This is transformation!
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Message from the Chair of the Board of Directors

Today, TVO is a very different organization than it was four years ago when we launched our Strategic Directions 2013-2018. As we enter the last year of the Strategic Directions, we have reached a defining moment in TVO’s transformation from an educational broadcaster to a digital learning organization. I’m pleased to share this report and the progress TVO is making on our Strategic Directions.

Since 1970, TVO’s aim has always been to provide moments of learning you can’t get anywhere else. Today TVO offers high-quality educational products, in-depth journalism, ground-breaking documentaries, and award-winning children’s programming. We are committed to championing lifelong learning by leveling the playing field through digital learning resources for students and teachers, and equipping kids and adults with the information and perspective to be engaged citizens.

While the state of mainstream media has changed significantly, TVO remains a respected source of information and context valued for its depth, credibility, integrity, and intelligence. And our digital learning resources are helping transform learning inside and outside the classroom by providing students, parents, and teachers resources that promote success and prepare learners to take on the world.

As TVO’s momentum continues to pick up speed, I commend TVO’s Chief Executive Officer Lisa de Wilde and her team, whose vision and forward-thinking approach have made it possible for TVO to make great strides. I’m immensely proud of what
TVO has accomplished through Lisa’s transformative leadership, commitment to re-inventing learning in our province, and her role in taking TVO’s high-quality journalism to new heights.

To my fellow Board members, thank you for your insight, expertise, and commitment to TVO. This year, we were pleased to welcome Trina McQueen and Jo-Anne Poirier to our Board. I would like to express my gratitude to Diane Kelly, Dr. Nana Barnor, and Gary Comerford, whose terms with the Board ended in 2016, and to Geetu Pathak, whose term ended in May 2017. Thank you for your years of valued guidance, advice, and direction in helping to steer TVO through its transformation.

I want to acknowledge the important role of TVO’s Regional Councillors Advisory Board, a group of committed and engaged volunteers who believe in TVO’s vision and purpose. As a community of ambassadors, Advisory Board members expand TVO’s connection with citizens in communities all across Ontario and provide valuable feedback to TVO about our content and products.

Finally, I would like to acknowledge the generous support of the Government of Ontario, of our sponsors, and of the tens of thousands of individual donors who share TVO’s vision of creating a better world through the power of learning.

Peter O’Brian
Chair of the Board of Directors
Message from the Chief Executive Officer

At TVO, we believe learning has the power to change the world. Everything we do is driven by our fundamental belief that learning helps people create paths to successful lives.

We also know that the world is changing, and changing fast. Digital technology is changing the very nature of classroom learning, as well as the global competencies the next generation will need to build rewarding and productive lives. These same changes have also led to a world that is only getting noisier, where journalism is facing unprecedented challenges.

As the province’s partner in digital learning and the digital public space for in-depth current affairs from an Ontario perspective, TVO is leveraging digital technology to create moments of learning for people of all ages, inside the classroom, in living rooms, around the dining room table, and everywhere that Ontarians find themselves.

TVO’s Transformation
This year was pivotal for TVO. Four years ago, we developed a set of Strategic Directions:

- Be the Government of Ontario’s partner for digital learning inside and outside the classroom
- Be the digital public space for Ontario-perspective in-depth current affairs
- Empower our employees to thrive in an organization that embraces continual change

Now, as we close out the fourth year of an ambitious five-year plan, TVO is making a unique difference in the lives of Ontarians by offering high-quality learning opportunities and supporting a more informed, engaged citizenry. TVO is firmly established as a classroom partner and provider of educational resources, supporting Ontario’s students and teachers for success.

We are growing TVO’s presence as the digital public space and creating more opportunities for Ontarians to engage with the issues that matter to them.

Re-inventing Learning
Learning is the great equalizer. At a time when digital technology is rapidly changing the way that children learn and evolving the skills they need to succeed, we are striving to bring this advantage to every young learner in Ontario, regardless of economic background or geographic location.

