

**TELEFILM**  
C A N A D A

**DARING  
TO CHANGE:  
DELIVERING**

**2011-2012 ANNUAL REPORT AT A GLANCE**

2011-2012 WAS A YEAR OF **DELIVERING**  
FOR TELEFILM CANADA AND THE CANADIAN FILM INDUSTRY.  
THROUGHOUT OUR HISTORY, WE HAVE ENCOURAGED  
THE CANADIAN AUDIOVISUAL INDUSTRY TO ACHIEVE  
**NEW HEIGHTS**  
**OF SUCCESS –**  
AND THAT PROCESS IS BEING ACCELERATED.

WE ARE PROUD TO REPORT THAT  
CANADIAN TALENT HAS DELIVERED  
**SUCCESS AFTER**  
**SUCCESS.**

**ABOUT  
US**

## OUR VISION

AUDIENCES EVERYWHERE DEMANDING

**SCREEN-BASED CONTENT**

CREATED BY CANADIANS—

**ACCESSIBLE ANYWHERE,**

ANYTIME AND ON ANY PLATFORM.

## OUR MANDATE

TO FOSTER AND PROMOTE THE DEVELOPMENT OF THE CANADIAN AUDIOVISUAL INDUSTRY BY PLAYING A LEADERSHIP ROLE THROUGH FINANCIAL SUPPORT AND INITIATIVES THAT CONTRIBUTE TO THE INDUSTRY'S CULTURAL, INDUSTRIAL AND COMMERCIAL SUCCESS.

## WHAT WE DO

WE PROVIDE **FINANCIAL SUPPORT**  
TO PRODUCTION AND DISTRIBUTION COMPANIES, AS WELL AS TO  
NATIONAL AND REGIONAL EVENTS THROUGH A VARIETY OF PROGRAMS.  
WE ALSO RECOMMEND THE CERTIFICATION OF TREATY COPRODUCTIONS.

WE **PROMOTE** CANADIAN PRODUCTIONS AND TALENT  
AT FESTIVALS, MARKETS AND EVENTS AROUND THE WORLD.

WE ALSO **ADMINISTER** \$360 MILLION OF PROGRAM  
FUNDS FOR THE CANADA MEDIA FUND (CMF).

TELEFILM'S OFFICES

VANCOUVER

TORONTO  
MONTRÉAL

HALIFAX

 Head office

## MESSAGE FROM THE CHAIR



**Michel Roy**

Chair of the Board of Directors

“Over the past few years, we have redefined our corporate vision, strengthened ties with our clients and partners, and made our business practices more efficient. Our new corporate plan was in its first year of application in 2011-2012, and already the soundness of its orientations is evident: Canadian feature films are garnering growing national and international acclaim.”

## MESSAGE FROM THE EXECUTIVE DIRECTOR



“In 2011-2012, Telefilm Canada reviewed its programs, operating methods and strategies in the light of its corporate plan, Fostering Cultural Success. The bar was set high: it called for us to innovate in terms of funding and promotion, to act as a true reference source for the industry and to administer our resources so as to stimulate public demand for Canadian content at home and abroad.”

**Carolle Brabant**  
Executive Director

TELEFILM BENEFITS FROM THE SUPPORT OF A SKILLED,  
KNOWLEDGEABLE AND DEDICATED BOARD, MADE UP  
OF DIRECTORS FROM ACROSS CANADA.



From left to right: G. Grant Machum, Yvon Bélanger, Elise Orenstein, Michel Roy, Tom Perlmutter, Marlie Oden, and Ram Raju.

**TELEFILM'S MANAGEMENT COMMITTEE IS A MULTI-SKILLED TEAM OF EXPERIENCED SENIOR LEADERS, STEERING THE ORGANIZATION TO ACHIEVE ITS OBJECTIVES AND DELIVER ON ITS CORPORATE PLAN.**



From left to right: Dave Forget, Michel Pradier, Sheila de La Varende, Denis Pion, Jean-Claude Mahé, Carolle Brabant, Denise Arab, and Stéphane Odesse.

