

TELEFILM
CANADA

**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



Carolle Brabant
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.”

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**

133

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

IN DARKNESS

**BEST FOREIGN LANGUAGE
FILM OSCAR® NOMINATION**



HOMEGROWN SUCCESS

BARNEY'S VERSION

\$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.



HOMEGROWN SUCCESS

STARBUCK

\$3.5 MILLION +

IN DOMESTIC BOX OFFICE SALES

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



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

■ *A DANGEROUS METHOD* ■

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

CAFÉ 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

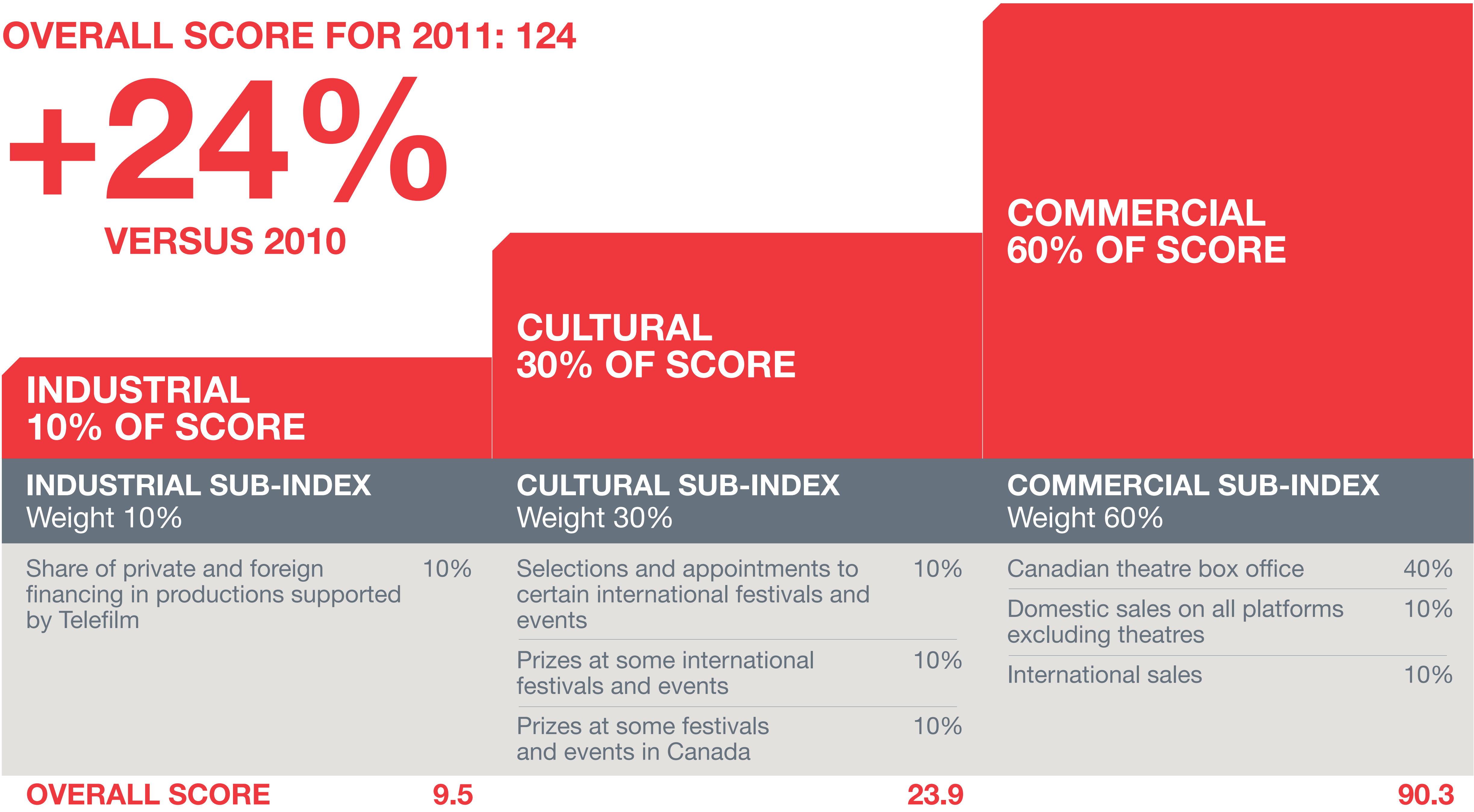
TO MORE ACCURATELY REFLECT
THE OVERALL PERFORMANCE
OF OUR PRODUCTIONS.

