



2013 Annual Report

MISSION

*Transforming the way people
see the world, through film*

VISION

Be the global centre for film culture



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11930 4541 RR0001



2013 Annual Report





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DIRECTOR & CEO



A letter from Piers Handling

It's now been three years since we moved into our home and headquarters, TIFF Bell Lightbox. We have settled in and are delighted with the way things are evolving, but are constantly striving to improve while retaining our high standards of excellence.

2013 was a landmark year for the organization. We unveiled a new five-year strategic plan laying out our vision for the future of TIFF: think global, consolidate local. It marks a big step in our evolution and we look forward to the challenge. This past year also saw us achieve numerous milestones.

David Cronenberg: Evolution, our comprehensive look at Canada's pre-eminent film artist, was one of the most ambitious projects TIFF has ever undertaken. Our first major self-curated exhibition — much of it derived from our own collection — was augmented by a film retrospective, onstage conversations and lectures, installations commissioned in partnership with the Museum of Contemporary Canadian Art, and an extensive virtual museum. Two years in the making, the exhibition now heads out into the world to tour other major cultural institutions. We also mounted *A Century of Chinese Cinema*, the largest programme of Chinese cinema ever presented in North America. Made possible by the very first joint collaboration among the film archives of Beijing, Taipei, and Hong Kong, its film component was supplemented

by numerous esteemed guests, including filmmakers, actors, producers, and scholars.

The annual Festival in September was our most successful yet, presenting some of the year's most important films and eclipsing its record-breaking ticket sales from the previous year. Meanwhile, enthusiastic young film-lovers indulged their creative curiosity through the TIFF Kids International Film Festival, the award-winning interactive installation digiPlaySpace, the teen-focused TIFF Next Wave Film Festival, and our ongoing programming for schools and film camps. With carefully curated retrospectives, contemporary new releases, our dynamic national outreach programme Film Circuit, and specialized programmes like Reel Comfort, TIFF more than fulfilled its mandate to provide transformative experiences to a wide range of audiences.

In addition, we spearheaded a number of exciting industry initiatives designed to provide professional development and mentoring opportunities for the next generation of Canadian filmmakers. These emerging artists will be our country's cinematic future, and we are proud to support them as they begin their careers.

Fuelled by our vision to be the global centre for film culture, I look forward to building upon TIFF's previous outstanding achievements as we continue our mission of transforming the way people see the world, through film.

CHAIR, BOARD OF DIRECTORS



A letter from Lisa de Wilde

For a cultural organization like TIFF, it all starts with the programming, and I am proud to salute the artistic excellence on display and onscreen at TIFF Bell Lightbox. While there were too many special moments in 2013 to list, *A Century of Chinese Cinema* and *David Cronenberg: Evolution* are each a perfect illustration of what the dream of a year-round home means in reality.

TIFF continues to make a major impact in Toronto, in Ontario, in Canada, and around the world. Our annual economic impact has increased by \$50 million over the past four years, reaching an impressive \$189 million. Steady growth last year in revenues across sponsorship, philanthropy, and membership has built a solid foundation.

On behalf of the Board of Directors, I would like to congratulate Piers Handling on his investiture to the Order of Ontario in January 2014. His leadership continues to play a key role in the successes celebrated by the leadership team and the rest of the organization.

Our achievements in 2013 provide the launch pad for TIFF's next phase of growth. I am excited to lead the Board in overseeing the implementation of the organization's new strategic plan to think globally and consolidate locally. This plan illustrates our ambition in

clear and accessible language. The priorities we have identified for the next crucial period in the organization's evolution — artistic excellence, visitor experience, people and culture, and sustainability — continue the trajectory developed over past years, and serve as a foundation for the future. I am confident in our ability to strike a balance between global and local efforts.

The Board extends its gratitude to the individuals, corporations, and foundations that support TIFF through their generous donations, and to the Government of Canada, the Province of Ontario, and the City of Toronto for their ongoing commitment. As a charitable organization, we rely on this community of supporters to help us create a community of engaged film-lovers.

I would also like to thank our outgoing Board Chair, Paul Atkinson, who led the capital campaign and oversaw the move into our permanent home. His contributions over the past nine years led to our current success and solid positioning for taking on a bigger, bolder, and — dare I say — even better year in 2014.

And finally, thank you to the Board of Directors for their ongoing support of TIFF. I look forward to celebrating many successes in the year ahead.

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CUISINE

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HYATT

LOVA

tiff. | Bell Lightbox

CANTEEN





BOARD OF DIRECTORS

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HIGHLIGHTS

▶ JANUARY

Donations to the TIFF Annual Fund bring **20** campers from Camp Oochigeas to TIFF Bell Lightbox, providing a fun and meaningful experience to children affected by cancer.



▶ *Spotlight Japan* brings together five leading cultural institutions to explore the rich history of Japanese cinema.

▶ APRIL



▶ TIFF Kids International Film Festival partners with Sesame Workshop, resulting in the broadcast of five short films by emerging filmmakers.



▶ TIFF Bell Lightbox hosts Stevie Nicks for the sold-out Canadian premiere of her intimate rock documentary, *In Your Dreams*.

▶ JUNE



▶ *A Century of Chinese Cinema* welcomes more than 20 guests and 90 films — TIFF Cinematheque's largest curated retrospective ever.



▶ JULY

A study reveals TIFF's local economic impact of **\$189 million** — a **\$50 million** increase since 2009.



▶ SEPTEMBER

TIFF appoints Lisa de Wilde as Chair, the first woman to hold this position in the organization's history.



- ▶ The 38th annual Toronto International Film Festival celebrates the 25th anniversary of the Midnight Madness programme.



- ▶ The second annual TIFF Gala honours 100 Years of Indian Cinema, raising crucial funds for our year-round programming.

▶ OCTOBER



- ▶ The landmark TIFF-curated exhibition *David Cronenberg: Evolution* launches with an opening night fundraiser, featuring a live human being transformed into *The Fly*.



