

TVO Media Education Group Business Plan

Fiscal Years 2026/27 to 2028/29

Approved by TVO Board of Directors December 11, 2025

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Mandate and Mission

TVO Media Education Group (TVO) is a multi-platform social impact agency focused on changing lives and enriching communities through education through four primary 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 program in Ontario, award-winning documentaries, best-in-class educational children's programming, in-depth public affairs content from multiple Ontario perspectives, and digital learning resources for students from kindergarten to Grade 12.

OECA Act

TVO's founding legislation, the *Ontario Educational Communications Authority Act* (OECA Act), describes TVO's mandate as follows:

- a. to initiate, acquire, produce, distribute, exhibit or otherwise deal in programs and materials in the educational broadcasting and communications fields;*
- b. to engage in research in those fields of activity consistent with the objects of the Authority under clause (a);*
- c. to discharge such other duties relating to educational broadcasting and communications as the board considers to be incidental or conducive to the attainment of the objects mentioned in clauses (a) and (b);*
- d. to establish and administer distance education programs.*

Minister's Letter of Direction

Pursuant to the Ontario Government's Agencies and Appointments Directive, TVO also receives Letters of Direction from the Minister of Education outlining priorities for TVO to pursue.

Included in this business plan are measures that will allow TVO to deliver on the government priorities established for FY27 in each of the following areas:

- Protect Ontario
- Deliver Better Services
- Drive Innovation & Value for Money

In addition to these government priorities, the Minister's Letter of Direction of March 24, 2026 outlined five TVO-specific expectations that are addressed in this business plan.

- To support the government's commitment to high quality and consistent curriculum implementation, continue to work with the ministry and partners to provide curriculum resources for Ontario students that are aligned with the ministry's learning priorities and newly issued curriculum, and continue to develop online learning courses for secondary curriculum.
- Work with the ministry and partner ministries on how TVO can contribute to the public's understanding and celebration of Ontario's history.

- Continue to support foundational learning skills in reading and math through the development of programming and resources such as the financial literacy graduation requirement and Mathify tutoring.
- Continue to implement the Canadian Adult Education Credential (CAEC), as a replacement for the General Education Development assessment (GED) and recognized as Ontario's High School Equivalency credential.
- Continue to market TVO's learning resources outside of Ontario, leveraging the reputation of the Ontario education system, and explore new opportunities and partnerships to increase revenue generation that can be re-invested into education and dynamic learning.
- Assess the impact of TVO's educational resources on student learning and achievement. An initial plan that identifies outcome-based performance measures and a plan on how these will be assessed for impact on student learning and achievement should be provided to the ministry by September 30, 2026, and a final report provided by September 30, 2027.

Environmental Scan

TVO operates in a complex environment marked by operational, financial, regulatory, and competitive pressures. A strategic focus on talent, innovation, compliance, and public value will be essential to navigate these challenges and sustain TVO's mission.

Artificial Intelligence, Technology, Privacy & Security

The advancement of artificial intelligence (AI) offers substantial strategic opportunities for TVO. Integrating AI across our operations will promote innovation, improve decision-making, transform our production processes, and help us deliver top-quality customer experiences. However, AI will also raise important legal, ethical and privacy issues requiring continued diligence and oversight.

International Factors

As tariff disputes with the U.S. affect supply chains and costs, the ongoing uncertainty surrounding our future trading relationship will demand careful planning and increased local sourcing. In addition, the federal government's continued reduction in immigration levels and international student visas are placing downward pressure on the ILC's international course sales and revenue.

Regulatory & Competitive Landscape

Although regulatory changes in Canada's Online Streaming Act are creating uncertainty in the sector, the CRTC's updated definition of Canadian Content is generally seen as a positive step for publicly funded Canadian broadcasters. Online course providers continue to pose competition for TVO ILC in domestic and international secondary course sales, despite offering weaker quality and compliance.

Workforce & Operations

The return to office full-time in January 2026 will have positive and negative impacts on employee engagement, morale, productivity and retention. While daily in-person work offers benefits, retention may dip in the short term as employees adjust after nearly six years of remote/ hybrid work.

Strategic Direction

Setting Priorities

TVO continues to evolve the strategic plan it launched in FY2022, placing education at its core and focusing on initiatives rooted in the Ontario curriculum.

To support educators, TVO will continue to provide a common set of resources for teachers across the province to ensure that all students share similar educational experiences, prioritising free, curriculum-based resources and amplifying underrepresented voices.

The strategy continues to be one of digital transformation, where digital expertise and broadcast capabilities combine to make content that is inherently multi-platform, equally at home on digital platforms, on broadcast, and in the classroom.

The strategy includes self-generating revenue, building connections between operational activities and sponsorships, and increasing engagement and impact through content and programs.

