



Annual Report 2024-2025

**Ontario French Language Educational
Communications Authority***

TFO

*Hereinafter referred to as "TFO"

21 College st., suite 600
Toronto, ON M4Y 2M5

P.O. Box 3005 Branch F
Toronto, ON M4Y 2M5

TFO.org

Table of Contents

Acknowledgement of the Indigenous Territories on which TFO's offices are located	3
Message from the Chair of the Board	4
Message from the CEO	5
1. Executive Summary	6
1.1. Summary	6
1.2. TFO in Numbers	6
2. Educational Content and Resources that Reflect and Unite Us	8
2.1. TFO.org and TV Channel	8
2.2. ONFR	11
2.3. IDÉLLO	12
2.4. Boukili	13
2.5. Apprendre.tfo.org	13
3. TFO's Outreach	13
3.1. Support for Teachers	13
3.2. Identity-building events and activities in schools	14
3.3. Community Events	14
3.4. Partnerships	14
3.5. TFO Scholarships and Awards	16
3.6. Pan-Canadian and International Outreach	16
3.7. Awards and Recognitions	17
4. Our Talent	18
4.1. Talent Acquisition: Agility and Competitiveness	18
4.2. Labour Relations: Collaboration	18
4.3. Compensation and Work Conditions: Wellness and Accommodation	18
4.4. Performance Management, Talent Development: Investment and Growth	19
4.5. Corporate Culture and Leadership: Commitment and Organizational Health	19
5. Performance and Financial Performance	19
5.1. Performance Indicators	19
5.2. Financial Performance	20
6. Risk Management and Future Prospects	21
7. Board of Directors and Executive Committee	22
7.1. The Board	22
7.2. Executive Committee	23
Appendix I - Compensation of the Board of Directors	25

Acknowledgement of the Indigenous Territories on which TFO's offices are located

The TFO team recognizes the long-standing and sacred bond between the following nations and the territories in which its offices are located:

- Toronto: traditional lands of the Huron-Wendat First Nations, Mississaugas of Credit and the Haudenosaunee Confederacy.
- Ottawa: unceded territory of the Algonquin Anishinabeg Nation.
- Sudbury: traditional lands of the Atikameksheng Anishnawbek and Wahnapiatae First Nations

TFO also recognizes the many diverse First Nations, Inuit and Métis who live and work on these lands and across Ontario.

The TFO team is working to create partnerships and content to reflect Indigenous culture and history.

Message from the Chair of the Board

Dear readers,

The 2024-2025 fiscal year was marked by a major consolidation of TFO's foundations. As the media, educational, and digital landscape continues to evolve, TFO has maintained its relevance, while asserting its unique role within French-speaking communities in Ontario and across Canada.

The Board of Directors pursued its mandate with rigour and vigilance, ensuring sound governance aligned with TFO's public mission. Given rapid technological transformations, growing challenges of discoverability, and high expectations from the communities we serve, the role of the Board is more essential than ever to support general management in its overarching choices.

The year was also marked by a handover to the general management team. On behalf of the Board, I wish to acknowledge the contribution of Michelle Séguin, whose leadership has enabled TFO to successfully navigate through a complex period. I would also like to express our full confidence in Xavier Brassard-Bédard, whose appointment opens up a promising new chapter for the organization.

We also salute the commitment of the Ontario Ministry of Education and thank the Minister for their collaboration and trust, which have been essential to the pursuit of our educational and cultural mission.

As TFO resolutely embarks on the implementation of its 2025-2028 strategic plan, the Board of Directors will remain an active partner, ensuring the organization's transparency, accountability and sustainability. We will continue to support governance based on excellence, diversity, and innovation, in keeping with our public mandate.

It is with commitment and determination that we will continue our work, alongside management, staff, and our partners, to enable TFO to continue to shine in the service of the Francophonie.

Jean Lépine

Jean Lépine

Chair of the Board

Message from the CEO

Dear collaborators,

Dear dedicated partners and members of our wonderful community,

The year 2024-2025 was a turning point for TFO. Buoyed by the excellence of its teams and the impact of its content, our organization has rigorously pursued its mission as a public French-language media in a minority context. Through our original productions, our digital platforms, our educational services, and our committed journalism, TFO has demonstrated its relevance, its steadfastness, and its ability to evolve in a changing environment.

I proudly joined TFO in January 2025, convinced as I was of its unique role in the Canadian Francophonie. Today, we are reinforcing this role with a new long-term vision and the launch of our 2025-2028 strategic plan, based on five complementary and promising pillars:

1. Offer content that reflects communities and their reality, with daring, creativity, and a local anchor point.
2. Become the educational reference for French speakers in a minority context, by enriching our content offering and supporting schools across the country.
3. Build a technological and operational ecosystem that will make TFO a more cohesive, accessible, and effective digital-first medium.
4. Be an employer of choice, fostering an engaging, inclusive workplace focused on talent development.
5. Diversify our sources of revenue, to ensure our sustainability and autonomy in a fast-changing broadcasting environment.

Our ambition is clear: to make TFO an indispensable platform of the future for Francophones in Canada and beyond. By consolidating our media and educational presence, strengthening our production capacity, and streamlining access to our content, we will turn every challenge into a lever for growth and sustainable transformation.

I would like to warmly thank our teams, our partners, and our community for their trust. I would also like to express my great appreciation for the good relationship established with the Ministry of Education and the Ministry of Francophone Affairs. Together, we will move our public media forward, in the service of education, culture, and the French-language identity.

Xavier Brassard-Bédard

Xavier Brassard-Bédard

CEO

1. Executive Summary

1.1. Summary

TFO is a modern and innovative Francophone public media company, whose creative and unifying expertise is an economic driver and a pillar of identity building for French-speaking minority communities across Canada. In 2024-2025, TFO continued to support the Francophone community and educational ecosystem by offering rich and diverse content and resources accessible to millions of learners of all ages, both at home and in the classroom.