▶ NOVEMBER

The interactive exhibition digiPlaySpace wins the Ontario Museum Association Award of Excellence in Programs.



▶ DECEMBER



- ▶ *Spirited Away: The Films of Studio Ghibli* surpasses its own record as the highest-grossing programme in TIFF Cinematheque history, and features a rare screening of *Grave of the Fireflies*.



WHAT WE DO

TIFF has always been an organization in motion. What began as a week-long film festival has evolved into a year-round global centre for film culture with a mission to transform the way people see the world, through film.

Secure in our still-new home, TIFF Bell Lightbox, we reflect upon nearly four decades of activity, gauging how current and future efforts will complement, supplement, and augment our legacy. We seek new and exciting ways to enhance the cinematic experience, while striving for artistic excellence and building on each year's accomplishments. We champion the artistic value of global and Canadian cinema through screenings, retrospectives, and festivals, as well as exhibitions and industry events. We proudly serve as both an incubator and a platform for Canadian talent. TIFF is a bit like a filmmaker: evolving as technologies and the language of film itself evolve.









FESTIVALS

Programmed for our youngest cinephiles, aged three through 13, the 2013 **TIFF Kids International Film Festival** attracted an audience of nearly 38,000. The festival lit up screens and imaginations alike, showcasing 117 films to thousands of cheerful faces and boasting its biggest lineup ever with works from around the globe — including Mexico, Belgium, Norway, Latvia, Turkey, and Indonesia. A mix of public and industry programmes, expanded through a first-time partnership with Sesame Workshop, the minds behind *Sesame Street*, the festival included a special visit from walkaround characters Elmo and Abby Cadabby. The action-packed 13 days included live musical performances, hands-on family activities, free programming, and young filmmaker showcases, kicking off with an opening-night party and a screening of Canada's first 3D animated film, *The Legend of Sarila*.

Back by popular demand, [digiPlaySpace](#) featured an extended six-week run launching just in time for March Breakers to dive into this immersive and interactive digital exhibition.

Winner of the 2013 Ontario Museum Association (OMA) Award of Excellence in Programs, digiPlaySpace empowers kids through play, stimulating creativity through 10 dynamic new-media installations.

Children, families, and educators explored new technologies through learning-centric videogames and hands-on activities from acclaimed Canadian and international children's artists. Global touring plans are already underway for Canada's most innovative exhibition.

For slightly older audiences, the three-day [TIFF Next Wave Film Festival](#) features international cinema geared toward teenagers. With the growing success of the TIFF Kids Festival, it's no wonder that TIFF Next Wave's sophomore run exceeded expectations and saw huge audience growth. The event opened once again with Battle of the Scores, showcasing the live-scoring abilities of an enthusiastic lineup of high-school rock bands, and launched the inaugural 24-Hour Film Challenge, in which 34 participants raced against the clock to complete three-minute films. The festival is steered by the **TIFF Next Wave Committee**, comprised of 12 high-school students, who, for the third year, lent their expertise to the Toronto International Film Festival by identifying films that appeal to the next generation of movie lovers.

Each September, the **Toronto International Film Festival** attracts widespread attention as the leading public film festival in the world. With an attendance of more than 432,000, our 38th edition featured selections from 70 countries, screening 288 features and 78 shorts for the most sophisticated, enthusiastic, and loyal audience around. That audience drove ticket and pass sales to their highest level yet, and flocked to see close to 1,000 international superstars, up-and-comers, and homegrown talent present their work.

Toronto filmgoers want to see good movies and they value diversity. The Festival's programming echoes that openness, consistently delivering impressive avant-garde works and compelling documentaries, edgy genre fare, and star-driven blockbusters — often acting as a launch pad to success for its hottest titles. *Philomena* (United Kingdom), *The Great Beauty* (Italy), *Ida* (Poland), *Like Father, Like Son* (Japan), *Prisoners* and *Dallas Buyers Club* — the latter two US films by Denis Villeneuve and Jean-Marc Vallée, Canadian auteurs we've watched evolve over many Festivals — all catapulted into awards season with accolades and nominations.

Once again, our Festivalgoers reminded us of their prophetic taste, voting 12 Years a Slave winner of the BlackBerry® People's Choice Award, the first of many honours to come.

We strive to make international cinema accessible to any filmgoer, and we fill our theatres with films from all over the world. Our **City to City** spotlight on Athens, Greece during the Festival brought filmmakers and their overseas communities together, an initiative central to the organization's future.

Alongside that international initiative is our devotion to spreading awareness of Canada's growing global impact. The [Canada's Top Ten Film Festival](#), TIFF's long-running 10-day showcase of the year's 10 best homegrown features and shorts as selected by a panel of industry professionals, celebrated record sold-out screenings and, subsequently, one of its most successful cross-country tours to date. Opening weekend in Toronto kicked off with packed houses for screenings of Michael Dowse's *The F Word*, Alan Zweig's *When Jews Were Funny*, and Villeneuve's *Enemy*, which was the focus of an onstage talk with the director and the film's stars, Jake Gyllenhaal and Sarah Gadon. Many of the films were later fêted at the Canadian Screen Awards — including the Best Motion Picture winner, Louise Archambault's *Gabrielle*. Over two dozen guests, from first-time feature filmmakers Jeff Barnaby and Chloé Robichaud to seasoned pros Jennifer Baichwal and Edward Burtynsky, discussed their films with audiences. The festival closed with a conversation with filmmaker/activist John Greyson, just weeks after his highly publicized release from an Egyptian prison.

432,000 +



IN ATTENDANCE AT THE TORONTO INTERNATIONAL FILM FESTIVAL

1,178



ACCREDITED MEDIA AT THE TORONTO INTERNATIONAL FILM FESTIVAL



FILM PROGRAMMES





The films we screen at TIFF Bell Lightbox reflect our drive to enrich the cinematic experience, with the highest regard for both audio-visual presentation and popcorn perfection. TIFF programmers curate a selection of films that reflects the history of the moving image and a continued commitment to providing unparalleled access to the best and most diverse cinema.