**A  
YEAR  
OF  
SUCCESS**

1333

# PRIZES AND MENTIONS

FOR TELEFILM-FUNDED PRODUCTIONS, 61 AT THE INTERNATIONAL LEVEL.

Telefilm-financed films were selected to screen at international festivals and markets around the world a total of **316 TIMES**.



OSCAR LOVES CANADA

CANADIANS CAME UP

**BIG**

AT THIS YEAR'S  
ACADEMY AWARDS®

WITH 6 NOMINATIONS IN 4 CATEGORIES.



OSCAR LOVES CANADA

**MONSIEUR**

**LAZHAR**

**BEST FOREIGN LANGUAGE  
FILM OSCAR® NOMINATION**



OSCAR LOVES CANADA

**WIN**

**DARKNESS**

**BEST FOREIGN LANGUAGE  
FILM OSCAR® NOMINATION**



HOMEGROWN SUCCESS

# BARNNEY'S REVERSION

**\$3.2 MILLION +**  
IN DOMESTIC BOX OFFICE SALES

Winner of the 2011 Golden Box Office Award, recognizing the Canadian director and scriptwriter behind Canada's **HIGHEST GROSSING** English-language feature film.



HOME GROWN SUCCESS

# STARBUCK

**\$3.5 MILLION +**

IN DOMESTIC BOX OFFICE SALES

Winner of the 2011 Guichet d'or Award, recognizing the Canadian director and scriptwriter behind Canada's **HIGHEST GROSSING** French-language feature film.



ATTACKER  
FIELD #

TORONTO  
MAPLE  
LEAFS

MATTHEW  
81



SUCCESS AROUND THE WORLD

# BREAKAWAY

**\$1.9 MILLION**

IN TOTAL BOX OFFICE SALES IN CANADA.

Dubbed into Hindi under the title ***SPEEDY SINGHS.***

Coming to a theatre near you: distributed in the **UK, AUSTRALIA, INDIA** and **SOUTH AFRICA**, just to name a few.



**SUCCESS AROUND THE WORLD**

# **IA DANGEROUS IMETHOD**

**12 AWARDS AND  
20 NOMINATIONS**

**FROM AROUND THE WORLD, INCLUDING AT THE GOLDEN GLOBES,  
THE VENICE INTERNATIONAL FILM FESTIVAL AND THE GENIES.**

**Grossed \$1.3 MILLION+ in Canada alone.**



SUCCESS AROUND THE WORLD

**WAR WITCH**

**(REBELLE)**

**15-YEAR-OLD ACTRESS**

**RACHEL MWANZA CROWNED**

**BEST ACTRESS**

**AT THE 2012 BERLIN INTERNATIONAL FILM FESTIVAL, THE FIRST FOR  
A CANADIAN FILM SINCE 2003.**



SUCCESS AROUND THE WORLD

# CAFFÈ DE FLORE

9 PRIZES AND 17 NOMINATIONS,  
INCLUDING 3 GENIE AND JUTRA AWARDS.



**SUCCESS AROUND THE WORLD**

**LEONE**

**STARS**

**SUNDANCE INSTITUTE  
DOCUMENTARY FILM  
PROGRAM RECIPIENT.**

**WINNER** of the Telefilm Canada **PITCH THIS!** competition at TIFF 2011.

**DELIVERING  
RESULTS**

**DELIVERING ON PROMOTION**

**TO PROVIDE GREATER**

**VISIBILITY**

**FOR CANADIAN TALENT AND SUCCESS STORIES, WE LEVERAGED OUR COMMUNICATIONS CHANNELS, OUR BRAND IMAGE, AND OUR PRESENCE AT INDUSTRY EVENTS AROUND THE WORLD.**



DELIVERING ON PROMOTION

**INTERNATIONALLY,**

OUR DELEGATES REPRESENTED CANADIAN FILMS AT A TOTAL OF

**14**

**FESTIVALS, MARKETS  
AND EVENTS.**

**BACK AT HOME,**

WE SUPPORTED A TOTAL OF **49** FILM FESTIVALS.