Operational Imperatives

To address these strategic priorities, TVO has identified four operational imperatives for the organization.

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

Content, Products, and Services

TVO provides quality learning resources and ‘safe screens’ for learners of all ages under four sub-brands: TVO Learn, TVO ILC, TVOkids and TVO Today, each with its own content strategy.

TVO Learn

TVO Learn strives to be the best and most used digital learning platform for Ontarians, offering resources for online learning, student tutoring, and classroom support. The platform provides accessible, high-quality materials for students, educators, and parents all over Ontario. Over the course of this multi-year plan, TVO Learn seeks to expand internationally by building on TVO’s strong educational reputation.

With this goal in mind, TVO Learn’s value proposition will focus on:

- Developing learning materials and support services that help enhance student success throughout the education system, including curriculum resources for Ontario students that are aligned with the ministry’s learning priorities and newly issued curriculum.
- Providing resources that help teachers prepare their lesson plans and offer consistent, high-quality instruction including, as a priority, resources that support foundational learning skills in

reading and math, and resources that contribute to the understanding and celebration of Ontario's history.

- Supporting learning outside the classroom with study aids for parents and students, tutoring services for students, and a broad range of online course materials for K-12.

TVO ILC

TVO ILC is an online academic institution within TVO offering more than 140 independent study, secondary school credit courses to students across Ontario and beyond. It continues to play an important role in TVO's vision to be a globally recognized learning organization.

As an agency of the Ontario Ministry of Education, TVO ILC is a recognized diploma granting high school program. TVO ILC carries with it the reputation of the Ontario education system.

TVO ILC's primary focus areas during the term of this plan include:

- Continuing to improve all aspects of the student experience,
- Offering real time administrative and academic support to our students, and
- Maintaining and improving ILC's academic standards and integrity in a world where students have easy access to artificial intelligence.

TVOkids

TVOkids continues to deliver industry-leading content at a time when private media are withdrawing from the space – just as Canadian families are facing the most disruptive, confusing media environment their children have ever known.

Against this backdrop, TVOkids is setting the strategic goal of becoming **Canada's most trusted educational kids' media brand** to fill the gap in age-appropriate experiences, adding much needed value to education and early development.

The key objectives for TVOkids over the course of this business plan are to:

- Make sure parents understand what we provide and how to access it easily,
- Strengthen our role as an essential public service that supports learning and community,
- Work in tandem with TVO's Digital Learning division to produce content that works on both general viewing platforms and in curriculum-focused educational resources, and
- Continue to commission and acquire content that expands audience appeal and addresses emerging trends and issues in kids programming.

TVO Today

TVO Today continues to focus on developing content that promotes lifelong learning, addresses issues of importance to Ontarians, and provides educational content via TVO's learning resources.

This business plan is based on several key strategic objectives for TVO Today, including:

- Accelerating the creation of curriculum-linked and curriculum-based content that can stand alone as well as be incorporated into class modules via discussion guides and learning activities.
- Packaging our current affairs journalism and documentaries as “life literacy” by repurposing informative longer-form content into shorter videos and public workshops.
- Connect with under-served and under-represented communities to ensure they are not simply a target audience for our content, but co-creators of it.
- Building on the success of existing sponsorships and seeking new partnerships to create funding streams for new content, especially in the realm of the arts, financial literacy and sport.

TVO’s Digital Transformation

To meet the increasing demand for digital content across a diverse range of platforms, TVO has transitioned to a digital strategy that makes use of numerous digital optimization tools. To support this transformation, TVO has consolidated all studio production systems into a centralized system to facilitate the creation of next-generation, tailored educational experiences and learning resources.

TVO plans to leverage this refreshed technological foundation to further optimize its production capabilities and integrate AI-driven practices into its processes. This will allow us to expand and improve our content offerings, ensuring that Ontarians benefit from an enriched and modernized range of educational and informational programming.

TVO also acknowledges the increasing significance of security and privacy protections. We are dedicated to safeguarding data and upholding fair information practices, complying with regulatory standards concerning data collection and usage.

Overview of Current and Future Programs & Activities

TVO Learn

TVO sets Performance Contribution Objectives (PCOs) for the organization and for each of its divisions and departments. Below are the FY27 PCOs relating to TVO Learn.