You might say that putting together the collection of 650 films we screened in 2013 — an increase of 150 over the previous year — was itself an exercise in artistic excellence.

Our selection process is essential to our role as a global film centre. We ensure that directors, actors, and geographical regions are celebrated, and that lesser-known players are given the same platform.

In 2013 we brought audiences the finest in contemporary cinema, presenting 78 **New Releases** — 68 of them exclusive engagements. Our top box office hits were some of the year's most critically acclaimed: *Blue is the Warmest Color*, *Watermark*, *Amour*, *The Master*, *Only God Forgives*, *Inside Llewyn Davis*, *A Touch of Sin*, and *Before Midnight*. We also began screening, to great response, new shorts in front of New Releases — highlighted by the pairing of Martin Thibaudeau's *Reflexions* with the hit feature *Upstream Color*.

The year's biggest film programmes were part of larger-scale projects: ***From Within: The Films of David Cronenberg*** and ***Psychoplastic Panic: Cronenberg and the Rise of Body Horror*** covered the oeuvre and influence of Canada's most important filmmaker, while ***A Century of Chinese Cinema*** was the largest curated programme in **TIFF Cinematheque's** 23-year history. Other regional spotlights included the 52-film ***Spotlight Japan*** series, part of a city-wide celebration of Japanese culture; ***Rebel Yell: A New Generation of Turkish Women Filmmakers***, which paid tribute to Turkey's female cinematic insurgency; and ***L.A. Rebellion: Creating a New Black Cinema*** showcased the adventurous African American independent filmmakers of 1960s and '70s Los Angeles.

Ivan Reitman, John Landis and Eugene Levy were among our guests for **TOGA! The Reinvention of American Comedy**, while **Whoa. The Films of Keanu Reeves** reacquainted audiences with the Toronto-raised star who embodies that eponymous expression, with personalized introductory videos for each film from the man himself. Our retrospectives showcased filmmakers and actors from around the world: French auteurs Jacques Demy, Chris Marker — paired with a Scotiabank CONTACT Photography Festival exhibition — Claire Denis, and Leos Carax; Russian director Alexei Guerman; Denmark's Nicolas Winding Refn; and American screen legend Bette Davis. Our film and video art series **The Free Screen** highlighted important work done at cinema's fringes by artists such as Barbara Hammer and Narcisa Hirsch.

The year wrapped with **Joel and Ethan Coen: Tall Tales**, exploring the Minnesotan brothers' off-kilter universe; our traditional **Holiday Classics** series; and the

Spirited Away: The Films of Studio Ghibli retrospective, expanded for its second year to feature more films (including the rare *Grave of the Fireflies*) and surpassing its own record as the highest-grossing TIFF Cinematheque programme to date.

Canadian Open Vault, our year-round programme to enhance the accessibility of Canadian film heritage, presented a newly restored print of a nationally revered classic, *The Apprenticeship of Duddy Kravitz*, and a Q&A with director Ted Kotcheff. Halloween audiences were spooked with a double bill of *Ginger Snaps* — presented by screenwriter Karen Walton — and *The Changeling*; American scholar David L. Pike discussed Jean-Claude Lauzon's legendary Quebec film *Léolo*; and a partnership with the Winnipeg Film Group brought us film scholar Scott Birdwise to address the films of African-Canadian Winston Washington Moxam.

1.8 MILLION
IN ATTENDANCE ACROSS ALL TIFF ACTIVITIES

HIGHEST-GROSSING NEW RELEASE:

WATERMARK
dirs. EDWARD BURTYNSKY and JENNIFER BAICHWAL



tiff.



EXHIBITIONS

Our exhibitions provide audiences with new ways of experiencing cinema and allow us to approach film as a medium that extends beyond the screen. We reached new heights in 2013 with major exhibitions alongside two of our most ambitious programmes ever.

[The Cronenberg Project](#) set a new precedent for future endeavours; it was a tribute massive enough in scale and scope for this singular filmmaker.

*At the Project's core was **David Cronenberg: Evolution**, our first large-scale, curated touring exhibition comprised of over **450** objects.*

Combining props, costumes, behind-the-scenes footage, short films, and more, the immersive experience paired the director's development with his ongoing examination of human evolution, providing expanded insights into his work. With its heavy virtual component and a partnership with the Museum of Contemporary Canadian Art (MOCCA), the Project extended beyond the physical boundaries of TIFF Bell Lightbox. **Future Projections**, our popular and provocative city-wide Toronto International Film Festival programme, was largely devoted to a single exhibition, **David Cronenberg: Transformation**. TIFF commissioned new works from six significant international and Canadian artists — Candice Breitz, James Coupe, Marcel Dzama, Jeremy Shaw, Jamie

Shovlin and Laurel Woodcock — to tackle ideas of humanity's next evolutionary phase. Online, the virtual space of [Body/Mind/Change](#), a co-production with the Canadian Film Centre's Media Lab, thrust participants into a world based on the science fiction of the director's films. The Project's two film programmes were complemented by many special guests — among them collaborators such as Jeremy Irons, Viggo Mortensen, cinematographer Peter Suschitzky, composer Howard Shore, and Cronenberg himself. [David Cronenberg: Virtual Exhibition](#) lives on in cyberspace, while a free eBook and two exhibition-companion books were also published.

A Century of Chinese Cinema was augmented by TIFF commissions from world-renowned visual artist Yang Fudong and celebrated cinematographer Christopher Doyle, demonstrating our commitment to ensuring cinema's place among the visual arts. Yang and Doyle are not only China's most exciting contemporary film artists, they lead the region's increased impact on the global landscape. Unprecedented partnerships with film archives in Beijing, Hong Kong, and Taipei enabled and complemented the scale of the project: The nearly 90-film programme was presented alongside events featuring more than 20 guests, including directors Chen Kaige and Johnnie To and superstar Jackie Chan, as well as scholars and experts from around the world. Elements of the programme toured internationally following their TIFF debut. A bilingual eBook accompanying *A Century of Chinese Cinema* commemorated and enhanced the programme with exclusive multimedia components.