Whether on the **new TFO app**, on **TFO.org**, on **television** or in **classrooms**, the year was marked by the broadcast of inspiring new original productions, such as *Ainsi va Manu*, *Aquazette*, *Effet Domino*, *Hôtel Beyrouth*, *La quête de Lumie*, *Les Zultras*, *Mia & Codie*, *Johanne, tout simplement*, and the *Improtéine, 20 ans et presque quasiment légendaire* documentary. These contents highlight eloquent examples of Francophone engagement in Ontario and elsewhere in the country.

This year marked the 10th anniversary of **ONFR**, TFO's news franchise, which continues to innovate to reach Francophone communities across the country. Reflecting the richness of the Canadian Francophonie, ONFR has extended its reach to Acadia, Saskatchewan, and Paris, while collaborating with TVO and Radio-Canada to expand its audience. ONFR has also launched podcasts and modernized its brand image.

TFO continues to assert itself as a key partner in the classroom with **IDÉLLO** resources, used by nearly 40,000 teaching professionals across Canada, and personalized support for teachers through *Expériences éducatives branchées*. Its commitment to enriching education with technology and innovation is also evident outside the classroom, with the **Apprendre à la maison** site, which has tallied over 55,400 visits, and the **Boukili** learning-to-read app, which entertains and instructs, counting over 5.6M book readings this year, and over 22.8M book readings since its creation in 2016.

The year 2024-2025 was marked by significant changes in TFO's management. It began with the announcement of the retirement of CEO Michelle Séguin. TFO then announced the appointment of Xavier Brassard-Bédard as CEO, who began his term on January 6, 2025, bringing a new vision and commitment to continuing TFO's mission to serve Ontario's Francophone community.

1.2. TFO in Numbers

TFO's 2024-2025 business plan aims to consolidate its position and extend its influence by strengthening its ties with the educational community, increasing the visibility of its digital content, and cultivating its attractiveness as an employer. The data collected during this period reveals the impact of TFO's initiatives in achieving these objectives, demonstrating the effectiveness and relevance of its initiatives at provincial, national, and international levels. The following figures highlight TFO's overall performance during the year. For a detailed comparison of our results against the specific targets set out in our business plan, please refer to Section 5.1.

Relevance of content to community needs

- 3.3 M visits to TFO websites in Canada, an 83.3% increase over the previous year due to site redesigns.
- 04:29 min. - average time on TFO platforms, 8.03% year-on-year increase.
- 3.2 M cable TV households in Canada have access to the channel, a decrease of 3.03% compared to the previous year due to changes in people's viewing habits.

Strengthen ties with the education and Francophone community

- Over 22.8M book readings on the Boukili app since 2016, a 34.5% growth since the previous year.
- 26% of Ontario teachers¹ use TFO educational resources, up by 4.3 % compared to the previous year².

Increase the discoverability of content

- 24 new original productions, up 20% compared to last year.
- 88% of TFO's original productions come from Francophone minority communities, compared to 94% in the previous year.
- 38 awards and recognitions, including:
 - 3 awards and 8 nominations at the Prix d'excellence Alliance médias jeunesse
 - 8 nominations at the 39th Géméaux Awards
 - 1 nomination at the Webby Awards
 - 1 nomination at the Prix d'excellence en publication numérique
 - 1 nomination at the Canadian Screen Awards
 - 2 nominations at the Writers Guild of Canada Screenwriting Awards

¹ This calculation includes all teaching staff in Ontario, including French as a Second Language (FSL) teachers. The percentage is based on the cumulative number of active IDÉLLO teacher accounts in Ontario relative to the total number of teachers in Ontario.

² Following a review of our data, we identified an inconsistency in the figure reported for the 2023-2024 fiscal year, with the exact figure being 21.7% and not 28%. We apologize for the confusion.

2. Educational Content and Resources that Reflect and Unite Us

2.1. TFO.org and TV Channel

In 2024-2025, TFO enriched its offering with original productions that are both entertaining and instructive. These productions, most of which are available on IDÉLLO along with educational resources, solidify the integration of programming into educational curricula. The new original content launched this year has strengthened TFO’s media and cultural presence and enabled us to develop a renewed approach in line with emerging educational and community needs.

Original TFO Production	Curriculum	Production Company	Provenance
180, S3 180 presents inspiring transformations by people who have dared to redefine themselves by turning their life around or changing careers. The guests in this documentary series share the milestones of their metamorphoses.	Business Studies	SLALOM	Ontario
Ainsi va Manu, S2 Forced to leave her hometown temporarily, Manu finds it hard to adapt to her new surroundings. She dreams of nothing more than returning to live in Toronto.	Canadian and World Studies (Civics and Citizenship)	Sakhosh Productions	Ontario
Aquazette, S1 In this fun series, children learn to recognize and deal with emotions such as fear, shame, sadness, anger, and disgust, all while having fun!	The Kindergarten Program (Self-regulation and well-being) Health and Physical Education (Health)	TFO	Ontario
C'est rigolo avec Mamie Gâteau, S1 Welcome to the comedy cabaret! Mamie Gâteau tells jokes and teaches kids how to tell them too!	French Language	TFO	Ontario
Effet Domino, S1 Gives a voice to the inspiring young people who show that a small gesture for one's community can become a big gesture for the planet. Together, their impact makes a big difference... and starts an extraordinary environmental domino effect!	Science and Technology (Living Systems, Earth and Space) Social Studies (People and Environments)	TFO	Ontario