Objective	Strategic Alignment	Target
Increase TVO's IP in our course material	- Enhance efficiency, improve services and drive innovation - Find innovative solutions to use public resources efficiently	Reach 95% of TVO IP for all assets in course material <i>Note: Does not incl. material where original sources are required</i>
AI Adoption for Operational Excellence	- Enhance efficiency, improve service & drive innovation incl. through the use of Artificial Intelligence	Increase quality and efficiency, and ensure our digital resources are state-of-the-art through Adoption of AI in at least 10% of Digital Learning production activities
Improve Mathify Customer Experience	- A user-centered customer experience, including optimization of digital offerings	Reduce average Mathify wait times to 3 minutes or less

Produce digital resources that can be used on general platforms <u>and</u> in course material	- Find innovative solutions to use public resources efficiently - Provide curriculum-linked digital resources, for Ontario students	Curate a video catalogue of at least 100 new short videos <i>Note: At least 75 of which to be used in EDU courses or on TVO Learn</i>
Increase Classroom and Home use of Digital Educational Resources	- Marketing our learning resources outside of Ontario - Providing curriculum-linked digital resources with a Math and Literacy focus - A user-centered customer experience, including optimization of digital offerings	Grow adoption of digital educational offerings by 10% <i>Note: Includes TVO Learn, TVO ILC, TVO Kids and Mathify resources</i>

From Kindergarten to Grade 12, Digital Learning provides innovative, curriculum-connected resources tailored for students, parents, and educators alike. These materials are available across multiple platforms, including the TVO Learn website, YouTube, and Ontario’s virtual learning environment. Key programs and activities planned for TVO Learn over the course of the business plan are outlined below.

Course Development and Production

A key component of TVO’s digital learning portfolio is the catalogue of courses we have developed for both independent learning (via TVO ILC) and teacher-led learning (via the Ministry’s VLE).

Grade 10 Financial Literacy Graduation Requirement Project

Work continues for this project with an expected launch date of September 2026. The project will include:

- 3 Modules & 3 Assessments (English/French)
- Educator Guide and IT Guide (English/French)
- Teacher resource materials & webinars
- Teacher dashboards and helpdesk support
- Student study materials & resources
- Pilot updates

Empowering Educators in the Classroom

To bring the curriculum to life and make learning impactful, educators need a rich blend of tools and strategic support. TVO is creating resources and equipping teachers with content they need to transform instruction and elevate student success. Per Ministry request, TVO is working to create:

- **Unified Learning Ecosystem** - Seamless integration of courses, TVO Learn, Mathify, TVO YouTube channels, Programming & Content/Digital Learning content, and Outreach ensures educators have access to a full spectrum of teaching tools.
- **Curriculum-Aligned Bundles** - Ready-to-use content collections tailored to Ministry-approved courses provide structure, flexibility, and relevance.
- **Cross-Platform Learning Pathways** - “Watch and Do” modules link engaging video content with interactive activities, creating immersive learning experiences.

- **Essential Teaching Resources** - Lesson plans, student worksheets, assessment tools, and classroom materials paired with digital platforms and professional development form a comprehensive toolkit that supports every stage of instruction.
- **Inclusive, Classroom-Ready Content** - Topic-Driven Resource Bundles: Thematic, pedagogically aligned materials with equity-driven collections built to reflect diverse identities and inclusive teaching practices.

Continuing to Strengthen Foundational Reading Skills

We continue to deepen our commitment to high-quality literacy instruction by expanding both our programming and our resource ecosystem. This work is grounded in the new curriculum and the science of reading, ensuring that every learner builds strong foundational skills.

Key Initiatives include new curriculum aligned Language Courses (Grades 1–8) and updated Kindergarten Course Packs.

All resources are designed to make foundational reading instruction engaging, consistent, and easy to implement.

Supporting Public Understanding and Celebration of Ontario’s History

We continue to work closely with the Ministry of Education and community partners to explore meaningful ways TVO can contribute to the public’s understanding and celebration of Ontario’s rich history, including through the recognition of Ontario Day. This includes identifying opportunities where our content and educational expertise can help bring Ontario’s stories to life for learners, educators, and families.

Publishing Platform

As outlined in last year’s business plan, TVO has undertaken the development of a proprietary Course Publishing Platform as part of our new Learning Experience Platform. This new platform supports low bandwidth and offline learning experiences and has been designed to address the capabilities of all digital learners including features for:

- Improved interactivity and educator customizations
- Increased accessibility and AODA compliancy
- Print version of courses
- Assessments and question banks

Ongoing adoption of Generative AI to Enhance Educational Products & Services

Guided by Ontario’s Trustworthy AI Framework and EDU’s Artificial Intelligence Framework, and in a manner compliant with the Enhancing Digital Security and Trust Act, TVO will continue adopting the power of AI to enhance the quality and efficiency of our content production activities. These new tools will be embraced with all appropriate risk management practices.

