

Telefilm Canada

RESULTS-BASED ACTION PLAN

IMPLEMENTATION OF SECTION 41 OF THE *OFFICIAL LANGUAGES ACT* 2011-2014

General information and period covered

Federal institution: Web site:	Telefilm Canada www.telefilm.gc.ca
Minister responsible:	The Honourable James Moore, MP Minister of Canadian Heritage and Official Languages
Senior official(s) responsible for implementation of section 41 of OLA (e.g., Assistant Deputy Minister or Official Languages Champion):	Carolle Brabant, Executive Director Stella Riggi, Human Resources Director, Official Languages Champion
General mandate of federal institution (4 to 5 lines – This summary of the mandate will be published in the Annual Report on Official Languages tabled in Parliament):	Telefilm Canada is dedicated to fostering and promoting the development of the audiovisual industry in Canada by actively championing the presence of diverse Canadian talent and products on all platforms.
National coordinator responsible for implementation of section 41: Exact title: Telephone no.: E-mail:	Maggie Kawalerczak Analyst, Strategy & Research 416-973-1819 x 2538 kawalem@telefilm.gc.ca
Regional coordinators (if any): Exact titles: Telephone nos.: E-mails:	n/a

Summary of the Main Progress Expected During the Period Covered by the Action Plan

In 2011, Telefilm launched a new four-year corporate plan. Entitled *Fostering Cultural Success*, this document embodies a new vision for the corporation. Based around four strategic pillars, the plan aims to put Telefilm's guiding principles into action and to champion a sustainable Canadian audiovisual culture.

The four pillars of the new corporate plan articulate some of Telefilm's expected actions and progress for the next four years. In a broad sense, these include *maintaining and expanding our core role as funder, developing a role as a promoter, providing thought leadership and reinforcing our organizational excellence*.

With the launch of this new corporate plan, Telefilm's action plan for the Official Languages will be aligned to these four pillars, but will also aim to reinforce the objectives of the act itself which include *awareness, consultation, communication, coordination, funding and accountability*.

In 2010, Telefilm implemented a new leadership model based on four core organizational values: *respect, commitment, openness* and *client focus*. By integrating these values with behaviours and competencies as well as tying them into the annual performance review framework, this initiative encourages employees to become leaders and promoters of change. Supporting linguistic minorities is a prime example of the commitment to living these values.

Finally, Telefilm prides itself on being an employer of choice by placing prime importance on the use of both official languages internally and externally. Indeed a significant number of our employees and management have achieved bilingualism while at Telefilm, becoming role models for linguistic diversity.

- **Awareness**

Telefilm's senior management are committed to supporting content creators in linguistic minority situations as well as raising awareness of the unique realities and challenges facing these communities. The official languages champion and the national coordinator plan to join efforts in promoting the best practices already underway and in general raise awareness of Canada's linguistic duality and Telefilm's contribution to the development of content creators from OLMCs.

- **Consultation**

Telefilm will continue to ensure regular consultations with members of the OLMC's on pertinent initiatives as well as participate in relevant festivals and events affecting OLMC audiovisual professionals. In asserting our role as 'promoter', we expect to hold consultations and utilise our presence at industry events to raise awareness of OLMCs and their respective needs to a larger subset of the Canadian population.

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- **Communication**

Communication with these communities is critical, and in this regard, Telefilm will continue to provide members of OLMCs with up-to-date information about its programs and services in both official languages across all available communication modes. By leveraging existing communication channels and engaging with new ones, Telefilm will actively promote Canadian talent and the OLMC success stories.

- **Coordination and liaison**

Telefilm also aims to reinforce its strength as a coordinator and a liaison with these communities by participating in federal, provincial and other agency forums. In so doing, Telefilm hopes to develop opportunities for future collaborations among minority language creators. Participating in both communication and coordination roles, Telefilm seeks to uphold its corporate pillar of thought leadership among the OLMC's.

- **Funding and program delivery**

Telefilm aims to not just reinforce its role of *funder*, but to expand the role. Talented content creators can be found in all regions of Canada, with unique stories to tell in both official languages. With strong competition for limited investment resources, Telefilm is aware of the need for customized strategies that can level the playing field for content creators living in linguistic minority situation. 2010-2011 marked the end of the current iteration of the Official Languages Activities program (OLA). After conducting program evaluations, Telefilm is preparing to meet with key OLMC stakeholders and consult as to the next appropriate steps. Though the program specifics remain to be determined, Telefilm is committed to making progress on our goal to enhance industry skills, increase the number of feature-film scripts, and improve OLMC creators' access to our main funding programs, and in so doing, leverage their ability to seek multiple alternative sources of funding. By creating a production target of one or two projects from linguistic minority community content creators in the next two years, Telefilm not only supports its OLA obligations, but also its broader commitment to genre diversity of its feature film financing portfolio.

