

# NATIONAL ARTS CENTRE

## ANNUAL REPORT ON RESULTS IMPLEMENTATION OF SECTION 41 OF THE *OFFICIAL LANGUAGES ACT* 2008–2009

### General information

Federal institution: Web site:	National Arts Centre www.nac-cna.ca
Minister responsible:	James Moore Minister of Canadian Heritage and Official Languages
Senior official(s) responsible for implementation of section 41 of OLA (e.g., Assistant Deputy Minister or Official Languages Champion):	Anne Tanguay Manager, Translation Services and Official Languages Champion
<b>General</b> mandate of federal institution (4 to 5 lines – This summary of the mandate will be published in the Annual Report on Official Languages tabled in Parliament):	To be a vibrant national arts centre with a focus on performing, creation and learning.
National coordinator responsible for implementation of section 41:  Exact title:  Telephone no.:  E-mail:	Anne Tanguay  Manager, Translation Services and Official Languages Champion  613-947-7000, x546  atanguay@nac-cna.ca
Regional coordinators (if any): Exact titles: Telephone nos.: E-mails:	N/A

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## Summary of the progress made by your institution in 2008–2009

The summary submitted to Canadian Heritage must state the progress your institution wants to highlight in the *Annual Report on Official Languages* submitted annually to Parliament by the Minister of Canadian Heritage. This report is reviewed by various government and community stakeholders. Your institution is therefore encouraged to describe the **progress made** as a result of the activities it carried out during the reporting year.

In the fall of 2008 the National Arts Centre (NAC) released its *Strategic Plan 2008–2013*, which was developed through an extensive public consultation process. The NAC held 38 consultations in communities across Canada to solicit input from artists, arts organizations, arts educators and public funders. The document explicitly reiterates the NAC's commitment to supporting the performing arts across the country by promoting Canada's linguistic duality and fostering the development of artists and official language minority communities (OLMCs).

In the summer of 2008, the NAC implemented an *Official Languages Accountability Framework*, which sets out the roles and responsibilities of each management level, and the rights and responsibilities of employees with regard to the application of the *Official Languages Act*. The framework heightened awareness, particularly among management, of the importance of taking OLMCs into account in planning and developing the NAC's activities, and of reporting all initiatives and achievements to the Official Languages Champion. The framework also enshrined as official corporate policy a practice that previously had been implicitly observed, but not formalized. A summary of the Accountability Framework was distributed to all staff in September 2008.

*British Columbia Scene (BC Scene)* was definitely a highlight of the NAC's 2008–09 season. The 13-day festival featured some 600 artists from British Columbia in 90 events in Ottawa-Gatineau. As part of the NAC's series of biennial regional cultural festivals, *BC Scene* provided an exceptional national showcase for visiting artists from the West Coast, as well as for Canada's cultural and linguistic diversity. The program presented talented Francophone artists and companies from Canada's westernmost province in two French-language plays, a classical music recital, and a joint concert by three singer-songwriters. The exceptional success of this 2009 edition underlined the NAC's commitment to achieving truly national outreach. In this sense, *BC Scene* is an ideal indicator of the NAC's success in communicating its *raison d'être* and its contribution to our country's linguistic duality.

Other linguistic highlights of the 2008–09 season include the signing of a Memorandum of Understanding (MOU) for the 2009, 2011 and 2013 editions of the Zones théâtrales biennial event of French-language theatre. The MOU confirms the NAC's commitment to supporting Canada's Francophone artists, and to partnering with other organizations—in this case, Canadian Heritage and the Canada Council for the Arts—to deliver promising programs.

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The NAC maintained its regular consultations with key organizations involved in promoting OMLCs (for example, the Association des théâtres francophones du Canada/ATFC, the Association des professionnels de la chanson et de la musique/APCM) and Playwrights' Workshop Montréal. Another important consultation tool has been the NAC's audience and client surveys: these are designed to collect precise information about the NAC's level of service in the area of official languages, with a view to fulfilling our commitment to supporting and promoting linguistic duality both regionally and nationally.

