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GROUPE MÉDIA TFO
STRATEGIC POSITIONING
STATEMENT

FOREWORD

Transformative digital enterprises contribute to defining and developing jobs for young talents in the creative sectors. This is the story of Groupe Media TFO, a digital educational and francophone powerhouse.¹

Industry and government in Ontario, across Canada, and globally, are becoming increasingly focused on innovation and determined to lead within the global digital economy. Klaus Schwab of the WEF and others refer to this as the dawn of the fourth industrial revolution. Enterprises recognize that vigorous innovation is a defining condition of success.

Within this context, it is equally essential for public sector agencies to engage. In order to remain relevant, public enterprises must move decisively to deliver intelligent and meaningful innovation.

As a public educational media enterprise, Groupe Média TFO understands this imperative. Over the past five years, we have restructured, repositioned and rebranded. From a single television channel, we have transformed ourselves to become a digital content producer, an aggregator and international multiplatform distributor of a new generation of learning media resources. Our efforts have garnered critical acclaim for Ontario that ranges from Austin to Amsterdam.

The current financing model no longer corresponds to our reality. In order to fuel our growing momentum, to leverage the innovation strength that we have developed and more fully realize the potential of our educational enterprise, Groupe Média TFO requires a new funding model that is more adequately aligned with its new operational activities.

According to World Economic Forum (WEF) data, Canada ranks 14th on the Network Readiness Index 2016, a key measurement of the capacity of countries to leverage emerging technologies and digital opportunities.² We are on the outside of the leading cohort consisting of seven countries: Finland, Switzerland, Sweden, Israel, Singapore, the Netherlands and the United States. For Canada to catch up, we all have our work cut out for us.

We submit this paper to serve as a strategic repositioning statement. We will honour and build on our strong foundation of providing a consistently trustworthy and credentialed public service and on our culture of innovation. Our ambition is to chart a future course of new, enhanced and significant digital outcomes for Francophones and Francophiles, within Ontario, nationally and internationally, across learning audiences in search of premium French-language content.

Groupe Média TFO is DIGITAL, EDUCATIONAL and FRANCOPHONE.

Glenn O’Farrell
President and CEO

¹ Financial Post, November 5, 2015
SUMMARY

Groupe Média TFO operates at the intersection of provincial and federal public policies, and seeks to improve and expand its delivery of tangible DIGITAL, EDUCATIONAL and FRANCOPHONE outcomes for Ontario and Canada. The enterprise has strategically positioned itself to bring forward unique and exceptional contributions, in order to achieve the key objectives of Canadian French-language education and bilingualism. Canada’s 150th anniversary is the perfect occasion to take new steps to strengthen and to solidify the foundations of digital French-language education at the national level. A recent survey shows that over 80 percent of Canadians believe the 150th anniversary is a key opportunity to promote the official languages of the country.1

Given our significant advances and remarkable innovation potential as a public educational media enterprise, we submit that it is time to nurture Groupe Média TFO’s capacity to compete as a prime digital content producer and as an innovator. Our capacity for success and innovation is critical and integral to Ontario’s success as a leading, knowledge-based North American economic player, where a vibrant DIGITAL, EDUCATIONAL and FRANCOPHONE public enterprise strengthens the overall fabric.

There are numerous initiatives waiting to be launched to move Groupe Média TFO to the next level and better meet the needs of Ontarians and Canadians. Below are a few brief examples of initiatives to bolster Groupe Média TFO’s services to the public.

1. Nurturing digital production innovation

Extending the technology capabilities of LUV, our next generation of digital educational content studios, and growing our potential for creativity and innovation.

2. Delivering IDÉLLO, our digital learning platform to every school across Canada

IDÉLLO could become a basic component of Canada’s Official Languages infrastructure, supporting national identity, bilingualism and social integration.

