

**Ministry of Education**

Minister

315 Front Street West  
Toronto ON M7A 0B8

**Ministère de l'Éducation**

Ministre

315, rue Front Ouest  
Toronto ON M7A 0B8



October 8, 2021

Jean Lépine

Chair

Ontario French-Language Educational Communications Authority (TFO)

CP 3005 succursale F

Toronto, ON M4Y 2M5

Dear Mr. Lépine,

As you begin planning for 2022-23, I am pleased to write to you in your capacity as Chair of Groupe Média TFO (TFO). Pursuant to the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for the 2022-23 fiscal year.

I would also like to take the opportunity to thank you for your continued dedication and service to students and to all citizens of Ontario and the important work that TFO carries out in ensuring:

- the delivery of high-quality educational, cultural and multimedia content to the 12 French-language school boards and the broader Franco-Ontarian community; and
- the delivery of curriculum-based multimedia learning resources to all 60 English-language school boards in Ontario for their French as a Second Language (FSL).

Ontario's board-governed agencies are vital partners in ensuring the delivery of high-quality services to Ontarians. The work that you and your fellow board members undertake to establish the goals, objectives, and strategic direction for TFO ensures that it will continue to support lifelong learning needs of Ontarians through quality educational programming services. It is important that this direction is consistent with government priorities, your agency mandate, key policies and directives and my directions, where appropriate. I thank you for your willingness to serve.

As part of the government of Ontario, agencies are expected to act in the best interests of Ontarians by being efficient, effective, and providing value-for-money to taxpayers. Our government's primary focus is to protect every life and every job we possibly can. Without healthy people, we cannot have a healthy economy.

This includes:

**1. Competitiveness, Sustainability and Expenditure Management**

- operating within your agency's financial allocations
- identifying and pursuing opportunities for revenue generation, innovative practices, and/or improved program sustainability
- complying with applicable direction related to supply chain centralization and Realty Interim Measures for agency office space
- leveraging and meeting benchmarked outcomes for compensation strategies and directives
- working with the ministry, where appropriate, to advance the *Ontario Onwards Action Plan*

**2. Transparency and Accountability**

- abiding by applicable government directives and policies and ensuring transparency and accountability in reporting
- adhering to requirements of the Agencies and Appointments Directive, accounting standards and practices, and the *Public Service of Ontario Act* ethical framework, and responding to audit findings, where applicable
- identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability

**3. Risk Management**

- developing and implementing an effective process for the identification, assessment and mitigation of risks, including planning for and responding to health and other emergency situations, including but not limited to COVID-19
- developing a continuity of operations plan that identifies time critical/essential services and personnel

**4. Workforce Management**

- optimizing your organizational capacity to support the best possible public service delivery
- modernizing and redeploying resources to priority areas when or where they are needed

**5. Data Collection**

- improving how the agency uses data in decision-making, information-sharing and reporting, including by leveraging available or new data solutions to inform outcome-based reporting and improve service delivery
- supporting transparency and privacy requirements of data work and data sharing with the ministry, as appropriate

**6. Digital Delivery and Customer Service**

- exploring and implementing digitization or digital modernization strategies for online service delivery and continuing to meet and exceed customer service standards through transition
- adopting digital approaches, such as user research, agile development and product management

## 7. Diversity and Inclusion

- developing and encouraging diversity and inclusion initiatives promoting an equitable, inclusive, accessible, anti-racist and diverse workplace
- demonstrating leadership of an inclusive environment free of harassment
- adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making

## 8. COVID-19 Recovery

- identifying and pursuing service delivery methods (digital or other) that have evolved since the start of COVID-19
- supporting the recovery efforts from COVID-19

In addition to these government-wide priorities, I expect TFO to focus on:

- continuing to consult and work closely with francophone stakeholders and educational partners in the development and delivery of French-language educational content;
- continuing to provide strong and innovative supports for Ontario students;
- continuing to demonstrate its strong, creative and innovative approaches to support the Ministry of Education in delivering education in the unprecedented context of a global pandemic.
- prioritizing learning recovery and renewal with particular attention paid to reading, literacy and math skills;
- Continuing to increase its digital presence through its distribution channels and make its educational resources and services available to students, parents and teachers, in order to promote the continuity of learning;
- supporting a more coordinated, robust provincial online learning system that will allow students to access the high-quality, teacher-taught online learning courses they need or wish to take, no matter where they live or go to school; and;
- supporting implementation and reporting on the Agency Modernization Initiative, including opportunities and planned approaches related to: the government's overall review of real estate underway by the Ministry of Government and Consumer Services; exploration of ongoing revenue generation opportunities; ongoing efforts to explore partnering with TVO; the agency's long-term delivery of digital and virtual services; best practices for succession planning for appointments for TFO; and, the overall operational and cost efficiencies.

Please include the mandate for the 2022-23 year outlined above in TFO's business plan for the upcoming fiscal year. Results will be evaluated at year-end in TFO's annual report.

Through these measures, we can continue to ensure that TFO is continuing to fulfill its mandate. We are confident that the people of Ontario are going to unleash the economic growth that is necessary for job creation, prosperity and a stronger province.

I thank you and your fellow board members for your continued support, and for your valuable contributions. Should you have any questions/concerns, please feel free to contact Denys Giguère, Assistant Deputy Minister of the French-Language Teaching, Learning and Achievement Division (FLTLAD) at [denys.giguere@ontario.ca](mailto:denys.giguere@ontario.ca) or at (416) 882-1903.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Lecce', written in a cursive style.

Hon. Stephen Lecce  
Minister of Education

- c. M. Séguin, Acting President and Chief Executive Officer, TFO
- D. O'Rourke, Vice-Chair, Board of Directors, TFO
- A. Aprahamian, Office of the CEO, Acting Board Secretary, TFO
- N. Naylor, Deputy Minister, EDU
- D. Giguère, Assistant Deputy Minister, FLTLAD, EDU