THE BROOD
1979



SCANNERS
1980



VIDEODROME
1983



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DAVID CRONENBERG EVOLUTION

EDITED BY PETER HANNOCK AND MARK CHINN

The cinema of David Cronenberg offers one of contemporary culture's most unique, intriguing and powerful speculations on the idea of human evolution. Through the presentation of original artworks, props, set pieces and dynamic audiovisual elements, David Cronenberg: Evolution parallels Cronenberg's own growth as a filmmaker with his ongoing examination of human evolutionary possibilities.

Divided into three major sections that follow the chronological and thematic trajectory of Cronenberg's cinema, the exhibition traces how Cronenberg's early fascination with the inner realms of body and mind—their drives, desires, and sometimes uncontrollable powers—develops into an exploration of the outer world that those forces help to shape. Immersively exploring Cronenberg's creative process, his relationship to science fiction and science fact, and his affinities with other major 20th-century artists, David Cronenberg: Evolution celebrates not only one of the world's most acclaimed filmmakers but one of our most provocative and influential contemporary thinkers.



INDUSTRY

As technology breaks down barriers to both the art and business of filmmaking, **TIFF Industry** remains at the forefront of the changing landscape, creating a platform where global players gather — to seal deals, of course, but also to exchange information, create partnerships, and learn from one another. TIFF recognizes that the smaller our world gets, the more important our role in supporting the Canadian industry becomes.

The **STUDIO** programme, TIFF Industry's first year-round initiative focused on Ontario-based content producers, delivered important opportunities for professional development, as up-and-coming talent was paired with a wide range of international directors, CEOs, screenwriters, actors, and financiers.

Building on last year's expansion, the **TIFF Kids International Film Festival** offered a robust week of industry programming for the global children's entertainment business.

In 2013 we entered a neighbourhood familiar to children for decades: our partnership with Sesame Workshop to present a dedicated industry component.

This included an industry pitch session that saw five emerging filmmakers have their short films broadcast by *Sesame Street*. The **TIFF Next Wave Film Festival** included **Talent Lab** professional development sessions for 40 youth participants, expanding on TIFF's commitment to support and encourage the next generation of filmmakers.

The **Canada's Top Ten Film Festival** hosted a panel on the art of screenwriting, and two heavily attended roundtable sessions connecting industry professionals with emerging Canadian filmmakers and producers, including alumni of our **STUDIO** programme.

Industry programming at the **Toronto International Film Festival** comprised seven days of events. Programming was so abundant that a new venue was required: a landmark partnership with the Canadian Broadcasting Centre established the Glenn Gould Studio — the legendary "jewel of the CBC" — as the main location for the **TIFF Industry Conference**.

For its second year, the **Asian Film Summit** created a dialogue between East and West with high-profile guests including Keanu Reeves and Harvey Weinstein. **Producers Lab Toronto** galvanized international collaborations, adding a new region and two new partners into the mix: Screen Australia and the New Zealand Film Commission









joined the Ontario Media Development Corporation (OMDC) and European Film Promotion (EFP) to bring together 24 participants in an effort to encourage cross-border partnerships. The **Doc Conference** celebrated its fifth anniversary with an international lineup of powerhouse filmmakers and key industry players.

Canadian industry was prioritized through a range of programming. **Filmmaker Boot Camp**, developed with Telefilm Canada, once again helped the country's filmmakers with feature or short films in Official Selection make the most of their first Festival experience.

*The third annual **TIFF Rising Stars** programme introduced four Canadian actors — Evelyne Brochu, Cara Gee, Megan Park, and Johnathan Sousa — to the international industry, offering immersive professional development to prepare them for on- and off-screen success.*

For its 10th anniversary, **Talent Lab** gave 20 emerging filmmakers from Canada and abroad access to some of the leading filmmakers of our time: Alfonso Cuarón, Jean-Marc Vallée, Tom Tykwer, Jason Reitman, Deepa Mehta, and Jennifer Baichwal shared their experience and insights. **Telefilm Canada PITCH THIS!** saw six teams face off in six-minute feature-film pitches to over 300 industry professionals for the chance to walk away with a \$15,000 prize.