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



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

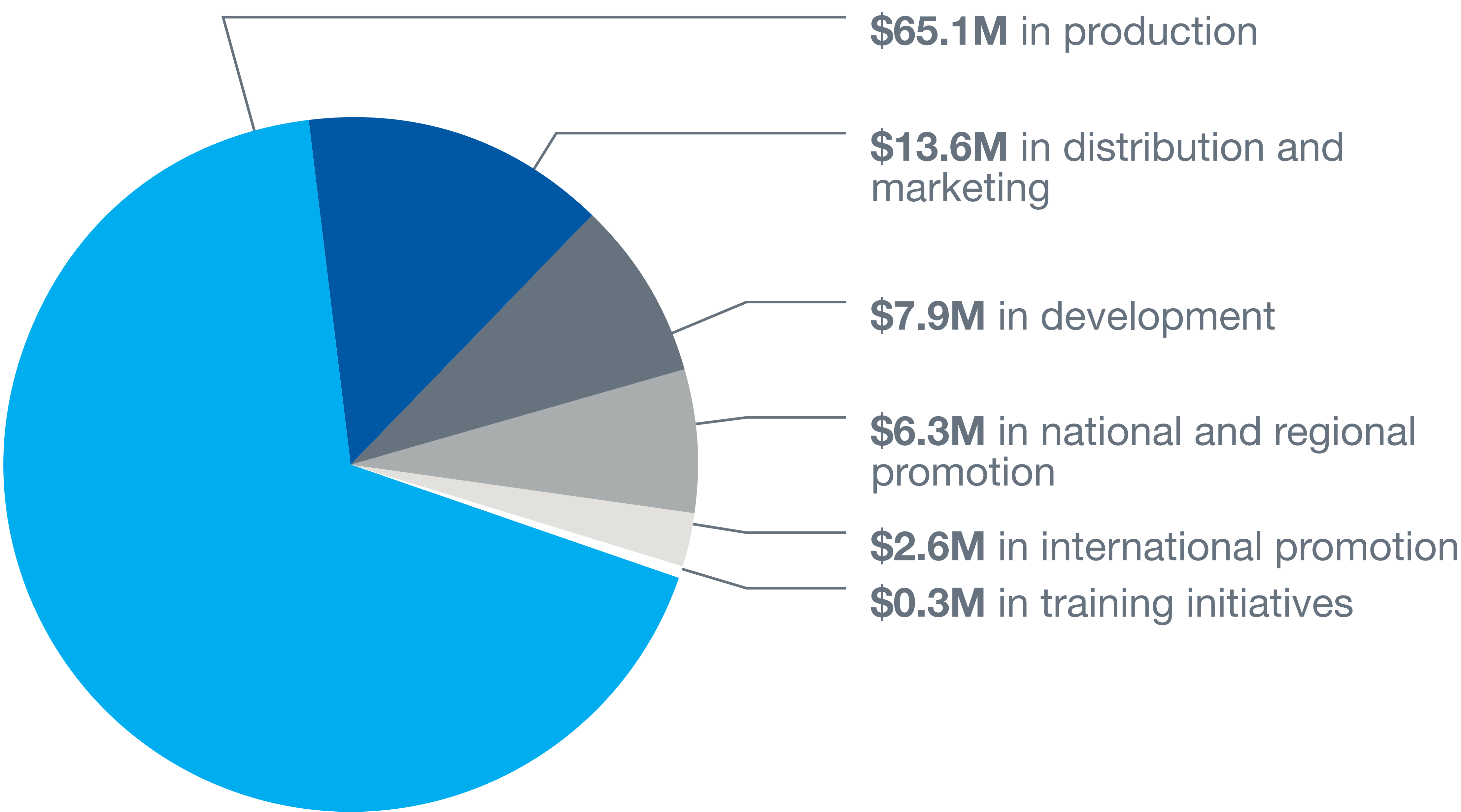
**FOR THE FIRST TIME AND RETROACTIVELY RESTATED OUR
FINANCIAL STATEMENTS.**