Original TFO Production	Curriculum	Production Company	Provenance
<p>FrancoFan, S1</p> <p>Who would have thought that your favourite English-speaking idols could also master the language of Molière? In FrancoFan, Mickaël Girouard lifts the veil on the surprising bilingualism of international celebrities, revealing their unexpected passion for French.</p>	<p>French (Core)</p> <p>French as a Second Language</p>	TFO	Ontario
<p>Gang de hockey, S2</p> <p>The Gang de hockey series presents the ups and downs of a girls' field hockey team at La Vallée high school. The teammates go through the trials and tribulations of adolescence, and together they develop team spirit, perseverance, trust, love, and, above all, friendship.</p>	<p>Physical Education and Health</p> <p>Social Studies (for the digital component)</p>	ATO Media	Ontario
<p>Hôtel Beyrouth, S1</p> <p>Zeina and Fady moved to Canada with their parents in 1989, after fleeing the war in Lebanon. As the family struggles to adapt to their new home, their residence quickly becomes a place of transition for Lebanese immigrants.</p>	<p>Social Studies</p> <p>Canadian and World Studies</p>	Sakhosh Productions	Ontario
<p>Imaginons une école pour tous, S1</p> <p>This documentary series presents how young people with physical or developmental disabilities are included in their classes and activities within education systems and in their daily lives.</p>	<p>Social Sciences and Humanities</p> <p>Professional Development</p> <p>Diversity and Inclusion</p>	Productions du milieu	New Brunswick and Quebec
<p>Improtéine, 20 ans et presque quasiment légendaire, documentary</p> <p>Dive into the captivating world of Improtéine, a Franco-Canadian improv group celebrating 20 years in the business! Hosted by Fabienne L'Abbé, this relaxed discussion looks back at the highlights of their careers.</p>	<p>French</p> <p>Identity Construction</p>	Moi & Dave	Ontario

Original TFO Production	Curriculum	Production Company	Provenance
<p>Johanne, tout simplement, <i>documentary</i></p> <p>Through archival footage, interviews with close friends and family, and the interpretation of her writings by three contemporary actresses, Johanne, tout simplement finely reveals the trajectory of Johanne Harrelle, talented artist, actress and one of the first black models in North America.</p>	Social Sciences and Humanities	Sahkosh Productions	Ontario
<p>Le refuge d’Audrey, <i>S1</i></p> <p>The Wilde family refuge is a special place: it’s a sanctuary for endangered wild animals from all over the world. Audrey’s parents created it to care for them until they could be reintroduced into the wild.</p>	Science and Technology (Living Systems)	Images in Productions	France
<p>Les jeux de la Fontaine, <i>S1</i></p> <p>Every four years, the best athletes in the animal kingdom come together at La Fontaine to compete in sporting events, overcoming their natural enmity.</p>	Physical Education and Health	Caribara Productions	France
<p>La brigade, <i>S2</i></p> <p>Inspired by their Franco-Métis heritage, Sara and her friends at the Centre scolaire Louis-Riel formed the student committee: the Brigade. Together, they defy authority and question the rules imposed on them.</p>	Social Studies, History and Geography (for the digital component)	Manito Médias	Manitoba
<p>La faune connectée, <i>S1, S2</i></p> <p>A documentary series that combines science, technology, and wildlife, focusing on the research that French-speaking Canadian biologists and researchers outside Quebec are carrying out on wild animals, connecting them with cutting-edge tools.</p>	Science and Technology (Biology) Career guidance	Manito Médias	Manitoba
<p>La quête de Lumie, <i>S1</i></p> <p>A series of short videos featuring a unique child of the African-Canadian diaspora sharing his or her ethnic and cultural origins while revealing his or her daily hobbies, talents, and rich Canadian heritage...</p>	Social Studies, History and Geography (Heritage and Identity)	Apartment 11 and Play Productions	Ontario

Original TFO Production	Curriculum	Production Company	Provenance
<p>Les Zultras, S1</p> <p>After moving from the big city to the country with her family, Z, a teenager with a passion for videos, decided to launch a channel to showcase super-inspiring young people helping out and getting involved in their own way across Canada.</p>	<p>Social Studies, History and Geography, Heritage and Identity (Communities and the Environment)</p>	<p>Space Pirates and Moi & Dave</p>	<p>Ontario</p>
<p>Mia & Codie, S1</p> <p>Mia, 8, loves coding, and Codie is the adorable little robot she's made — a “little brother robot” she's always dreamed of. He puts all his curiosity, joy, and wonder as a robot brother at Mia's service, helping her to make the world even more wonderful through coding.</p>	<p>Mathematics (Algebra) Science and Technology</p>	<p>Epic Story Media</p>	<p>Ontario</p>
<p>Sur les routes de la francophonie en Ontario, S1</p> <p>This groundbreaking series follows Mimi Lacroix, a successful young bilingual content creator, on a road trip across Ontario to meet high school students learning French as an additional language.</p>	<p>French Language French as a Second Language</p>	<p>TFO</p>	<p>Ontario</p>

In addition to this original content, TFO offered adult programming with **Rendez-vous ciné TFO**, offering classic and repertoire films. In addition, a variety of special programs marked important cultural and historical events, feeding into the educational programming of Ontario's French-language public media on TV, on TFO.org, and for teachers:

- **Canadian Film Day**
- **Earth Day**
- **Cannes Festival**
- **Pride Month**
- **National Indigenous Peoples Day**
- **Canada Day**
- **National Day of Truth and Reconciliation**
- **Special TIFF programming.**
- **Franco-Ontarian Day**
- **Women's History Month**
- **Remembrance Day**
- **Holocaust Remembrance Month**
- **Black History Month**
- **International Women's Rights Day**

2.2. ONFR

ONFR, TFO's news, politics, culture, and society franchise, celebrated its 10th anniversary this year, marking a decade of innovation and evolution to meet the changing needs of Francophone communities in Ontario and beyond. In addition to its daily digital coverage, with articles and features, ONFR's importance has grown in 2024-2025 with the launch of several ambitious original productions. These productions, which aim to inform and engage audiences in an innovative, relevant, and sustainable way, add to TFO's ongoing efforts in its news mission to adapt to the challenges of the digital landscape and multiply its broadcast channels. Testifying to the richness of the Canadian Francophonie, these initiatives have extended exchanges as far as Acadia and Saskatchewan (with *Micro* and *Boussole en Saskatchewan*), and reached new audiences locally through collaborations with TVO (*Où en sont les deux solitudes au Canada?*) and Radio-Canada (*Débat : élections ontariennes de 2025*).