There are 130,000 French-as-a-first-language and French immersion teachers throughout Canada, and an estimated 2.7 million Francophone and Francophile families with one of more children aged 2 to 14 enrolled in French, FLS or immersion schools throughout Canada. These families could also benefit from IDÉLLO.

3. Expanding Edululu, the reference for educational applications

Expanding Edululu to provide more and richer functionalities, guidance and community engagement options for parents and teachers as they sort through the growing universe of educational apps for kids.

4. Making Boukili a prime digital reading destination for young Canadians

Growing Boukili as a premium reading digital destination for kids of all ages, increasing its scope and scale, the richness of its content and extending its availability to all kids requires new content and technical investments.

5. Enhancing cultural content targeted at Francophones

Developing more high-calibre, independently produced educational series in the document-drama format, such as Le Rêve de Champlain, to continue to bring Francophones together across Ontario and Canada and to celebrate Francophone language and culture.

Groupe Média TFO plays a crucial role to Ontario and Canada’s Francophone community, contributing to expand Francophone spaces and in building a sustainable future for them. We want to bolster this contribution.
SECTION 1
THE DIGITAL RACE
Bridging the digital divide is a daunting challenge for everyone.

Governments are struggling with change, and are often playing catch-up in the digital race. In response, governments in Ontario and across Canada have launched initiatives that put digital at the core of their service delivery model to citizens:

“My end goal is simple: I want Ontario to become the most open, transparent and digitally connected government in Canada. [...] We have to fundamentally rethink how government programs and services are delivered in Ontario.”

Specifically, the government of Ontario also acknowledged the need for help:

“We know we need help and guidance on this... We need expertise and digital entrepreneurs... So we’ll be looking for help from outside experts who have done this sort of thing before.”

At the federal level, the Government of Canada is moving on several digital priorities, many of which are led by the Department of Canadian Heritage. They are focused on delivering upon the government’s promises to expand digital access to cultural programming and strengthen protection for the minority languages across the country.

The mandate letter to the Department of Canadian Heritage, from Prime Minister Trudeau, made many references to these issues. Many of these bear directly on areas of intersecting federal and provincial responsibility, particularly those at the core of our mission:

- Develop a new multi-year Official Languages plan to support English and French linguistic minorities.
- Establish a free, online service for learning and retaining English and French as second languages.
- Work with the President of the Treasury Board to ensure that all federal services are delivered in full compliance with the Official Languages Act.
- Work in collaboration with the Minister of Indigenous and Northern Affairs to provide new funding to promote, preserve and enhance indigenous languages and cultures.

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4April 1, 2016; Keynote address, Open Government, Canada, 2020 by Kathleen Wynne, Ontario Premier.
The Department of Heritage also recently concluded a consultation on how to enhance the creation, discovery and export of Canadian content in a digital world.

There are many issues to consider as the Government of Ontario and the Government of Canada plan a digital future:

• Do we have the digital infrastructure required to serve the existing and future needs of Canadians?

• How will Canadian realities such as bilingualism and multiculturalism be advanced in the face of a potential global torrent of content?

• What policy changes are needed to support an effective digital service delivery model to citizens in key areas, such as education?

• How will we nurture Canadian creative voices domestically and abroad?

Groupe Média TFO is committed to providing high quality francophone content to Ontarians and across the globe. By empowering TFO to seek growth opportunities in the private sector, the Governments of Ontario and Canada will help sustain and grow a flagship French language asset.

These initiatives at both levels of government will reverberate through many areas of intersecting federal and provincial responsibilities including language policy, education and enhanced services to Francophone communities.
SECTION 2
WE CAN RUN
Groupe Média TFO is a public media enterprise that has the expertise and the innovative strength to move forward decisively. We have earned a widely recognized track record through profound restructuring and digital transformation. Once a TV station, “TFO remade itself into a digital powerhouse”, according to the Financial Post.5 Television is now just one asset in a suite of offerings focused on education, culture and the French language. This transformation has made Groupe Média TFO stronger and drawn a growing audience, which is the key to fast growth within any field. Our new emphasis is on the delivery of premium learning content for mobile platforms.