CONNECTING WITH CANADIANS

# WE EXPANDED

## OUR SOCIAL MEDIA PRESENCE, ENGAGING CANADIAN MOVIEGOERS:

**WE DOUBLED** our Twitter followers to almost 6,000.

**WE PUBLISHED** exclusive interviews with Canadian talent on our YouTube channel.

**WE PREPARED** the launch of our Facebook page.



## DELIVERING EFFICIENCIES: REDESIGNED PROGRAMS

**WE MADE MAJOR CHANGES TO OUR DEVELOPMENT PROGRAM:**

**WE CONSOLIDATED** 9 programs into 1

**WE SIMPLIFIED** guidelines

**WE AUTOMATED** internal processes

**THE RESULT:**

**FASTER DECISION-MAKING**

**AND LOWER ADMINISTRATIVE COSTS.**

## DELIVERING EFFICIENCIES: REDESIGNED PROGRAMS

**THE INNOVATIVE** Micro-Budget Production Program targets Canada's emerging talent and supports the production and release of their first feature-length film with a focus on digital platforms. We partnered with educational and training institutions from across Canada to deliver it.

DELIVERING INNOVATION: NEW SOURCES OF FINANCING

TO DELIVER ON OUR COMMITMENT TO FINDING AND DEVELOPING  
NEW SOURCES OF FINANCING FOR THE INDUSTRY, WE CREATED

# THE TALENT FUND

A **UNIQUE INITIATIVE** for corporations and individuals wishing to support emerging and established filmmakers through charitable donations.

DELIVERING INNOVATION: A NEW PERFORMANCE MEASUREMENT

IN TODAY'S GLOBAL CONTEXT, WE LAUNCHED THE

# SUCCESS INDEX

TO MORE ACCURATELY REFLECT  
THE OVERALL PERFORMANCE  
OF OUR PRODUCTIONS.

Measuring commercial, cultural and industrial attributes, the Index goes beyond box office receipts to provide a more comprehensive **MEASURE OF SUCCESS**, and allows us to monitor our portfolio's performance year-over-year.

# DELIVERING INNOVATION: A NEW PERFORMANCE MEASUREMENT

OVERALL SCORE FOR 2011: 124

**+24%**  
VERSUS 2010

**COMMERCIAL  
60% OF SCORE**

**CULTURAL  
30% OF SCORE**

**INDUSTRIAL  
10% OF SCORE**

**INDUSTRIAL SUB-INDEX**  
Weight 10%

Share of private and foreign financing in productions supported by Telefilm 10%

**CULTURAL SUB-INDEX**  
Weight 30%

Selections and appointments to certain international festivals and events 10%

Prizes at some international festivals and events 10%

Prizes at some festivals and events in Canada 10%

**COMMERCIAL SUB-INDEX**  
Weight 60%

Canadian theatre box office 40%

Domestic sales on all platforms excluding theatres 10%

International sales 10%

**OVERALL SCORE**

**9.5**

**23.9**

**90.3**

DELIVERING INNOVATION: BUSINESS INTELLIGENCE

THE CREATION OF THE

# STRATEGY AND RESEARCH

TEAM ENABLES US TO PROVIDE INSIGHT AND MARKET INTELLIGENCE  
TO THE INDUSTRY.

Among this year's projects, the team developed partnerships with HEC Montréal and the Institute de la statistique du Québec in order to **LEVERAGE THEIR EXPERTISE AND DEEPEN UNDERSTANDING OF THE INDUSTRY'S ECONOMICS AND EVOLVING CONSUMER BEHAVIOUR.**

CANADIANS ARE WATCHING

TELEVISION, VIDEO-ON-DEMAND AND PAY-PER-VIEW ARE

# STRATEGIC OPPORTUNITIES

TO STIMULATE AUDIENCE DEMAND.