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

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

OUR INVESTMENTS

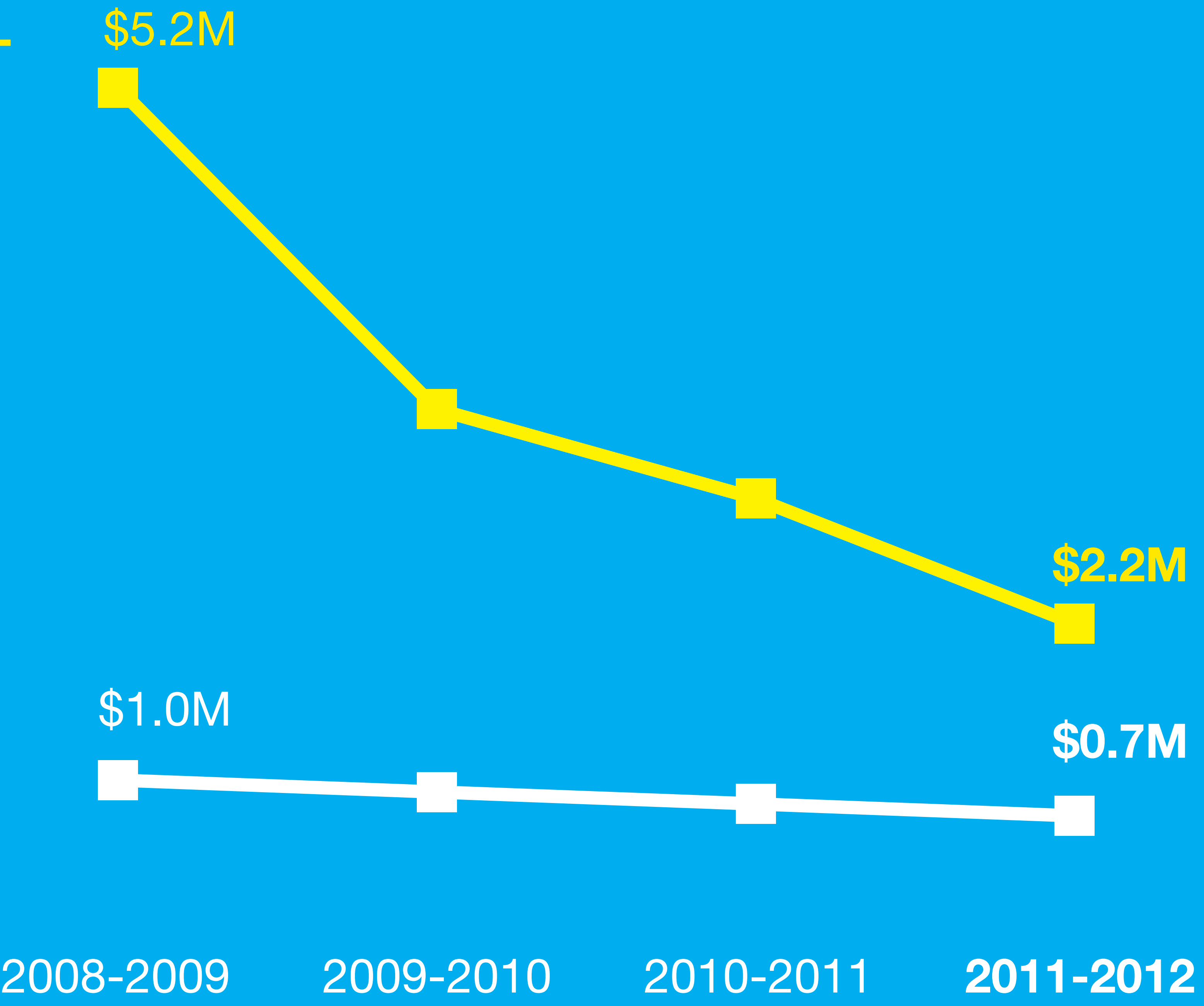
\$95.8M IN FEATURE FILM FINANCING AND PROMOTION



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.**