TVO is positioned at the intersection of pedagogy, the Ontario curriculum and digital media. All of our content is rooted in the Ontario curriculum and based on TVO’s Educational Blueprint, a rigorous instructional design process that guides the creation of all of TVO’s high-quality educational content.

TVO supports learning in Ontario with unique educational resources and award-winning TVOKids series. TVO mPower, for example, is a suite of free creative online games that teach fundamental math and critical thinking skills for students in Kindergarten through Grade Six. Developed in partnership with Ontario teachers, mPower launched in classrooms across Ontario this year, and as of March 31, 2017, was already in the hands of over 35,000 students.

TVO knows that our youngest learners are not tethered to their couch and get their content on many screens. We relaunched TVOKids.com this
year, providing kids and parents with on-demand access to their favourite series. By offering more ways to view our content, we are helping kids get ready to take on school, life, and the world.

**Expanding Journalism**

TVO aims to provide an oasis of calm, informed discussion on the issues that matter to people in Ontario. With our world getting more complex, TVO’s high-quality journalism is more important for people in Ontario than ever before.

TVO has a unique role: delivering high-quality journalism through an Ontario lens. We develop stories, ask questions, and present information from the perspectives of the people of this province. Ontario is a place of extraordinary diversity. We strive to connect the dots, to find the similarities, and explain the differences.

As local print and broadcast media shrinks, so too does community and regional context, at a time when we need it more than ever. TVO provides opportunities that equip Ontarians of all ages to engage in the informed conversations that are crucial to a healthy democracy. We are expanding our journalism so that we can inform and engage more residents of Ontario when and where they are: on television, social media, and online.

TVO is connecting with Ontarians in new and innovative ways. We were the first media organization in Canada to offer nightly Periscope streaming on Twitter of *The Agenda with Steve Paikin*. We are grateful to Goldie Feldman and The Barry and Laurie Green Family Charitable Trust for their $2 million donation to TVO, one of the largest philanthropic gifts to journalism in Canada. This transformative donation will allow TVO to expand our model of high-quality journalism in underserved regions of Ontario, delivering an even greater impact to communities across the province.

**Empowering TVO’s Team**

We are committed to developing our greatest asset – our people – so that we can build a strong future as a digital learning organization. In an era of constant change, TVO is building a culture where employees have the skills, knowledge, and support to make a difference. We aim to advance TVO’s transformation by attracting, developing, and retaining team members that live our values of excellence and innovation, collaboration, ownership, respect, and trust.

It is our belief that TVO can deliver maximum impact by developing and supporting employees through professional learning opportunities, skills development, performance agreements, and team-building. We are growing a team and culture where everyone is empowered to perform at their very best and serve as TVO ambassadors in the creation of a better world through the power of learning.

Lisa de Wilde
Chief Executive Officer
Digital Learning

TVO is the province’s partner for digital learning inside and outside the classroom. TVO provides trusted educational resources and award-winning content that support student success and help prepare young learners for school, life, and the world. Kids, parents, and teachers can access high-calibre educational content on demand over multiple devices.

TeachOntario
Award-winning platform designed to support sharing, collaboration, and knowledge exchange amongst educators across Ontario to improve student outcomes and well-being.

TVOKids.com
Supporting Ontario children in school and life through the new TVOKids.com, offering on-demand content that supports the Ontario curriculum.

mPower
Creative online games that support Kindergarten to Grade Six math and critical thinking skills while students have fun and learn more about the world around them.
ILC
Ontario's largest high school, the ILC provides students with a pathway to a high school diploma or post-secondary education.

Homework Help
Supports student success through free online math tutoring for students in Grades Seven to Ten.

TVOKids The Space
Hosts Mickeey, Daniel, and Melissa engage school-age kids with interactive and educational experiences weekdays from 3:30 to 7:00pm.

Odd Squad
Produced by Sinking Ship Entertainment in association with TVO, Odd Squad won four Emmy awards for Outstanding Writing in a Children's or Pre-School Children's Series, Outstanding Directing in a Children's or Pre-School Children's Series, Outstanding Costume Design/Styling and Outstanding Hairstyling. Odd Squad also received a Canadian Screen Award for Best Children's or Youth Fiction Program or Series.