This year also marks the arrival of new features such as short videos on YouTube in the form of micro-reports and weekly summary videos, as well as the addition of podcasts. ONFR has also renewed its branding to better reflect its evolution and dynamism. ONFR.org attracted over 330,000 site visits during the year.

Original TFO production (ONFR)	Broadcast	Production Company	Provenance
<p>ONvote 2025 Élections provinciales - Le balado ONFR's political podcast takes you to the heart of Ontario's provincial election. Each week, our journalists decipher party strategies, Francophone issues, and major campaign trends. The podcast is a must to understand today's political dynamics... and to vote more effectively tomorrow.</p>	TFO ONFR YouTube Spotify Apple Amazon	TFO	Ontario
<p>Débat : élections ontariennes de 2025 TFO and Radio-Canada joined forces to present a French-language debate on the key issues of the 2025 Ontario election, featuring spokespersons from the main parties.</p>	TFO ONFR IDÉLLO YouTube	TFO Radio-Canada	Ontario
<p>La Cabine, S3 Immerse yourself in the world of La Cabine and meet the actors and film crews behind this year's major motion-picture productions. This ONFR series explores not only the artists' personal motivations, but also the social issues that lie at the heart of their work.</p>	TFO ONFR IDÉLLO YouTube Instagram Facebook	TFO	Ontario
<p>Micro & Boussole en Saskatchewan, S2 The second season of Micro et Boussole follows our culture reporter Rachel as she travels to Saskatchewan to meet French-language musical artists. Can she find the secret ingredient in their success?</p>	TFO ONFR YouTube	TFO	Ontario
<p>Où en sont les deux solitudes au Canada? <i>bilingual special</i> Two solitudes converse. TVO and TFO join forces to bring English speakers and French speakers together. Hosted by Steve Paikin and Sandra Padovani, this 100% bilingual program mixes languages, crosses perspectives, and breaks down barriers.</p>	TFO TVO YouTube	TFO TVO	Ontario

2.3. IDÉLLO

The IDÉLLO.org learning platform contextualizes TFO's educational content through teaching resources linked to Ontario's curricula. The platform provides teachers with ready-to-use tools created to foster student success in French-language and French-as-a-second-language schools in Ontario and across Canada.

IDÉLLO is an ideal tool to support students' Francophone identity building and

Ontario's Politique d'aménagement linguistique, and promotes educational, cultural, and linguistic immersion that strengthens Francophone identity in a minority context.

Over 1,750 new educational resources have been introduced in the form of videos, educational sequences, podcasts, educational fact sheets, and thematic dossiers.

2.4. Boukili

Since 2016, TFO's learning-to-read app has established itself as the reading-awakening tool of choice in Ontario and across Canada for millions of aspiring young readers. Specially designed to meet the literacy needs of Ontario's French-language schools, Boukili's graphophonic and playful approach offers an immersive, interactive, and educational experience for children aged 4 and up.

Over the course of 2024-2025, 18 new books were added to Boukili, bringing the total to 238 books available for educational staff, parents, and children. Among these additions, 5 books focusing on mental health and well-being, and 12 books focusing on French, diversity, and inclusion, have been specially designed for pre-school and kindergarten children, responding directly to current educational priorities. All the books available on Boukili have been written and illustrated by French-language authors and artists from minority Francophone communities, mainly from Ontario, reinforcing the authenticity and cultural relevance of the content offered.

More than 5.6M readings were recorded during 2024-2025. This testifies not only to the application's popularity, but also to its effectiveness as a pedagogical tool supporting literacy goals across Canada.

Boukili illustrates TFO's commitment to developing resources that support the education and development of young Francophones through their reading skills, in line with ministerial directives and the expectations of the educational communities it serves across Canada.

2.5. Apprendre.tfo.org

The platform includes 228 self-directed learning activities in all subjects available to Ontario students and families from Kindergarten to Grade 8. These activities are also available on school boards' Virtual Learning Environments. Among the learning modules for elementary schools, there are 99 resources, of which 48 specifically teach mathematics and 51 are focused on literacy.

3. TFO's Outreach

3.1. Support for Teachers

Working closely with teachers in Ontario and across Canada, TFO provides customized support, having responded to over 4,000 requests for help using content and resources on IDÉLLO, Boukili, Apprendre à la maison and TFO.org. In addition, TFO teams have developed dynamic programming to support teachers on a daily basis.

This year, TFO organized 36 webinars for teachers, with hundreds of participants. In addition to these webinars, the liaison team ran 51 workshops, reaching 1,628 education professionals. Over 1,200 education professionals and their class groups participated in **Expériences éducatives branchées**, during which TFO's team hosts live videoconference lessons in several classrooms simultaneously across Ontario and Canada. This initiative has provided nearly 30,000 students with a dynamic learning experience on various curriculum themes.

3.2. Identity-building events and activities in schools

TFO strives to provide exceptional learning and identity-building experiences for students by organizing viewing events for its original productions in the company of the cast and production teams. These unprecedented in-school encounters allowed hundreds of students across the province to be exposed to educational television content in which they can see, hear, and recognize themselves, and to talk with the actors and creators behind the production. Events included screenings of *Ainsi va Manu*, *Aquazette*, *Effet Domino*, and *La quête de Lumie*.

TFO also opens its studios to schools and the community, allowing groups of students to discover what goes on behind the scenes of children's television production. This year, over 200 students visited the main studios in Toronto.

3.3. Community Events

This year, TFO organized five public screening events, giving French-speaking communities the opportunity to discover TFO content and talk with its creators, from the launch of fall programming and back-to-school TV in Toronto, which drew 350 people, to previews such as *Hôtel Beyrouth* at the University of Ottawa as part of National Francophone Immigration Week. TFO has also collaborated with various partners to organize or host events, reaching out to many spheres of the Francophone community across Ontario. Highlights include the preview of *Hôtel Beyrouth* at the Cinémania festival on Franco-Ontarian day, the original documentary *Improtéine, 20 ans et quasiment légendaire* at the launch of the Rendez-vous de la francophonie, and the screening of *Johanne, tout simplement* at the Festival Objectif Cinéma. Additionally, TFO's liaison, communications, and

marketing teams participated in over thirty education or community events, conferences, and symposiums.