In the frequent waves of digital disruption, Groupe Média TFO has emerged as an innovation leader. We realized early on that to remain relevant and fulfill our education and public service mandate, we needed to deliver content to our audiences on the platform of their choice.

“There is increasing recognition in the space for what Groupe Média TFO has accomplished. It’s not waiting around for things to emerge, they’re doing impressive things that others should be doing too. But at this rate everyone will always be behind Groupe Média TFO.”

Catherine Cano, President and GM, CPAC

Minister of Canadian Heritage Mélanie Joly, commended Groupe Média TFO on its leadership in the development of an aggressive digital strategy, particularly on YouTube, and on the quality of its educational content and its reach in the international Francophone community.6

Source: https://www.youtube.com/watch?v=1dHSPjvTo80

5Financial Post, November 5, 2015
6Source: Minister of Canadian Heritage Mélanie Joly’s appearance on Tout le monde en parle, Radio-Canada, October 24, 2016.
We work with several unique advantages that must be nurtured and leveraged by all of our stakeholders. We ensured Groupe Média TFO carried on the long standing values of the enterprise. Specifically, we continue to offer premium educational content that parents and teachers hold in high regard, consistently and throughout all of our platforms. In the process we have become the largest producer and aggregator of French-language educational media content in Canada. Based in Ontario, we deliver high-quality educational experiences to a growing number of Francophone communities across the country. The scope of Groupe Média TFO’s programming activities illustrates how Canada’s Official Languages policy can be advanced significantly despite the size and diversity of our nation.

We have proven we can run. We now sit at the intersection of digital, education, language and Francophone culture.
SECTION 3
TRANSFORMING EDUCATION THROUGH INNOVATION
With its digital and entrepreneurial culture, Groupe Média TFO is transforming education through innovation in many ways. This is a key part of our DNA. This section provides an overview of key initiatives that illustrate our commitment to enhancing learning experiences through innovation.

**LEARNING TRANSFORMED**

Groupe Média TFO sees learning as an opportunity for innovation and creativity both inside and outside of the classroom. Learning has become a lifelong endeavour as people increasingly seek and acquire information and knowledge online. It also has become essential for all learners to develop skills such as critical thinking, creativity and collaboration to understand and contribute to our world.

A critical element in our ability to achieve our aims is how well we understand Francophone learners. We take great care in being attentive to media consumption patterns among youth, teachers and parents to respond to their needs with the most appropriate educational resources, within our means. We use ongoing surveys to continuously nurture our understanding of those needs for better and improved learning tools. Clearly, apps and games occupy centre stage in this new world.

We are a key player in this environment. Groupe Média TFO is committed to continue to offer quality educational content on a multiplicity of platforms with value-driven content that parents can trust.
IDÉLLO: A NEW FLAGSHIP FOR DIGITAL LEARNING

IDÉLLO is Groupe Média TFO’s new flagship for digital learning, a global home for education in French. It was launched in beta mode in the spring, with a full launch in fall 2016.

IDÉLLO is a learning platform for everyone, that gathers the power of digitally delivered educational content all under one umbrella. It holds more than 8,000 digital resources for parents, students and educators (applications and games, guides, videos, themed folders, educational materials and collaboration features) for users are aligned with Ontario and Canada’s curricula and priorities in education. 78 percent of teachers surveyed are satisfied with IDÉLLO’s content and resources.

We understand the needs of our users and are ready to serve them. First, we propose putting IDÉLLO into every single school in Canada, reaching all of Canada’s French-language learners. This effort is gaining traction. IDÉLLO is now certified and recommended by ACPI, the immersion teachers association of Canada and by ERAC, a consortium of British Columbia’s school boards.

In addition to the 130,000 French-as-a-first-language and immersion program teachers throughout Canada, we estimate the number of Francophone and Francophile families in Canada at 2.7 million. These families could also benefit from IDÉLLO.