Paw Patrol
Produced by Spin Master in association with TVO, Paw Patrol won a Canadian Screen Award for Best Pre-School Program or Series.

Science Max
Produced by Breakthrough Entertainment in association with TVO, Science Max: Experiments at Large won a Canadian Screen Award for Best Children's or Youth Non-Fiction Program or Series, and Science Max Interactive won a Canadian Screen Award for Best Cross-Platform Project - Children's and Youth.
Engaged Citizenship

Journalism sits squarely at the centre of TVO's purpose. We exist to inform, enlighten, and engage citizens on the big issues of the day. We are proud to provide a unique platform for informed, civil discussion and debate. As part of TVO's Strategic Direction to be the digital public space for in-depth current affairs from an Ontario perspective, TVO is engaging citizens in the environmental, social, political, cultural, and economic forces that shape our world. We contributed to building a stronger, more informed Ontario.

Streaming on Twitter
TVO became the first media organization in Canada to stream a full broadcast nightly on Twitter with The Agenda with host Steve Paikin and summer host Nam Kiwanuka.

TVO on the Road
TVO traveled to London, Timmins, Kincardine, Pickering, and Clarington to bring to the whole province in-depth coverage on issues impacting communities across Ontario.

Bill Davis: Nation Builder and Not So Bland After All
Steve Paikin's book was published, sharing the story of Premier Davis' long legacy in Ontario politics, including the creation of TVO.
My Millennial Life
Exploring the challenges faced by today’s Millennials, this award-winning documentary follows young adults bridging the gap between expectations and reality.

My First 150 Days
Following a family’s first 150 days in Ontario together, this award-winning documentary captures their emotional journey and experience starting fresh in a new country.

Migrant Dreams
A critical examination of migrant labour in Canada, this award-winning documentary tells the story of a group of women who came to work in Ontario greenhouses as part of Canada’s Temporary Foreign Worker Program.

$2 Million Donation to Expand Journalism
Received a generous $2 million donation from Goldie Feldman and The Barry and Laurie Green Family Charitable Trust to expand TVO’s unique model of in-depth journalism in underserved regions across Ontario.

Awards
Recognized by the Canadian Screen Awards for three documentaries and awarded the Canadian Hillman Prize, a prestigious journalism award honouring story telling in the service of the common good, for the TVO documentary Migrant Dreams.
Empowered Team

Excellence and innovation, collaboration, ownership, respect, and trust are the values that guide everyone at TVO. We are constantly adapting, evolving, and innovating. Our success is built by our team, and as we drive forward, TVO is committed to empowering our team members to thrive in an organization that embraces continual change.

Engaged Employees
The overall TVO employee engagement score reached 82%, a remarkable 24% increase over the last eight years.

All-TVO meetings
Three times a year, the TVO team gathers to share successes and learnings and to better understand how we can move forward together on our Strategic Directions.

Learn at Work Month
For the month of September, team members drive a focus on professional development via blog posts, personal learning experiences, job shadowing, and by leading informal learning and development opportunities.
Lunch and Learns
Over the lunch hour, team members share project updates and professional development learnings with colleagues.

Spotlight Awards
Annual awards recognize individuals and teams who embody TVO’s values of excellence and innovation, collaboration, ownership, respect and trust.

myTVO
TVO’s intranet facilitates conversations through employee blog posts, sharing of ideas, discussions, organizational news, and recognition of team members’ achievements.
Financial Sustainability

We are committed to consistently increasing productivity and identifying efficiencies to deliver maximum impact for Ontario. In addition to funding from the Government of Ontario, TVO is focused on growing self-generated revenues from generous donors, corporate sponsors, and the sale in international markets of TVO ILC high school courses.

Overwhelming Support from Ontarians
Over 34,000 individual Ontarians supported TVO by making donations.

TVO’s Gala
TVO’s annual fundraising event has raised over $945,000 since its inception in 2012. In 2016, TVO honoured visionary filmmaker Deepa Mehta for her remarkable achievements and contributions as a filmmaker, storyteller, and catalyst for civic discourse.