3.4. Partnerships

With a view to creating synergistic and integrated relationships with the community, TFO maintains annual or multi-year partnerships with over 30 Franco-Ontarian and Francophone organizations in Canada. These strategic alliances have given rise to a variety of initiatives, the co-creation of educational content and resources, and the sharing of content and expertise. They have also helped make TFO content more discoverable to new audiences.

Partners

ACFO - Hamilton Ontario (Hamilton)	Fédération des aînés et des retraités Francophones de l'Ontario (FARFO) Ontario
ACFO - Prescott and Russell Ontario (Prescott and Russell)	Festival franco-ontarien Ontario (Ottawa)
ACFO-SDG: LOL Contest Ontario (Stormont Dundas and Glengarry)	Fondation dialogue: Rendez-vous de la Francophonie Canada
Canadian Association of Immersion Professionals (CAIP) Canada	Francophonie en fête de Toronto Ontario (Toronto)
Youth Media Alliance (YMA) Canada	Fédération de la jeunesse franco-ontarienne (FESFO) Ontario
Assemblée de la francophonie de l'Ontario (AFO) Ontario	FrancoQueer Toronto
Association des directions des écoles francophones de l'Ontario (ADFO) Ontario	Journal La Liberté Manitoba
Association des enseignantes et des enseignants franco-ontariens (AEFO) Ontario	Médias Francophones Publics Canada, France, Belgium, Switzerland
Ontario Health and Physical Education Association Ontario	Mouvement d'implication francophone d'Orléans (MIFO) Ontario (Orléans)
Canadian Parents for French Ontario / Canada	Holocaust Museum Québec
Carrefour francophone de Sudbury Ontario (Sudbury)	Parents partenaires en éducation Ontario
Centre franco Ontario	Radio-Canada Canada

Partners

Centre francophone de Hamilton Ontario (Hamilton)	Regroupement des gens d'affaires de la région de la capitale nationale (RGA) Ontario (Ottawa)
Cinéfranco Ontario (Toronto)	EdCan network Canada
Cinémental Manitoba	Réseau Ontario Ontario
Canadian Club of Toronto Ontario (Toronto)	Science Nord Ontario
Coopérative franco de Thunder Bay Ontario (Thunder Bay)	Semaine de la francophonie de Toronto Ontario (Toronto)
Lachance School of Music Canada	Théâtre Action Ontario
Canadian Federation of Students (CFS) Canada	Wapikoni Québec
Fédération de la jeunesse franco-ontarienne (FESFO) Ontario	

3.5. TFO Scholarships and Awards

What's more, each year TFO recognizes the efforts and achievements of students, screen artisans, and members of Ontario's and Canada's Francophone communities. TFO works with a number of partners to offer scholarships, prizes, and training opportunities. This year, TFO awarded the following prizes:

Scholarship	Region
Equity, diversity, and inclusion grant for youth production Youth Media Alliance of Radio-Canada, Télé-Québec, TFO and APTN	Canada
Théâtre Action and TFO Scholarship Festival Théâtre Action in schools	Ontario
"Coup de Cœur TFO" Award at LOL Contest ACFO-Stormont Dundas and Glengarry (SDG)	Ontario
"L'éclo" Training Grant Institut national de l'image et du son (INIS)	Ontario

3.6. Pan-Canadian and International Outreach

TFO's reach outside Ontario is expressed through a number of factors that amplify the impact of Ontario's French-language public media across Canada and beyond. With over 365,000 households subscribing to the channel outside Ontario and Manitoba — where TFO is distributed free of charge by cable operators — the channel generated \$1.0M in revenue in 2024-2025. The TFO.org and ONFR.org platforms also attract a regular audience of Francophones and Francophiles in the rest of Canada, testifying to the relevance and appeal of its content.

Outside Ontario, IDÉLLO benefits from wider use thanks to provincial agreements with British Columbia, Manitoba, Saskatchewan, New Brunswick, Yukon, Nunavut, the Northwest Territories, and school boards in Quebec. This gives TFO a significant presence in the Canadian educational landscape.

The Boukili application is also widely used by families and teachers in Quebec and other provinces. Over 26% of application users are in Quebec. Its use also extends beyond Canada's borders, with thousands of users in France, the United States, Belgium, and Switzerland, who account for 51% of Boukili users.

In addition, TFO collaborates with production companies across Canada and internationally in the production of television content, and participates actively in the exchange of expertise in the media industry on the international scene, notably with Médias Francophones Publics (MFP).

In 2024-2025, TFO is taking steps to deploy its pan-Canadian strategy, which proposes that provincial and territorial governments use TFO's educational resources and recognize TFO as their French-language educational public media within the meaning of the *Broadcasting Act*. Meetings with various stakeholders were organized throughout the year as part of this initiative. These will continue.

3.7. Awards and Recognitions

In 2024-2025, TFO received 9 awards out of a total of 38 nominations. ONFR's documentary, *UN. DEUX. TROIS. Nos identités franco-canadiennes*, won a silver medal at the Prix d'excellence en publication numérique. TFO's original productions received three awards and eight nominations at the Prix d'excellence de l'Alliance Médias Jeunesse, eight nominations at the 39th Géméaux Awards, and one nomination at the 2025 Kidscreen Awards.