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## Detailed report on results

### A. AWARENESS (In-house activities)

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

<b>Expected result:</b> Creation of lasting changes in federal institution organizational culture; employees and management are aware of and understand their responsibilities regarding section 41 of the <i>Official Languages Act</i> and OLMCs.		
<b>Activities carried out to achieve the expected result</b>	<b>Outputs</b>	<b>Progress made in achieving the expected result</b>
<i>What activities were carried out during the reporting year? What was done?</i>	<i>What products or services came from the activities carried out during the reporting year?</i>	<i>What has changed as a result of the activities carried out during the reporting year?</i>
Implementation (July 2008) by the NAC Senior Management Committee (SMC) of the <b>Official Languages Accountability Framework</b> , which sets out the roles and responsibilities of each management level, as well as the rights and responsibilities of employees in official language matters. (See also section F, <i>Accountability</i> )	Complete document One-page summary distributed to all staff in September 2008	Project initiated in 2007–08, as reported in the Report on Results for that year.  Clear definition of responsibilities of each organizational level (as per sections IV, V, VI and VII of the Act). Employees better informed of their rights and responsibilities. Increased management understanding of key official-language issues.

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<p>Several presentations by the Official Languages Champion to SMC or directly to President &amp; CEO</p>	<p>SMC meetings</p> <p>May 23 memo to President &amp; CEO about the NAC's annual evaluation by the Office of the Commissioner of Official Languages</p> <p>June 20 memo to SMC about the new <i>Roadmap for Canada's Linguistic Duality</i></p> <p>Oral presentation to SMC about elimination of the Interdepartmental Partnership with the Official Language Communities (IPOLC)</p>	<p>Information and awareness initiative</p> <p>Subsequent exchange of email notes; beginning of investigation of alternatives; development of contact lists in collaboration with Canadian Heritage. A more comprehensive follow-up will be conducted in summer 2009.</p>
<p>Distribution of various information documents by Official Languages Champion to all staff</p>	<p>Notes on the active offer; reminders to issue all memos in both official languages; bilingual lexicon</p>	<p>High staff awareness and compliance; very few instances of failure to meet guidelines.</p>
<p>Promotion of the <b>Rendez-vous de la Francophonie</b> (RVF) (See also section D, <i>Coordination and Liaison</i>)</p>	<p>Written invitation to RVF sent to members of SMC, to be relayed to their staff</p> <p>Memo to all staff about special RVF menu offered by Le Café restaurant and in the employee cafeteria (Green Room)</p> <p>Memo from the Champion to various OL stakeholders about special RVF menu</p> <p>RVF menu</p>	<p>Not much interest internally.</p>

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

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

<b>Expected result:</b> Creation of lasting relationships between the federal institution and OLMCs; federal institution and OLMCs understand each other's needs and mandates.		
<b>Activities carried out to achieve the expected result</b> <i>What activities were carried out during the reporting year? What was done?</i>	<b>Outputs</b> <i>What products or services came from the activities carried out during the reporting year?</i>	<b>Progress made in achieving the expected result</b> <i>What has changed as a result of the activities carried out during the reporting year?</i>
National consultations held from winter 2007–08 to September 2008 to help develop the NAC's <i>Strategic Plan 2008–2013</i>	38 sessions, as indicated in <i>NAC Annual Report 2007–2008</i> (not 55 consultations, as indicated in <i>Report on Results 2007–08</i> )	Better representation of OLMC organizations at the final sessions in Moncton and Ottawa. Some organizations complained that they had not been invited to participate; we corrected this for the Atlantic region and made sure national organizations were invited to the Ottawa sessions, held at the end of the consultation process.



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### C. COMMUNICATIONS (Transmission of information to OLMCs)

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

<b>Expected result:</b> OLMC culture reflects a broad understanding of the federal institution's mandate; OLMCs receive up-to-date and relevant information about the federal institution's programs and services (P&S).		
<b>Activities carried out to achieve the expected result</b>	<b>Outputs</b>	<b>Progress made in achieving the expected result</b>
<i>What activities were carried out during the reporting year? What was done?</i>	<i>What products or services came from the activities carried out during the reporting year?</i>	<i>What has changed as a result of the activities carried out during the reporting year?</i>
Media activities in connection with <b>BC Scene</b>	Several media releases issued (September 2008, February 2009, April 2009, closing release May 4, 2009)  Several interviews with festival producer on CBC and Radio-Canada; extensive regional media coverage in both official languages  Series of radio features about <i>BC Scene</i> on <i>Le pont des arts</i> , hosted by Yolaine Mottet (Radio-Canada Pacific region); upcoming print article in <i>L'Express du Pacifique</i>  Memos from the Champion to numerous OL stakeholders, announcing events featuring Francophone artists	Every Scene is different and we try not to compare them, but <i>BC Scene</i> was clearly an outstanding success.  Heightened public awareness of the Scene festivals, which are becoming increasingly well known and well attended.  Extensive French-language coverage by Radio-Canada, including British Columbia.  Very well received; this approach will be stepped up for future Scenes.