Corporate Partnerships
TVO is supported by corporate sponsors including the Chartered Professional Accountants of Ontario (CPA Ontario), TD Bank, Shaw Festival, Mirvish Productions, Kidde Canada, Bruce Power, Carter’s OshKosh, Ontario Telemedicine Network, Skills Canada, the Ministry of Economic Development, Employment and Infrastructure, the Ministry of Health and Long Term Care, Wild Kratts Live!, and 3M Canada Company.
Transformational Gift to TVO

In one of the largest philanthropic gifts to journalism in Canada, Goldie Feldman and The Barry and Laurie Green Family Charitable Trust made a $2 million donation to expand TVO’s unique model of journalism by creating a new network of Ontario Hubs throughout the province. This transformational gift will create more in-depth journalism and will provide TVO with the ability to offer an unparalleled depth of analysis, debate, context, and informed opinion about issues affecting Ontario. From all of us at TVO, thank you to Goldie, Barry, and Laurie. We are truly grateful for your contribution, which will help TVO to build a stronger, more engaged Ontario, connecting the citizens of this province to the important issues of our time.

International Course Sales

TVO is increasing self-generated revenue by selling ILC courses through international partners to international students. Revenue is invested into TVO’s core programs for Ontarians.

Limiting Growth in Expenditures

Despite inflationary pressures affecting large portions of our operating budget such as rent and labour, TVO has limited annual growth in operating expenditures to less than 0.1% over the past 10 years on a compounded basis.

Finding Efficiencies

TVO has initiatives underway that will avoid capital investments and achieve significant savings in future years, including migrating to cloud-based technology solutions, moving Master Control Services offsite, and reducing the square footage of rented office space.
This is Transformation
Ten Ways TVO Made an Impact in 2016-2017

Engaged more Ontarians as the first Canadian media organization to stream nightly on Twitter Periscope.

Connected 7,730 teachers through award-winning TVO TeachOntario.

Inspired 34k+ Ontarians to make philanthropic donations to TVO.

Awarded 8 Canadian Screen Awards and the Canadian Hillman Prize for Journalism for TVO content.

Helped students solve over 120k math questions through TVO Homework Help.

Launched the new TVOkids.com with on-demand content that supports the Ontario curriculum.
Enrolled

20,475 high school students in TVO ILC, Ontario’s largest high school.

Fostered foundational math skills in 35,608 K-6 students through TVO mPower creative online games.

Received a generous $2m donation from Goldie Feldman and The Barry and Laurie Green Family Charitable Trust to expand TVO’s in-depth journalism by creating Ontario Hubs across the province.

Sparked moments of learning in the 10.5m Ontarians who watched TVO’s current affairs, documentaries, dramas, and kids’ programs.

And all of this for government funding equivalent to the cost of a coffee and a muffin per Ontarian.
In 2016–2017, over 34,000 generous Ontarians made donations to TVO. Families, foundations, and corporations also gave generously. We are grateful for every contribution.

Leadership Giving Circle

**Innovator $250,000+**
The Barry and Laurie Green Family Charitable Trust
Goldie Feldman

**Leadership $100,000–$249,999**
Bruce Power L.P.
Carter’s OshKosh
Chartered Professional Accountants of Ontario
David Green
Mirvish Productions
TD Bank Group

**Platinum $25,000–$99,999**
Anonymous (1)
Diane Blake and Stephen Smith
Donald and Lorraine Hill Foundation
OTN

**Gold $15,000–$24,999**
3M Canada
Enecare
Francine and Robert Barrett Fund at Toronto Foundation
Kathryn Kennedy
The McLean Foundation
Shaw Festival

**Silver $5,000–$14,499**
Anonymous (7)
Alexandra and James Arnett
Aqueduct Foundation - John and Sheila Price Family Fund
William E. Barnett
Dr. Nana Barnor
Isabel Bassett
Suresh and Nutan Bhalla
Birch Hill Equity Partners
Dr. Sandra Booth
Paul Breih and Ann Lawson-Brehl
Canadian Development Marketing Corporation
Cineplex Entertainment