However, only 10 percent of Canadian students enrolled in French schools and in French-as-a-Second-Language programs have access to IDÉLLO through their school or school board’s subscription.

We need to address this issue in order to extend the reach of digital learning to students across Canada. We believe this is a solutions to promptly implement in order to contribute to achieving the Department of Canadian Heritage’s goal to “establish a free, online service for learning and retaining English and French as second languages.” IDÉLLO is nothing short of a turnkey solution.
We call upon the Department of Canadian Heritage through its Official Languages program to provide funding to enable every school board and schools, where French is taught to given access to IDÉLLO. This would be completely in line with two of the key objectives out in the mandate letter from the Prime Minister Trudeau.

**PARTNERSHIPS WITH PBS LEARNINGMEDIA AND RÉSEAU CANOPÉ: SEALS OF APPROVAL**

Our leadership in digital education has not gone unnoticed in the United States. Groupe Média TFO recently announced a strategic partnership with PBS Education to distribute TFO’s award-winning French educational content on PBS LearningMedia World Language platforms.

Beginning in Spring 2017, more than 1,000 French educational short-form programs, produced by TFO in its Toronto studios will be made available through PBS LearningMedia, reaching over 1.8 million teachers and students across 55 states and territories in America. The programming to be provided by TFO is dedicated to serving 2- to 12-year-old learners.

Groupe Média TFO’s digital innovations in the world of education also caught the eye of France’s Réseau Canopé. Canopé is a creation and educational guidance network that serves the entirety of the educational market on French territory. Its mission is to bring education into the digital age.

We are currently negotiating a multi-year framework agreement to transfer to Canopé the expertise and operating technologies we have developed with IDÉLLO. Canopé wants to acquire this know-how in order to access the high-performance platform and bring it, starting in 2017, to families and students enrolled in French schools. Once the expertise transfer agreement has come to fruition, Canopé will be able to join Groupe Média TFO in developing a new generation of functions for IDÉLLO. With this Canada–France agreement, IDÉLLO will become a critical element and a key driver of the digital strategy of the French public school system.

These partnerships are a perfect illustration of how Groupe Média TFO’s educational content, along with its digital innovations in the world of education, have earned it the esteem and recognition of world leaders in digital learning, well beyond our borders.
YOUTUBE CHANNELS AND MCNS

YouTube and multi-channel networks (MCNs) are at the heart of TFO’s multiplatform distribution strategy. With over 15 channels and over 300 million views to date, we operate Canada’s number one educational French-language YouTube channel.

The Mini ABC channel won a Silver Play Button, a YouTube award for channels with over 100,000 subscribers. The MiniMation channel is next up, as it is expected to break the 100,000-subscriber mark in the first quarter of 2017.

Groupe Média TFO’s digital leadership was recognized by the Chairman of the CRTC, Jean-Pierre Blais:

“I personally would like to emphasize your strong leadership, which is a positive example for the entire industry of Canadian broadcasting” (May 4, 2016)

300 MILLION VIEWS ON YOUTUBE
BOUKILI: HELPING KIDS DEVELOP THEIR READING SKILLS

Boukili is an application for mobile devices that helps children develop their reading skills. Boukili provides children aged 4 and up with an immersive, interactive and educational reading experience, whether they are native French speakers, French immersion students or learners of French as a second language.

Boukili encourages and develops children’s reading skills by having them explore a collection of books created by Mini TFO. Boukili also invites parents to observe and guide their children’s reading progress with the help of a dashboard. The platform has an integrated gaming experience that encourages and allows them to advance their reading abilities.

Boukili has remarkable success with parents. Its user-friendliness and its “discover 30 countries” feature are highly popular among users experience. In only nine months, we broke the 80,000 download mark, becoming a highly popular app in Canadian Francophone app stores (Google Play and iTunes Store).