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<p>Distribution (by NAC French Theatre) of a media release announcing <i>Territoires identitaires</i> (<i>Territory and Identity</i>)</p>	<p>NAC media release dated May 3</p>	<p>Announced the partnership between the NAC French Theatre and the Festival du Jamais Lu (Montreal), and details of French Theatre's Associated Artists playwrights in residence program featuring three Franco-Canadian writers from OLMCs.</p>
<p><b>NAC Orchestra Week</b> (May 11–17, 2009)</p>	<p>Media release; concerts on both sides of the Ottawa River, including at the Patro d'Ottawa and in an English-language school in Gatineau; radio contests on Radio-Canada and CBC; direct link on NAC website welcome page; blog</p>	<p>Third edition of this increasingly polished and popular event. A bilingual blog was added this year.</p> <p>Concrete acknowledgment by the NAC of linguistic duality. Renewed concern for equitable balance of English and French. Activities for OLMCs on both sides of the river.</p>
<p>Teacher information sessions in all disciplines</p>	<p>Bilingual sessions (Music, Dance) and unilingual sessions (English Theatre, French Theatre); brochure sent to <u>all</u> elementary and secondary schools in the National Capital Region</p>	<p>Very well attended. Excellent way to present and promote the NAC's education and outreach activities. Time-tested successful formula.</p>
<p>Pre-concert talks</p>	<p>8 in English, 6 in French (vs. 7 and 5 respectively in 2007–08)</p>	<p>Quantitative improvement. Ongoing commitment to achieving an appropriate balance between English and French.</p>
<p>Community Programming: Fourth Stage French-language activities announced in <i>Le Droit</i>, Radio-Canada La Première Chaîne, <i>Liaison</i> (Franco-Ontarian magazine), promotional articles by event partners (Trille Or, Contact Ontarois)</p>	<p>Promotion of performances featuring artists from OLMCs</p>	<p>Tangible support of emerging artists. Concrete way to promote talent from OLMCs and boost the careers of regional artists. Awards and honours received by artists featured at the Fourth Stage.</p>
<p>NAC articles in newsletters <i>Bulletin 41-42</i> (Canadian Heritage) and <i>Beyond Words</i> (Office of the Commissioner of Official Languages)</p>	<p><i>Bulletin 41-42</i>, Summer 2008 issue; 2 issues to come (delayed)</p>	<p>Sustained visibility for the NAC. It's unfortunate that the Winter issue of <i>Bulletin 41-42</i> was delayed: our article promoted <i>BC Scene</i>.</p>

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

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

<b>Expected result:</b> Co-operation with multiple partners to enhance OLMC development and vitality and to share best practices.		
<b>Activities carried out to achieve the expected result</b>	<b>Outputs</b>	<b>Progress made in achieving the expected result</b>
<i>What activities were carried out during the reporting year? What was done?</i>	<i>What products or services came from the activities carried out during the reporting year?</i>	<i>What has changed as a result of the activities carried out during the reporting year?</i>
Coordinator/Champion's attendance at 41-42 Coordinators meetings with PCH and OL Champions meetings	41-42 Coordinators meeting: May 21, 2008  Meeting about performance indicators for the <i>Entente pour le développement des arts et de la culture de la francophonie canadienne</i> : May 23  Champions conference: June 3–4	Regular attendance at regional meetings.  Ratification of the <i>Agreement</i> is slow in coming.
Negotiation of a Memorandum of Understanding (MOU) for <b>Zones théâtrales</b>	Numerous meetings and discussions	February 12, 2009: signature of MOU between PCH, CCA and the NAC.  This important document gives the biennial Zones théâtrales event a new lease on life. Significant benefits for Franco-Canadian artists.
<b>NAC Orchestra Week</b>	(For outputs see section C, <i>Communications</i> )	Close collaboration with the City of Ottawa. A productive partnership and good visibility in both official languages. Heightened public awareness.