**Bronze $1,000–$4,999**
Anonymous (68)
Aird and Berlis LLP
Michael C. Allen
Betty Anderson
Robert and Wendy Atkinson
Gianni and Sunil Bahadoorsingh
Rick Baranick
Kenneth Batt
Dr. Ronald Bayne
Anne Bawden
Jeanne Bergevin-Vollebekk
Erika Biro
Maureen Blair-Leighton
Edward and Joan Boswell
Mr. Reg Bronskill and Ms. Helen Findlay
Steven Brouse
Campbell Brown
Phyllis and James Brown Family Fund

Lisa and Jim de Wilde
Eckler Limited
David and Mariella Holmes
The Norman and Margaret Jewison Charitable Foundation
Patrick and Barbara Keenan Foundation
Kidde Canada
KPMG
Mona Levenstein
Beth Malcolm
Sabi and Amrin Marwah
Trina McQueen
Mongrel Media
Peter O’Brien
Pace Family Foundation
Edward and Elizabeth Richardson
Ryerson University
Alice Sears
Sinking Ship Entertainment
Skills Ontario
Telefilm Canada
TELUSS
The Daiglish Family Foundation
Jane M. Wilson
Kathryn Kennedy
The McLean Foundation
Shaw Festival

Thank You
Alain and Nicole Normand
NVOF
Ontario Home Builders’ Association
Ontario Secondary School Teachers’ Federation
OPG Employees’ & Pensioners’ Charity Trust
Marnie and Larry Paikin
J. E. Panneton Family Foundation
Gerald Parowinchak
Geetu Pathak
Charlotte Danard & Don Plewes
Charles Price
Tim Price
Hugh L. Prichard
Professional Engineers Ontario
Elinor Ratcliffe, C.M., O.N.L., LL.D (hc)
David Rea
Hans J. Rerup
B. Richter
Geoff Rytell
Babak Sarshar
The Schwartz Family, Ottawa
Den Shannon
Heather Sheehan
Anne Smith
Peter Etril Snyder
Nancy Sprott
Edward Stewart
Sussex Strategy Group Inc.
Martin Taylor
Scott and Erin Taylor
N.A. Taylor Foundation
The Betty and Joe Gray Family Foundation
The Directors Guild of Canada, Ontario (DGC Ontario)
The Kitchener and Waterloo Community Foundation - Hughraine Fund
Katherine Thurteill
Jennifer Tory
John Udd
Art Uttley
Sylvia Vanhaverbeke
Richard and Jean Van Loon
Anju Virmani
Richard and Mary Ellen Walker
Terrance Wapshall
John Webster

The Honourable William G. Davis Legacy of Learning Circle
Anonymous (1)
The Estate of Barbara M. Adams
The Estate of Louise Lawrie Arnott
The Estate of Florence Margaret Bendig
The Estate of Nellie Berkes-Szucs
The Estate of Alexandra Brody
The Estate of Ian Alfred Brookes
The Estate of Katherine Bruechle
The Estate of Peter Burke
The Estate of Anna Dorothy Clapp
The Estate of Vera D. Denty
The Estate of Carl Durst
The Estate of Frances Eastman
The Estate of Patricia C. Ellison
The Estate of Colin J. Everett
The Estate of Barbara Ford
The Estate of Stanley Gold
Norman & Helen Hain
William Harkins
In memory of John and Dorothy Martin
The Estate of Rosalie K. McCreddie
Don and Ann Mills
Donald Morrison
The Estate of Ernest Munroe
The Estate of Yvonne Natalie Ogg
The Estate of Arthur I. Parker
The Estate of Emily M. Pinfold
The Estate of Winifred Potter
The Estate of Donald Williamson Pounder
The Estate of Margaret Sampson
The Estate of Sidney Samuels
The Estate of Ralph Scotten
The Estate of Katharine P. Symons
The Estate of Sharon Lynn Thibodeau
The Estate of Ruth Ward
The Estate of John Gilbert West
The Estate of Robert Willmott
The Estate of Kenneth Albert Wiltshire
The Estate of Marion Wolstein

In-Kind Sponsors
Canadian Film Centre
Doc Institute
Empire Customs
Hot Docs
Loding Shoes & Shirts
William F. White International Inc.
Leadership Team

TVO’s Board of Directors governs the activities of the organization’s Executive Team while ensuring value for all Ontarians.