We want Boukili to develop into a virtual library for Francophone and Francophile learners. We need to take it to the next level. We have extensive plans to build on additional interactive reading features, in addition to more books and games.

MORE THAN 80,000 DOWNLOAD MARK
EDULULU: THE REFERENCE FOR EDUCATIONAL APPS

Do you know any parents who have not searched for educational content for their kids? With three million educational applications available in the two main stores (Android and iOS), parents and consumers have an abundance of choices for their children. But when they need guidance on the educational qualities of the apps advertised where can they turn? This is where Edululu comes into play. Edululu is a not-for-profit guide to assist parents. Edululu, is a trustworthy, impartial tool, to respond to parents’ expectations. It is the key Canadian reference point for French-language and English-language educational apps for children and teens (2–17 year olds). How so? In fact, 76 percent of parents stated that they are interested in “an accredited educational organization providing a detailed evaluation of apps”. Groupe Média TFO is committed to enhancing the scope and the service level of Edululu to help parents make the best choices in educational resources for their kids. With an ever growing library of new apps, we seek to expand and broaden the scope of this unique Canadian assessment service. Consumers are increasingly turning to apps to find “finger tip” solutions ranging from learning to fashion to news and information. Edululu deserves to live up to its full potential.

3,000,000
EDUCATIONAL APPLICATIONS

Étude Harris/Décima, octobre 2013.
LUV: VIRTUAL REALITY TAKES EDUCATIONAL CONTENT PRODUCTION BY STORM

After extensive research in North America, Groupe Média TFO introduced a leading edge virtual production laboratory we call LUV. This project began as a collaborative global R&D project that merges gaming and broadcast technologies.

LUV is a one-of-a-kind incubator for a whole new generation of digital educational productions designed to stimulate learners in Ontario, in Canada, and beyond. By integrating gaming sensibilities in the production of educational video content, we attract a new generation of children who are born in the era of smart phones and tablets.

After the successful implementation of the LUV, we have already started to work on LUV 2: a motion capture project that will allow our actors to interact live with 3D animation into the LUV environment.

The SMPTE (Society of Motion Picture and Television Production Engineers) requested a special tour of our LUV for 150 of their members. This globally influential organization sets technical standards for the engineering aspects of content creation and distribution. The visit acknowledges Groupe Média TFO’s visibility and worldwide reputation in its sector. It also substantiates the world-class level of our progress and its potential contributions to digital government.
It is also important to note the influential role of an innovation like the LUV, which spurs the development of new types of jobs and of skills for the future. We have created new positions and responsibilities to meet the creative needs of this new production environment. More than a mere technological innovation, the LUV is a laboratory for the development of human resources in Ontario’s media sector, and we are immensely proud of it.

The LUV is leading edge. It can contribute to Canada’s federal innovation strategy and to the development skills for the digital economy. We have taken the lead but our competitive position must be nurtured through access to capital funding to maintain its lead position.
MAXI A FIRST!
AN ANIMATION PRODUCTION
DESIGNED FOR MOBILE DEVICES

Frima Group and Groupe Média TFO recently launched MaXi, the very first Canadian animated series for children aged 9 to 12 years of age, formatted and designed for smartphones and tablets.

MaXi reinvents industry practices by offering young people a new immersive entertainment experience on smartphones and tablets. MaXi will be available for iOS and Android, as well as in linear format for television through 26 episodes, each 11 minutes long. MaXi is slated for release in spring 2017. Unique and gripping, the series has been formatted to respond to the transformation of information consumption habits of youngsters, in the use of smartphones and tablets.

MaXi is a 100 percent French-language production, born of the expertise of Groupe Média TFO and Frima in producing innovative educational, cultural and technological content. The two partners have begun to deploy a strategy to distribute their productions throughout the world, which will extend the reputation of our creative team internationally.
LES TABLETTISTES: A PRIME EVENT TO STAY CONNECTED

In an innovation environment, thought leadership is key. We felt that it was time for us to create a forum for dialogue on education and technologies in a digital world. With this in mind Groupe Média TFO created Les Tablettistes, a bilingual discussion forum whose fourth edition is set to begin on January 6, 2017.