4,743

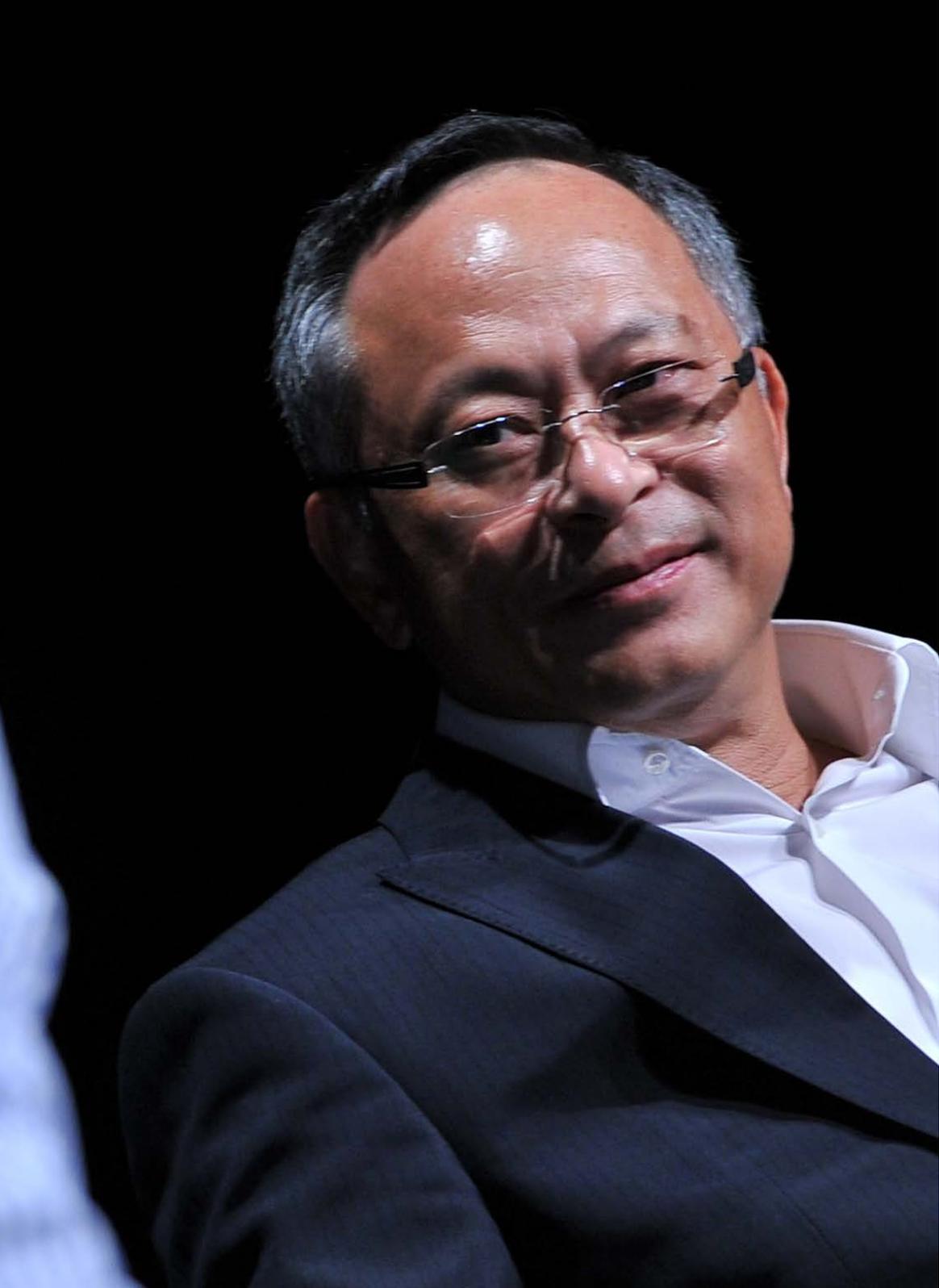


INDUSTRY DELEGATES FROM OVER 80 COUNTRIES ATTENDED THE FESTIVAL

96%



ATTENDANCE INCREASE FOR TIFF INDUSTRY PROGRAMMING SINCE 2012



WHY WE DO IT

We do what we do for our audiences, because they deserve to experience cinema at its best.

We love programming for people who love film.

Our audience favourites reflect a sophistication and commitment to cutting-edge cinema that drives our curatorial outlook. That, alongside a loyal attendance for our various programmes, lets us know that audiences appreciate the difference between seeing a film and engaging with cinema — fuelling our ongoing efforts to create the ultimate visitor experience.

LEARNING AND DISCOVERY

We present films that demand to be discussed, and provide a range of opportunities to do so. Budding scholars, filmmakers, and industry professionals are engaged through a variety of educational initiatives, while we reach across the city, region, province, country, and globe to reflect the diversity of our location. Public programmes exist in tandem with extensive academic initiatives, ensuring that discussions continue in as many settings as possible, including online: we've updated and improved our website; expanded our social media presence; and made more of our resources accessible via internet.

Nearly 1,500 people attended **TIFF Cinematheque**-related lectures and talks this year. Among those discussions, film scholar Jacqueline Stewart addressed the politics of film preservation, and cultural studies scholar Hamid Naficy spoke on underground filmmaking in Iran. During the Festival in September, topical experts led post-screening talks on five films in the **Contemporary World Cinema** programme.

*The **Higher Learning** programme hosted 40 events that brought in a record 4,200 students and faculty from over 30 programmes at colleges and universities across Southern Ontario.*

A Century of Chinese Cinema roundtables and talks drew more than 900 students, faculty, and members of the public, while a similar Cronenberg programme with collaborators and scholars drew 1,400.

TIFF is also committed to providing workshops and activities that both complement and offer alternatives to classroom learning — for everyone from kindergarteners to doctoral candidates. Special screenings and workshops take students beyond simple class trips to the movies. Yet, as the film world goes into blockbuster mode so does TIFF, with **Summer Camps**, **March Break Camps**, and **Holiday Workshops** for kids and teens, including the popular Film in a Day workshop and our Film Leaders in Training programme.

Our **In Conversation With...** series presented rare opportunities to witness intimate discussions with an array of film greats, rewarding audiences with insights into experiences cinematic and personal. Guests this year included: socially-engaged filmmaker Julie Dash; Hong Kong action master Johnnie To; "Fifth Generation" visionary Chen Kaige; Canadian comedy kingpin Ivan Reitman in conversation with his son, director Jason; English film director and screenwriter Sally Potter; prolific actor John Malkovich; and lauded director, screenwriter, actor and producer John Landis. Two **Master Class** sessions hosted by Guillermo del Toro drew sell-out crowds of nearly 1,100 attendees.

Subscription Series Books on Film, Food on Film

and Science on Film paired screenings with talks; expert guests included screenwriter Christopher Hampton (on his Academy Award-nominated adaptation of *Atonement*), superstar chef David Chang (presenting his favourite film, *Eat Drink Man Woman*), and Canadian astronaut Julie Payette (sharing her outer-space experience alongside *Apollo 13*).

Special events in 2013 included a sold-out screening of *Nebraska* with director Alexander Payne in attendance, as well as **Forty Years On: The Women & Film International Film Festival 1973**, which celebrated the pioneering event that many regard as the origin of Toronto's rich film-festival scene.

Our popular Sunday morning series **Reel Talk: Sneak Preview** and **Reel Talk: Contemporary World Cinema** added an element of surprise by keeping titles a secret. Audiences were treated to expert-led post-screening discussions alongside top films, many of which had not yet been released.

Though TIFF believes in cinema's intellectual power, we recognize that sometimes filmgoers just want to let their hair down. The popular Sing-a-long-a series encouraged audience participation for R. Kelly's hip-hopera *Trapped in the Closet* and the classic *Sound of Music*. Another popular viewing experience, **TIFF in the Park: A Summer of Romance**, took classic love stories out of the darkened theatre and into the summer night for free screenings at David Pecaut Square.