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<p>Organization of opening ceremony of the <b>Rendez-vous de la francophonie (RVF)</b></p> <p>Music Education and ET, FT and Dance education activities: Liaison with every school board and commission in the NCR</p> <p><i>BC Scene</i>: Collaboration with CBC and Radio-Canada to broadcast performances and special features</p> <p>Ongoing collaboration and liaison between NAC artistic departments, the Canada Council for the Arts, and Canadian Heritage</p>	<p>Meetings of sub-committee in charge of the “Artists” section of the event Artist liaison Opening ceremony (March 6) Door prizes (NAC tickets)</p> <p>Telephone calls, e-mails, meetings Example: February 18, 2009 – meeting in Hawkesbury with a group of elementary and secondary school teachers to present and promote NAC programs and activities for student audiences</p> <p>French-language radio and TV broadcasts</p> <p>IPOLC agreement Various funding agreements Zones théâtrales MOU</p>	<p>Active NAC involvement (OL Champion was a member of a sub-committee). Very well organized`. Spectacular artist lineup. Impressive showcase for artists from OLMCs. Positive comments.</p> <p>Ongoing education and outreach activities.</p> <p>Excellent coverage (see section C, <i>Communications</i>). In-depth Radio-Canada coverage (both in BC and in Ottawa-Gatineau) of events featuring artists from OLMCs.</p> <p>Elimination of the IPOLC; the NAC is exploring alternatives in order to sustain its level of support of OLMCs. Continuation of existing agreements.</p>
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### E. FUNDING AND PROGRAM DELIVERY

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

<b>Expected result:</b> OLMCs are part of the federal institution's regular clientele and have adequate access to its programs and services; OLMC needs (e.g., geographic dispersion and development opportunities) are taken into account.		
<u>Activities carried out to achieve the expected result</u> What activities were carried out during the reporting year? What was done?	<u>Outputs</u> What products or services came from the activities carried out during the reporting year?	<u>Progress made in achieving the expected result</u> What has changed as a result of the activities carried out during the reporting year?
<p>This section contains detailed statistics about the OLMC schools that participated in NAC education activities.</p> <p>We used the same format as last year in order to generate precise and meaningful performance indicators.</p> <p><b>BC Scene</b></p>	<p>Over 600 artists; live performances                      Programming (brochures)                      Website                      Media releases                      Media advertising and interviews</p>	<p>Constant improvement in record-keeping. It is now easier to measure and compare OLMC participation in NAC education activities. Variations from year to year are generally due to financial decisions made by the schools. The NAC's stance remains proactive, and comments on the feedback forms are positive.</p> <p>4 major events featuring Francophone artists, including 2 plays presented at La Nouvelle Scène.</p> <p>It is too early to assess the festival's overall implications for artists; these will be addressed in next year's report.</p>

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<p><b>Music Education</b></p> <p>School visits by NAC Orchestra musical ensembles as part of the Musicians in the Schools program (throughout the NCR)</p> <p>Orchestra student matinees and open rehearsals</p> <p>Music Alive program (formerly Music Ambassador program) offered in Saskatchewan and Alberta</p>	<p>School visits</p> <p>Performances at the NAC</p> <p>Visits to Francophone and immersion schools</p>	<p>5 Franco-Ontarian schools visited (vs. 14 in 2007–08); 3 Anglo-Quebec schools visited (2 in 2007–08).</p> <p>15 Franco-Ontarian schools (18 last year); 3 Anglo-Quebec schools (2 last year).</p> <p>8 schools in Saskatchewan (8 last year) and 8 in Alberta (13 last year).</p>
<p><b>French Theatre – Education</b></p> <p>Student matinee performances at the NAC</p>	<p>Matinees</p>	<p>58 Franco-Ontarian school groups attended (36 last year).</p> <p><u>Interesting fact in terms of linguistic duality:</u> 25 English-language Ontario school groups attended FT student matinees (12 last year).</p>
<p><b>English Theatre – Education</b></p> <p>Student matinee performances at the NAC</p>	<p>Matinees</p>	<p>10 Anglo-Quebec school groups attended (12 last year).</p> <p><u>Interesting fact in terms of linguistic duality:</u> 11 French-language school groups (10 last year)—including 10 from Quebec (9 last year)—attended ET student matinees.</p>
<p><b>Laboratoire du Théâtre français (French Theatre Lab)</b></p>	<p>Applications received and accepted for this French Theatre “R&amp;D lab”</p>	<p>10 applications from Francophones outside Quebec (15 in 2007); 7 accepted (6 in 2007). Percentage of total applications: 42% (33% in 2007). Higher ratio of artists from OLMCs.</p>

