



# tvo

## Strategic Directions 2.0

### Long-Term Strategic Plan

April 2018

# Summary

**TVO exists to ignite the potential of Ontarians through the power of learning.**

**The world is changing, and changing fast. We might not know what the future will look like, but we do know what skills will be needed for Ontarians to thrive as individuals, communities, and as a democracy.**

## Why?

Working together, we create powerful learning experiences that ignite potential and make a difference in the lives of all Ontarians.

## How?

By offering powerful digital learning products and services, rooted in the Ontario curriculum, we support Ontario's transformation of learning inside and outside the classroom.

By providing in-depth current affairs journalism from an Ontario perspective, we support citizen engagement and a more robust democracy.

# *Conviction*

**We believe learning has the power to ignite potential – and change the world.**

We are committed to the development of strong foundational learning skills that help Ontarians ask questions, seek answers, think critically, problem solve, produce, innovate, create, and communicate effectively.

We are committed to building an Ontario that can adapt, innovate, and compete globally.

We are committed to fostering a strong democratic society where Ontarians think like global citizens, consider global and local issues based on a deep understanding of diverse perspectives and world-views, and bring a genuine interest and ability to solve ambiguous and complex real-world problems.

We are committed to using technology for good, by embracing design practices that help us spend our time well and with a purpose.

# *Purpose*

**We exist to ignite the potential that lies within everyone through the power of learning.**

We believe that good things come from moments of learning. Everything we do contributes to those moments, big and small, when learning happens.

We harness technology to enable human thought, connection, and potential. We believe that technology can be used for good, and are committed to leveraging the power of digital to empower learners of all ages.

We are an organisation that exhibits a thirst for learning. We serve the people of Ontario best when we are dedicated to continual improvement and reinvention.

# *Values*

## *Excellence & Innovation*

We continually strive to improve, to take risks, to experiment, and to learn from each other for the benefit of the people of Ontario.

## *Collaboration*

Through collaboration, we create momentum that helps us better learn and achieve our goals.

## *Trust*

We believe in and rely on ourselves and on each another.

## *Respect*

Learning is built on a foundation of respect. We treat each other fairly and encourage diversity of ideas.

## *Ownership*

We understand the importance of our individual efforts and are accountable for our own actions.

# ***Success means putting our users first***

## ***We are successful when...***

Ontario students use our learning resources to improve learning outcomes.

Ontario educators, parents, and caregivers use our resources to improve learning outcomes for their students/children.

The people of Ontario become more informed and engaged in society through our journalism.

## ***We also achieve operational success when...***

We steward our funding wisely and generate revenues outside of government funding to invest in services for Ontarians.

We are all driven by a common purpose, sense of urgency, and a desire to do great things for the people of Ontario.

# *Our Pillars*

Working together, we will create powerful learning experiences that make a difference in the lives of all Ontarians. This will be accomplished through TVO's portfolio of products and services and our four strategic pillars.

## *Our promise to Ontario:*

- 1. We will support Ontario's transformation of learning inside and outside the classroom through digital technology.**
- 2. We will support citizen engagement through in-depth current affairs journalism from an Ontario perspective.**

## *How we make it happen:*

- 3. We will build a digital organisation where people thrive in a changing world.**
- 4. We will be financially sustainable through wise stewardship of funding, and focus on increased self-generated revenues.**

# ***1. We will support Ontario's transformation of learning inside and outside the classroom through digital technology.***

## ***The Context***

For Ontarians, current and future prosperity depends on a high-functioning workforce able to compete on the global stage.

Through Strategic Directions 1.0, we played a major part in helping to transform education in our unique role as the Government of Ontario's partner for digital learning inside and outside the classroom.

Using a rigorous results-driven focus to make a measurable impact on learning outcomes and delight students, we have:

- Leveraged our unique Intellectual Property that sits at the intersection of preschool to Grade 12 Ontario curriculum, evidence-based pedagogy and digital technology.
- Built robust relationships in and across the educational landscape.
- Achieved impact by starting with the student, reaching them through educators, parents, and caregivers.

## ***Who We Serve***

Ontario learners of all ages, particularly children and youth, and the educators who support them.

## ***Guiding Criteria***

The following criteria will guide our strategic choices on how we support learning:

1. Is there a gap in existing resources to support learning? Do we have the competencies, capacity, and scale to make an impact in filling that gap?
2. How do we create unique experiences that delight, challenge, and support students?
3. When do we leverage educators, parents, caregivers, or an independent learning model to support students inside and outside the classroom?
4. How do we maximize ownership of our Intellectual Property?



## Our Unique Value

- ***TVO's Educational Blueprint.*** Everything we do is driven by our Educational Blueprint, which is rooted at the intersection of curriculum, pedagogy, and technology.
- ***We work in partnership with students, educators, parents, and caregivers.*** Our design and development process is inclusive and responsive to the ideas and feedback of our partners in learning.

## What does success look like?

- Ontarians value and trust our resources, programs, and services for their quality and ability to delight and inspire students.
- We have engaged users who drive reach, referral, and brand reputation.

