



Final Report on the Mont-Tremblant Summit 2001

Towards Tomorrow

A. PURPOSE OF SUMMIT

The purpose of the Summit was to foster discussion and exchange among existing and new stakeholders on the role of Telefilm Canada in this decade. It represents a point of departure for reflection on how Telefilm can strengthen its role as a national cultural investor in film, television, new media and music. For the Corporation, the summit provided an opportunity to take stock of policies, strategies and processes -- both existing and new as the Corporation charts new strategic orientations for this decade. The following is a summary of comments organized around the five themes of the summit. These themes include the following:

- Theme 1 : Strengthening the creative voice
- Theme 2 : Strategies for reaching audiences in Canada
- Theme 3 : International partnerships and Canadian voices globally
- Theme 4 : Doing business with Telefilm Canada
- Theme 5 : Looking to the future : A vision and goals for the future

The summary captures the many diverse issues raised keeping in mind that participants represented the film, television, new media and music industries and different perspectives -- creators, producers, distributors, broadcasters, provincial agencies and government representatives.

B. SUMMARY OF COMMENTS

Strengthening the creative voice

- ⇒ Increase support to “development” to ensure the continuity of creators and producers;
- ⇒ Encourage open dialogue and collaboration between screenwriter, director, producer and distributor;
- ⇒ Review Canadian content criteria, in particular the “visibly Canadian” criteria which is described by some participants as a “hindrance to the creative process”;
- ⇒ Examine impact of recoupment on Telefilm Canada’s mandate – should it be an industrial or cultural mandate keeping in mind that distinctively Canadian works have difficulty recouping;
- ⇒ Fostering collaboration and dialogue should be Telefilm Canada’s role;
- ⇒ Telefilm Canada should be more inclusive in relation to stakeholders (e.g. include performers);

- ⇒ Provide directors access to Telefilm Canada’s funding via the performance envelopes for feature film (this is the point of view of directors);
- ⇒ Review of the CAVCO point system (particularly as it relates to the lead protagonist).

Strategies for reaching audiences in Canada

- ⇒ Define the lessons to be learned from the success formula of cinema in Quebec;
- ⇒ Review the state of film-making : commercial and auteur (across Canada);
- ⇒ Undertake research and analysis on demographic and market information on Canadian film audiences;
- ⇒ Review CAVCO system to expand the definition of “Canadian” to include all those Canadian actors that live abroad;
- ⇒ Consider whether increasing production budget increases box offices returns for a film;
- ⇒ Review the option of fewer production companies receiving performance envelopes in the Canada Feature Film Fund;
- ⇒ Improve marketing strategies for Canadian films and increase collaboration between producer and distributor (marketing should begin well before the distribution stage);
- ⇒ Develop cross-platform promotions, on-line marketing;
- ⇒ Consider support and incentives to Canadian exhibitors to exhibit Canadian films;
- ⇒ Consider use of foreign distributors for Canadian product, but should not have access to Canadian public funds.

International partnerships and Canadian voices globally

- ⇒ Telefilm Canada should continue to play key role in development of international markets but need a long term overall strategy and approach with specific goals in mind;
- ⇒ Increase support to immersions in foreign markets for Canadian industry professionals (organized by Telefilm Canada with the collaboration of both public and private partners);
- ⇒ Place greater emphasis on the value and importance of public-private partnerships (with a model example of TVFI or UniFrance);
- ⇒ Telefilm Canada should continue fostering presence in the European markets but also develop strategies for Latin America and Asia;
- ⇒ Expand co-productions to include new media.

Doing business with Telefilm Canada

- ⇒ Increase efficiency in program delivery at Telefilm Canada so that collaboration can be increased and creative process strengthened;

- ⇒ Make evaluation criteria more flexible whereby the definition of a “good Canadian product” is measured in four key ways : ratings, awards, critical acclaim and foreign sales;
- ⇒ Increase resources to development (for example, finance more phases);
- ⇒ Telefilm Canada should be an enabler with the ability to provide strategic guidance and value as a leader and driver (e.g. particularly in policy);
- ⇒ Telefilm Canada should make available corporate envelopes which would serve to make the flow of financial support to Canadian entities more timely and permit a more cohesive approach to supporting companies that have a track record;
- ⇒ Streamline processes at Telefilm Canada and improve the disbursement of funds.

Looking to the future : A vision and goals for the future

- ⇒ Strengthen Canada’s creative voice;
- ⇒ Examine impact of technological development (digital technology on production, distribution and broadcasting);
- ⇒ Mentor younger generations and support diversity of audiences, and
- ⇒ Consider role of CRTC and the regulatory environment;
- ⇒ Reflect representation of minorities - cultural diversity, aboriginal voices in Telefilm Canada programs;
- ⇒ Review impact of globalization on Canadian content measures and develop the need for new measures;
- ⇒ Undertake cross-platforms exploitation of the story (production and promotion);
- ⇒ Strengthen policy making.

C. NEXT STEPS

Overall, the summit provided Telefilm Canada with strategic orientation in the following areas:

- Relationship between new and established stakeholders
- Canadian content rules and regulatory environment
- Issues of cultural diversity and aboriginal voices
- Making and marketing the cultural product
- Leadership role of Telefilm Canada

With these orientations in mind, Telefilm will as follow-up to the summit undertake the following

- ◆ Revisit the Corporation’s Strategic Plan (vision, priorities, strategies and actions); and
- ◆ Develop an action plan accordingly.