- **Accountability**

Lastly, Telefilm has a strong commitment to developing and implementing more efficient ways to serve its clients. By continuously monitoring the level of investment by projects developed in minority linguistic situations, Telefilm will be able to report on progress made by these communities in the Canadian audiovisual landscape. Finally, discussions are underway with the industry and Canadian Heritage to create a new framework for measuring how we define overall success, taking into account the historical standard of a project's box office but also recognizing the importance of other factors such as critical acclaim, recognition at festivals and contribution to Canada's economy.

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A. AWARENESS (In-house activities)

[Training, information, orientation, awareness, communication and other activities carried out **in-house** in order to educate employees and/or senior managers of the federal institution about linguistic duality and the priorities of OLMCs; senior manager performance contracts and recognition programs; consideration of the viewpoints of OLMCs in research, studies and investigations carried out in-house.]

<p><u>Planned activities to achieve the expected result</u></p> <p><i>What activities will be carried out during the period covered? What will be done?</i></p>	<p><u>Expected outputs</u></p> <p><i>What products or services will flow from the activities carried out during the period covered?</i></p>	<p><u>Indicators to measure progress in achieving the expected result</u></p> <p><i>What information will you use to show progress in achieving the above result? How can you demonstrate and measure this change?</i></p>	<p>Expected result</p>
<ul style="list-style-type: none"> • Telefilm continues its internal action plan to promote linguistic duality with the organization • Bulletin 41-42 to be distributed electronically via intranet • Include orientation packages of Section 41 of the OLA for new employees • Ensuring that the corporate values of <i>respect, commitment, client focus</i> and <i>openess</i> are put into every day practice 	<ul style="list-style-type: none"> • Internal documents are made available in both official languages • Increasing number of employee and management positions have a bilingual designation • All services are provided in both official languages with clients having access to bilingual employees • Integrating organizational values with role competencies during the annual performance review exercise 	<ul style="list-style-type: none"> • All employees are briefed on Section 41 of the Official Languages Act • Ensure that employees and management become leaders in exemplifying the organizational values 	<p>Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the <i>Official Languages Act</i> and OLMCs.</p>
<ul style="list-style-type: none"> • Increase awareness of the roles of the official languages champion and the national coordinator in promoting official languages and OLMCs within Telefilm 	<ul style="list-style-type: none"> • On-line information articles, meetings and information sessions 	<ul style="list-style-type: none"> • Quantitative data on intranet traffic on OLA related articles 	

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B. CONSULTATIONS (Sharing of ideas and information with OLMCs)

[Activities (e.g. committees, discussions and meetings) through which the federal institution consults the OLMCs and interacts with them to identify their needs and priorities or to understand potential impacts on their development; activities (e.g. round tables and working groups) to explore possibilities for cooperation within the existing mandate of the federal institution or as part of developing a new program or new policy; participation in consultations with OLMCs coordinated by other government bodies; consultation of OLMCs by regional offices to determine their concerns and needs.]

<p><u>Planned activities to achieve the expected result</u></p> <p><i>What activities will be carried out during the period covered? What will be done?</i></p>	<p><u>Expected outputs</u></p> <p><i>What products or services will flow from the activities carried out during the period covered?</i></p>	<p><u>Indicators to measure progress in achieving the expected result</u></p> <p><i>What information will you use to show progress in achieving the above result? How can you demonstrate and measure this change?</i></p>	<p>Expected result</p>
<ul style="list-style-type: none"> • Telefilm will continue to consult annually with Francophone and Anglophone minority associations regarding relevant programs and initiatives • Telefilm directors will continue to meet with OLMCs representatives on an ad-hoc basis, to encourage and support the development of OLMCs and their respective organizations • Telefilm will continue to encourage and support the development of OLMC organizations in the audiovisual sector. 	<ul style="list-style-type: none"> • Formal and informal meetings • Consultation documents and reports • Telefilm programs and policies will take into account the changing priorities of the OLMCs • Participation in OLMC industry meetings and events • OLMC representatives will participate in Telefilm's consultation activities (Working Groups, Focus Groups, etc.) 	<ul style="list-style-type: none"> • Level of satisfaction from OLMC participants in OLA initiatives • Level of support and participation by Telefilm in activities of industry-related organizations in OLMCs • Scope of OLMC participation in programs and services offered by Telefilm 	<p>Creation of lasting relationships between the federal institution and OLMCs; federal institution and OLMCs understand each other's needs and mandates.</p>

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C. COMMUNICATIONS (Transmission of information to OLMCs)

[External communications activities to inform OLMCs about the activities, programs and policies of the federal institution and to promote the bilingual character of Canada; inclusion of OLMCs in all information and distribution lists; use of the federal institution's Web site to communicate with OLMCs.]

