

# ANNUAL REPORT



2017

tiff

# WELCOME



**Cameron Bailey**  
CEO



**Jeffrey Remedios**  
Board Chair

2021 was about resilience. Like many other cultural organizations across Canada and the world, TIFF had to reimagine and reconfigure our traditional functions to ensure our year-round programming and the Festival continued to work in tandem to engage audiences. The challenges caused by the difficult second year of the pandemic united our teams and we came together through innovation, collaboration, and experimentation.

Though our doors were closed for most of 2021, we were determined to reach our audience in more ways than one with purpose-built outdoor venues; on our own online platform, digital TIFF Bell Lightbox; and in-cinema spaces, when possible. Our goals were to support artists, to engage our partners, and to support the local and international film industry by showcasing their films, facilitating business, highlighting awards-worthy work, and developing talent.

In 2021 we highlighted incredible international and Canadian films. Our Festival lineup presented beloved auteurs alongside fresh voices in filmmaking, including numerous women powerhouses. TIFF welcomed audiences, guests, press, industry, international stars, and directors back to the city and into cinemas. The sweeping range in cinematic storytelling from around the world is a testament to the uniqueness of the films that are being made.

Canadian films and filmmakers made a tremendous impact on the world stage last year, and TIFF was lucky enough to continue to highlight homegrown talent and stories. We were pleased to include the World Premiere of *Scarborough* at the Toronto International Film Festival, and we were thrilled to see the film resonate with audiences during its six-week theatrical run at TIFF Bell Lightbox. At the sold-out opening weekend, filmmakers Shasha Nakhai and Rich Williamson and members of the cast were present for an audience Q&A. Festival darling *Drunken Birds*, directed and co-written by Montreal's Ivan Grbovic, was selected to represent Canada in the submissions for Best International Feature Film at the 94th Academy Awards. TIFF Talent Lab alumna Danis Goulet's impressive feature directorial debut, *Night Raiders* — which she wrote and directed — brought an exciting and thought-provoking point of view to the sci-fi genre, staying true to her authentic voice and her passion for storytelling.

Despite the limitations placed on global travel in 2021, our hybrid digital/in-person Festival welcomed many exceptional films to Toronto, such as TIFF People's Choice Award winner *Belfast*, which was also the recipient of the Academy Award for Best Original Screenplay; the World Exclusive IMAX Special Event of Denis Villeneuve's *Dune*, which took place at the Cinesphere at the very first IMAX cinema

**“Throughout the pandemic, one thing remained true: TIFF Members showed us they truly are one of a kind. Our Members make up a community of passionate, engaged movie lovers.”**

ever built. Villeneuve, who was also honoured with the 2021 TIFF Ebert Director Award, has presented his films in Toronto from the beginning of his career, and his most recent film went on to win six Oscars. Kamila Andini’s *Yuni* was selected as the recipient of the Platform Prize, TIFF’s competitive programme championing bold directorial visions. Jessica Chastain’s performance in *The Eyes of Tammy Faye*, which also had its World Premiere at TIFF, garnered her an Oscar for Best Actress. And Jane Campion’s first film in 12 years, *The Power of the Dog*, screened at Roy Thomson Hall and earned Campion the Oscar for Best Director.

In the fall of 2021, TIFF also hosted screenings of some of the most talked-about films of the season. We provided a full Festival experience for the World Premiere of Guillermo del Toro’s *Nightmare Alley*, in conjunction with the red-carpet premiere at Alice Tully Hall at Lincoln Center and a simultaneous screening at the David Geffen Theater at the Academy Museum in Los Angeles. TIFF Cinematheque hosted a companion series celebrating Anderson’s earlier work and featured the special series Guillermo del Toro Presents: Film Noirs from 20th Century Studios, curated by the filmmaker himself.

Throughout the pandemic, one thing remained true: TIFF Members showed us they truly are one of a kind. Our Members make up a community

of passionate, engaged movie lovers who take advantage of exclusive discounts, pre-sales, and exciting events year-round and at the Festival, all while supporting TIFF’s mission and year-round work. As a gift to our community of film lovers, TIFF introduced free access to Cinematheque screenings as an addition to annual Member benefits. Highlights included the series Musicals! The Movies that Moved Us, a spotlight on French filmmaker Céline Sciamma, and Denis Villeneuve’s *Carte Blanche* screening of *Lawrence of Arabia* in 70mm.

Spurred by the passion and determination of TIFF staff, we continued to bring the best in film to audiences throughout 2021, and we remained committed to telling impactful stories. Enclosed within this report, we share our successes from a challenging but rewarding year. Through audience surveys and positive feedback from external stakeholders, we know our loyal audiences remain engaged with TIFF — and that we attracted new film lovers from across the country.

Thank you to all who continue to celebrate and support our mission to transform the way we see the world through film. We look forward to welcoming you back into our theatres in September.

**CAMERON BAILEY, CEO AND  
JEFFREY REMEDIOS, CHAIR, TIFF BOARD OF DIRECTORS**

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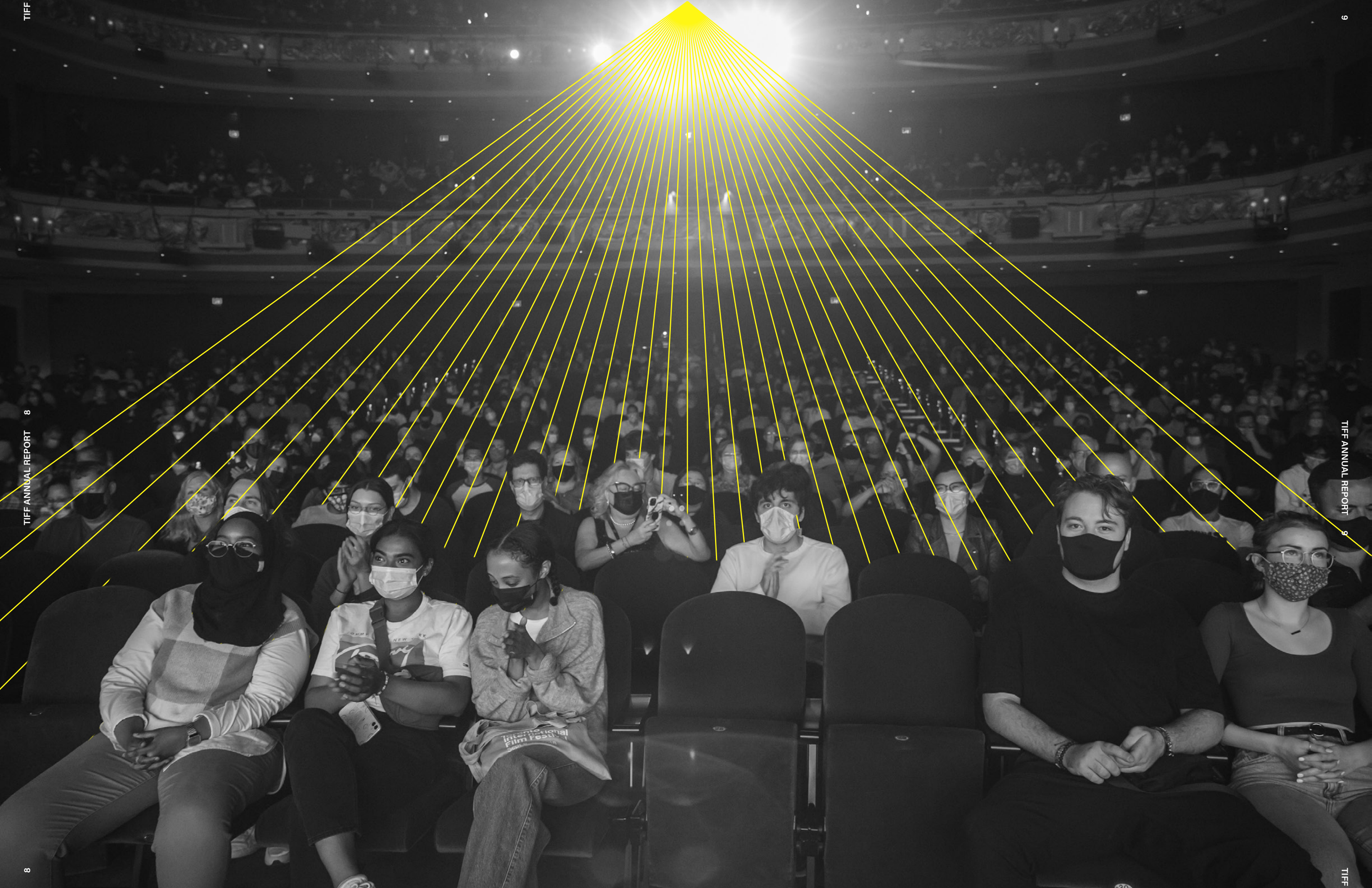
80 TIFF Members:

Patrons Circle

81 TIFF Members:

Contributors Circle







TRANSFORMATIVE

EXPERIENCE



# CINEMATHEQUE



THE UMBRELLAS OF CHERBOURG

Cinematheque welcomed audiences back to TIFF Bell Lightbox in October with a series of Special Screenings, highlighting audience favourites and the Film Reference Library's collection. We screened a 70mm print of *2001: A Space Odyssey* and a 35mm print of Abbas Kiarostami's *Certified Copy*, in addition to a number of curated thematic and filmmaker series. To celebrate the return to cinema and to give our passionate community of Members even more reason to come to the Lightbox, TIFF announced free access to Cinematheque screenings as a new Membership benefit for 2022.

TIFF CINEMATHEQUE IS SUPPORTED BY MAJOR SUPPORTERS  
ONTARIO CREATES AND CANADA COUNCIL FOR THE ARTS

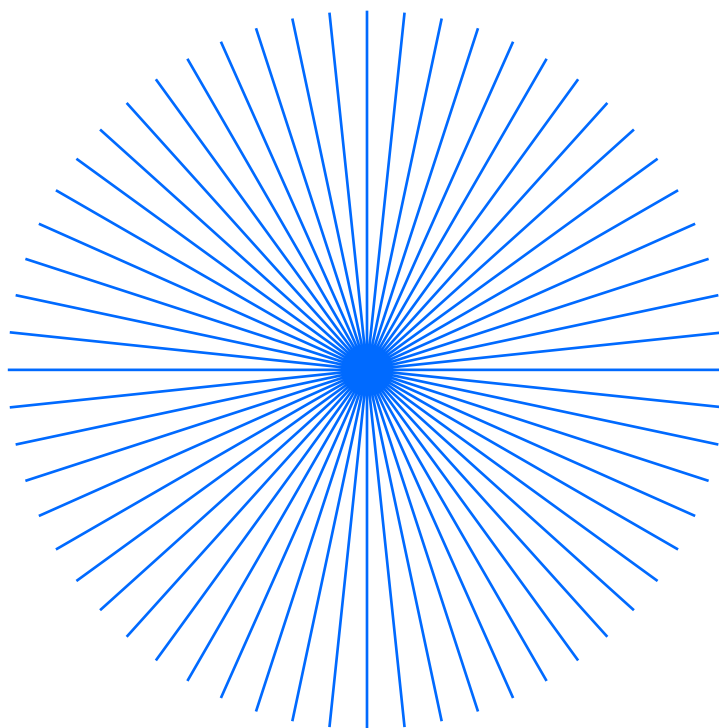




ARRIVAL

## THE UNCANNY VISION OF DENIS VILLENEUVE

Inspired by the visual and artistic achievement of Denis Villeneuve's *Dune*, which was presented at the Toronto International Film Festival, we delved into the past works and filmmaking influences of the innovative Quebec auteur, who has always embraced big ideas and blurred genres. In addition to a spotlight of his earlier films — including a restored digital presentation of his debut feature — we screened three films hand-picked by Villeneuve that influenced his latest blockbuster.



## CÉLINE SCIAMMA: PORTRAITS OF DESIRE

This programme celebrated the French filmmaker and vocal advocate for gender parity in cinema, whose warmly received film *Petite Maman* (2021) had its Canadian Premiere at the Festival. In addition to Sciamma's widely acclaimed fourth feature, *Portrait of a Lady on Fire* — winner of the Best Screenplay award at Cannes 2019 — this retrospective featured the director's first three films, which sensitively and intelligently deal with urgent themes of gender identity, female bonds, and the blurred boundaries between friendship and love.



GIRLHOOD

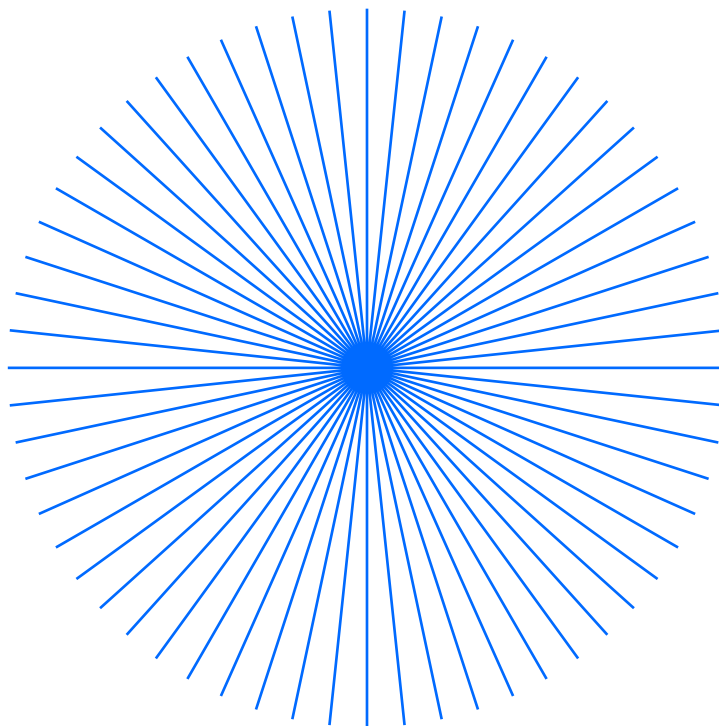




PHANTOM THREAD

## PAUL THOMAS ANDERSON: EVOLUTION OF A MASTER

In collaboration with critic Adam Nayman, author of the acclaimed 2020 book *Paul Thomas Anderson: Masterworks*, this series honoured the artistic evolution of the director in advance of his new film, *Licorice Pizza*. The spotlight included introductions by Nayman on the increasing visual and thematic scope of Anderson's work as illustrated by several 35mm and 70mm presentations of his films.



THE HARDER THEY COME

## MUSICALS! THE MOVIES THAT MOVED US

TIFF's first-ever series of classic musicals offered some of the most-loved, most-acclaimed, films of the genre. It was an ideal series to kick off the holiday season and celebrate the end of the year. The programme comprised 25 visually inventive, narratively sophisticated, and regionally diverse films — including stunning restorations of Bob Fosse's *All That Jazz* and Perry Henzell's *The Harder They Come*, as well as a selection of Bollywood highlights.





FALLEN ANGEL

## GUILLERMO DEL TORO PRESENTS: FILM NOIRS FROM 20TH CENTURY FOX

Following the World Premiere of Guillermo del Toro's *Nightmare Alley* at TIFF Bell Lightbox, TIFF Cinematheque presented a curated selection of film noirs from 20th Century Fox, hand-picked by del Toro himself. The series highlighted the director's top five influential film noirs from the studio's golden age of hard-boiled cinema, all on archival 35mm prints or in restored presentations.

With theatre capacities opening up to 50% again in October, we were thrilled to bring New Releases — and popcorn — to audiences inside TIFF Bell Lightbox once again.

# NEW RELEASES

Notable New Releases included the Palme d'Or winner *Titane*; *Bergman Island*; *Passing*; *Spencer*; *tick, tick... BOOM!*; *The Power of the Dog*, which was the most-nominated film at the 2022 Academy Awards; *Drive My Car*; *Drunken Birds*, a TIFF Canada's Top Ten selection and Canada's Oscar submission for Best International Feature; the star-studded Best Picture Oscar nominee *Don't Look Up*; *The Lost Daughter*; *The Souvenir Part II*; *Flee*, which won Sundance's World Cinema Grand Jury Prize for Documentary; and *Licorice Pizza*, for an exclusive Canadian 70mm theatrical run. On digital TIFF Bell Lightbox, we also opened *Beans*, winner of the Canadian Screen Award for Best Picture; *C'mon C'mon*; *Writing with Fire*; *The Humans*; and Canada's Top Ten selections *Subjects of Desire* and *Maria Chapdelaine*.

