



Business plan

**Financial years
2026–2027 to 2028–2029**

TFO

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TFO.org

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1. Executive Summary

TFO presents its business plan for the periods 2026–2027 to 2028–2029, setting out the organisation’s actions and strategic directions. This plan highlights several new initiatives designed to improve discoverability, the range of educational resources and audiovisual content available to adolescents, and revenue diversification.

The cornerstone of this business plan is TFO’s new strategic plan, adopted in April 2025 for the period 2025–2028, which is built around five fundamental pillars:

- Providing content that reflects the communities.
- Becoming the leading educational resource for French speakers in minority communities.
- Building a cutting-edge technological and operational ecosystem.
- Being an employer of choice.
- Diversifying revenue streams to ensure its long-term sustainability.

TFO fully embraces its unique role as a public, educational and cultural media organisation, serving the French-speaking community in a minority context - a role that is essential to the development of French Ontario’s identity. As a result of the recent investment in its core funding, TFO is in a position to significantly enrich its content offering over the coming years. The organisation will also undertake major expansion initiatives, which are essential to securing its future.

Underpinning this business plan is a greater focus on the wealth of benefits that TFO brings to the classroom, to the home and to Ontario society as a whole.

2. Context

The current environment in which TFO operates is extremely dynamic, requiring regular adjustments and close monitoring of content consumption trends.

2.1. Discoverability

TFO operates in an environment characterised by a major shift in viewing habits, with audiences moving away from traditional television in droves towards digital platforms. This is nothing new, but it requires increasing investment in technology, promotion and discoverability. TFO must also navigate a crowded digital market where competition for the discoverability of French-language content is intensifying.

2.2. Identity Building

TFO stands out for its unique character: a public, educational and cultural media organisation, French-speaking and operating in a minority context. We capitalise on this distinguishing feature and fully embrace our role as creators of cultural markers.

To this end, TFO acts as a grassroots media outlet, representative of its audiences in all of its actions. TFO's role is intrinsic to the identity-building of French-speaking Ontario, an essential mission enshrined in the *Politique d'aménagement linguistique de l'Ontario* (Ontario's Aménagement Linguistique Policy), which is unique to the province's French-language education system. TFO is one of Ontario's leading institutions for identity-building, setting us apart from other broadcasters. Given the challenges of discoverability, this takes on even greater significance.

2.3. Funding

At the same time, the economic climate, characterised by inflation and uncertainty, is driving up operating costs, particularly with regard to acquisitions and co-productions. The volatility of funding envelopes for independent producers and changes to the assessment criteria for certain funds are complicating the situation by becoming less favourable to niche productions or those focused on communities seeking equity.

3. Strategic Direction

The main priorities of this business plan focus on:

- **Revenue diversification** and the implementation of an advertising revenue strategy.
- **A “digital-first” strategy**, including the migration of all websites under the TFO.org banner, and the roll-out of an app for connected TVs (OTT) to improve discoverability.
- **Strengthening the content offering**, particularly for adolescents (educational resources and programming) and adults (a new public affairs show).
- **Optimising the IDÉLLO educational offering** with ready-to-use resources (“Years at a Glance”) and the integration of interactive e-books.
- **Expanding its reach beyond Ontario** through a pan-Canadian strategy and the commercialisation of educational resources.

As a creator of cultural benchmarks, TFO is building on the success of TFO.org, whose transformation into a distribution platform has led to a significant increase in traffic. We are building on this momentum by developing a coherent and integrated digital environment. This “digital-first” approach aims to offer users a single, streamlined point of access, thereby strengthening the brand while constantly innovating to remain attuned to the needs of its audiences.

In the coming years, efforts will focus on enhancing our television programming, further integrating educational resources, and making greater use of artificial intelligence. To support these ambitions, TFO is stepping up its efforts towards

financial diversification, notably by marketing its educational resources outside Ontario and entering into strategic partnerships aimed at increasing the discoverability of its content amongst French-speaking audiences.

4. TFO's Offering

TFO positions itself as a key creator of cultural reference points for Francophones in minority communities, committed to innovation while remaining attentive to its audiences.

Educational initiatives launched last year have borne fruit and will continue in the coming years to make TFO a key and indispensable player, both in the classroom and at home. TFO will strive to increase its new content to maintain its relevance in a competitive environment.

4.1. TFO.org and the Network

Over the coming year, TFO will continue to prioritise a “digital-first” strategy, favouring digital platforms such as TFO.org or the TFO app as its primary distribution channels, as television and video content is predominantly consumed digitally and in a variety of formats. As a public broadcaster, TFO has always been committed to reaching the widest possible audience, and this commitment will result in an expanded offering for specific target audiences.