Outreach was a main theme for our **Film Reference Library** (FRL) in 2013, with library staff leading behind-the-scenes tours of the extensive collection, and continuing their work with local high schools by booking classes in the Brian Linehan Research Room. Ongoing efforts to build upon the FRL have included an expansion of its digital resources, while the **Canadian Film Encyclopedia** — an online reference project with nearly 800 (and counting!) entries — is the most comprehensive online resource on Canadian film, both historical and contemporary. The **Higher Learning Digital Resource Hub** is a major part of that effort, hosting an online archive of past events, with video footage and research packages. Since its launch in late 2012, the Hub has logged 18,300 page views, while over a quarter-million people from more than 175 countries watched past event footage through YouTube.

TIFF also expanded its digital footprint through new relationships with two giant online video platforms, connecting filmmakers directly with their audiences worldwide. These first-of-their-kind partnerships saw the **Toronto International Film Festival** pair up with Vimeo to offer world premieres a \$10,000 advance for distributing via Vimeo On Demand, and partner with YouTube to make **Short Cuts Canada** selections available online 24 hours following their Festival premiere. This latter initiative resulted in over three million views.

The most popular short, Noah, garnered 1.2 million YouTube views in just 11 days, and went on to win the Festival's YouTube Award for Best Canadian Short Film.

The film began its journey earlier in the year when it was crowned Best Live Action Short Film at the 10th annual **Student Film Showcase** — a celebration of the best new short films by post-secondary students across Canada.

13 MILLION

 VIEWS FOR THE TIFF YOUTUBE CHANNEL – A 188% INCREASE OVER 2012

FILM REFERENCE LIBRARY



3,000 +

WALK-IN VISITORS SERVED



12,645 +

FILM-RELATED QUESTIONS ANSWERED



300,000 +

IMAGES



62,500 +

FILM FILES



22,400 +

BOOK TITLES



15,200 +

FILMS AND TELEVISION SHOWS



WHO WE ARE

Notice how long the credits take to roll? That's because it takes a large team to bring the filmmaker's vision to life. Likewise, our staff and volunteers make everything TIFF does possible.

Of course, visionary filmmakers and superstars are essential to what we do, but it takes a lot of work to create the unique context in which we present their films. At TIFF, we're as serious about cinema as we are about attracting and retaining the best people and creating the ultimate culture in which they can thrive.

STAFF

There is no average TIFF staff member. What unites everyone who works here is a love of, and commitment to, cinema. We continue to find new ways of attracting and retaining the best and the brightest, offering an employment experience that goes beyond benefit packages. We rely on the year-round effort and passion of 190 full-time and 80 part-time staff to support our mission and mandate. We've made professional and leadership development a priority. And in 2013, our entire leadership team, alongside many of our staff, took advantage of professional development opportunities.

A continued commitment to customer service took centre stage, as our staff embedded service principles into all we do to enhance the TIFF experience, not just for those who walk through our doors, but also amongst our colleagues. The newly adopted **Staff Favourites** initiative gives employees outside our programming departments the opportunity to highlight and recommend films to the public.

Our efforts have been noticed, as we were named, once again, to the lists of Canada's and Toronto's Top Employers.





VOLUNTEERS

If you've ever attended a TIFF event, you've already witnessed the enthusiasm of our dedicated group of volunteers. Imagine our gratitude as an organization that relies on these amazing people.

*Outdoing previous efforts for yet another year, **2,680** volunteers donated over **100,000** hours of their time for our slate of exhibitions, lectures, workshops, and festivals.*

In exchange we offer the chance to learn new skills, network with other film-lovers, demonstrate an enthusiasm for cinema and our city, and be the public face of TIFF.

Another indicator of how fantastic our volunteers are: we hear it all the time from guests and visitors. We're proud to have the best volunteers in the world. We thank them all, and we encourage you to do the same.

OUR SERVICE PRINCIPLES AT WORK



SCOTT FERGUSON

EXECUTIVE DIRECTOR,
INSIDE OUT

TIFF is open to discussing any idea we bring to the table, and will find innovative ways of talking us through them in a way that wouldn't happen at any other venue or organization in the city. It's a testament to the quality, diversity, and vision of the staff we work with at TIFF.

RACHEL BEATTIE

FILM REFERENCE LIBRARY
TECHNICIAN, TIFF

From the young student studying Hitchcock to the instructor researching early Canadian cinema, providing information that helps them reach their goals is a joy. It's so satisfying to tell a patron that we have their favourite "lost" film, or to help an author find a hidden gem to finish their book.

LEILA SOMANI-DAVIS

TIFF CAMP PARTICIPANT

My favourite part of camps is going through the creative process of developing a story and bringing it to life. It's fun to be behind-the-scenes and try out different roles in the filmmaking process. And as a Festivalgoer, I try to see as many films from as many different countries as I can — I even keep track of them on a map.

JOCELYN MUNDY

GRAPHIC DESIGNER, TIFF

As a graphic designer, it is my job to create pieces that welcome audiences to the building and clearly inform them about our exceptional year-round programming. TIFF Bell Lightbox is a vibrant hub for all film-lovers, so the designs we produce are about getting that message out to the public and inviting them to be engaged and excited about it.

MING-JENN LIM

FILM CIRCUIT COORDINATOR, TIFF

It is an absolute privilege to witness and facilitate filmmakers connecting with our dedicated audiences across the country. The most rewarding part is working with the over 250 volunteer community members whose intense commitment, hard work, and passion impress me every day.

JENNA McLEOD

RECREATION THERAPIST,
TORONTO GENERAL HOSPITAL, UHN

TIFF's Reel Comfort programme provides a unique opportunity for patients to learn about and engage in various aspects of film. It helps them bring their ideas to life by inspiring outside-the-box thinking, offering participants a chance to develop something tangible to take when they leave hospital.