Select Nominations and Awards	Award
UN. DEUX. TROIS. Nos identités franco-canadiennes (ONFR, TFO)	Digital
Silver Medal - Best News Coverage: Arts and Culture	Publishing Awards

Select Nominations and Awards	Award
Marie-Josée Houle, Marie-Andrée Picard, Sandra Sirois for “Échec & moi” Nomination - Best Writing: Youth	39th G�meaux Awards
Va jouer dehors (Simon d’Amours Productions) Nomination - Best Youth Series or Show: Entertainment or Magazine	39th G�meaux Awards
La brigade (Manito M�dia) Nomination - Best Youth Animation Series or Show	39th G�meaux Awards
La vie compliqu�e de L�a Olivier - season 3 (SLALOM and Encore t�l�vision) Best Fiction Show or Series (Ages 12 and Under)	39th G�meaux Awards
La vie compliqu�e de L�a Olivier - season 3 (SLALOM and Encore t�l�vision) Best Director, Youth Series: Fiction	39th G�meaux Awards
William Mazzoleni Valin - Va jouer dehors “Episode 11” (Simon d’Amours Productions) Nomination - Best Director, Youth Series: Entertainment or Magazine	39th G�meaux Awards
Rachel Cardillo - La vie compliqu�e de L�a Olivier - season 3 “Episode 12” (SLALOM and Encore t�l�vision) Nomination - Best Writing: Youth	39th G�meaux Awards
Laurence Desch�nes - La vie compliqu�e de L�a Olivier - season 3 “Episode 12” (SLALOM and Encore t�l�vision) Nomination - Best Female Lead: Youth Series	39th G�meaux Awards
La Cabine (ONFR, TFO) Nomination - Best Original Show or Series for Digital Media: Variety, Magazine, Public Affairs, Sports	39th G�meaux Awards
NIP! (SLALOM, Productions Mustang) Winner - Best TV or Web Series – Acquisition of Knowledge and Development of Critical Thinking (under 20-minutes short)	Alliance m�dias jeunesse Excellence Awards
Mehdi Cayenne for “Zik” (Moi&Dave) Winner - Youth personality	Alliance m�dias jeunesse Excellence Awards
F�eli Tout (Les Productions Rivard) Winner - Audience’s Choice Award, Early Childhood (2-5 years)	Alliance m�dias jeunesse Excellence Awards
Ainsi Va Manu Season 2 (Sahkosh Productions) Nomination - Best Inclusivity Tweens/Teens	Kidscreen Awards

4. Our Talent

TFO has 177 people employed as at 31st March 2025 (with active employment status), mainly located in Toronto (141), with satellite offices in Ottawa (34) and Sudbury (2).

Our people are a creative force, and in 2024-2025, TFO prioritized human resources (HR) initiatives for an engaged and rewarding work environment. It's been a dynamic year for HR, with a competitive external market and internal transformation. The attraction, growth, and retention of Francophone and bilingual talent in Ontario, as well as a healthy corporate culture, remained essential.

	2021-2022 <i>As of March 31 2022</i>	2022-2023 <i>As of March 31 2023</i>	2023-2024 <i>As of March 31 2024</i>	2024-2025 <i>As of March 31 2025</i>
Employees (contract+permanent)	154	151	142	138
Management and Executives (level 19 +)	44	51	45	39
TOTAL	198	202	187	177

4.1. Talent Acquisition: Agility and Competitiveness

Faced with a competitive Ontario market for French-speaking and bilingual talent, the team stepped up its efforts. An agile approach optimized processes, reducing recruitment time to an average of 29 days. This efficiency has secured the skills needed to meet strategic objectives, minimizing the impact of vacancies.

4.2. Labour Relations: Collaboration

The conclusion of negotiations with the Canadian Media Guild (CMG), without interruption of operations, underscores TFO's commitment to positive and constructive labour relations. A balanced agreement has preserved a stable and productive working environment, essential to organizational objectives.

4.3. Compensation and Work Conditions: Wellness and Accommodation

The year included support for a return to the office three days a week. Initiatives have minimized the negative impact on staff members. Collaboration with the Wellness and Mental Health Committee has led to various support initiatives. Dialogue's

Healthiest Workplace Award recognition reflects our commitment to wellness and a work environment that fosters fulfillment and engagement.

4.4. Performance Management and Talent Development: Investment and Growth

Ongoing investment in training and skills development remains a priority. Efforts to improve the performance management process have focused on constructive feedback and growth opportunities. These initiatives enhance individual and collective skills, strengthening the organization's ability to achieve its long-term objectives. Talent development is an essential driver of success.

4.5. Corporate Culture and Leadership: Commitment and Organizational Health

The organizational survey revealed a high participation rate (over 70%) and a 71% commitment rate, underlining the effectiveness of our efforts to achieve good organizational health. The commitment rate is a key indicator of satisfaction and buy-in. It will continue to guide culture and leadership initiatives, ensuring an environment conducive to the development and contribution of every talent to TFO's success.

5. Performance and Financial Performance

5.1. Performance Indicators

In its business plan, TFO establishes annual performance measures based on its vision, mission, and objectives that align with its 2022-2025 strategic plan.

Overall, TFO's results compared positively to the majority of targets set out in the business plan. Several objectives were surpassed, particularly in digital engagement and community outreach. For the few targets not met, external factors such as legacy platform limitations, shifts in media consumption, and audience behavior trends explain the gaps. Corrective actions are already underway, including the consolidation of our digital environments to improve discoverability, strengthened strategies for linear television programming, and continued enhancements to user experience.

Targets Exceeded

- Boukili Books Read (Cumulative): The cumulative number of books read on the Boukili app reached 22.8M, exceeding the target of 14M. This significant growth in usage demonstrates the app's effectiveness as a pedagogical tool.
- IDÉLLO Bounce Rate: The IDÉLLO bounce rate was 21%, which is well below the target of <30%, indicating that user engagement levels improved faster than expected.
- Community Events Organized: TFO organized 13 community events, more than double the target of 6, achieving a strong presence and connection with the community.

Targets Met

- Employee Turnover: The employee turnover rate was 10%, successfully meeting the target of ≤10% and reflecting stability in the workforce.
- Community Events Attended: TFO attended 71 community events, exceeding the target of 60 and demonstrating a strong presence.

Targets Below Expectations & Corrective Actions

- Television Audience (AMM): The average audience per minute for Children & Youth content was 239, falling below the target of 402. This is attributed to the industry-wide decline in cable viewership. As a corrective action, TFO has strengthened its strategies for linear television programming to better respond to these industry shifts.