- **Original Productions**

TFO will continue to focus on creating original productions with a strong cultural identity, produced in-house and also in collaboration with independent French-speaking producers. Whilst other broadcasters are withdrawing from children's programming, TFO, as a public broadcaster, will continue along these lines to offer children content in a safe, violence-free environment. A wider range of content for adolescents will also be broadcast to reach this target audience. TFO will continue to offer podcasts, whether political, literary or covering specific themes.

- **News**

In a media landscape marked by media closures, the downsizing of newsrooms and the proliferation of disinformation, quality news faces unprecedented challenges. Yet it remains a fundamental pillar of a healthy democracy and a well-informed society. In this changing context, the mission of our ONFR news division is more crucial than ever.

TFO will once again be broadcasting a programme dedicated to public affairs, a format that has long served as a major driver of audience numbers and has fully embodied the mission of a public broadcaster: to stimulate reflection, inform and

debate crucial societal issues. This return to public affairs forms part of the initiatives celebrating TFO's 40th anniversary in 2027.

For TFO, providing information is an integral part of an educational approach.

As such, content produced by ONFR's news team are integrated into the IDÉLLO platform and used in schools. We will also continue to roll out educational workshops in classrooms for secondary school students to equip them with the skills needed to spot fake news. These initiatives aim to guide them towards becoming informed citizens and to provide them with essential tools for making sense of the complexities of today's world.

- Improving Discoverability

Faced with competition from predominantly English-language online platforms, the challenge of discoverability remains a major issue for French-language media. TFO will continue its efforts to expand its audience by forging strategic alliances with other broadcasters and streaming platforms.

To target a younger audience, TFO will roll out a distribution strategy on YouTube and explore the potential of other platforms popular with this demographic. Finally, TFO will launch an app for connected TVs (OTT). As it is currently the only public broadcaster without such an app, this shortcoming constitutes a major obstacle to getting our content discovered.

4.2. IDÉLLO

TFO's educational resources platform, IDÉLLO, is continuing to expand by consolidating its central role within the French-language educational ecosystem in minority and immersion programs, by listening to classroom needs and by offering robust and innovative support. The objective remains clear: to offer a comprehensive, turnkey experience that provides practical support to teaching staff in their day-to-day planning, differentiation and pedagogical inspiration.

Efforts to serve the educational community aim to raise awareness of IDÉLLO amongst a wider number of teachers and to develop supplementary materials to complement TFO's original productions.

The "Years at a Glance" series will continue, as will "Teaching with TFO", following their resounding success.

- Ready-to-use resources
 - “Years at a Glance”: comprehensive annual lesson plans covering all subjects from Grade 1 to Grade 6, in line with the Ontario curriculum frameworks.
 - The “Coup de cœur” video clips: in which the educational team highlights relevant and up-to-date resources on TFO’s platforms, further strengthening this close and trusting relationship with the school community.
- E-books and educational pathways

The new interactive e-books for students in Grade 4 to 12, available in French and French immersion, encourage active and cross-curricular reading to develop literacy. Furthermore, the addition of learning pathways and original videos will enable the vast majority of the Ontario curriculum to be covered by 2028. Finally, thanks to enhanced capabilities, the Ottawa studio will now be responsible for recording purely educational content for IDÉLLO.

- Training Zone: enhanced support for teaching staff

IDÉLLO has expanded its Training Zone with webinars, workshops and Connected Educational Experiences (*Expériences éducatives branchées*) to help teachers integrate digital resources into their teaching. Launched in spring 2024, these interactive live sessions on the curriculum include extension plans and resource sharing, and are now available on-demand to maximise their reach.

- Teaching with TFO: a successful inaugural conference

The IDÉLLO team held its first “Teaching with TFO” conference in Ottawa and Toronto, bringing together teachers to plan for the start of the new school year. Given the event’s success, TFO will enhance future editions by adding more dates and cities to broaden its reach and, ultimately, support a greater number of teaching staff. IDÉLLO thus continues to establish itself as an essential tool for teaching and continuing professional development within French-language and immersion school communities in Canada.

- Educational agreements

TFO is making significant efforts to sign agreements with school boards and provincial and territorial governments. These agreements enable teachers in French-language schools and immersion programs to use our educational resources. These initiatives not only generate new revenue, but also support teaching professionals at a time of staff shortages.

4.3. Boukili: an Upcoming Revamp

Since its launch in 2016, Boukili has established itself as a leading resource for fostering a love of reading in French, actively contributing to children's literacy success across Canada and internationally. Building on its success, Boukili will undergo a major revamp to ensure an optimal user experience and meet users' evolving expectations.

