

# CORPORATE PLAN NEW 18-MONTH MODEL

**TELEFILM**  
C A N A D A

**PARTNER  
OF ▶  
CHOICE**

TELEFILM CANADA IS A CROWN CORPORATION THAT HAS SUPPORTED THE DEVELOPMENT OF CANADA'S SCREEN-BASED INDUSTRIES FOR OVER HALF A CENTURY. A MISSION THAT CLOSE TO 200 EMPLOYEES PROUDLY CHERISH AND UPHOLD IN PUBLIC SERVICE.

Our role and responsibility in today's context has expanded greatly with the administration of the COVID-19 Emergency Relief Funds and the Short-Term Compensation Fund, which began last fiscal and has been extended into this one.

When we launched our [2020-2023 Corporate Plan](#), we had only just begun to experience the uncertainty created by the Coronavirus pandemic, predating this punctual aid from government.

I'm sure that it is no surprise when I say that 2020 was a year like no other. It tested both the industry and Telefilm Canada, requiring a great deal of transformation out of us collectively.

Many lessons have been learned from both the pandemic and the global social awakening – propelling us in an age of modernization. One where we are committed to active listening and transparency.

On that note, Telefilm has wrapped it's Pan-Canadian consultations on the Success Index, Development, and Talent to Watch Programs. I'd like to thank the industry for participating in great numbers in the various stages of consultations from webinars, to forums to written submissions. Thank you for your frank conversations and for leaning into our updated open and transparent process.

Now, more than one year since the pandemic began, Telefilm continues to look for new ways to help the Canadian audiovisual industry sustain this unprecedented era of persistent disruption. As the global crisis continues to evolve, we have learned that so must we.

In recent months, a thorough review was undertaken of Telefilm Canada's Strategic and Corporate Plans, to determine whether our strategic priorities remain relevant in this fast-changing environment. The clear conclusion is that our vision - Telefilm Canada as Partner of Choice – is even more relevant today. The outcome of this review is that our vision along with our strategic pillars have all been unequivocally reconfirmed.

We know that Telefilm Canada must adjust as a funding institution, for the ultimate sustained health of the Canadian audiovisual industry.

Consequently, Telefilm has opted to condense its corporate planning cycle to a new **18-MONTH MODEL**. The over-riding reason is simple. It is to plan for a period of continuous disruption, followed by a period of recovery. This shorter timeline will give us flexibility to better navigate an uncertain climate in the coming months.

By continuing to adapt and steer through unknown terrain ahead, 2021 will be a year that requires effortless execution, for us to focus on the sustainability of our industry. In concrete terms, we must provide elasticity within our programs and funds, and give our personnel the tools and the means to respond to the changing needs of the industry both adeptly and promptly.

Over the course of the next 18 months, we will focus on **FOUNDATIONAL STRENGTHENING**, by solidifying the key elements that make Telefilm run. We will continue to collaborate with our partners in the industry to evolve Telefilm's many funding programs. We will also continue to adapt our programs and processes to be **NATURALLY INCLUSIVE**. Everything we do at Telefilm must be anchored in a culture of mutual respect, dignity, equity, diversity, and inclusion.

Many thanks to the exceptional team at Telefilm Canada for all their hard work navigating the hurdles created by the pandemic and the social unrest over the last year, and for their readiness as we look to the road ahead.

*Christa Dickenson*



**Christa Dickenson**  
Executive Director and CEO  
Telefilm Canada

## STRATEGIC PLAN RECONFIRMED

After thorough review and evaluation, Telefilm's Executive Leadership Team confirmed that the Strategic Priorities were still applicable in a new, condensed 18-month model.

## 12 MONTH DISRUPTION

Telefilm's new priority for the next fiscal year (2021-2022) is to focus on Foundational Strengthening, which is made possible through an approval to increase investments in internal resources.

## 6 MONTH RECOVERY

The end result of the 18-month plan is to implement Foundational Long-Term Changes through a modernization of Telefilm's processes and practices.

► **KEY HIGHLIGHTS FROM 2020-2021**

WHILE THE EVENTS OF COVID-19 HAVE CREATED **COUNTLESS DISRUPTIONS** IN THE AUDIOVISUAL INDUSTRY, TELEFILM WAS ABLE TO MAKE **SIGNIFICANT PROGRESS** ON THE CURRENT CORPORATE PLAN. **RESILIENCE** AND **SUPPORT** WERE CORNERSTONES OF TELEFILM'S FOUNDATIONS FOR EARLY COVID-19 SUSTAINABILITY OF THE INDUSTRY.