<p>Planned activities to achieve the expected result</p> <p><i>What activities will be carried out during the period covered? What will be done?</i></p>	<p>Expected outputs</p> <p><i>What products or services will flow from the activities carried out during the period covered?</i></p>	<p>Indicators to measure progress in achieving the expected result</p> <p><i>What information will you use to show progress in achieving the above result? How can you demonstrate and measure this change?</i></p>	<p>Expected result</p>
<ul style="list-style-type: none"> • Telefilm's communication division continues to improve the fully bilingual website, on-line subscriber's data base and OLMC contact lists to ensure more effective transmission of information to OLMCs • Continue issuing Telefilm's main publications in both official languages • Continue to offer bilingual information through social media and on Telefilm's website • Use Bulletin 41-42 as a channel of communication with other federal institutions • Promote talent and projects from OLMCs at various industry events and festivals 	<ul style="list-style-type: none"> • Up-to-date contact lists • Accurate tracking of subscribers to database • Fully bilingual website and social media activities • Strategic communications plan that takes OLMCs into consideration 	<ul style="list-style-type: none"> • Percentage of bilingual documents that are released simultaneously • Quantitative data on mailing list subscriptions, web traffic on the Official Languages Activities program micro-site • Audience data and rate of participation in activities • Press coverage review 	<p>OLMC culture reflects a broad understanding of the federal institution's mandate; OLMCs receive up-to-date and relevant information about the federal institution's programs and services.</p>

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D. COORDINATION AND LIAISON (Does not include funding – Internal coordination and liaison with other government institutions)

[Coordination activities (research, studies, meetings, etc.) carried out by the federal institution itself along with other federal institutions or other orders of government; participation in activities organized by other federal institutions, other orders of government, etc.; participation of official languages champions, national and regional coordinators, and others in various government forums.]

<p><u>Planned activities to achieve the expected result</u></p> <p><i>What activities will be carried out during the period covered? What will be done?</i></p>	<p><u>Expected outputs</u></p> <p><i>What products or services will flow from the activities carried out during the period covered?</i></p>	<p><u>Indicators to measure progress in achieving the expected result</u></p> <p><i>What information will you use to show progress in achieving the above result? How can you demonstrate and measure this change?</i></p>	<p>Expected result</p>
<ul style="list-style-type: none"> • Telefilm participates at meetings of official languages national coordinators and the network of official languages champions • Participates in meetings of the signatories of the Agreement for the Development of Francophone Arts and Culture in Canada • Participates in the Working Group on Arts, Culture and Heritage with the English-Speaking Community in Quebec • Participation in the International Business Development Group with federal, provincial and cultural organizations • Collaborative screenings of films on Parliamentary Hill 	<ul style="list-style-type: none"> • Telefilm informs federal, provincial and cultural organizations about its programs targeted to OLMCs • Maintains and develops relationships with these other institutions • Bilingual screenings of Telefilm funded films 	<ul style="list-style-type: none"> • Degree of Telefilm's participation in the network of national coordinators and official languages champions • Telefilm's contributions of articles and information to Bulletin 41-42 • Types of partnerships maintained and developed with federal, provincial and private agencies • Quantitative data on the screenings and media analysis of the coverage of events 	<p>Co-operation with multiple partners to enhance OLMC development and vitality and to share best practices.</p>

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E. FUNDING AND PROGRAM DELIVERY

[Implementation of the federal institution's programs and delivery of its services; funding, alone or in cooperation with other federal institutions, of OLMC projects; inclusion of the needs of OLMCs in the delivery of the federal institution's programs and services.]