Innovation in Tutoring: Mathify 2.0

TVO Mathify is being reimagined as a platform that is digitally linked to ILC and other course material as a resource for students. Content will be expanded to include Resource Banks which will contain

Classroom-ready videos, quizzes, and topic-linked assets. We're reimagining Mathify 2.0 as a seamless, scalable platform for personalized tutoring:

- **Improved User Experience:** Intuitive user interface and reduced wait times.
- **Resource banks:** This will include access to all types of resources: question bank, video explanations, interactive practice quizzes, links to topic specific TVO resources.
- **Real-Time Monitoring:** Track queue times, tutor availability, session feedback.
- **Performance Metrics:** Give tutors feedback informed by learner ratings and session analytics to support ongoing development.

Scaling Impact: Outreach for All

We're committed to ensuring TVO products & Services reach every corner of Ontario:

- **Community Learning Hubs:** Partnering with libraries, Indigenous organizations, and newcomer agencies to deliver localized outreach and support.
- **School strategy:** Partner with school's province-wide to build brand awareness and encourage ongoing use of TVO products, especially TVO Learn and Mathify.
- **Outreach Intelligence Platform:** A Customer Relationship Management-style dashboard to track engagement and feedback, ensuring continuous improvement in our outreach initiatives to ensure we are effectively targeting the appropriate audience at optimal locations.
- **TVO Learning Adventures:** A province-wide campaign using beloved TVO characters to promote early literacy and numeracy.

Copyright Asset Replacement

Last year, we undertook to increase TVO owned content in our resources to 70%. For FY27, we will draw on the resources of both the Media and Education teams to reach 95% of TVO IP for all assets in course material except where use of original sources is required.

Expand Content Collaboration between Programming & Content (PAC) and Digital Learning (DL) Divisions

Over the past year, TVO has taken meaningful steps to embed collaboration at the heart of its content development process. By aligning early with the Programming & Content division, Digital Learning has begun to weave their programming more seamlessly into educational offerings. This shift toward proactive, cross-divisional planning is evolving into richer and more unified learning experiences.

VSN and Asset Management

Now in the final year of TVO's three-year VSN and Asset Management initiative, a dedicated team has supported ongoing operations. The focus remains on refining metadata and taxonomy to ensure search functionality delivers strong, reliable results.

Expanding TVO Learn Website: Content Strategy

Our vision is to establish TVO Learn as the central hub for both educators and learners across Ontario and facilitate a holistic, inclusive learning environment.

Building upon our ongoing strategy, we plan to broaden the reach and impact of TVO Learn by empowering educators ensuring they have access to high-quality, flexible resources that cater to diverse learning needs. As part of the vision, we are planning to:

- Launch of new content collections with integrated student/teaching modules
- Build Modular Learning: Enhanced learning modules to accompany course materials
- Create Cross-Platform Pathways: Linking YouTube content with TVO Learn modules
- Focus on the Financial Literacy Graduation Requirement: dedicated page and resources for both students and teachers

Revenue Generation (ongoing)

We will continue to explore partnership opportunities to collaborate with other purpose-driven groups and organizations to create digital content, live events, learning experiences and more.

TFO Partnership

TVO and TFO have formed a strategic partnership to co-develop high-quality French-language and French Immersion content and to support the Grade 10 Financial Literacy Graduation Requirement by providing English and French resources for teachers as the assessment launches in September 2026. The Outreach Teams also plan to collaborate on curriculum-aligned events to promote inclusive, innovative learning.

TVO ILC

TVO sets Performance Contribution Objectives (PCOs) for the organization and for each of its divisions and departments. Below are the FY27 PCOs relating to TVO ILC.

Objective	Strategic Alignment	Target
Build Commercial Courseware	- Driving innovation & value for money - Market TVO's learning resources outside of Ontario	Redesign at least 24 ILC courses to fully use the Publishing Platform <i>Note: To be repackaged for licensing in new markets</i>
Grow Self-Generated Revenue & Margin	- Seeking self-generated revenue for reinvestment - Find innovative solutions to use public resources efficiently	Earn at least \$2.1 million in self-generated revenue (SGR) from the publishing platform, TVO ILC and digital products
Improve user experience for ILC students	- Enhance efficiency, improve services and drive innovation - Eliminate unnecessary bureaucracy and red tape	Review and approve ILC document requests in an avg. of ≤ 10 bus. days <i>Note: Ontario Standalone Students only</i>

TVO ILC is the largest online high school program in Canada, serving learners in Ontario, across Canada and globally for decades. The following are the programs and activities planned for TVO ILC over the course of this plan:

Optimization and Enhancement of the ILC Student 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 the location for course registration. Recently, the Canadian Adult Education Credential (CAEC) website was created to provide details to students looking to complete their assessment.
- The Student Information System (SIS) is our student portal used to access course and student specific information.
- The Learning Management System (LMS), which hosts our courses are designed, regularly reviewed, and updated by Ontario Certified Teachers.