- Employee Engagement Score: The employee engagement score was 71%, below the stretch target of 80%. While employee satisfaction is high, HR initiatives are underway to improve the score and ensure a strong, engaged workforce.
- TFO.org Annual Users: Annual users for TFO.org were 740K, below the 1M target. This was primarily due to a legacy website that limited growth. A redesign has been launched to address this and improve discoverability and user experience.
- ONFR Monthly Users: ONFR's monthly users were 30,000, falling short of the 35,000 target. This is attributed to increased competition and platform fragmentation, which impacted reach. TFO is actively working to consolidate its digital environments to improve discoverability and reach.

5.2. Financial Performance

TFO has three sources of funding:

- Operating grants from the Ministry of Education of Ontario (ÉDU)
- Grants from other public sources, and
- Self-generated funds.

In 2024-2025, TFO recorded revenues of \$39.3M, compared to \$42.0M the previous year.

Income	Details	2024-2025	2023-2024
EDU Funding Granted	Operating funding increased by \$0.3M	\$31.2M	\$30.8M
	Financing recognized in previous years	\$5.0M	\$5.9M
	Deferred financing for future years	(\$5.7M)	(\$4.8M)
	Deferral of future depreciation	(\$9.4M)	(\$7.5M)
EDU Financing Accrued Income³		\$21.2M	\$24.4M
ÉDU special projects fund⁴	Monetary Resolution - Bill 124 - \$0.25M		
	French as a second language (FSL) project - \$1.5M	\$1.8M	\$1.1M
	Audit of financial statements - \$0.05M		
Other public sources⁵	OLE: Funding received through the <i>Canada-Ontario Agreement on Minority Language Education and Second Official Language Instruction</i> - \$3.6M	\$4.2M	\$2.9M
	Ontario Ministry of Francophone Affairs (OMFA) - \$0.6M		
Self-generated funds⁶	Revenues from cable television, sales of services, and others	\$2.2M	\$2.1M
Depreciation	Income recognized for amortization of broadcasting rights, in-house programming, and tangible fixed assets.	\$9.9M	\$11.5M
TOTAL		\$39.3M	\$42.0M

³ See note 15 of the financial statements.

⁴ See note 16 of the financial statements.

⁵ See note 17 of the financial statements.

⁶ See note 18 of the financial statements.

The decrease in TFO's revenues is mainly due to the synchronization (timing) of in-house programming over the past 3 years, partially offset by the increase in revenues from other public sources (OLE, OMFA).

As with revenues, our expenses, which total \$39.3M for fiscal year 2024-2025, fell by \$2.7M, mainly due to the reduction in amortization, as well as a reduction in administrative and benefits expenses.

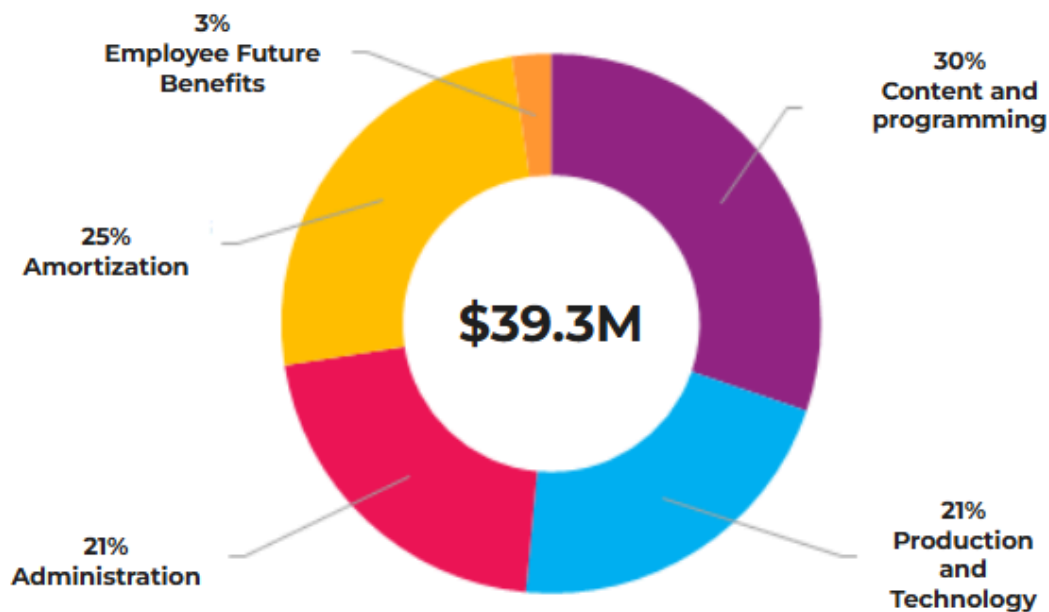
Budgetary Comparison - 2024-2025

The following table compares the planned budgets for 2024-2025 with the actual expenditures for the fiscal year.

	2024-2025	
	Provisional	Actuals
REVENUE		
Core Operating Grant	\$33,494,700	\$33,837,900
<i>Base</i>	\$30,893,700	\$30,216,000
<i>Canada-Ontario Agreement</i>	\$2,605,000	\$3,574,800
<i>Financial Audits</i>	\$50,000	\$47,100
Core Capital Grant	\$1,000,000 \$	\$1,000,000
Special Projects	\$1,050,000	\$1,754,600
Deferred Contributions	\$1,614,485	- \$154,432
Other Revenue	\$2,216,098	\$2,911,415
TOTAL REVENUE	\$39,275,282	\$39,349,483
TOTAL EXPENSES	\$39,275,282	\$39,348,947

The main budget variances are related to special projects, for which TFO received additional funding from the Ontario Ministry of Francophone Affairs and recognized revenue related to the repeal of Bill 124, and to other revenues, which were boosted by higher-than-expected interest income resulting from the rise in interest rates.

Figure 1: Operating Costs and Expenses



6. Risk Management and Future Prospects

To maintain its role as a public educational medium, TFO is actively engaged in strategic risk management. As a partner of Francophone communities, school boards, and government, TFO recognizes the importance of this management to ensure its continued relevance and impact.