<p><u>Planned activities to achieve the expected result</u></p> <p><i>What activities will be carried out during the period covered? What will be done?</i></p>	<p><u>Expected outputs</u></p> <p><i>What products or services will flow from the activities carried out during the period covered?</i></p>	<p><u>Indicators to measure progress in achieving the expected result</u></p> <p><i>What information will you use to show progress in achieving the above result? How can you demonstrate and measure this change?</i></p>	<p>Expected result</p>
<ul style="list-style-type: none"> • Telefilm continues to allocate resources to initiatives supporting the skills development of industry professionals from French and English minority linguistic communities • Telefilm continues to support audiovisual events and festivals that foster the promotion and distribution of productions in OLMCs • Telefilm has an ongoing commitment to support the competitiveness of OLMC projects in the organization's main funds • Support for the versioning of Canadian productions in either second official language • Telefilm will seek to leverage its industry development activities by encouraging partnerships for OLA initiatives and projects 	<ul style="list-style-type: none"> • Structured program for official languages activities (the program is currently being reviewed and after OLMC industry consultations, will be revised and launched) • Projects, festivals and training initiatives • Screenings of films at OLMC festivals across Canada 	<ul style="list-style-type: none"> • Level of resources committed to OLMC targeted initiatives and programs • Number of OLMC projects supported through the OLA program • OLMC projects successfully accessing Telefilm's production funds and OLMC participants going on to make additional films • Level of support to festivals, events and training initiatives • Qualitative feedback from OLMC participants • Number of OLMC films screened at festivals 	<p>OLMCs are part of the federal institution's regular clientele and have adequate access to its programs and services; OLMC needs (e.g. geographic dispersion and development opportunities) are taken into account.</p>

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F. ACCOUNTABILITY

[Activities through which the federal institution integrates its work on the implementation of section 41 of the OLA into departmental planning and accountability mechanisms (e.g. report on plans and priorities, departmental performance report, departmental business plan and status report on implementation of section 41 of the OLA); internal audits and evaluations of programs and services; regular review of programs and services as well as policies by senior managers of the federal institution to ensure implementation of section 41 of the OLA.]

<p><u>Planned activities to achieve the expected result</u></p> <p><i>What activities will be carried out during the period covered? What will be done?</i></p>	<p><u>Expected outputs</u></p> <p><i>What products or services will flow from the activities carried out during the period covered?</i></p>	<p><u>Indicators to measure progress in achieving the expected result</u></p> <p><i>What information will you use to show progress in achieving the above result? How can you demonstrate and measure this change?</i></p>	<p>Expected result</p>
<ul style="list-style-type: none"> • Systematic evaluations of programs aimed at supporting OLMCs • Monitoring the level of investment of Telefilm funds in projects developed in minority linguistic situations • Monitoring the progress of OLMC creators from development to production • Reporting annually on the achievements related to the implementation of section 41 of the official languages Act and in our annual report to parliament 	<ul style="list-style-type: none"> • Completed evaluations • Telefilm's Annual report • Telefilm's Annual report on Section 41 of OLA 	<ul style="list-style-type: none"> • Program evaluation reports indicating the impact of Telefilm's programs and policies • Trending of resources allocated to OLMCs 	<p>Full integration of the OLMC perspective and section 41 of the OLA into the federal institution's policies, programs and services; the reporting structure, internal evaluations and policy reviews determine how to better integrate OLMCs' perspective.</p>

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Distribution list

In addition to being submitted to Canadian Heritage, your action plan should also be sent to interested parliamentary and community stakeholders.

- **Clerk of the House of Commons Standing Committee on Official Languages**
See the Committee's Web site for the Clerk's contact information:
(<http://www2.parl.gc.ca/CommitteeBusiness/CommitteeHome.aspx?Cmte=LANG&Language=E&Mode=1&Parl=40&Ses=2>)
- **Clerk of the Senate Standing Committee on Official Languages**
See the Committee's Web site for the Clerk's contact information:
(http://www.parl.gc.ca/common/Committee_SenContact.asp?Language=E&Parl=39&Ses=2&comm_id=595)
- **Commissioner of Official Languages**
See the Web site of the Office of the Commissioner of Official Languages for contact information:
(http://www.ocol-clo.gc.ca/html/contact_e.php#ho)
- **Community organizations** (OLMC and other interested organizations)
Indicate to which community organizations you will be sending your action plan. In addition to existing partners, you might want to include potential partners, i.e. groups that could be interested in your institution's work. Among other things, this information will allow Canadian Heritage to have a better understanding of your institution's partners.

Federal institutions should publish their action plan on their Web site.

Exact Web address of your institution's action plan:

<http://www.telefilm.gc.ca/en/telefilm/corporate-publications/official-languages-and-multiculturalism>

See Treasury Board Secretariat guidelines on Internet posting – Communications Policy of the Government of Canada:

<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12316>