TVO ILC is dedicated to improving the student experience and ensuring equal access for everyone. Smooth integration across the three systems provides students with a top-tier user experience.

Customer Connection (ongoing)

We continue to monitor and be responsive to customer feedback. We continuously look for opportunities to improve our processes to ensure we provide ‘best in class’ service. TVO ILC is committed to information security and data protection to safeguard all student data. We have leveraged our Outreach Team to match communities and schools with TVO ILC solutions and as such, play a vital role in delivering educational services to underserved communities, including First Nations, Métis, and Inuit (FNMI) students, as well as those in remote regions to ensure equitable access to learning across Ontario.

Revenue Generation (ongoing)

Self-Generated Revenue (SGR) is core to the strategic pillar of growing revenue streams for reinvestment in TVO. The Canadian Government’s announcement to reduce the number of student visas granted has greatly impacted SGR. A significant amount of our revenue was attributed to our international partnerships.

Our strategy has changed to reduce outreach to international affiliates and focus more on creating opportunities and partnerships with educational organizations across Ontario.

We will continue to focus our efforts on growth in the Ontario market by building on our relationships with the member colleges of Ontario Learn and partnering with Ontario Universities and Colleges providing services to prequalified candidates.

TVOkids

TVO sets Performance Contribution Objectives (PCOs) for the organization and for each of its divisions and departments. Below are the FY27 PCOs relating to TVOkids.

Objective	Strategic Alignment	Target
Increase Classroom and Home use of Digital Educational Resources	- Marketing our learning resources outside of Ontario - Providing curriculum-linked digital resources with a Math and Literacy focus - A user-centered customer experience, including optimization of digital offerings	Grow adoption of digital educational offerings by 10% <i>Note: Includes TVOkids, TVO Learn, TVO ILC, and Mathify resources</i>
Increase engagement with TVO amongst students, educators and parents	- A user-centered customer experience - Find innovative solutions to use public resources efficiently	Collaborate a series of at least 6 outreach events, with a total of at least 1000 participants, that bring together creators, educators and TVO audiences. <i>Note: At least 50% of these initiatives to be held outside Toronto or targeting underserved communities</i>
Produce digital resources that can be used on general platforms <u>and</u> in course material	- Find innovative solutions to use public resources efficiently - Provide curriculum-linked digital resources, for Ontario students	Curate a video catalogue of at least 100 new short videos <i>Note: At least 75 of which to be used in EDU courses or on TVO Learn</i>

TVOkids is a well-loved educational brand that is competing for attention in an industry dominated by entertainment-first networks. In this environment we have set the strategic goal of becoming Canada's most trusted educational kids' media brand – offering not just video, but activities, classroom tools, and guides for parents. We want parents and educators to think of us as a multi-platform 'fun + learning ecosystem', not just a channel. Our brand should stand for curiosity, safety, and Canadian identity.

To achieve this, we will:

1. Position ourselves explicitly as the Canadian counterbalance to a globalized, often U.S.-centric kid media diet;
2. Forcefully emphasize our focus on educational content as well as the rigour and expertise of the people who make it – the things that set TVOkids apart from other platforms;
3. Be the 100% safe, ad-free space overwhelmed parents can trust, because we are built for child wellbeing rather than platform metrics; and
4. Leverage that public value into new partnerships with like-minded organizations — public, philanthropic, cultural and private — who need a credible, values-aligned platform to reach Canadian kids and families and amplify their mission-driven impact at scale.

Our presence across broadcast and digital platforms intersects directly with an audience of parents seeking a trustworthy environment where their children are engaged in age-appropriate, learning-rich experiences in a way they cannot find elsewhere.

We will focus our programming to do this in both general and very specific ways by:

- Producing our own short form content with our new TVOkids host, Gabrielle. This content will be designed as digital first but also used on broadcast. It will cover a wide range of topics, including celebrating cultural holidays and extolling the joy of learning.
- Navigating our cultural mix. Kids here are genuinely Caribbean, South Asian, Somali, Cantonese, Ukrainian, etc., as well as small town and Indigenous (*Jojo & Gran*, *Sunny's Quest*).
- Broadening our traditional target audience (ages 2-9) to include tweens and older with our new explainer series *Knowledge Gap*, an off shoot of our popular show Know Brainers.
- Creating content that is organized around themes that are in high demand among teachers. For example, if a teacher is looking for resources for Black History Month, Ontario Day or Remembrance Day, we will offer curriculum-linked content that is discoverable and accessible.
- Building our family 'co-viewing' strategy (*Old Enough*, *All-Round Champion*, and *Trading Skills*), with programming that appeals to parents as well as their kids.
- Working in tandem with TVO's Digital Learning division to create a catalog of in-house produced content that works on both general and educational platforms, and of which we own the IP.
- Launching a new and improved website that will be easier to navigate and have specific curated resources for educators.
- Continuing to commission and acquire content that expands audience appeal and addresses emerging trends in issues such as diversity and life skills.
- Directly engaging with target communities through attendance at in-person events, festivals and increasing the TVOkids presence in outreach with educators and other learning organizations.