2 / 3 +

OF CANADIANS REGULARLY  
WATCH MOVIES ON TELEVISION.

25%+ of Canadians watch VOD or  
PPV movies at least 1x a month.

2011-2012 SNAPSHOT

CANADIAN FILMS FINANCED BY TELEFILM

GENERATED

**\$50M**

**IN INTERNATIONAL SALES.**

**47 FILM AND TELEVISION** treaty coproductions were certified, involving **16 PARTNERS.**

We financed a total of **75 FEATURE FILMS** in production and post-production, another 62 in marketing, and 49 Canadian film festivals.

**NEW  
BUSINESS  
OBJECTIVES**

**WE ESTABLISHED NEW BUSINESS OBJECTIVES TO DELIVER OUR CORPORATE PLAN AND TO BEST SERVE THE INDUSTRY AND CANADIANS.**

**OUR OBJECTIVES ARE TO:**

**MANAGE**

**A DIVERSIFIED AND PERFORMING PORTFOLIO TO ACHIEVE SUCCESS**

**INCREASE**

**CONSUMPTION OF CANADIAN AUDIOVISUAL CONTENT**

**ENHANCE**

**ORGANIZATIONAL EXCELLENCE**

# FINANCIAL HIGHLIGHTS

# **WE APPLIED CANADIAN PUBLIC SECTOR ACCOUNTING STANDARDS**

**FOR THE FIRST TIME AND RETROACTIVELY RESTATED OUR  
FINANCIAL STATEMENTS.**

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**WE TRANSFERRED \$1.2 MILLION OF OUR ADMINISTRATIVE BUDGET  
TO FUNDING PROGRAMS FOR THE BENEFIT OF THE INDUSTRY.**