Some highlights to date include:

STRATEGIC PRIORITIES	<b>ATTRACT ADDITIONAL FUNDING AND INVESTMENT</b>	<b>EVOLVE OUR FUNDING ALLOCATION APPROACH</b>	<b>OPTIMIZE OUR OPERATIONAL CAPACITY</b>	<b>ENHANCE THE VALUE OF THE “TELEFILM” AND “CANADA” BRANDS</b>
KEY HIGHLIGHTS	<ul style="list-style-type: none"> <li>Overall, <b>\$173.5M IN COVID-19 RELIEF FUNDING</b> was administered by Telefilm Canada (\$29.8M was provided for the Telefilm Emergency Relief Fund, \$93.7M was administered on behalf of the Canada Media Fund for the CMF Emergency Relief Fund, and \$50M was also administered for the Short-Term Compensation Fund).</li> <li>The Talent Fund succeeded in surpassing its target fundraising goal, with nearly <b>\$2M RAISED</b>.</li> </ul>	<ul style="list-style-type: none"> <li>Telefilm has completed the <b>PAN-CANADIAN CONSULTATIONS</b> on the Success Index, Development Program and Talent to Watch program with over 800 participants attending 6 public forums, and over 500 surveys completed. Formal recommendations have now been <b>PRESENTED TO THE INDUSTRY</b>.</li> <li>Enhancements were made to the decision-making process for the Production and Documentary programs, building on staff expertise, while also expanding to include <b>EXTERNAL PERSPECTIVES</b> and <b>INCREASED TRANSPARENCY</b>.</li> <li>The last year also saw the introduction of the <b>EQUITY AND REPRESENTATION ACTION PLAN</b> and updates to Telefilm's hiring practices, funding allocations, and programs to enhance Equity, Diversity and inclusion initiatives within them.</li> </ul>	<ul style="list-style-type: none"> <li>Telefilm provided <b>RELIABLE SUPPORT AND FLEXIBILITY</b> to filmmakers, allowing for <b>BUSINESS CONTINUITY</b>.</li> <li>More than <b>600 APPLICATIONS</b> were administered in <b>TWO MONTHS</b> through both Phases of the COVID-19 Relief Funds, which is <b>MORE THAN HALF THE NUMBER OF THE APPLICATIONS ADMINISTERED DURING TELEFILM'S ENTIRE 2019-2020 FISCAL</b>.</li> <li>Close to <b>200 APPLICATIONS</b> were received through the <b>SHORT-TERM COMPENSATION FUND</b> for projects in eight provinces and territories, in both Official Languages. The projects covered by the STCF represent <b>MORE THAN HALF A BILLION DOLLARS</b> in Canadian production budgets, supporting approximately <b>4,500 FULL-TIME EQUIVALENT JOBS</b>.</li> </ul>	<ul style="list-style-type: none"> <li>Telefilm hosted <b>10 VIRTUAL</b> international Canada pavilions and supported nearly <b>95 NATIONAL FESTIVALS</b> as they pivoted to online and hybrid formats, all while emphasizing the <b>PRESENCE</b> and <b>PARTICIPATION</b> of Canadian talent and their content.</li> <li>During this period, Telefilm also emerged as an <b>ENGAGED AND OPEN ALLY FOR DIVERSITY AND INCLUSION</b> through implementation and delivery of its <b>EQUITY AND REPRESENTATION ACTION PLAN</b>.</li> <li>By actively engaging in open and transparent <b>DIALOGUE WITH THE INDUSTRY</b>, Telefilm was able to consult on changes to programs, as well as to determine priority areas for COVID-19 relief.</li> <li><b>COLLABORATIONS</b> with over 24 distributors, 6 streaming services, and exhibitors across Canada allowed Telefilm to <b>HEIGHTEN THE DISCOVERABILITY</b> of Canadian films available on at-home platforms.</li> </ul>