The next phase of development involves establishing partnerships, expanding the range of e-books, and a redesign of the interface planned for 2026–2027 to consolidate Boukili's position among children aged 4 to 8.

4.4. Enhancing Our Offering for Parents

TFO will maintain access to the resources on the “Apprendre à la maison” (Learning at home) website while assessing opportunities to enhance this content on IDÉLLO to improve its discoverability and better support families. Furthermore, a comprehensive review of the French language and kindergarten learning modules was undertaken in 2025 to ensure they align with Ontario's curriculum frameworks.

5. TFO's Reach

As a public broadcaster, outreach is central to our business strategy, both to promote our content across various platforms and to increase the number of users of our educational resources. TFO will continue to pursue several projects aimed at expanding its audiences, educational resources, content and partnerships, thereby asserting its place within the media and educational landscape and, in so doing, strengthening the reputation of Ontario through the excellence of its education system and its sustained contribution to Franco-Ontarian culture and identity.

5.1. Support for teaching staff and parents

TFO will step up its collaboration with teaching staff by developing ready-to-use resources and practical tools to support day-to-day planning and teaching. We will also continue our training and outreach activities, notably by organising professional development days, running workshops in Ontario's faculties of education, and participating in provincial and national education conferences.

5.2. Partnerships

TFO continues to develop strategic alliances and co-creation initiatives with various pan-Canadian media partners, such as TVO, Réseau.Presse, Télé-Québec and Radio-Canada, in order to expand its audience and strengthen its network.

5.3. Supporting emerging talent at TFO

Support for emerging talent and young professionals lies at the heart of TFO's mission and is an integral part of its organisational DNA. Through various strategic partnerships and practical programmes, we actively contribute to the development of the next generation of Franco-Ontarians. This includes specialised mentoring initiatives, such as the ÉCLO partnership with L'Inis for screenwriting, the artistic support offered through Créateurs Z, and the "Les Explorateurs" internship programme. This programme enables secondary school students to discover what goes on behind the scenes at TFO and prepare for their future careers.

Beyond professional training, TFO is committed to educational and community projects that promote active citizenship and inclusion. We support young people's creativity and engagement through initiatives such as the LOL Competition, workshops on media and democracy run by ONFR and educational services in schools, and skills challenges organised in collaboration with Ontario schools and universities.

6. Marketing and Communications

TFO's marketing and communications strategy is centred on a vision of bringing people together, positioning TFO as an essential partner within Francophone communities. At the heart of this strategy lies a proactive approach to sponsorship and community partnerships, through which TFO participates as a partner in events and festivals. This not only helps to increase brand visibility by amplifying our slogan **"TFO, c'est pour moi. Pour toi. Pour nous!"** (TFO, it's for me. For you. For us!) but also to strengthen the sustainability of the Francophone ecosystem as a whole. To ensure TFO's institutional resilience, we are simultaneously increasing our independent revenue through digital advertising and by exploring the sale of content in national and international markets. We will use our 40th anniversary in 2027 as a catalyst to deepen these community ties and celebrate our shared future.

This will be achieved through:

- Preparations for TFO's 40th anniversary in 2027 to mark this important milestone in TFO's history.
- Developing a sponsorship and philanthropy strategy by drawing up a feasibility plan for integrating donations into TFO's free platforms.
- Implementing an advertising revenue strategy to increase self-generated revenue.
- Using social media to engage with target audiences.

7. Technology and Operations

To continue delivering content of the highest quality, TFO is embarking on a significant phase of its digital transformation by modernising its entire technology ecosystem to meet audience expectations and offer more efficient and innovative distribution platforms.

Over the coming years, our technology teams will focus their efforts on four key pillars:

7.1. Modernised and unified broadcasting platforms

We are carrying out a major upgrade of our technological infrastructure and video distribution platforms. This transition, which relies heavily on cloud computing, enables us to bring our websites together under a single banner and optimise our internal operations. The aim is to offer our audience a seamless, scalable viewing experience that meets industry standards, while ensuring the responsible and efficient management of public funds.

7.2. Modernisation of our production tools and technologies

Alongside our digital platforms, we are embarking on a two-year plan to modernise our production technologies, which will enable us to replace ageing solutions with more innovative ones.

7.3. Responsible innovation driven by artificial intelligence

TFO intends to maintain its innovative leadership by gradually integrating artificial intelligence (AI) technologies into its processes.

Guided by a new internal policy accompanied by a charter and aligned with Ontario's framework for the reliability of artificial intelligence, TFO's main uses for AI are as follows:

- Developing basic literacy in generative AI.
- Developing “prompting” skills, i.e., the ability to interact effectively with AI tools.
- Setting up a pilot project to explore the automation of subtitling generation using AI.