While we concentrated on reopening TIFF Bell Lightbox, we also kept Film Circuit organizers — who make our national film club possible — informed about the various implications of the pandemic on the distribution and exhibition landscape. We hosted a town hall and special breakout meetings with individual locations, and were thrilled to present satellite screenings of Festival films *Night Raiders*, *Official Competition*, *I'm Your Man*, *The Electrical Life of Louis Wain*, and *Charlotte* at six Film Circuit locations — including Summerside, PEI; Moose Jaw, SK; and St. John's, NB — in September to reignite the programme heading into 2022.





# TALKS &

**Our In Conversation With...  
events are one-of-a-kind  
talks with the most notable  
names in film.**

This year's events took place digitally and were free for TIFF Members. Featuring luminaries Kenneth Branagh, Benedict Cumberbatch, Kristen Stewart, and Steven Yeun, the events were available to audiences worldwide via our TIFF Bell Digital Talks platform and reached over 2,000 live attendees. Outside of the Festival, we were pleased to present conversations year-round with leading artists Steve McQueen, Barry Jenkins, Kazuo Ishiguro, Euzhan Palcy, Sandra Oh, Clea DuVall, and Lin-Manuel Miranda. We also participated in the World Premiere screening of Guillermo del Toro's *Nightmare Alley*.



BENEDICT CUMBERBATCH

# SUBSCRIPTIONS

TIFF Subscription Series provide a setting for knowledge seekers and film lovers to learn and connect. In the fall, we successfully returned to in-person versions of Silver Screenings — our free programming for seniors — and our two Sunday-morning subscription series, Reel Talk and Secret Movie Club, which allow audience members to watch new films before their Canadian release and to interact live with filmmakers and actors. Audience members were thrilled to once again return to the cinema and come together. Altogether, almost 700 subscribers joined us for our subscription

# CANADIAN FILM



DANIS GOULET

## There was a definite literary bent to Canadian film production in 2021.

Among the films selected for the Toronto International Film Festival last year, three of the most impactful ones began as novels: Michael McGowan's skillful and affecting adaptation of Miriam Toews' beloved book *All My Puny Sorrows*; Sébastien Pilote's handsome and poignant adaptation of Louis Hémon's classic *Maria Chapdelaine*; and Shasha Nakhai and Rich Williamson's surprise indie hit *Scarborough*, based on the novel by Catherine Hernandez — which found an eager and excited audience, many of whom were anxious to see *Scarborough* on screen for their first time, when it later opened commercially at TIFF Bell Lightbox.

There was a marked diversity to the Canadian titles selected for the Festival as well, ranging from Ivan Grbovic's *Drunken Birds*, a sophisticated and visually striking drama about migrant workers and Canada's official submission to the Oscars for Best International Feature; Mi'kmaq filmmaker Bretten Hannam's affecting *Wildhood*, about two teens on a journey of self-discovery; Thyrone Tommy's *Learn To Swim*, a drama set in Toronto's jazz scene about loss and grief; and Danis Goulet's powerful dystopian thriller *Night Raiders*, a searing indictment of Canada's mistreatment and abuse of Indigenous people, which opened at the Berlin Film Festival and had its North American Premiere at the Festival.

All of the above films were selected for TIFF's Canada's Top Ten, and were nominated for numerous Canadian Screen Awards.



TIFF

NEXT WAVE



**The 2021 TIFF Next Wave Film Festival was held online, making the best youth films available to audiences across Canada for the first time ever.**

Celebrating its 10th anniversary, the festival featured a diverse, bold lineup of: **10** new films from around the world that tackled youth-centred stories of self-discovery and community; four favourite throwback films at the ever-popular Movie Marathon; a full day of online workshops and talks at the Young Creators Co-Lab; a showcase of young film and music talent at Battle of the Scores; a live In Conversation With... Finn Wolfhard; and the Young Creators Showcase, a selection of **14** shorts made by emerging Canadian filmmakers.

With events held on Zoom, TIFF's social channels, and digital TIFF Bell Lightbox, the festival brought a dynamic and engaging lineup of free programming to young film lovers and creators from coast to coast to coast. Each year, the festival is curated by the TIFF Next Wave Committee, a group of 12 socially-engaged high-school students from across the Greater Toronto Area. The Committee is passionate about making film accessible to youth and ensuring the stories and voices of under-represented communities are heard.

THE TIFF NEXT WAVE FILM FESTIVAL IS SUPPORTED BY THE GOVERNMENT OF ONTARIO AND THE SHAWN MENDES FOUNDATION

2,025

Free tickets to audiences under-25s issued


60%

First feature or first narrative feature

70%

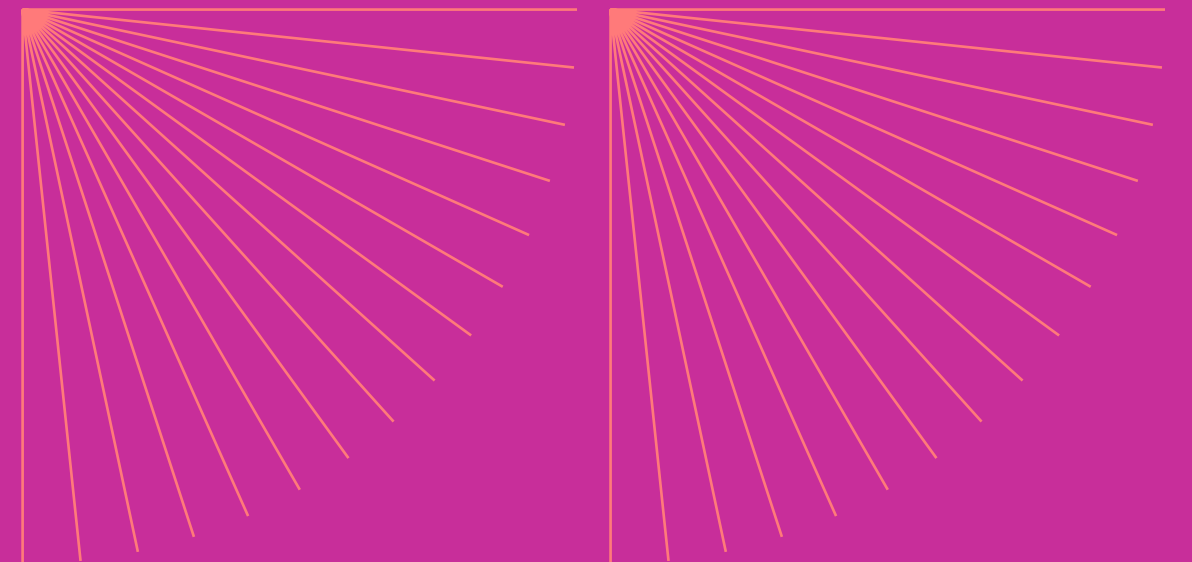
Women directors





**I'm incredibly proud of this year's TIFF Next Wave Film Festival, as going online gave us the ability to grow our community across Canada! Being able to showcase diverse, fresh, and authentic stories to young people across the country in a welcoming and accessible way is a Next Wave dream. Being stuck indoors is hard, but I know this year's lineup can act as a reminder of the passion, love, joy, and community that perseveres in the film community.**

**JULIA YOO,  
TIFF NEXT WAVE COMMITTEE MEMBER**





SCARBOROUGH

With a mandate to elevate young voices in film, in partnership with the Shawn Mendes Foundation, the TIFF Next Wave Committee selected the recipient of the Changemaker Award at the 2021

Toronto International Film Festival. The award was presented to *Scarborough*, directed by Shasha Nakhai and Rich Williamson. The TIFF Next Wave Committee provided this statement ↓

**“This film is etched on my heart. *Scarborough* is an utterly captivating and earth-shattering story of three intertwined families who are no strangers to hardship. Through the charms of misfits and unlikely heroes, directors Shasha Nakhai and Rich Williamson pose big social questions while framing them in a real and affirming story of resilience, community, and love. Written and directed with power and grace, this film truly feels like home.”**



# DIGITAL



THE GREEN KNIGHT

Digital TIFF Bell Lightbox continued to provide a consistent home for TIFF's high-quality curated programming as cinema closures and capacity restrictions continued throughout much of 2021.