TVO Today

TVO sets Performance Contribution Objectives (PCOs) for the organization and for each of its divisions and departments. Below are the FY27 PCOs relating to TVO Today.

Objective	Strategic Alignment	Target
Build audience engagement	- A user-centered customer experience, including optimization of digital offerings	Grow content subscriptions to a total of at least 1.7 million <u>Note:</u> Includes TVO YouTube channels, installs of TVO OTT/Mobile apps, and subscriptions to TVO Learn, TVO Today, TVOkids and TVO Docs newsletters

Grow Self-generated revenue	- Drive innovation and value for money - Find innovative solutions to use public resources efficiently	Secure at least \$200k in major gifts and/or sponsorships to fund a PAC special content initiative that reflects values of Ontarians
Produce digital resources that can be used on general platforms <u>and</u> in course material	- Find innovative solutions to use public resources efficiently - Provide curriculum-linked digital resources, for Ontario students	Curate a video catalogue of at least 100 new short videos <i>Note: At least 75 of which to be used in EDU courses or on TVO Learn</i>
Grow SGR and Increase engagement with 25-45 yr olds	- Find innovative solutions to use public resources efficiently	Secure at least 150 new digital donors from the tentpole events planned for FY27
Increase engagement with TVO amongst students, educators and parents	- A user-centered customer experience - Find innovative solutions to use public resources efficiently	Collaborate a series of at least 6 outreach events, with a total of at least 1000 participants, that bring together creators, educators and TVO audiences. <i>Note: At least 50% of these initiatives to be held outside Toronto or targeting underserved communities</i>

For a television broadcaster like TVO, the strategic value is in the unique opportunity to use our legacy broadcast capacity, studios, workflows and talent practices to make content that is inherently multi-platform. We continue to follow a strategy that emphasizes using this combined strength to connect with communities that have historically been underserved — where our impact can be greatest.

Our imperatives are clear:

- Grow target audiences: 25–45, new Canadians, underserved, Indigenous, young families.
- Meet educational needs: provide cross-divisional curriculum-linked content, support and materials.
- Be innately digital, multi-platform and hybrid in nature to leverage our legacy broadcast skills and facilities as well as data-informed programming for all platforms.
- Generate revenue: align content to facilitate partnership/sponsorship opportunities.

To achieve these objectives TVO will:

- Create new video and podcast series and launch new multi-platform programming.
- Optimize, iterate, and market these series to where they will flourish as signature brands for TVO.
- Evolve our current affairs programming by building on the strong foundation created by our legacy voices while introducing a dynamic roster of new public personalities.
- Package curated portions of our current affairs journalism and documentaries as “life literacy” resources by repurposing longer-form content into short video series and/or tools.
- Accelerate the creation of “curriculum-linked” and “curriculum-based” content that can stand alone as well as be incorporated into class modules.

- Leverage existing sponsorships and partnerships and/or seek new ones to create additional funding streams for new content directions, especially in the realm of sports, the arts and financial literacy.
- Expand domestic partnerships within Canada, to promote the development of supply chains and economic opportunities across Canada and procure from Ontario and Canadian businesses whenever feasible.

Staffing, Human Resources and Compensation Strategy

People and Culture Strategy

The strategy underpinning TVO's People & Culture initiatives continues to be a values-based strategy, rooted in TVO's values and focused on developing an inclusive culture that fosters strong employee engagement and connectivity across the organization.

Our People and Culture strategy continues to focus on three priority areas: Culture & Employee Engagement, Training and Development, and Inclusion.

Culture & Employee Engagement

TVO is dedicated to cultivating a company culture designed to enhance employee engagement. We recognise that a healthy and engaged workforce underpins our sustained achievements. Our collaborative culture is reinforced by our in-office model, which facilitates meaningful in-person connections, creativity, and teamwork among employees to effectively achieve organisational objectives.

Training & Development

As an organisation committed to ongoing learning, TVO equips its employees with essential skills and knowledge. This dedication is reflected in our expectation that each employee completes 35 hours of job-related learning annually, enabling them to remain current within their fields, adapt to industry developments, and prepare for future opportunities within the organisation.

Inclusion

TVO is committed to promoting an inclusive environment where diverse perspectives are respected and individuals experience a sense of belonging. We intentionally create opportunities for employees to connect, collaborate, and learn from each other, while reflecting the diversity within our communities.