Peter O’Brien
Independent Pictures Inc. (Toronto)
Chair of the Board; Member, Governance Committee and Audit Committee
Nov. 1, 2005 – Oct. 31, 2018

Trina McQueen
Adjunct Professor, Arts and Media, Schulich School of Business, York University (Toronto)
Vice-Chair of the Board; Member, Audit Committee
May 31, 2016 – May 30, 2019

Ginny Dybenko
Executive Director, University of Waterloo Stratford Campus (New Hamburg)
Member, Governance Committee
Dec. 9, 2015 – Dec. 8, 2018

Jim Marchbank
Retired, former CEO, Science North (Sudbury)
Chair, Governance Committee
May 30, 2012 – May 29, 2018

Kristin Morch, LLB
Co-founder and trustee of The Pace Family Foundation (Toronto)
Member, Audit Committee
June 19, 2013 – June 18, 2019

Jo-Anne Poirier
President and CEO, Victorian Order of Nurses (Ottawa)
Member, Governance Committee
March 22, 2017 – March 21, 2020

Mark Wakefield, CPA, CA
Financial Consultant (Markham)
Chair, Audit Committee
June 19, 2013 – June 18, 2019

Diane Kelly
Retired, former General Counsel, Queen’s University (Kingston)
Vice-Chair of the Board; Chair, Governance Committee

Dr. Nana Barnor
Pediatrician, Humber River Regional Hospital (Toronto)
Member, Governance Committee
Aug. 12, 2009 – Aug. 11, 2016

Gary Comerford
President & CEO, CMC Global (Oakville)
Member, Audit Committee

Geetu Pathak
Business Executive (Toronto)
Member, Audit Committee
May 3, 2010 – May 2, 2017

The total honorarium paid to the Board in 2016–17 was $20,150 including the part-time Chair. This amount is based on levels of remuneration set by the Lieutenant Governor in Council.
Regional Councillors Advisory Board  
(as of March 31, 2017)

Committed individuals from 25 communities across Ontario form TVO’s volunteer advisory board, which provides valued input and contributes to the organization’s outreach efforts.

Steve Andrusiak, London  
Maureen Asselin, Oakville  
Lesley Bell, Thunder Bay  
Deborah Blair, North York  
Jorge Campos, Willowdale  
Craig Cook, Hamilton  
Tony Gaspar, Manitouwadge  
Colette Grant, Rockland  
Lori Guillemette, Dunchurch  
Thando Hyman, Scarborough  
Sona Khanna, Oakville  
Janis Lamothe, Manitouwadge  
Rick McCutcheon, Little Current  
Lise Moore Asselin, Mattawa  
Tamara Needham, Marathon  
Upali Obeyesekere, Toronto  
Kim Pirie-Milko, Kenora  
Trevor Pross, Belleville  
Colleen Rose, Red Rock  
Christopher Rous, Sault Ste. Marie  
Margaret Sedgwick, Fort Frances  
Marc St. Germain, Ottawa  
John Storm, St. Catharines  
Paul Toffanello, Kanata  
Greg York, Toronto

Executive Team  
(as of March 31, 2017)

TVO’s Executive Team leads the organization in delivering excellence in all that we do.

Lisa de Wilde, Chief Executive Officer  
Paul Dancy, Vice President of Finance & Corporate Services  
Gerard Doyle, Vice President, Product, Revenue & Marketing  
John Ferri, Vice President, Current Affairs & Documentaries  
Dr. Karen Grose, Vice President, Digital Learning  
Jennifer Hinshelwood, Vice President, Talent & Engagement  
Erika Kramer, Vice President, Production, Distribution & Administration  
Todd Slivinskas, Chief Technology Officer

Approximately 70% of TVO’s team are members of Unifor or the Canadian Media Guild.