Each year, the event focuses on how new technologies are transforming kids’ learning pathways, taking on the subject from various perspectives. It brings together more than 250 professionals from the fields of education, content production, and new technologies.

Past editions saw presentations from high profile speakers such as Col. Chris Hadfield; the Right Honourable Paul Martin; and, of Sheldon Levy, past-President of Ryerson University.

We have game and we have ambition. But to continue to exercise our leadership and our capacity to innovate, we must modernize our funding model as it was designed for a different era when TFO was a linear television channel and had not yet transformed itself in the digital powerhouse it has become.
SECTION 4
CONTRIBUTING TO THE SUSTAINABLE DEVELOPMENT OF LA FRANCOPHONIE
As the 150th anniversary of Canada celebrations roll-out, we must take the opportunity to celebrate our linguistic and cultural heritage and to reinforce our capacity to make all Canadians benefit from it in a lasting way.

Groupe Média TFO is committed to extending the reach of its French-language educational content to Francophones in Canada wherever they live. We are sensitive to the linguistic and educational needs in communities large and small. Across the country, more than 8 million households have access, either through cable or satellite, to TFO’s television channel. It is offered to subscribers in Ontario and Manitoba as part of the basic cable package, and it is available as a subscription service elsewhere in Canada, including Quebec, the Atlantic Provinces and the Western provinces. We constantly strive to continue to extend the availability of our educational content to Francophones across Canada.

Survey upon survey has demonstrated that Francophone communities yearn for access to more French language services. This is particularly true for small and remote Canadian communities where access to content in French is at a minimum. In a digital world, this no longer needs to be the case. And this is where Groupe Média TFO digital solutions can deliver their greatest benefits.

Groupe Média TFO’s leadership in digital learning is clearly demonstrated through the range of innovations we just discussed. But equally important to us, is serving the needs and ensure the longevity and the sustainable development of la Francophonie in Ontario, Canada and the world. With almost 10 million French speakers in Canada, and 2.6 million of them living in minority settings, we see our role as an essential force to ensure this great community not only endures, but thrives. Here is how we fulfill that essential role and contribute to that noble goal.

Section 4
Contributing to the sustainable development of la francophonie
especially those in minority settings, and help them break out of cultural and linguistic isolation by bringing them into the greater Francophone community.

However, there are still gaps in our ability to serve minority Francophone communities, and this is in spite of repeated efforts to persuade some cable carriers to offer our television service to their subscribers. These carriers have failed to recognize TFO is a vital service, not only for viewers, but for the national imperatives of providing services in the official languages. Yet, Groupe Média TFO will keep making the case for national cable and satellite carriage and we hope for support from all levels of government.
Another way of bringing together Francophone communities and binding this great country is by reminding ourselves of our common history, presented through docu-drama. *Le Rêve de Champlain* is a recent production where the great explorer’s critical contribution to our history is explored. This production is now being distributed in Spain and Italy where the North American frontier experience is a cultural staple.
Recognizing the need to adapt to new consumer media patterns driven by the growth of digital and mobile devices, Groupe Média TFO successfully migrated into a new digital operational and distribution enterprise model. Focusing first on providing digital platform access to serve Ontario Francophone and Francophile learning audiences, we have seen spectacular growth in digital content viewing (over 300M views on YouTube alone).

As learning audiences in search of premium educational content have increasingly discovered Groupe Média TFO product digital offerings, we have recently developed new national and regional content cable and telco distribution agreements in Québec, Alberta, B.C. and in the state of Louisiana through Louisiana Public Broadcasting. Numerous other discussions are ongoing across America and around the world where Groupe Média TFO’s leadership in French education and culture is recognized.