**▶ THE ROAD AHEAD**

TELEFILM CONTINUES TO OPERATE WHILE NAVIGATING THE UNCERTAIN ENVIRONMENT CREATED BY COVID-19. AS THE ORGANIZATION **BUILDS ON THE SUCCESSES** AND LEARNINGS OF THE LAST YEAR, WE MOVE FORWARD IN AN 18-MONTH MODEL. TELEFILM WILL CONTINUE TO FOSTER A **MORE EQUITABLE ECOSYSTEM** FOR CREATORS OF DIVERSE BACKGROUNDS AND WILL CONTINUE TO **ASSESS** THE DISRUPTION CAUSED BY THE PANDEMIC IN ORDER TO **DESIGN AND ADJUST** FOR THE **RECOVERY PROCESS** OF THE INDUSTRY. SPECIFIC DELIVERABLES REFLECTING THE UPDATED TIMELINE WILL BE SET OUT IN THE COMING MONTHS.

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<b>THE ROAD AHEAD</b>	<ul style="list-style-type: none"> <li>• Telefilm will build on its <b>PROVEN TRACK RECORD</b> as an <b>AGENCY OF CHOICE</b> by <b>PROACTIVELY ENGAGING</b> with government in order to identify and <b>CREATE STRATEGIES</b> that meet industry needs.</li> <li>• The Talent Fund will <b>ADAPT</b> its sponsorship models and philanthropic initiatives to suit COVID-19 limitations, while also <b>EVOLVING</b> to reflect the needs of the Talent to Watch program.</li> </ul>	<ul style="list-style-type: none"> <li>• The organization will be a <b>FUNDER OF CHOICE</b> by implementing a <b>NEW SUCCESS MEASUREMENT MODEL</b> and new decision-making processes in order to strengthen programs and inclusion measures.</li> <li>• Telefilm will carry out and <b>BUILD</b> on the <b>EQUITY AND REPRESENTATION ACTION PLAN</b>, with an emphasis on implementing <b>ENHANCED DATA COLLECTION</b>, as well as supporting <b>TRAINING</b> initiatives and incentives.</li> <li>• Telefilm will also continue to be an <b>INDUSTRY LEADER OF CHOICE</b> by being ready to <b>ADAPT</b> when necessary, through ongoing dialogue and transparency with stakeholders.</li> <li>• Telefilm will focus on <b>FUTURE-FORWARD</b> models to return the industry to a state of <b>STABILITY</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• Telefilm will build on its reputation as an <b>ADMINISTRATOR OF CHOICE</b> through the strength of its teams and the <b>OPTIMIZATION</b> of its processes to ensure <b>EFFORTLESS EXECUTION</b> in the delivery of new projects and existing portfolios.</li> <li>• Reinforcing <b>PROJECT MANAGEMENT CULTURE</b> and collaboration within the organization will play key roles in <b>MODERNIZING</b> Telefilm and being <b>FUTURE-READY</b>.</li> <li>• Enhancing Key Performance Indicators will allow Telefilm to build <b>EFFICIENCY, AGILITY, and ACCOUNTABILITY</b> in all key areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Telefilm will be an <b>ALLY OF CHOICE</b> by <b>ADVOCATING</b> for greater <b>EQUITY, DIVERSITY, and INCLUSION</b> in the audiovisual industry.</li> <li>• <b>‘RETURN-TO-CINEMA’</b> initiatives will be developed in <b>COLLABORATION</b> with theatre organizations and festivals.</li> <li>• Telefilm will <b>HEIGHTEN</b> Canada’s international profile as a leader in an <b>EVER-CHANGING</b> audiovisual environment and will <b>EXPAND</b> the Canadian audiovisual industry’s reputation internationally.</li> <li>• Telefilm will position itself as an <b>EMPLOYER OF CHOICE</b> by highlighting its ability to foster an <b>EXCEPTIONAL EMPLOYEE CULTURE</b>.</li> </ul>

**▶ COMMITMENT TO EQUITY, DIVERSITY, AND INCLUSION**

Telefilm Canada remains committed to fostering and supporting an industry that is representative of all communities in Canada, including Racialized Persons (including, but not limited to Black and People of Colour, or of mixed background), Indigenous communities, Persons with a disability, Persons from Official Language Minority communities, LGBTQ2+ communities, and women. We acknowledge that Canadian creators of underrepresented identities experience greater challenges in obtaining financing and are firmly committed to creating greater access.