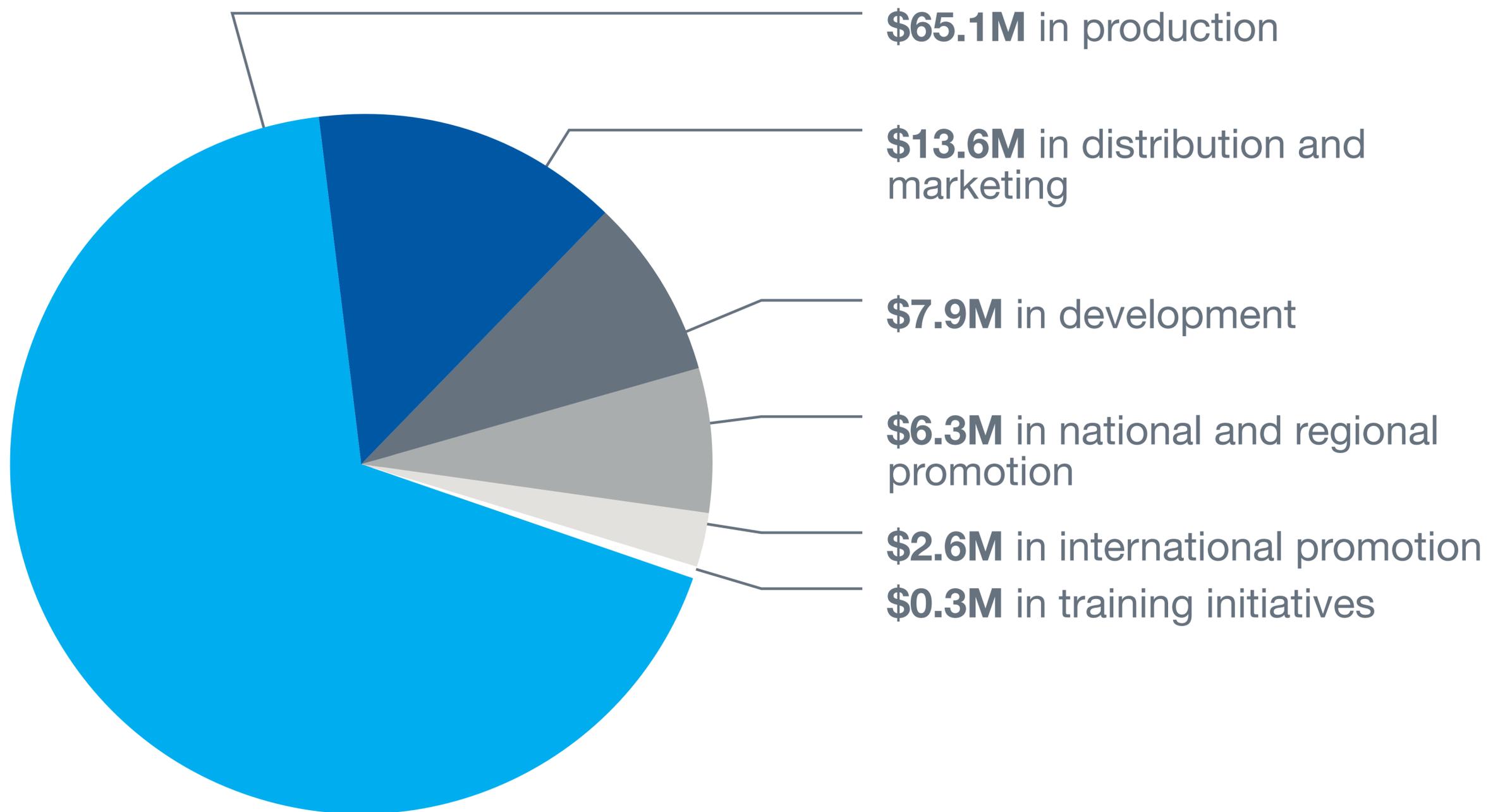
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**WE MANAGED OUR ACTIVITIES EFFECTIVELY WITH  
A 6% MANAGEMENT EXPENSE RATIO.**