7.4. Enhanced cybersecurity and reliability

In an ever-changing digital environment, the security of our platforms is a top priority.

We are continuously implementing industry-leading cybersecurity best practices, notably by migrating to a state-of-the-art zero-trust architecture. Furthermore, our business continuity and IT disaster recovery plans have been updated to ensure system redundancy and guarantee that our services remain available at all times.

8. Talent and Organisational Culture

TFO's strategic ambition is to establish itself as the employer of choice for French-speaking and bilingual talent in Ontario. TFO operates with a streamlined workforce of 177 staff following the hiring freeze introduced by the government in September 2025.

The Talent and Organisational Development division will focus its efforts on four key objectives, directly aligned with the achievement of TFO's ambitions:

- **Competitive employer brand and talent offering:** To develop a modern and flexible value proposition for bilingual talent.
- **Talent experience:** Implement a stimulating career path focused on continuous professional development and fulfilment within TFO.
- **Corporate culture:** Build an environment based on respect, collaboration and accountability to support collective performance.
- **Structure and sustainability:** Optimise the organisational structure through forward-looking management aligned with strategic imperatives.

8.1. Human Resources Information System (HRIS)

The implementation of a new HRIS is a strategic lever for modernising TFO's human resources infrastructure, strengthening our employer brand and supporting the organisation's long-term sustainability. Key performance indicators include:

- 100% data migration to the new software within the first six months.
- Reduction in the time taken to resolve talent enquiries.

9. Budget

TFO receives its core funding from the Ontario Ministry of Education. TFO's budget is balanced. Revenue diversification initiatives will be implemented to provide the organisation with greater financial flexibility and to invest in new content. TFO will continue to pursue funding opportunities for projects, once again with a view to creating new content.

3-year financial projections

	Current	Forecast	Forecast	Forecast
	2025–2026	2026–2027	2027–2028	2028–2029
REVENUE				
Core grant*	\$31,266,000	\$36,566,000	\$36,566,000	\$36,566,000
<i>Canada-Ontario Agreement**</i>	<i>\$3,310,000</i>	<i>\$3,300,000</i>	<i>\$3,300,000</i>	<i>\$3,300,000</i>
Special projects***	\$1,339,150	\$550,950	\$0	\$0
Other income****	\$3,258,575	\$3,069,000	\$2,928,600	\$2,816,670
Deferred contributions	\$4,994,990	\$1,713,096	\$6,572	\$0
INCOME	\$44,168,715	\$45,199,046	\$42,801,172	\$42,682,670
EXPENDITURE	\$44,168,715	\$45,199,046	\$45,199,046	\$45,199,046

* The core grant now includes the Priorities and Partnerships Fund (PPF).

**Agreement expires in 2028.

***French as a second language.

****Including cable distribution, the Canada Media Fund (CMF), sales and rentals, rent, IDÉLLO subscriptions, interest and other items.

9.1. Risk Management

Developed in accordance with the guidance of the Government Management Board and the Treasury Board Secretariat, TFO's risk management framework is strictly aligned with the Comprehensive Risk Management Directive and the Ontario Public Service (OPS) Enterprise Risk Management Framework. Furthermore, this framework fully incorporates the risk-based approach and risk reporting required by the Directive on Organisations and Appointments.

10. Performance Indicators

Objectives	Strategic Actions	Indicators	Target
To remain relevant, competitive and appealing to target audiences	- Increase and maintain the rate of new content on TFO.org	Annual rate of new video content on TFO.org	28%
Build audience loyalty on TFO's platforms by encouraging active engagement with content to increase engagement and viewing time	- Increase brand awareness to become the brand of choice in the viewing habits of Francophones and Francophiles across Ontario and Canada - Form strategic alliances to enhance the discoverability of content - Increase viewing time for content - Increase the rate of new content	Average viewing time across all of TFO's platforms.	18 min.
Provide educational resources for all French-language Ontario curriculum frameworks	- Develop resources and produce the missing educational content to complete the offering - Ensure existing resources are kept up to date - Increase the range of digital educational resources	Percentage of educational resources that meet the requirements of the curriculum frameworks	75%
Increase funding	- Continue to roll out the pan-Canadian strategy - Strengthen partnerships and donations - Establish an advertising revenue strategy - Explore international marketing	Revenue	Market analysis underway
Engage staff in fostering an inclusive and collaborative organisational culture	- Foster an inclusive and collaborative culture to promote an innovative and competitive working environment	Measuring staff satisfaction and engagement through an annual survey	74%
Improving staff retention rates	- Cultivate a workplace where every employee has the opportunity to thrive.	Annual retention rate	92%