TIFF Cinematheque offered audiences the best of new essentials in cinema, film classics, rarities, and recent restorations. We screened a selection of 2K and 4K restored films from acclaimed auteurs, including Eric Rohmer's *Tales of the Four Seasons* series; Wong Kar Wai's *Happy Together*, *In the Mood for Love*, *Days of Being Wild*, *Chungking Express*, *As Tears Go By*, and *The Hand*; and Melvin Van Peebles' *Story of a Three-Day Pass*.

The Theatrical team delivered New Releases to our audiences with great success, including such notable releases as a two-week Canadian exclusive of *Anne at 13,000 Ft.*; *Minari*; *Shiva Baby*; *No Ordinary Man*; *The Father*; *Supernova*; *Night Raiders*; *Mogul Mowgli*; *Zola*; *The Truffle Hunters*; *Quo Vadis, Aida?*; and *The Green Knight*.

In the spring and summer, TIFF Subscription Series hosted Books on Film via digital TIFF Bell Lightbox with such guests as Julian Schnabel, Armando Iannucci, and Gurinder Chadha.

In addition to TIFF's own programming, digital TIFF Bell Lightbox supported screenings and festivals from partners including Goethe-Institut Toronto, the Italian Contemporary Film Festival, and the Toronto Irish Film Festival, ensuring that these organizations were able to find a digital home throughout a challenging year.

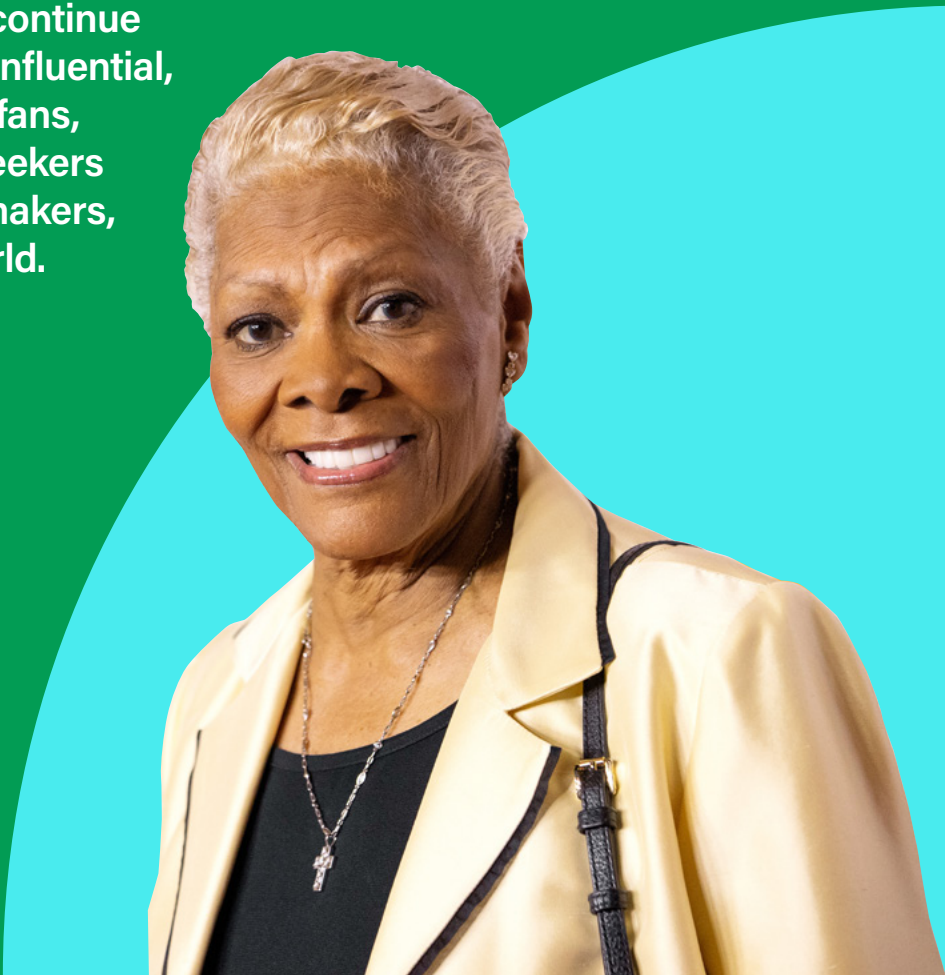
# TIFF BELL LIGHTBOX



# DIGITAL

TIFF’s social media channels continue to be a direct line to the most influential, engaged, and passionate film fans, from cinephiles and culture-seekers in Toronto, to film critics, filmmakers, and film lovers around the world.

DIONNE WARWICK



1,000,000+

Followers Across Social Media Platforms

With a global audience of more than one million followers across Facebook, Twitter, Instagram, and LinkedIn, TIFF expanded its reach further this year by launching a presence on TikTok and Letterboxd. Another hybrid digital/in-person Festival meant TIFF had to prioritize innovative partnerships, including a headline-making Twitter takeover with Dionne Warwick, live GIPHY capture of our In Conversation With... events, and a series of TikTok LIVES with creators across Canada.

TIFF also brought unprecedented access to online audiences with exclusive red-carpet interviews across our social channels. The team sourced questions from online audiences to bring the energy of fan zones, which couldn’t happen due to health regulations, to our content and talent — who loved answering fan questions.

# ENGAGEMENT





FILM

PRESERVATION

The Film Reference Library continued to be a free destination for cinema lovers throughout the closures during the COVID-19 pandemic, offering virtual reference services from January to September 2021. We used this opportunity to prioritize our mandate to preserve and provide access to film resources.

Reopening with public hours in September 2021, the Film Reference Library focused on resuming in-person services and the continuation of the multi-year Film Acquisition Project, which was put on hold due to COVID-19. This project involves the inspection, re-housing, and preservation of prints donated by Mongrel Media, eOne Entertainment, Criterion, and NBCUniversal. This collection bolsters our growing cache of projection prints eligible for programming by the TIFF Cinematheque team, as well as fellow members of the International Federation of Film Archives (loans). The Film Reference Library completed the inspection of 45 films in partnership with TIFF's Technical Production Services team.

In 2021 TIFF became a partner on the Telefilm Digitization Project, supporting the curation, digitization, and preservation of influential Canadian feature films. The project connects partner film organizations across Canada to complete the digitization of 10–12 films by September of 2022. TIFF is partnering with Telefilm to digitize *Loyalties* (1986), directed by Anne Wheeler; short films in the TIFF Preludes series (2000), by various directors; *Tales from the Gimli Hospital* (1988), directed by Guy Maddin; *Mariages* (2001), directed by Catherine Martin; and *Secret Ballot* (2001), directed by Babak Payami.

The Film Reference Library worked with a local imaging company to produce high-resolution image captures of 45 posters from our Festival Poster Collection — meaning this frequently accessed collection is fully digitized, from 1976 to the present day.

In 2021, the Film Reference Library awarded Denise Mok the Jeffrey and Sandra Lyons Canadian Film Scholarship to continue her research on the Edith Nadajewski Scrapbook Collection. The goal of the scholarship is to encourage the development of scholarly contributions related to Canadian cinema through the use of the Film Reference Library Collection.

TIFF FILM REFERENCE LIBRARY IS SUPPORTED  
BY PRESENTING PARTNER ONTARIO CREATES



# FESTIVAL 2021



DENIS VILLENEUVE & REBECCA FERGUSON

BY THE NUMBERS

132

Features

45

Shorts

38%

of all titles were directed or co-directed by women

50%

of all films in the Platform juried competition were directed by women

34%

of all titles were directed, co-directed, or created by Black, Indigenous, or POC filmmakers





JAMIE DORNAN (LEFT) &amp; KENNETH BRANAGH

For the second year, the Toronto International Film Festival showcased the best in Canadian and international cinema in a hybrid digital and in-person format to ensure that audiences had a Festival experience that met their comfort level during the pandemic.

