent term ended: April 15, 2025	\$1,500	3
<b>Andrew Brander</b> Vice President at Crestview Strategy (Toronto)	<i>Member, Governance Committee</i>	First appointed: October 12, 2023 Current term ends: October 11, 2025	\$525	3
<b>Thérèse Culnan</b> Executive Financial Services professional (Innisfil)	<i>Member, Finance &amp; Risk Management Committee</i>	First appointed: August 6, 2020 Current term ends: August 5, 2025	\$1,225	3
<b>Katlyn Harrison</b> Vice Chair of Summa Strategies (Ottawa)	<i>Member, Digital Transformation Committee</i> <i>Member, Governance Committee</i>	First appointed: October 12, 2023 Current term ends: October 11, 2025	\$1,400	3
<b>Mark Lawson</b> (Toronto)	<i>Chair, Governance Committee</i>	First appointed: May 7, 2022 Most recent term ended: May 6, 2025	\$1,575	3
<b>Patrick Rogers</b> CEO, Music Canada (Ottawa)	<i>Member, Finance &amp; Risk Management Committee</i> <i>Member, Digital Transformation Committee</i>	First appointed: May 6, 2021 Current term ends: May 29, 2026	\$1,487.50	3

**Board members whose terms expired during 2024-25**

<p><b>Aaron Campbell</b> Vice President at LCBO &amp; Board Chair of Ontario Creates (Toronto)</p>	<p><i>Member, Governance Committee</i></p>	<p>First appointed: February 23, 2023 Most recent term ended: February 22, 2025</p>	<p>\$700</p>	<p>2</p>
<p><b>Stephanie Lu</b> Founder of LearningPal.org (Toronto)</p>	<p><i>Chair, Digital Transformation Committee</i>  <i>Member, Finance &amp; Risk Management Committee</i></p>	<p>First appointed: August 29, 2019 Most recent term ended: December 14, 2024</p>	<p>\$1,662.50</p>	<p>2</p>

**The total honoraria paid to the Board in 2024-25 was \$12,850. This amount is based on levels of remuneration set by the Lieutenant Governor in Council.**

## Our Donors

As a registered charity, we place a high priority on responsible stewardship of donor and public funds with which we are entrusted.

### Leadership Circle

We are honoured to recognize the following supporters who gave a philanthropic gift of \$1,000+ between April 1, 2024 and March 31, 2025 – and welcome them into TVO’s *Leadership Circle* of donors.

\$25,000 to \$99,999		
Dianne Flood		
Jean Love		
The Barry and Laurie Green Family Charitable Trust		
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### **The Honourable William G. Davis Legacy of Learning Circle**

We are deeply grateful to those donors who have remembered TVO with a gift in their will, including The Estate of Patrick Wayne McLaughlin (over \$500,000), The Estate of Maleine Fredricks (over \$17,000) and The Estate of Sarah McMaster (over \$7,000). Their forward-thinking generosity will make a lasting difference for generations of Ontarians in the years to come.

The Estate of Edward James Adams The Estate of Barbara M. Adams The Estate of John Alexander The Estate of Beryl Arnold	The Estate of Beverly Jean Gill The Estate of Stanley Gold The Estate of Verna Blanche B. Grant	The Estate of Nora Murchison The Estate of Beth Nicholson The Estate of Rosemary Norris The Estate of Yvonne Natalie Ogg
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<p>The Estate of Alvaro Figueredo</p> <p>The Estate of John Miles M. Fincham</p> <p>The Estate of Barbara Ford</p> <p>The Estate of Maleine Fredricks</p>	<p>The Estate of Mary Jean Mount</p> <p>The Estate of Margaret Mullin</p> <p>The Estate of Grant Munro</p> <p>The Estate of Ernest Munroe</p> <p>The Estate of Carol Yvonne Murchison</p>	<p>The Estate of Robert Willmott</p> <p>The Estate of Kenneth Albert Wiltshire</p> <p>The Estate of Marion Wolstein</p> <p>The Estate of Mitchell Wywiorski</p>
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## Alignment with Government Priorities

The following table lists the TVO-specific expectations that are set out in the November 2023 Letter of Direction from the Minister of Education, along with initiatives in this annual report that address those expectations.