Performance Measures and 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 the organizational performance measures and targets, which we call Performance Contribution Objectives (PCOs), for FY27.

Objective	Strategic Alignment	Target
Grow Self-Generated Revenue	- Seeking self-generated revenue for reinvestment	Earn a total of at least \$12.0 million in SGR
Turnover Rate	- Align performance metrics to people processes and best practices - Prudently and responsibly manage workforce size	Achieve a turnover rate of no more than 25% (TBC) <i>Note: Target to be no more than 5% higher than FY26</i>
Increase Classroom and Home use of Digital Educational Resources	- Marketing our learning resources outside of Ontario - Providing curriculum-linked digital resources with a Math and Literacy focus - A user-centered customer experience, including optimization of digital offerings	Grow adoption of digital educational offerings by 10% <i>Note: Includes TVO Learn, TVO ILC, TVO Kids and Mathify resources</i>
Improve Student Privacy & Cybersecurity	- Safeguard personal and TVO data through top-tier cybersecurity practices - A user-centered customer experience, including optimization of digital offerings	Receive ISO/IEC 27001 certification
Increase TVO's IP in our course material	- Enhance efficiency, improve services and drive innovation - Find innovative solutions to use public resources efficiently	Reach 95% of TVO IP for all assets in course material <i>Note: Does not incl. material where original sources are required</i>

Marketing and Communications

Communication Planning

The goal of TVO's communication activities is to increase the impact our learning resources have across the province by raising awareness, engagement and use of those resources by parents of children under 18, educators, students, new Canadians, and the Ontario public.

TVO's strategy prioritizes connecting with underserved communities across Ontario to meet the needs of those who would benefit most from our resources. This includes using TVO's thematic calendar, which identifies key dates and themes each year to align messaging and content across TVO, and increase awareness, discoverability, and audience engagement.

Fundraising efforts and donor communications highlight TVO's charitable mission and the meaningful contributions of donors, to foster deeper connections, reinforce TVO's status as a charity, and encourage ongoing engagement.

Marketing Plan

Marketing initiatives are strategically designed to enhance the reach and engagement of programming across all digital platforms, including TV, website, app, OTT, YouTube and Instagram.

This strategy aligns with our primary objective: increasing viewership and engagement across all channels to amplify TVO's content impact and bolster self-generated revenue streams. Virtually all digital advertising and creative work is managed internally; thus, related expenses mainly consist of platform-specific advertising fees and fall into two categories of spend: a) everyday/always-on and b) one-time initiatives.

Everyday/Always-On Initiatives

Our always-on advertising helps maintain consistent visibility and engagement with audiences and supplements data-driven optimization work conducted by production teams. These programs, products, and services are promoted year-round with a steady low-level investment:

- Current Affairs Programs (*The Rundown*, *Big [If True]*), Documentaries, Podcasts, etc.
- Kids Programming
- Educational courses and content
- TVO eNewsletters, YouTube, and Social Media accounts
- App downloads for TVO mobile and smart TV apps

One-Time Initiatives

There are several seasonal/theme-based, philanthropic, or learning focused initiatives at different times throughout the year, concentrated around specific time-bound objectives.

Information Technology and Electronic Service Delivery

Over the next three years, TVO will prioritise our digital strategy and significantly integrate AI into our content development and engineering production processes. Our focus includes targeted initiatives and investments to enhance technology stacks across, digital course creation, media content, and business operations.

Artificial Intelligence

The rapid advancement of artificial intelligence (AI) offers substantial strategic opportunities for TVO. By integrating AI across our operations, we seek to promote innovation, improve decision-making, transform our content production processes, and deliver outstanding customer experiences.

TVO's primary use cases for AI include:

- 1) Adopting Generative AI to **enhance our content and engineering production capabilities**.
- 2) Developing and implementing **specialized training programs** for each functional area to enhance skills and support workforce development in alignment with TVO's future objectives.
- 3) Supporting the **automation of routine tasks including the government priority to focus on customer service**, simplifying interactions with students and the public, improving call centre operations and organizational outreach.
- 4) Enhancing data analysis by **examining large datasets for actionable insights** and aligning results with an outcome-driven approach.

- 5) Integrating with customer-facing product applications to improve user experiences such as **personalization of content recommendations** and **adapting learning experiences to the analyzed needs of learners**.

These initiatives will be implemented in accordance with the Enhancing Digital Security and Trust Act, ensuring compliance with regulations pertaining to cyber security, AI, and children's privacy. Our risk management approach emphasizes transparency, robust governance, legal due diligence, data privacy, cyber security, and the protection of human rights.