In celebration of both new talent and established auteurs, the Festival presented an increased Official Selection from 2020, screening **132** features and **45** shorts to a range of audiences, industry professionals, and the media, both online and in-person.

The curation of the Festival and its audience of film lovers continue to be important predictors of international and North American awards consideration. *Belfast*, from established filmmaker and performer Kenneth Branagh, won the People's Choice Award before going on to wider critical acclaim and nominations. Canadian films at the Festival also played a central role — such as *Scarborough*, by local filmmakers Shasha Nakhai and Rich Williamson, which was the People's Choice Award Runner-up.

TIFF's ability to discover and support emerging homegrown film creators through various stages of their careers was also evident in the number of first features from alumni of previous Festival Short Cuts programmes: *Night Raiders* by Danis Goulet, *Learn To Swim* by Thyrone Tommy, *Ste. Anne* by Rhayne Vermette, and *The Quickening* by Haya Waseem.

Finally, TIFF's programming is among the vanguard of major festivals for diversity of storytelling: within the whole lineup, **38%** of films were directed or co-directed by women, and films directed by women represented **50%** of the juried Platform selection. Additionally, **34%** of all titles were directed, co-directed, or created by filmmakers who are Black, Indigenous, and/or people of colour.



KAMILA ANDINI



CAPTION TBD





RHAYNE VERMETTE



EMRE KAYIŞ

# FESTIVAL AWARD WINNERS

## PEOPLE'S CHOICE AWARD 2021 WINNERS

PEOPLE'S CHOICE AWARD  
*Belfast*  
directed by Kenneth Branagh

PEOPLE'S CHOICE  
DOCUMENTARY AWARD  
*The Rescue*  
directed by E. Chai Vasarhelyi  
& Jimmy Chin

PEOPLE'S CHOICE  
MIDNIGHT MADNESS AWARD  
*Titane*  
directed by Julia Ducournau

2021 PLATFORM PRIZE WINNER  
*Yuni*  
directed by Kamila Andini

## 2021 AMPLIFY VOICES AWARDS WINNERS PRESENTED BY CANADA GOOSE

AMPLIFY VOICES AWARD FOR  
BEST CANADIAN FEATURE FILM  
*Ste. Anne*  
directed by Rhayne Vermette

AMPLIFY VOICES AWARD  
*The Gravedigger's Wife*  
directed by Khadar Ayderus Ahmed

AMPLIFY VOICES AWARD  
*A Night of Knowing Nothing*  
directed by Payal Kapadia

## 2021 IMDBPRO SHORT CUTS AWARDS WINNERS

IMDBPRO SHORT CUTS AWARD  
FOR BEST FILM  
*Displaced (Pa Vend)*  
directed by Samir Karahoda

IMDBPRO SHORT CUTS AWARD  
FOR BEST CANADIAN FILM  
*Angakusajaujuq — The Shaman's Apprentice*  
directed by Zacharias Kunuk

IMDBPRO SHORT CUTS  
SHARE HER JOURNEY AWARD  
*ASTEL*  
directed by Ramata-Toulaye Sy

2021 SHAWN MENDES FOUNDATION  
CHANGEMAKER AWARD WINNER  
*Scarborough*  
directed by Shasha Nakhai &  
Rich Williamson

2021 NETPAC AWARD WINNER  
*Costa Brava*  
directed by Mounia Akl

2021 FIPRESCI PRIZE RECIPIENT  
*Anatolian Leopard*  
directed by Emre Kayış



# TIFF



JESSICA CHASTAIN

# TRIBUTE AWARDS

**The TIFF Tribute Awards honour the film industry's outstanding contributors and their achievements, and serve as TIFF's largest annual fundraiser to support TIFF's year-round programmes and its core mission to transform the way people see the world through film.**

Taking place annually during Festival, the 2021 awards event honoured the film industry's outstanding contributors and their achievements and raised vital funds for both Every Story, TIFF's diversity, equity, and inclusion fund, as well as TIFF's work in providing a safe, community-focused, and inspiring return to cinemas.

In response to attendees not being able to gather in traditional ways, for a second straight year the TIFF Tribute Awards was formatted to a broadcast, which was brought to Canadian audiences through our long-time partners at CTV and streamed to global audiences by our partner at Variety.

The Awards have also served as an Oscars bellwether, with past recipients such as Sir Anthony Hopkins, Chloé Zhao, Joaquin Phoenix, Taika Waititi, and Roger Deakins going on to receive Academy Awards nominations.

Jessica Chastain, who won a TIFF Tribute Actor Award supported by the Tory Family in 2021, started her awards journey at the Festival with the World Premiere of *The Eyes of Tammy Faye*, and received

an Academy Award for her leading performance in the film. And after Oscar-nominated French-Canadian filmmaker Denis Villeneuve, who brought *Dune* to TIFF, was recognized with the TIFF Ebert Director Award, his breathtaking epic film received six Academy Awards.

In addition to Chastain and Villeneuve, the following recipients were celebrated for their remarkable talents and contributions at the 2021 TIFF Tribute Awards:

- Two-time Academy Award-nominated actor Benedict Cumberbatch, who came to TIFF with *The Electrical Life of Louis Wain* and *The Power of the Dog*, received a TIFF Tribute Actor Award
- Award-winning documentary filmmaker, writer, singer, and activist Alanis Obomsawin was honoured with the Jeff Skoll Award in Impact Media supported by Participant Media
- Cinematographer Ari Wegner, whose work was featured in *The Power of the Dog*, received the TIFF Variety Artisan Award
- Cree/Métis Night Raiders filmmaker Danis Goulet received the TIFF Emerging Talent Award, presented by L'Oréal Paris and supported by MGM
- Six-time Grammy Award-winning music legend Dionne Warwick, whose documentary *Dionne Warwick: Don't Make Me Over* had its World Premiere at the Festival, was honoured with the Special Tribute Award.



STAKEHOLDER

IMPACT



# COMMUNITY IMPACT

## 38

Community  
partners

In the spring, TIFF Community Impact launched a collection of free-to-rent short films on digital TIFF Bell Lightbox as a way of reaching new audiences and providing TIFF's network of over 30 community partners with a resource to support flexible, self-directed film programming in their communities. The Short Films, Big Ideas collection featured stories about intergenerational identity, lived experiences of mental health, and art's capacity to cultivate deeper social and cultural connections.

## 1,462

Tickets given to  
community partners  
across the GTA

To further expand access, we piloted a free virtual workshop series called Deep Focus, inviting community partners and artists to co-create participatory events inspired by themes like personal storytelling, poetic reflection, and narrative sovereignty. This year's artists included May Truong, Fan Wu, Syrus Marcus Ware, Maddie Bautista, and Zoey Roy.

As part of the Betty-Ann Heggie Speaker Series, we also collaborated with community partners Skills for Change, Black Women Film! Canada, and The Power to Be International to host intimate talks with and for trailblazing Black women in film. Highlights include a conversation between Black Women Film! Canada Founder Ella Cooper and Euzhan Palcy, and an in-cinema talk by scholar Desirée de Jesus entitled Black Girl Refusals: Space-making and Self-making through Visual Essays.







**Combining the work of The Power to Be International (serving Black youth) with the creative scope and direction of TIFFF helped us to provide access to the stories, creativity, and efforts of brilliant people who can inspire youth to think of the possibilities for film and image arts in their future.**

KISHA MCPHERSON,  
THE POWER TO BE INTERNATIONAL  
AKEELAH'S ROOM



# MEDIA INCLUSION INITIATIVE

30

Participants  
in 2020

45

Participants  
in 2021

TIFF is committed to both assessing and assisting in breaking down the barriers that prevent under-represented journalists from attending and covering the Festival. TIFF's Media Inclusion Initiative was established in 2018 as a response to the lack of diverse voices in film media. This initiative aims to foster reporting that reflects our diverse audiences and filmmaking communities by providing Festival access and mentorship to equity-seeking journalists.