DANI REISS

PRESIDENT & CEO,
CANADA GOOSE

Canada Goose is a proudly Canadian brand available in over 50 countries.

The Toronto International Film Festival launched in our own backyard and has tremendous worldwide reach. As the unofficial jacket of just about every film shot over the last three-plus decades where it's cold, there is excellent synergy between our brand and TIFF.

JANET LE CLAIR

USHER, TIFF BELL LIGHTBOX

I have the pleasure of greeting visitors to TIFF Bell Lightbox. I often help people make the most of their stay with information about a film or a current exhibition. I take the extra step of finding out if there is a Film Circuit location in their hometown, so that they may continue the experience when they return home.

DANIEL BEKERMAN

TIFF INDUSTRY STUDIO
PARTICIPANT

For me, STUDIO was like jumping into the river after a few years of only dipping my toe. It tripled my eagerness to brave the turbulent waters of the film industry, and encouraged me to stay giddily optimistic about making movies that will excite audiences.

ROLAND KOUAME

TIFF VOLUNTEER

Volunteering at TIFF was one of the first things I did when I moved to Toronto. TIFF shows a real respect for volunteers' time, and the staff are supportive and eager to provide guidance and coaching. They treat me so well it inspires me to spend as much time as I can helping out with events.

LINDA CHU

PATRONS CIRCLE MEMBER,
TIFF BOARD MEMBER

When my husband, John, and I walk into TIFF Bell Lightbox we feel pride that it's our building — we have a feeling of belonging. Best of all we have met and have made great friends with fellow Patrons and wonderful TIFF staff who have enriched our lives.

MAGALI SIMARD

FILM PROGRAMMES
MANAGER, TIFF

I have the incredible opportunity of curating films that offer our audiences the very best of the moving image. We have the inspiring mandate of transforming the way people see the world through film, and when I consider films, I think about our smart audience and what we're here for.



WHERE WE'RE GOING

We put the “motion” in motion picture. As cinema transforms, so do we, in pursuit of providing the ultimate cinematic experience.

Our richly diverse programming is an enormous undertaking. And as we look back on another impressive year, we are mindful of the efforts required to ensure sustainability into the future. We are hard at work maintaining current relationships and creatively diversifying our scope of activities to attract new stakeholders, support, and revenue. Given that we have an annual local economic impact of \$189 million, it's clear that we're adding value to our hometown.

We have a lofty goal: We don't simply want TIFF Bell Lightbox to be the global centre for film culture; we want every film lover to feel a sense of ownership of that centre. We aim this high because of our confidence in the local, provincial, national, and global support system that has enabled the journey thus far. We aim this high because we know the value that reaching this goal will bring.

COMMUNITY

TIFF represents an essential component of the city, province, and country, but our economic impact is only a part of the picture — though an important one. TIFF engages with the community because we are a part of our community.

Sometimes that engagement requires leaving our headquarters, and we are eager to extend programming and opportunities to communities across the country. Soon to be celebrating 20 years with TIFF, the **Film Circuit** outreach programme brings the best in Canadian and world cinema to a growing number of film groups across Canada.

Film Circuit attendance rose to nearly 340,000 filmgoers in 2013, with over 2,100 screenings through 174 groups in 152 communities.

Over 100 directors, actors, producers, and crewmembers visited groups for introductions and post-screening Q&As, including Michael McGowan who, through the programme, saw a \$110,000 boost to the theatrical gross for his film, *Still Mine*.

Reel Comfort delivered screenings, discussions, special guests, and workshops to over 600 mental-health patients at Toronto hospitals. The programme helps provide patients with a creative outlet and opportunities for discussion of issues that affect them, while fostering a sense of community and contributing a positive long-term outlook.

Special Delivery is a similar programme that focuses on underserved local communities in schools and community groups.

*Through the **TIFF Pocket Fund**, subsidies find their way to children, youth, and families otherwise unable to take part in our educational and cultural programming, making participation possible for nearly 3,000 people from over 60 schools and community agencies in the Toronto area.*

Another thing we've learned through our outreach is the value of collaboration. We partnered with 11 film festivals in 2013 — Hot Docs, ImagineNATIVE, Inside Out, Planet in Focus, Reel Artists, Reel Canada, Rendezvous with Madness, Goethe Institute, Canadian Film Centre, Luminato, and Human Rights Watch — and served as supporter of the JUNO Awards and the Academy of Canadian Cinema and Television's Canadian

Screen Awards. As part of Doors Open Toronto, Culture Days, Family Day, and **Bell Free Weekend**, we offered a range of free screenings and activities. For Scotiabank Nuit Blanche, we hosted an action-packed dusk-'til-dawn programme that elicited the laughter, cringes, shock, and amazement of thousands.

SUPPORTERS

As a charitable cultural organization, TIFF exists due to the support of donors, members, partners, and sponsors, as well as the municipal, provincial, and federal governments.

Philanthropy and membership revenue grew by 10.2% in 2013, while our number of members increases annually, reaching nearly 12,000 active members this year. We exceeded our sponsorship targets, securing 30 new sponsors for our year-round and Festival programming, and welcomed new partners such as YouTube, Vimeo, and Sesame Workshop. Ticket sales across all TIFF events reached record levels and, in order to build on those successes, we have enhanced our online ticketing system to ease the process for audiences and carry the organization forward.

Our fundraising efforts continue to invite and attract fresh faces into the TIFF fold. Our latest Festival tradition, the **TIFF Gala**, celebrated 100 Years of Indian Cinema to a glowing reception, while nearly 1,000 guests — many of them new to TIFF Bell Lightbox — got their groove on Cronenberg-style at the opening-night festivities for our landmark exhibition.

TIFF is dedicated to the growth of the community around us. Our economic impact is substantial, but more significant is how we create that impact. Thanks to the generosity of our supporters, TIFF continues to diversify its revenue streams with a healthy mix of government funding (15%), philanthropic contributions (10%), sponsorships (33%), and earned revenue (42%).