<p><b>Expectation: Continuing to provide strong and innovative supports, including curriculum-linked digital resources, for Ontario students</b></p>
<p><b>Initiatives:</b></p> <p>Expanded TVO Learn’s portfolio:</p> <ul style="list-style-type: none"> <li>• A new TVO Learn YouTube channel showcasing original educational content created by our Digital Learning production team (p. 5)</li> <li>• Digital video series linked to specific grades that can be used in courses, TVO Learn content modules, and on YouTube streaming (p. 5)</li> <li>• Elementary course packs: 240 new learning activities for Grades 1 – 8 that align with the new Language curriculum (p. 6)</li> <li>• Secondary course offerings: 43 updated courses and nine new courses completed, with an expected release of June 2025 (p. 6)</li> <li>• Letter Recognition resources developed for preschool and early elementary, with 31 learning activities sortable by grade level (p. 6)</li> <li>• Four Core French and French Immersion courses delivered to the Ministry, along with four manuscripts for Core French and French Immersion courses (p. 7)</li> </ul>
<p><b>Expectation: Prioritizing student learning with particular focus on literacy and math skills</b></p>
<p><b>Initiatives:</b></p> <p>Literacy:</p> <ul style="list-style-type: none"> <li>• Letter Recognition resources developed for preschool and early elementary, with 31 learning activities sortable by grade level (p. 6)</li> <li>• Elementary course packs, with 240 new learning activities for Grades 1 – 8 that align with new Language curriculum (p. 6)</li> <li>• Digital videos that emphasize language skills (e.g., in <i>Phono-Fi</i>, young learners master letter sounds, spelling patterns, and reading fluency; in <i>Grammafied</i>, learners understand the important aspects of grammar in a lighthearted way) (p. 7)</li> </ul> <p>Math skills:</p> <ul style="list-style-type: none"> <li>• Digital videos that emphasize numeracy (e.g., <i>Run the Numbers</i> helps learners understand the practical side of math in everyday life and the workplace) (p. 5)</li> </ul>

- Financial Literacy: Grade 10 Financial Literacy Graduation Requirement developed in conjunction with Ministry and educational partners (p. 7)
- TVO Mathify: Free online math tutoring provided by Ontario Certified Teachers (p. 7)

**Expectation: Continuing to increase digital presence, making educational resources and services available to students, parents and teachers, in order to promote continuous learning**

**Initiatives:**

- A new TVO Learn YouTube channel showcasing original educational content created by our Digital Learning production team (p. 5)
- Digital video series linked to specific grades that can be used in courses, TVO Learn content module, and on YouTube streaming (p. 5)
- Various outreach events to reach teachers, students, and those in underserved communities such as Toronto Newcomer Day and Geneva Centre for Autism Symposium (p. 21, 22)
- Partnership initiatives with other organizations that help to cross-promote resources (e.g., Canada Company resources for Remembrance Day recognition) (p. 22)

**Expectation: Continuing to support a more coordinated, robust provincial online learning system that allows students to voluntarily access high-quality, teacher-taught online learning courses they need or wish to take, no matter where they live or go to school**

**Initiatives:**

- Elementary Course Packs and Secondary Courses: Learning resources and course are updated per the latest educational practices and pedagogy to meet the diverse needs of Ontario students (p. 6)
- TVO ILC: As the Ministry’s partner in distance education, curriculum is updated in accordance with Ministry requirements; the student experience is robustly supported by a team that focuses on academic integrity (p. 8)
- CAEC: This credential offers candidates across Canada a high-school equivalency, with many sites devoted to serving marginalized communities (p. 9)

**Expectation: Continuing to market TVO’s learning resources outside of Ontario, leveraging the reputation of the Ontario education system and increasing opportunities for the generation of revenue to be re-invested into education and dynamic learning**

**References:**

- Self-generated revenue:

- We sustained strong momentum in our international partnership efforts, achieving an 8% year-over-year increase in revenue (p. 32)
- We grew our partnerships with Ministry-inspected private schools by 12.5% (p. 32)