A more representational media corps means that the conversations held at film festivals are more thoughtful and illustrative of the actual world we live in, rather than the privileged few who have historically been at the forefront of film criticism. This is necessary for the survival of not only film criticism, but also film in general. Audiences want and deserve to see stories that they see themselves in, and the media corps' job is to bring these stories to a wider audience, championing innovative storytelling that speaks to the world we live in.

Through the Media Inclusion Initiative, TIFF has continued to increase the composition of people in our media list that identify as under-represented in the world of film criticism. In 2018 TIFF reached a record high of **55%** applicants who qualified for acceptance into the Media Inclusion Initiative, which grew to **59%** in 2019. That year, thanks to the continued support of NBCUniversal and Rotten Tomatoes, up to 100% of travel and accommodation was covered for **66** participants in need of support. Additionally, **133** new reporters and critics from around the globe were accredited to cover the 44th Toronto International Film Festival.

In its third and fourth years, when travel was limited due to the pandemic, the Media Inclusion Initiative welcomed **30** and **45** participants, respectively. Participants engaged virtually in workshops with established journalists from Canada, the UK, and the United States; received one-on-one mentoring sessions online with experienced publicists, distributors, and journalists; and enjoyed screening access to TIFF's 100+ films, both in cinema and on TIFF's digital platform.

We continue to build on the success of the Media Inclusion Initiative with industry partners NBCUniversal Canada and Rotten Tomatoes.



# SHARE HER

**Share Her Journey began in 2017 as a five-year campaign to raise funds to address gender inequality in the film industry and champion women in front of and behind the camera.**

With a groundswell of support and momentum from an engaged community, Share Her Journey has evolved into a permanent TIFF initiative and commitment to empowering creators supporting women to succeed as storytellers who help shape our cultural landscape.

This work means supporting women at every stage of their professional journey, from inspiration to distribution. Our cycle of impact identifies four key stages where TIFF programming supports women in film: inspiration, skills development, project development, and programming and amplification. TIFF is working toward gender equity in the film industry every day — both by highlighting women creators at our Festival and throughout the year, and through programmes like the Betty-Ann Heggie Speaker Series, the Micki Moore Residency, TIFF Filmmaker Lab, TIFF Writers' Studio, TIFF Talent Accelerator supported by the RBC Women Creators' Initiative, and the CHANEL Women Writers' Network.



# JOURNEY

THANKS TO ANNE-MARIE CANNING, CANADA GOOSE®, BETTY-ANN HEGGIE, MICKI MOORE SIMPSON, NETFLIX (VIA THEIR SUPPORT OF THE TALENT ACCELERATOR PROGRAMME), JENNIFER TORY, THE RBC FOUNDATION, CHANEL CANADA, THE SHARE HER JOURNEY GIVING CIRCLE, AND ALL OF OUR SUPPORTERS FOR THEIR GENEROUS SUPPORT OF SHARE HER JOURNEY.





# EVERY STORY

Announced during the 2021 Toronto International Film Festival, the Every Story fund is TIFF's commitment to diversity, equity, inclusion, and belonging in film.

200+  
Donors

Expanding on Share Her Journey, TIFF's now-permanent initiative in support of women in film, the fund will support TIFF's Talent Development initiatives, audience development, programming, and media inclusion efforts by upholding three primary pillars: challenging the status quo; celebrating diverse storytellers and audiences; and creating opportunities for creators who are Black, Indigenous, people of colour, 2SLGBTQ+, and/or from other equity-seeking communities.

Since its launch, over **200** donors have stepped up to support Every Story, with every dollar generously matched by fund Founding Partner NBCUniversal. Dollars raised go towards talent development opportunities, including the Every Story People's Fellowship; the Media Inclusion Initiative; complimentary tickets and Memberships for community partners; and community-focused programming.



# INDUSTRY

For our second year in a row, TIFF Industry brought programming, talent development, and business opportunities to the global film industry digitally as our international stakeholders continued to grapple with the realities enforced by the pandemic.

# 74

Events

# 144

Guest speakers,  
moderators & mentors

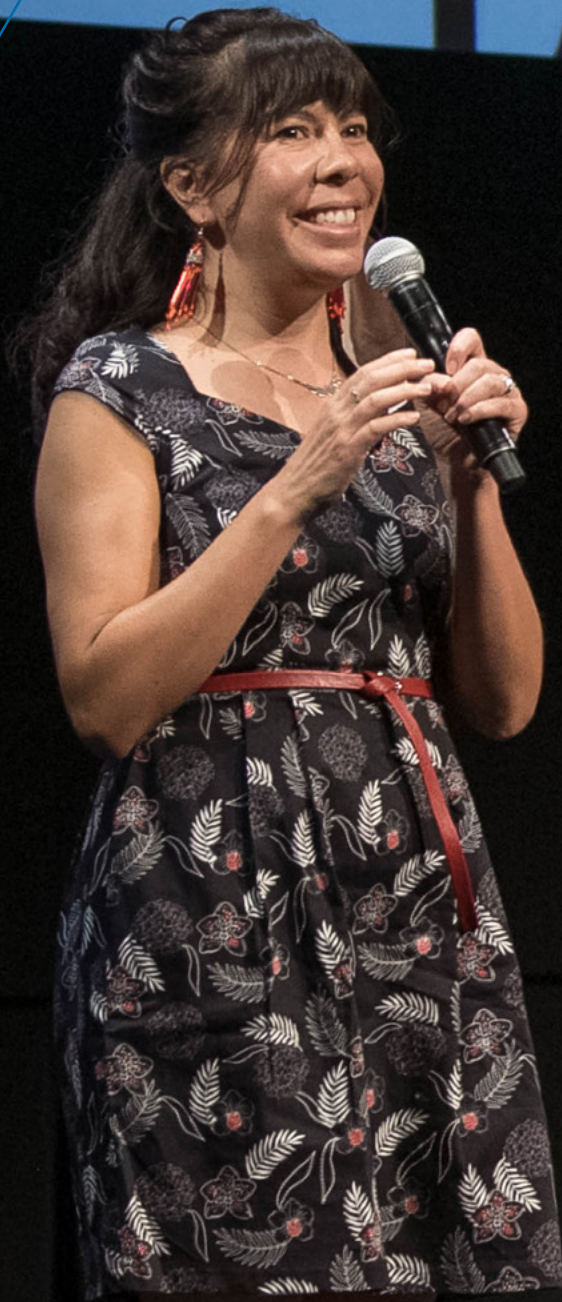
We welcomed **4,200+** professionals year-round and during the Festival to our talks and business activities, while an additional **164** TIFF Talent Development participants and alumni took part in our highly impactful and specialized labs, residencies, accelerator programmes, and alumni sessions.

Our collective programming included **74** events with a total of **144** guest speakers, moderators, and mentors. Some notable guests included Danis Goulet, Tracey Deer, Hany Abu-Assad, Ramin Bahrani, Isabel Sandoval, Apichatpong Weerasethakul, Greig Fraser, Nisha Ganatra, Edgar Wright, and Nancy Utley and Steve Gilula. Pivotal conversations took place on narrative sovereignty, supporting Afghan filmmakers in a state of crisis, dismantling toxic behaviours on set and in the industry, and the need for new voices in film criticism.

We look forward to welcoming the industry back to our events in-person in 2022.

TIFF INDUSTRY PROGRAMMING IS SUPPORTED BY MAJOR SUPPORTERS  
TELEFILM CANADA AND ONTARIO CREATES

TRACEY DEER



# INITIATIVES



# PROGRAMME AWARDS RECIPIENTS

TIFF-CBC FILMS  
SCREENWRITER AWARD  
\$15,000 AWARD  
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TIFF MICKI MOORE  
RESIDENCY  
\$3,000 AWARD  
Atefeh Khademolreza

TIFF SHARE HER JOURNEY  
FELLOWSHIP  
\$1,000 AWARD  
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Silvina Schnicer  
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TIFF SHARE HER JOURNEY  
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Yasmine Mathurin

TIFF

TALENT

DEVELOPMENT



# PEOPLE & CULTURE



**In 2021, TIFF's People & Culture team prioritized an analysis of the organization's resources and the external labour market in an effort to predict the future HR environment in which TIFF will operate post-pandemic.**

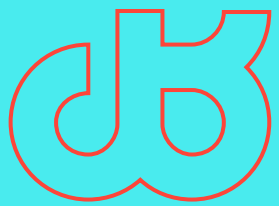
Key areas of priority that were identified included diversity, equity, and inclusion (DEI); representation; career development; policies and procedures; and communication transparency.