Relevance

Last year, TFO benefited from additional funds for salary compensation in connection with Bill 124. Aside from this, TFO's core funding has been stagnant for over a decade, reducing TFO's ability to offer relevant content due to rising production and new technology costs. TFO must broaden its offering to meet the priorities of the Ministry, the curricula and the needs of the Francophone community.

Discoverability

Discoverability represents a major challenge for TFO in the face of the domination of Web giants and rapidly evolving technologies. Ensuring that its French-language content is found by minority Francophone communities, and encouraging young people to consume it for the long-term survival of the language, is crucial. TFO has invested in the promotion of its digital platforms (TFO.org and IDÉLLO) to improve its visibility, in line with the expectations of the Ministry of Education. TFO has also teamed up with Radio-Canada to offer 15 series and three podcasts on the ICI TOU.TV and Radio-Canada OHdio platforms.

Shortage of bilingual Francophone skills

The employment market is highly competitive and TFO must overcome workforce challenges, namely by finding, hiring, and retaining qualified, French-speaking workers to meet its distinct mandate. TFO faces challenges in recruiting and retaining qualified, French-speaking staff, partly because its offered salaries are below market standards.

Future Prospects

The next few years will be crucial for TFO, with a strategic focus on deepening its impact and ensuring its sustainability in a rapidly changing media environment. The priorities established for this period reflect a strong desire to innovate, to forge closer ties with its audience, and to consolidate its position as a key and indispensable player in Francophone minority communities across Canada:

- Offer content that reflects communities and their realities.
- Become the educational reference for minority French speakers.
- Build a technological and operational ecosystem to transform the company's business model, becoming "digital first."
- Be an employer of choice.
- Diversify revenue sources to ensure sustainability.

Building on these strategic pillars, TFO looks confidently to the future. This vision, rooted in adaptability and innovation, will enable TFO to continue to play an essential role in education, promoting the French language and cultures, and supporting communities nationwide for years to come.

7. Board of Directors and Executive Committee

7.1. The Board

TFO is incorporated without share capital under the *OTELFO Act*, and is governed by a Board of Directors consisting of nine members appointed by order of the Lieutenant Governor in Council.

The Board of Directors occupies a central position in TFO's governance, providing strategic leadership and ensuring that the organization's initiatives are aligned with its mission. Members meet regularly, holding sessions at least five times a year to stay involved in development and governance of TFO.

Two standing committees support the Board in its responsibilities: the Finance and Audit Committee, which ensures financial integrity and compliance, and the Governance and Human Resources Committee, which oversees the deployment of the Group's talent and resource management strategy.

The year was marked by the arrival of a new board member. The ongoing effort to recruit qualified members demonstrates the commitment to enriching the Board with individuals able to support TFO's educational and cultural ambitions.

Jean Lépine

Chair of the Board (Toronto)

March 25, 2025 - March 24, 2028

Ex-officio member of the Finance and Audit Committee and the Governance and Human Resources Committee

Dominique Giguère

Vice Chair (Aylmer)

March 4, 2025 - March 3, 2027

Chair of the Governance and Human Resources Committee

Frédéric Duguay

Administrator (Toronto)

March 10, 2024 - March 9, 2026

Chair of the Finance and Audit Committee

Lise Bourgeois

Administrator (Russell)

December 12, 2024 - December 11, 2026

Member of the Governance and Human Resources Committee

Maxim Jean-Louis

Administrator (Sudbury)

February 9, 2023 - February 8, 2025

Member of the Governance and Human Resources Committee

Christine Dikonguè

Administrator (Toronto)

December 5, 2024 - December 4, 2026

Member of the Finances and Audit Committee

Monique Ménard

Administrator (West Nipissing)

January 28, 2025 - January 27, 2027

Member of the Governance and Human Resources Committee

Jennifer Spoke

Administrator (Toronto)

February 1, 2024 - January 31, 2026

Member of the Finance and Audit Committee

7.2. Executive Committee

The organizational structure of TFO consists of six sectors headed by a member of the Executive Committee, made up of senior managers, who report to the CEO, a position appointed by Order in Council by the Lieutenant Governor in Council.

General Management

Xavier Brassard-Bédard (since January 2025)
Chief Executive Officer

Michelle Séguin (until January 2025)
Chief Executive Officer

Content and Production

Sonia Boisvert
Vice President, Content and Productions

Services to the Educational Community

Éric Génier
Senior Director, Education Community Services

Human Resources

Kuresha Ramahotar (since October 2024)
Senior Director, Human Resources

Poonam Ramkhelawon Maroam (until September 2024)
Senior Director, Human Resources

Finance, Technology and Operations, and Legal Services

Francis Michaud
Vice-President and Chief of Operations

Sylvie Roussel (until June 2024)
Senior Legal Advisor and Secretary of the Board of Directors

Roxalie LeBeau-Hébert (since July 2024)
Legal and Corporate Governance

Julie Brisson
Chief Finance Officer

Ulrich Dessouassi
Senior Director, Technologies

Marketing, Communications, and Digital Experience

Joëlle Drouin
Senior Director, Marketing, Communications and Digital Experience

It should be noted that artificial intelligence tools have been used to improve the writing and clarity of certain sections of this annual report.

Appendix I - Compensation and attendance of the Board of Directors

Member	Attendance at 2024-2025 board meetings	Total compensation in 2024-2025	Per diem
Jean Lépine, Chair	8/8	\$14,700	\$350
Dominique Giguère, Vice-President	8/8	\$10,875	\$250
Maxim Jean-Louis, Director	8/8	\$2,300	\$200
Frédéric Duguay, Director	8/8	\$3,200	\$200
Christine Dikonguè, Director	6/8	\$1,800	\$200
Monique Ménard, Director	8/8	\$2,500	\$200
Jennifer Spoke, Director	7/8	\$2,400	\$200
Lise Bourgeois, Director (since December 12, 2024)	2/3	\$400	\$200
Total	93% overall attendance rate	\$38,175	N/A