Most recently, we concluded a historic multi-year distribution agreement with the most reputable educational media enterprise in the world, PBS Learning Media. We are immensely proud to provide our own made-in-Ontario educational content to teachers and learning audiences across the 55 states and territories across the US. Without a doubt, our learning content has proven appeal.
Groupe Média TFO is delighted in Ontario’s appointment as an Observer by the Organisation Internationale de la Francophonie (OIF). Ontario’s candidacy was wholeheartedly supported by the federal government, and the provincial government celebrated the results following words:

“Ontario’s observer status reflects the Franco-Ontarian community’s integral role in the province’s past, present and future, and the government’s commitment to protecting and promoting French language and identity.”

This historic event places us in a strategic position to become a multi-national provider of French educational digital media content to the Francophonie, and in Africa in particular where digital technologies are ramping up. Over three decades, we have developed and earned the trustworthy credentials of a solid educational media enterprise drawing on the internationally recognized strengths of Ontario’s public educational system. We are confident that we can offer added-value digital solutions through OIF channels to significantly extend our award-winning content to French-speaking nations across the world.
SECTION 5
FUNDING INNOVATION
The restructuring and repositioning of Groupe Média TFO as a **DIGITAL, EDUCATIONAL FRANCOPHONE** enterprise, described in this paper, was conducted for all intents and purposes, under its original funding model, as a public media television service, operating a single television channel. We modernized our collective agreements and our work flows, vastly improved productivity and transformed the culture of the enterprise. No stone was left unturned.

That funding model has run its course. It was designed for conventional television, a media that is in decline across the world, particularly with youth audiences that embrace digital media. Under the current funding model, there is little if any room for Groupe Média TFO to continue to achieve further progress as a digital leader, with multiple platforms in its toolkit to better reach its audiences, or to leverage its innovation enterprise potential, which has made itself more than clear. And when you stand still, you effectively slide backward.

The operational funding Groupe Média TFO receives from the Government of Ontario has not progressed on the same curve and has plateaued over the past three years. Sustained efforts have been made to develop the potential of self-generated revenue. We aim to broaden the scope of our content distribution on traditional outlets and on digital platforms such as YouTube. We have entered agreements with Air Canada and Via Rail to bring our content to their passengers. The learning platform IDÉLLO is now available throughout Canada, beyond Ontario, upon a monthly subscription fee. We are also making an effort to broaden the range of our revenue sources through advertising and through the sale of services such as the LUV, a highly innovative content production environment. At the moment, however, our self-generated revenue represents no more than 10 percent of our funding. It is not enough to singlehandedly ensure our growth. This has put a damper on the organization’s capacity to fully realize its potential for innovation.
Groupe Média TFO is already providing services in excess of the amount of funding we receive to position the organization on a par with the main public educational enterprises in Canada, which have similar mandates but are much better funded to cater to their audiences, TFO needs to be treated like the entrepreneurial, innovative public broadcaster that it has become.

With our national presence, we can reach a potential eight million households through cable and satellite television in Canada, invites us into Francophone spaces and makes it possible for us to bring our educational content to Canadians in minority settings. Not to mention IDELLO’s key role in digital learning, not only in Ontario, but also from British Columbia through to the Atlantic provinces.

The scope of Groupe Média TFO’s operations and their national and international reach deserve a fundamental reconsideration for larger funding sources. Given the significant advances it has made and its remarkable innovation potential as a public educational media enterprise, we submit that it is time to modernize Groupe Média TFO’s funding model.

Groupe Média TFO’s success is critical and integral to Ontario’s success as a leading, knowledge-based North American economic player, where vibrant DIGITAL, EDUCATIONAL and FRANCOPHONE public enterprise strengthens the overall fabric. Groupe Média TFO is crucially important to Ontario as a whole.

Our growing educational impact and further potential across Canada is equally compelling. As a provider of content for French-speaking minority communities and learning audiences from coast-to-coast-to-coast, Groupe Média TFO can become an enabling DIGITAL, EDUCATIONAL and FRANCOPHONE catalyst.
There are numerous initiatives waiting to be launched to move Groupe Média TFO to the next level and better meet the needs of Ontarians and Canadians. Below are a few brief examples of initiatives to bolster Groupe Média TFO’s services to the public.