The implementation of our Performance Management Plans was linked to a compensation review analyzing incentives, development, and re-alignment against the external market. Retention and recruitment focused on DEI linked to attraction of talent identifying as Black, Indigenous, and/or people of colour.

People & Culture focused on employee engagement and the whole employee, not simply on work output — employee engagement before policy implementation. Examples of successful implementation for 2021 include: COVID planning and safe reporting; psychological safety systems; Code of Conduct and Flexible Work from Home policies; benefits support linked to health and wellness; and transparent hiring practices.



# CEO



# BOARD OF DIRECTORS

In 2021 TIFF saw some changes in leadership, with Cameron Bailey being appointed CEO by the Board of Directors, new board members elected, and Jeffrey Remedios being appointed as Chair of TIFF's Board to replace Jennifer Tory in November 2021. TIFF also established the Indigenous Advisory Group, bringing in some notable voices to help shape and educate TIFF programmes for Indigenous communities.



In the fall of 2021, Cameron Bailey was appointed the CEO of TIFF. Cameron's vision for a thriving organization prepares TIFF for the future of film, and engages audiences more widely and more often. This includes growing the Toronto International Film Festival to meet the future needs of film lovers, filmmakers, industry professionals, and all stakeholders, as well as growing TIFF's year-round offerings to engage audiences both in-cinema and online.

The Board of Directors also appointed Jeffrey Remedios, Chairman and CEO of Universal Music Canada, as Chair of TIFF's Board, replacing long-standing member Jennifer Tory, who has held the role since 2016. TIFF also acknowledged

the contributions of long-term members Ellis Jacob, Shabin Mohamed and Wade Oosterman as they departed from the Board, as well as thanking Board members Geoff Beattie, Frank Kollmar and Francis Shen for their service. Elected to join the Board were Mary DePaoli, Danis Goulet, Allen Lau, Devorah Lithwick, and Laurie May.

In 2021, TIFF was pleased to establish the Indigenous Advisory Group. This group, composed of some of Canada's most recognized and respected Indigenous voices, plays an integral role in how TIFF programs for, with, and about Indigenous communities. This advisory group brings invaluable expertise and experience in guiding TIFF's actions affecting Indigenous peoples.



# INDIGENOUS ADVISORY GROUP

The Indigenous Advisory Group informs how TIFF answers questions like →

Bringing invaluable expertise and experience in guiding TIFF’s actions affecting Indigenous peoples, member of this advisory group are ↓

- Tracey Deer
- Danis Goulet
- Gimaa (Chief) R. Stacey Laforme,  
MISSISSAUGAS OF THE CREDIT FIRST NATION
- Naomi Johnson
- Melanie Nepinak Hadley
- Adam Piron
- Jason Ryle

- 1 How should TIFF select and present work by or about Indigenous people?
- 2 What more can TIFF do to support Indigenous film talent?
- 3 How can TIFF better engage Indigenous audience members?
- 4 How can TIFF improve the physical and social environment we offer Indigenous people at TIFF Bell Lightbox and online?
- 5 How can TIFF work better with Indigenous and non-Indigenous organizations on initiatives affecting Indigenous people?
- 6 How best can TIFF support Indigenous staff and bring more Indigenous people into the organization?



For over a decade, Jennifer Tory was an extraordinarily generous and stalwart champion of TIFF by providing dedicated volunteer leadership, particularly in recent years as the organization navigated the global pandemic.

# DEDICATION TO JENNIFER TORY

Before stepping down in 2021, she served on TIFF's Board of Directors for 11 years in roles that included Board Chair and Chair of the Philanthropy Committee. During her tenure as Board Chair, Jennifer led the development of TIFF's strategic planning exercises and spearheaded the organization's leadership transition committee — the first time this committee was needed since 1994.

As a philanthropist, Jennifer has given so much to TIFF. Whether it was as the Board lead on our major fundraising galas or as a founding supporter of the

Share Her Journey campaign, she was always the first to give and never hesitated to encourage others to follow her lead. The Tory family has generously donated over \$1 million to date. In honour of her outstanding contributions and impact, TIFF established the Jennifer A. Tory Legacy Fellowship.

Thank you, Jennifer, for the countless hours you have given to TIFF, for your tireless support and guidance and for your willingness to give in so many ways — even to this day. Your legacy will always be a part of TIFF's story.





# STRATEGIC PLAN

In 2021, TIFF's leadership team, along with the Board of Directors, developed the vision, strategy, and implementation roadmap of TIFF's three-year strategic plan and goals. The three-year plan focuses on four pillars ↓

# DEVELOPMENT

# 1

## 365 TRANSFORMATIVE FILM

Aims to grow our membership of film lovers and build a habit of attendance through exciting, recurring experiences

# 2

## FESTIVAL OF THE FUTURE

Aims to enhance TIFF's strategic advantage as the People's Festival within the screen industry and its artists, media and audiences

# 3

## REINVENTING THE TIFF BELL LIGHTBOX EXPERIENCE

Focuses on delivering on 365 Transformative Film by collaborating with mission-aligned partners to animate TIFF Bell Lightbox as a cultural hub

# 4

## BUILDING A THRIVING ORGANIZATION

Aims to inspire each staff member and engage them in our economic, artistic, environmental and administrative success

This plan was developed from research conducted by TIFF staff, in collaboration with StrategyCorp consultant Chris Loreto.

TIFF's Strategic Plan architecture sets out the mission, core business, and values that are the expression of how the organization works to

create value for stakeholders. The senior leadership team will continue to develop and implement the plan.



# STATEMENT OF OPERATIONS

The below statement of operations provides a summary of TIFF's financial activity for 2021, but does not include debt servicing costs associated with TIFF Bell Lightbox. In 2021 and 2020, TIFF's earned income declined and government support increased due to the disruptions of COVID-19.

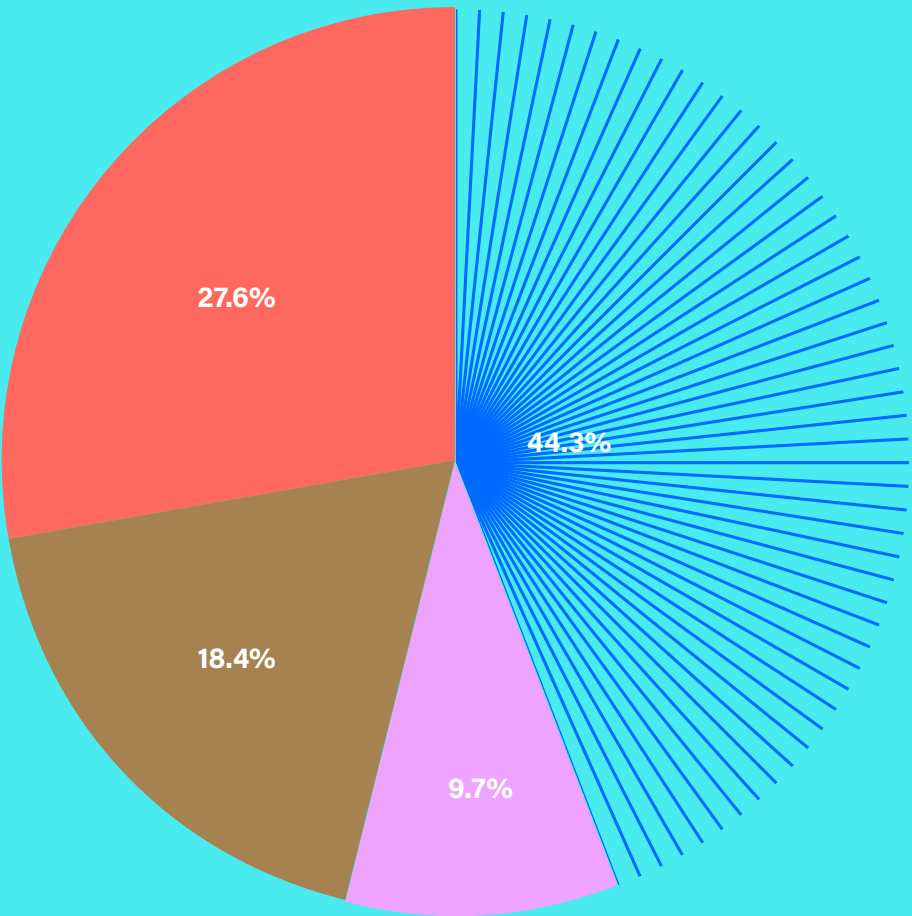
## REVENUE

Earned Revenue	\$5,398,264
Contributed revenue (Fundraising) ↓	
Sponsorship	\$8,075,578
Government grants	\$12,952,585
Philanthropic donations	\$2,838,885
Subtotal	\$23,867,048
Total revenue	\$29,265,312