Upcoming Technology Initiatives

Support for offline learning (FY27)

In FY27, TVO will develop iOS and Android study apps enabling offline access to online courses and elementary packs, supporting students in low-bandwidth areas. These apps allow remote participation in ILC and teacher-led classes without internet. TVO will pursue ISO 27001 certification in FY27 to enhance data protection.

New TVOLearn.com website (FY28)

The updated website will become the main hub for all TVO's digital learning tools, such as tutoring services (TVO Mathify) and a range of educational resources from TVO Today and TVOkids. By combining all resources, the new site will encourage greater interaction between different products and content.

Accelerating efforts to achieve WCAG (Web Content Accessibility Guidelines) AAA Compliance (FY28)

Descriptive Video Audio (DVA) and American Sign Language (ASL) have become increasingly important in Ontario and Canada as part of a comprehensive commitment to accessibility and inclusivity for those who are visually impaired. As Ontario's public broadcaster and primary producer of K-12 online curriculum materials, TVO will leverage AI support to adopt full DV Audio and ASL across all content areas and platforms.

New TVO Today website (FY29)

The TVO Today website and apps are set for a refresh in FY28, following the regular renewal cycle. The update aims to boost user engagement and address audience needs, including seamless viewing across platforms, better accessibility, and compliance with digital media best practices.

Ongoing Priorities

Enhanced Tutoring Platform to advance and streamline TVO Mathify (FY27)

The next generation Tutoring Platform, built as part of TVO's larger Learning Experience Platform, will be designed to enhance service capabilities, including improvements in scalability, privacy, data management, wait times, and scheduling efficiency.

New TVOkids.com website (FY27)

The redesigned site will better connect children's media with educational resources, games, and tutoring services from TVOLearn.com, enhancing the overall user experience.

Data, Cybersecurity, and Privacy Leadership (FY27 - FY29)

TVO is committed to strong data protection, cybersecurity, and privacy. We address evolving digital threats by regularly conducting PIAs, STRAs, and penetration tests, while adopting advanced security tools to protect sensitive data.

Next generation of independent and teacher-led course materials (FY27- FY29)

To improve accessibility and learning effectiveness, TVO has developed new course production tools for all future offerings. All new course development work and the existing teacher-led and ILC catalogue are now leveraging these tools, resulting in faster load times, lower bandwidth needs, full responsiveness, and future offline access.

Investment in Cloud Technologies (FY27- FY29)

TVO is adopting a hybrid cloud model, combining cloud and in-house resources. On-premises solutions are used, when necessary, while enterprise workloads migrate to the cloud as needed. All legacy systems will be modernized within three years to create a unified hybrid cloud stack.

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.

Consistent with other not-for-profit organizations, TVO continues to face challenging economic conditions. Budgetary challenges are exacerbated by a reduction in international ILC enrollments which were offsetting a portion of the costs of delivering ILC courses to Ontario students. The decrease in enrolments is tied to the lower number of international student permits being issued.

The following sections provide an overview of the three-year budget supporting the various operational and strategic initiatives outlined throughout this business plan.

Budget Assumptions

The FY27 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 \$5.2M of Mathify funding received in each of the previous three years will continue for each of the years covered in this business plan.
- The Canadian Adult Education Credential (CAEC) funding will continue for each year of this plan.
- 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.

Statement of Operations: Total Recurring and Non-Recurring Operations¹

Amounts in \$000's	Approved Budget	Forecast @	Multi-Year Business Plan			Variance to Prior Year		
	2025/26	Q2 2025/26	2026/27	2027/28	2028/29	Year 1	Year 2	Year 3
Revenues								
Recurring operations	63,997	64,400	64,317	65,157	67,638	(84)	841	2,480
Non-Recurring operations	9,511	10,295	7,320	6,060	5,000	(2,975)	(1,260)	(1,060)
Total Revenues	73,509	74,694	71,638	71,217	72,638	(3,059)	(418)	1,420
Expenditures								
Recurring operations	64,902	65,418	64,994	65,703	68,093	424	(709)	(2,390)
Non-Recurring operations	8,607	9,276	6,643	5,514	4,545	2,633	1,129	969
Total Expenditures	73,509	74,694	71,638	71,217	72,638	3,059	418	(1,420)
Net Operating Surplus/(Deficit)	(0)	(0)	0	0	0	(0)	0	0

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

Risk Identification, Assessment, and Mitigation Strategies

TVO's risk management follows Enterprise and OPS directives set by the Management Board of Cabinet and Treasury Board Secretariat. Quarterly risk assessments are reviewed by the Board, and mitigation plans are in place for all risks not accepted.

Realty

TVO operates within the principles, requirements and responsibilities outlined in the Province of Ontario's Realty Directive. This Directive establishes the government's policy regarding the acquisition and disposal of land and buildings.