This is not to say that our work is done, but to demonstrate our excitement over what we've accomplished thus far. Our support system will be crucial to our next phase of development, as we see the further effects of technology upon cinema. Maintaining our position as a global centre for film culture demands an equally robust evolution. We continue to be amazed by and grateful for the support that enables us to set the standard for the cinematic experience.

FILM CIRCUIT'S HIGHEST-GROSSING CANADIAN TITLE:

STILL MINE

dir. MICHAEL McGOWAN



STATEMENT OF OPERATIONS

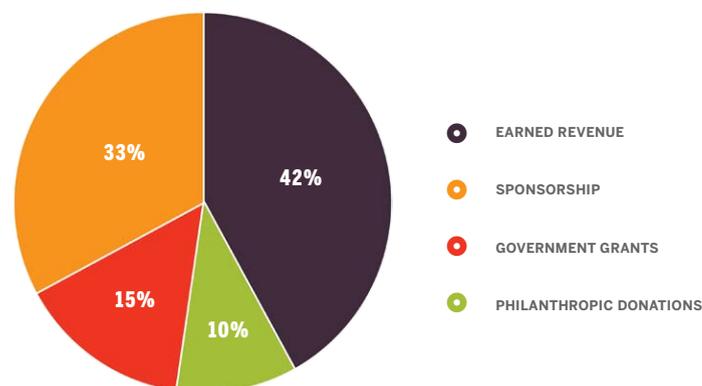
REVENUE

EARNED REVENUE	\$16,581,561
CONTRIBUTED REVENUE (FUNDRAISING)	
Sponsorship	\$12,950,229
Government Grants	\$5,789,447
Philanthropic Donations	\$4,097,515
	\$22,837,191
TOTAL REVENUE	\$39,418,752

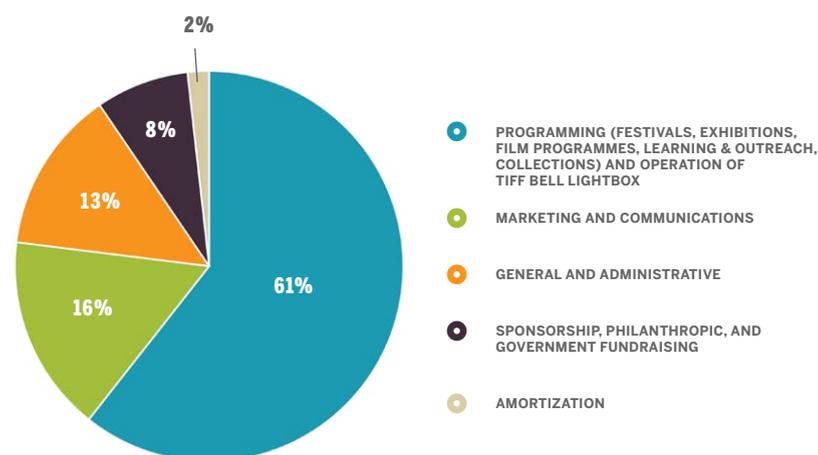
EXPENSES

Programming (Festivals, Exhibitions, Film Programmes, Learning & Outreach, Collections) and Operation of TIFF Bell Lightbox	\$23,922,945
Marketing and Communications	\$6,403,832
General and Administrative	\$5,304,109
Sponsorship, Philanthropic, and Government Fundraising	\$3,075,095
Amortization	\$687,339
TOTAL EXPENSES	\$39,393,320
Excess of revenue over expenses	\$25,432

TIFF OPERATING REVENUE 2013



TIFF OPERATING EXPENSES 2013



For the year ended December 31, 2013 (audited)

In 2013, TIFF recategorized certain expenditures in order to group them in a way that more accurately reflects how the business currently operates.

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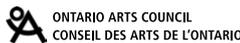
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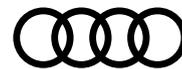
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TIFF in the Park: Summer of Romance

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Piers Handling, Director & CEO, TIFF

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Lisa de Wilde, Chair, Board of Directors, TIFF
(Peter Breggs for TVO)

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TIFF Bell Lightbox exterior
(David Johns)

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Sun in the Last Days of the Shogunate,
dir. Yuzo Kawashima
(Film Reference Library)

TIFF Kids International Film Festival participant

Singer-songwriter Stevie Nicks at
In Your Dreams premiere

Chen Kaige at *A Century of Chinese Cinema*
press event

Jackie Chan at *A Century of Chinese Cinema*
press event, with TIFF's Noah Cowan

TIFF Bell Lightbox rooftop
(Maris Mezulis)

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Director Eli Roth at *The Green Inferno* premiere,
with TIFF's Colin Geddes

TIFF Gala: 100 Years of Indian Cinema
fundraising event
(Connie Tsang, TIFF)

David Cronenberg: Evolution exhibition title wall
(Geoffrey Gunn, TIFF)

David Cronenberg: Evolution opening night
fundraiser
(Dan Truong, TIFF)

digiPlaySpace participants

Grave of the Fireflies, dir. Isao Takahata
(©1988 Akiyuki Nosaka/Shinchosha)

Guillermo del Toro hosts a Master Class on
Studio Ghibli's *Castle in the Sky*
(Geoffrey Gunn, TIFF)

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Nicole Kidman at *The Railway Man* premiere

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TIFF Kids Festival participants

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Colin Firth at *The Railway Man* premiere

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Cinema 2 audience
(Geoffrey Gunn, TIFF)

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David Cronenberg and Jeremy Irons introduce
Dead Ringers, with TIFF's Piers Handling
(Geoffrey Gunn, TIFF)

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David Cronenberg: Evolution exhibition
(Geoffrey Gunn, TIFF)

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Talent Lab participants
(Connie Tsang, TIFF)

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Deepa Mehta with Talent Lab participants
(Connie Tsang, TIFF)

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In Conversation With... Johnnie To

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Film Reference Library, with TIFF's Eve Goldin
(Lucius Dechausay)

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TIFF Volunteers
(Neil Haapamaki, TIFF)

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Joseph Gordon-Levitt with fans at
Don Jon premiere

* Left to right

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