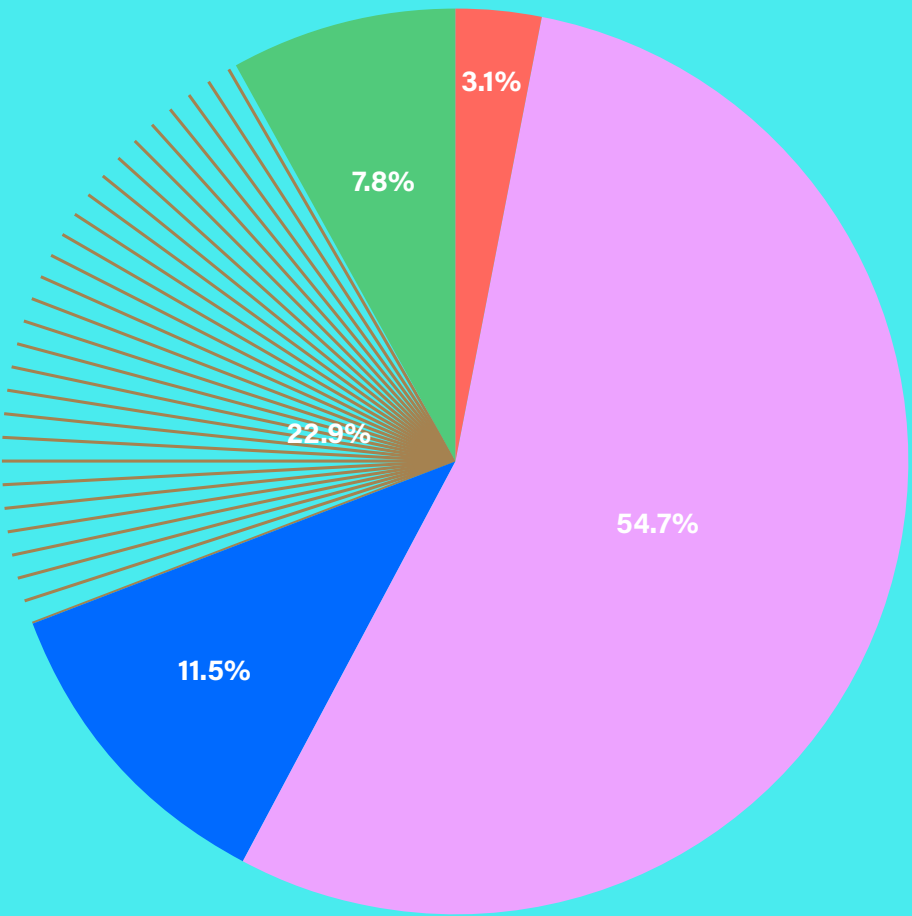
## EXPENSES

Programming and Operation of TIFF Bell Lightbox	\$13,189,069
Marketing and communications	\$2,770,568
General and administrative	\$5,523,637
Sponsorship, philanthropic and government fundraising	\$1,880,198
Amortization	\$747,800
Total expenses	\$24,111,272
Excess of Revenue over Expenses	\$5,154,040

## REVENUE



## EXPENSES





# BOARD OF DIRECTORS

**CHAIR**  
Jeffrey Remedios

**DIRECTORS**  
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Wes Hall  
Tawfik Hammoud  
Betty-Ann Heggie  
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Brendan Calder  
Allen Karp  
Paul Atkinson  
Lisa de Wilde  
Jennifer Tory

\*AS AT DECEMBER 31, 2021

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**CHIEF FINANCIAL OFFICER**  
Douglas Allison

**CHIEF OPERATING OFFICER**  
Beth Janson

**CHIEF PROGRAMMING OFFICER**  
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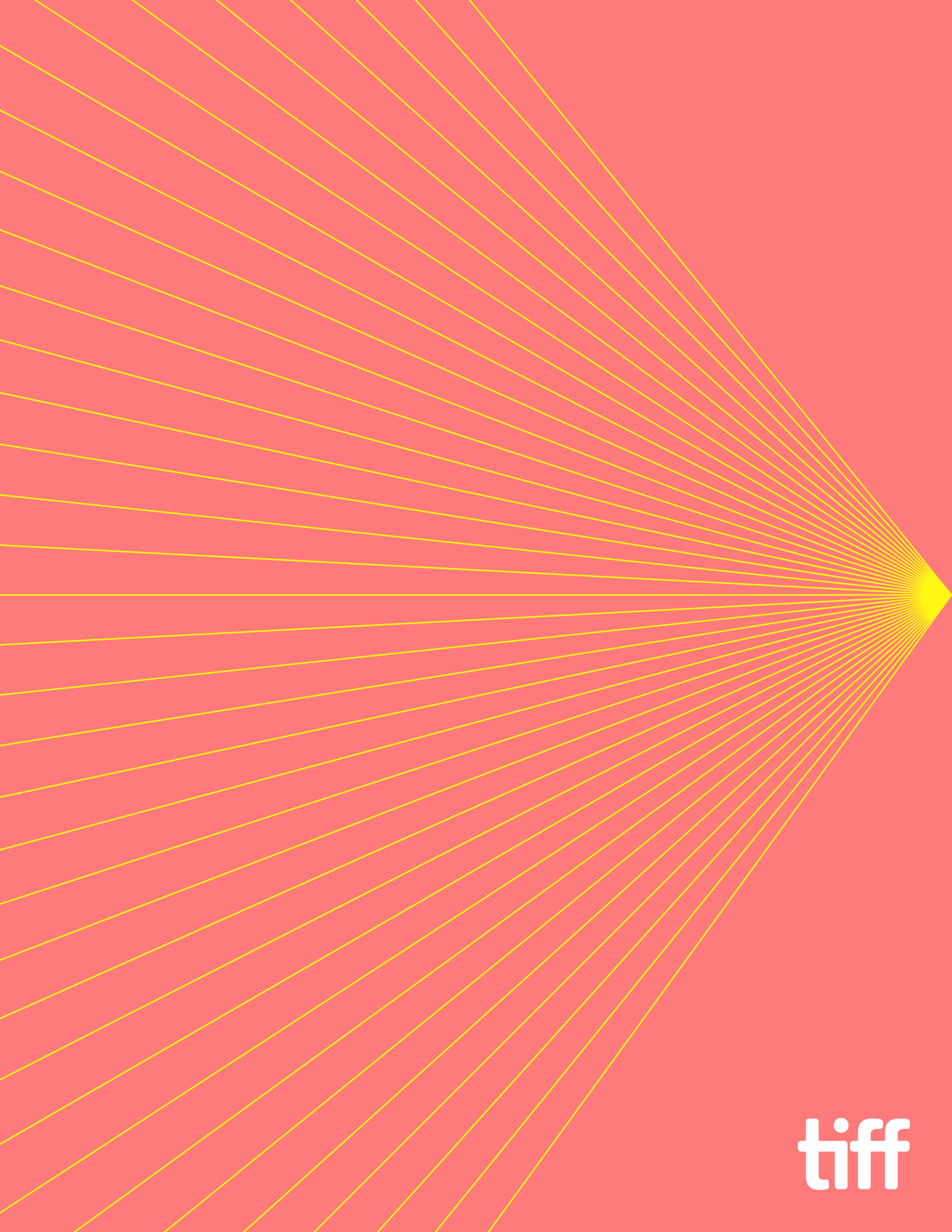
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