## ***2. We will support citizen engagement through in-depth current affairs journalism from an Ontario perspective.***

### ***The Context***

We believe that an educated, informed, and engaged society contributes to better lives, healthier communities, and a stronger democracy.

Due to the ongoing disruption of traditional journalistic business models, the industry is faced with diminishing resources, credibility, and coverage. The result? Decreased access to in-depth journalism, regional context, balanced commentary, and informed analysis.

We are uniquely positioned to fill an increasingly vital role that the private sector cannot. We deliver credible journalism that adds unique perspectives to events, issues, and debate through balanced, in-depth analysis of issues that affect Ontarians, and thought-provoking documentaries that take you for a walk in someone else's shoes.

### ***Who We Serve***

Ontarians looking to build their understanding and stretch their perspective of the world around them.

### ***Guiding Criteria***

The following criteria will guide our strategic choices on how we support citizen engagement:

1. How can we reach audiences that are civic minded, regardless of political engagement?
2. Is there an opportunity to discuss topics that are not being covered, or bring a different tone or perspective to topics that are?
3. Do we have the capacity to build an intelligent conversation that is of the highest quality and reflects our journalistic standards?
4. How can we maximize ownership of our Intellectual Property?
5. Can we increase our reach or capacity by partnering with other institutions that have similar values and vision?

## Our Unique Value

- **Ontario perspective:** We analyse and illuminate the issues that matter to Ontarians in a way that is unique. From Ontario to Canada to the broader world, our distinct work provides an Ontario lens to inform and engage those who live in this province.
- **In-depth, balanced analysis:** We ensure our journalism is factual, respectful, and fair. We enable Ontarians to explore in depth the issues that matter, and equip them in finding their own ways to engage.
- **Inclusive and accessible:** Ontario is one of the most diverse places on earth. Our goal is to include and harness the power of our amazing population to expand horizons and stimulate learning through exposure to the unfamiliar.
- **Driven by purpose, not profit:** We are a non-profit organisation funded by our donors, self-generated revenue, and the people of Ontario.
- **Reputation for quality:** We set the highest standards for our journalism. We continue to build from a strong legacy of quality journalism rooted in truth and integrity. We apply this to everything we do.

## What does success look like?

- Ontarians looking to build their understanding and stretch their perspective consider us to be a trusted source for context and analysis.
- We are seen and quoted as a trusted voice on issues that matter to Ontarians.
- We receive validation of our quality through mentions, recognition, and awards from credible, high profile organisations.

## 3. We will build a digital organisation where people thrive in a changing world.

### The Context

Technological disruption is creating a more competitive marketplace for talent. Companies that harness diversity, attract and retain top talent, and quickly adopt new ways of working are the most successful. As we continue to build a digital organisation and culture that thrives in today's world, our **Best People Philosophy** is the foundation that informs and guides the way we attract, retain, manage, and develop people.

- **Common sense of purpose around excellence.** As a purpose-driven organisation, we are driven by a common sense of urgency and desire to do great things for the people of Ontario.
- **Living our values.** Behaviour is fundamental to the accomplishment of great things, and has influence on who is recognized and who stays.
- **Ownership at all levels.** We are all accountable for ensuring our success as an organisation. As such, excellence in performance is the result of driving the highest quality decisions, learning, and results.
- **Great leaders are transparent, authentic, and develop leaders.** Great leaders share context, are transparent, set clear expectations, encourage continuous learning, and expect everyone to do their best every day.

### Guiding Criteria

The following criteria will guide our strategic choices in building a digital organisation:

1. How do we hire and develop TVO leaders at all levels of the organisation with the critical skills to drive our values and our Strategic Directions forward?
2. How do we empower TVO employees to bring their best to work every day and feel like part of the team?
3. How do we enhance the employee and leader experience through people management practices?
4. How can we always be exceptional at producing great work for the benefit of Ontario?

## ***What does success look like?***

- We consistently live the TVO values, both internally and externally.
- We all serve as TVO ambassadors in the creation of a better world through the power of learning.
- We are engaged with the community outside our building and outside Toronto.

## ***4. We will be financially sustainable through wise stewardship of funding, and focus on increased self-generated revenues.***

### ***The Context***

As a public service agency, we are responsible for how we steward and manage resources. Raising self-generated revenues enables a virtuous cycle: funds raised outside of government funding are invested to support digital learning and current affairs journalism for the benefit of Ontarians.

### ***Guiding Criteria***

The following criteria will guide our strategic choices to ensure continued financial sustainability:

1. How do we generate predictable, long-term revenues through increased philanthropy, sponsorship, and new ILC International course sales to support our Strategic Directions?
2. How do we grow new capacity through efficiencies and capital cost avoidance?

## ***What does success look like?***

- We increase our capacity to do great work.
- People and sponsors in Ontario contribute financially to our vision.
- We generate revenues outside of the province that expand our ability to provide service to Ontarians.



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Never stop learning