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## OUR INVESTMENTS

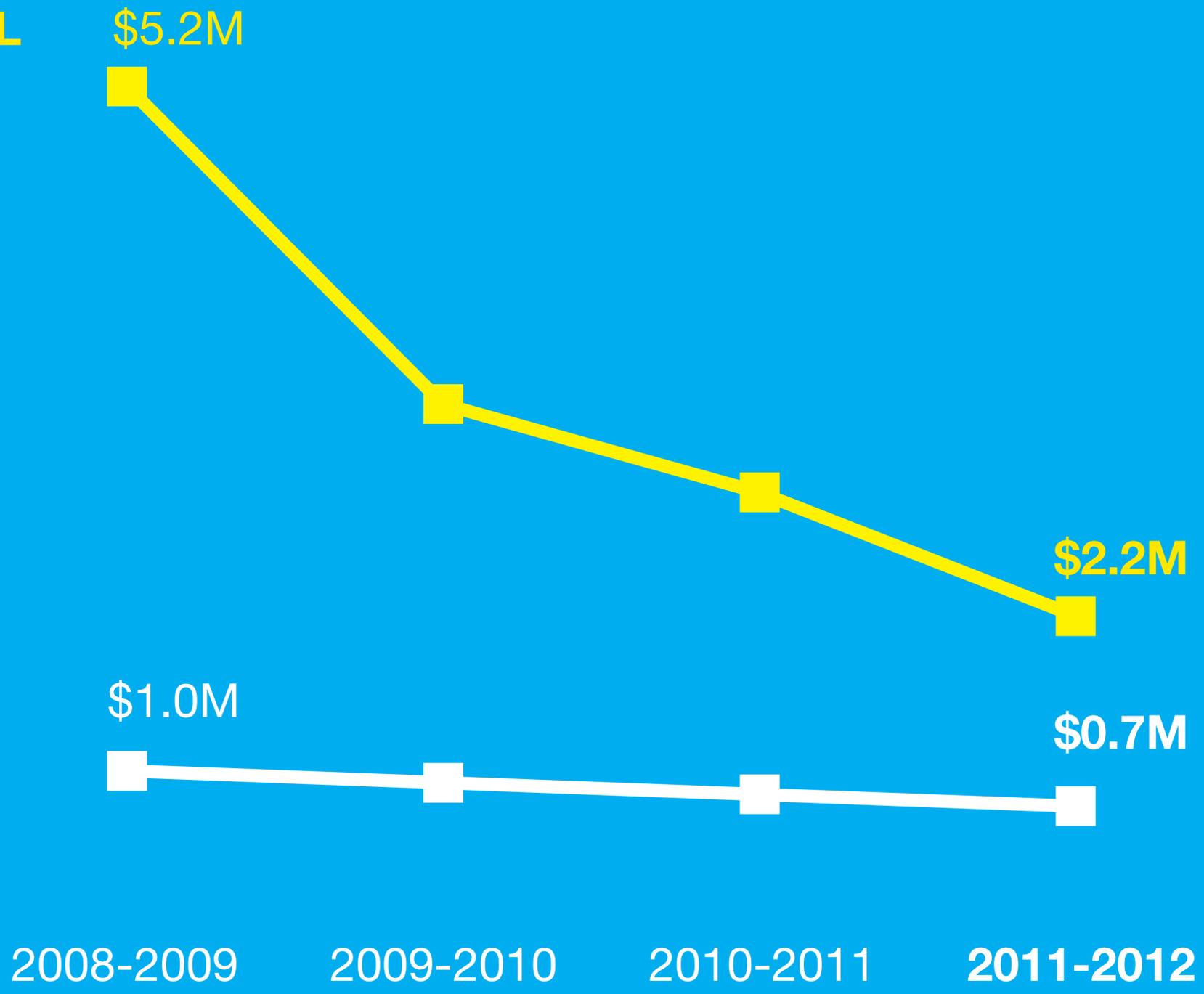
### \$95.8M IN FEATURE FILM FINANCING AND PROMOTION



# DRIVING DOWN ADMINISTRATIVE COSTS

■ PROFESSIONAL SERVICES  
**-58%**

■ TRAVEL AND HOSPITALITY  
**-30%**



# 2012-2013 PRIORITIES

## **REDESIGN OUR PROGRAMS**

**IMPLEMENT THE DEVELOPMENT PROGRAM, LAUNCH THE MICRO-BUDGET PRODUCTION PROGRAM, INTRODUCE THE PROMOTION PROGRAM, AND REDESIGN THE PRODUCTION AND MARKETING PROGRAMS.**



## A PROMOTIONAL STRATEGY

**SPOTLIGHT CANADIAN TALENT AND SUCCESS NATIONALLY AND INTERNATIONALLY, LEVERAGE PROMOTIONAL OPPORTUNITIES, DEVELOP OUR PRESENCE ACROSS ALL REGIONS, AND PRIORITIZE OUR EXPOSURE ON SOCIAL MEDIA PLATFORMS.**



## **LEVERAGE PRIVATE FUNDING**

**DEVELOP PARTNERSHIPS TO FUND AND PROMOTE CANADIAN FILM,  
ACTIVELY ENGAGE PRIVATE DONORS TO BUILD THE TALENT FUND,  
AND ATTRACT REGIONAL SUPPORT FOR LOCAL INITIATIVES.**



**ORGANIZATIONAL EXCELLENCE**

**STREAMLINE PROCESSES TO BETTER SERVE OUR CLIENTS,  
THE INDUSTRY AND CANADIANS.**