1. Nurturing digital production innovation

Extending the technology capabilities of LUV, our next generation of digital educational content studios, and growing our potential for creativity and innovation

2. Delivering IDÉLLO to every school across Canada.

The curriculum is in place, it has the trust of educators, parents and students. This would provide national access to IDÉLLO’s digital learning tools, ensuring parity of development opportunities for young Canadians. IDÉLLO could become a basic component of Canada’s Official Languages infrastructure, supporting national identity, bilingualism and social integration.

There are 130,000 French-as-a-first-language and French immersion teachers throughout Canada, and an estimated 2.7 million Francophone and Francophile families with one of more children aged 2 to 14 enrolled in French, FLS or immersion schools throughout Canada. These families could also benefit from IDÉLLO.

3. Expanding Edululu, the reference for educational applications

Expanding Edululu to provide more and richer functionalities, guidance and community engagement options for parents and teachers as they sort through the growing universe of educational apps for kids.

4. Making Boukili a prime digital reading destination

Growing Boukili as a premium reading digital destination for kids of all ages, increasing its scope and scale, the richness of its content and extending its availability to all kids requires new content and technical investments.

5. Enhancing cultural content targeted at Francophones

Developing more high-calibre, independently produced educational series in the document-drama format, such as Le Rêve de Champlain, to continue to bring Francophones together across Ontario and Canada and to celebrate Francophone language and culture.
SECTION 6
UNLEASHING MORE DIGITAL INNOVATION
Groupe Média TFO operates at the intersection of provincial and federal public policies, and seeks to improve and expand its delivery of tangible Digital, Educational and Francophone outcomes for Ontario and Canada. The organization has strategically positioned itself to bring to the table a unique and exceptional contribution to achieve the key objectives of Canadian French-language education and bilingualism.

Canada's 150th anniversary is the perfect occasion to take new steps to strengthen and solidify the foundations of digital French-language education. A recent survey shows that over 80 percent of Canadians believe the 150th anniversary is a key opportunity to promote the official languages in the country.

Over the past few years, Groupe Média TFO has restructured, repositioned and rebranded itself. From a single television channel, we have transformed to become a digital content producer, aggregator and international multiplatform distributor of a new generation of learning media resources, and to establish itself as a digital innovation leader. The current financing model no longer corresponds to its reality.

Given the significant advances we have made and our remarkable innovation potential as a public educational media enterprise, we submit that it is time to modernize Groupe Média TFO's funding model. Our capacity for success and innovation is critical and integral to Ontario's success as a leading, knowledge-based North American economic player, where vibrant Digital, Educational and Francophone public enterprise strengthens the overall fabric.
Groupe Média TFO plays a crucial role in Ontario and Canada’s Francophone community, contributing to expand Francophone spaces and build a sustainable future for them. We want to bolster this contribution. Given our proven track record, we can make a substantial contribution in the following areas:

• Enhancing and expanding the use and learning of the French language
• Strengthening French language viewership across Canada, and
• Commercializing innovative opportunities in a digital world

We urge governments to consider Groupe Média TFO as a DIGITAL, EDUCATIONAL and FRANCOPHONE enterprise that can achieve public policy objectives and increase its contribution through a modernized funding structure. Groupe Média TFO needs a broader range of funding instruments and the removal of regulatory obstacles to maintain its pace in digital innovation for the benefit of Ontarians and all Canadians.

They would enable Groupe Média TFO to sustain its power of digital innovation, in order to better serve the educational needs of Canadians and those of la Francophonie, both domestically and on the international stage, and to contribute to achieving the objectives of the Government of Ontario and the Government of Canada.
LET’S TAKE OUR PLACE IN THE DIGITAL WORLD