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<b>English Theatre</b>		
Tadoussac Playwrights' Residency	12-day residency	Very fruitful partnership with Playwrights' Workshop Montréal. In september 2008 : 12 participants. Objective : To promote the adaptation and translation of works for the stage.
The Ark	Workshops	Partnership with the National Theatre School of Canada. In november 2008 : 30 participants, including 6 Anglo-Quebecers.
Professional development opportunities for Anglo-Quebec artists	Internships	Intern-Director Jennifer Brewin, from Val des Monts, worked on a production with ET Artistic Director Peter Hinton; Montreal Director Tanner Harvey worked with Leah Cherniak, the Director for our production of <i>Happy Days</i> .
March Break Program	One-week theatre training session at Heritage College, Gatineau (March 2-6, 2009)	9 participants from Philemon Wright English High School (Gatineau).
Youth workshops	Workshops	12 Mohawk students from Kahnawake and 20 students from Collège Marianopolis in Montreal participated in workshops in February 2009 on our production of <i>Buried Child</i> at Segal Centre.
Teachers' workshops	Workshops	16 teachers from the Montreal West School Board – workshops on commedia dell Arte and mask.
Development of plays by Anglo-Quebec playwrighters	Fees and Dramaturgy	Creation and dramaturgy for new texts by Maureen Labonté, Andreas Apergis, Greg MacArthur, Julie Tamiko-Manning and Imago Theatre

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<p>Workshops on plays by Anglo-Quebec playwrights</p>	<p>Workshops</p>	<p>Collaboration with Montreal-based Imago Theatre on the new play entitled <i>Women On The Brink</i>. Collaboration with Montreal's Centaur Theatre on the adaptation of <i>Medea de Andreas Apergis</i>. Collaboration with Playwrights' Workshop Montréal for the translation of Michael Marc Bouchard's <i>Peintre des madonnes</i> by Linda Gaboriau.</p>
<p><b>Community programming</b> – Fourth Stage</p>	<p>Performances</p>	<p>For the second consecutive year, the Vendredis de la chanson francophone series comprised 7 concerts and the Contes Nomades storytelling series comprised 5 sessions. The NAC Fourth Stage is increasingly recognized as the venue of choice for emerging artists from OLMCs. Interesting overlap between the NAC's Community Programming and various regional talent competitions.</p>
<p><b>Music Monday</b> (partnership with the Coalition for Music Education in Canada)</p>	<p>Bilingual event held on Monday, May 4, 2009 on Parliament Hill</p>	<p>5 participating Ontario schools (all offering a French immersion program). Tangible and ongoing NAC contribution to this national initiative, which involves a greater number of schools each year.</p>
<p><b>Winterlude:</b> Coproduction of an event presented at the NAC Fourth Stage with partners including the NCC and the Government of New Brunswick</p>	<p>Event commemorating the 225th anniversary of New Brunswick, February 15, 2009  Reading of works by Herménégilde Chiasson</p>	<p>An innovative way for the NAC to partner with other organizations to celebrate the contribution of artists from OLMCs.</p>

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## Detailed report on results

### F. ACCOUNTABILITY

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

<b>Expected result:</b> Full integration of the OLMC perspective and section 41 of the OLA into the federal institution's policies, programs and services; the reporting structure, internal evaluations and policy reviews determine how to better integrate OLMCs' perspective.		
<u>Activities carried out to achieve the expected result</u> What activities were carried out during the reporting year? What was done?	<u>Outputs</u> What products or services came from the activities carried out during the reporting year?	<u>Progress made in achieving the expected result</u> What has changed as a result of the activities carried out during the reporting year?
Implementation of the <b>Official Languages Accountability Framework</b> (see section A, <i>Awareness</i> )	Complete document + one-page summary approved by senior management in July 2008	Very important reference document for accountability: defines the roles and responsibilities of each organizational level, particularly with respect to accountability.
Development of the NAC <b>Strategic Plan 2008–2013</b>	Official document released to the public in fall 2008	Reiteration of the NAC's firm commitment to conducting its activities in both official languages across the country, and to maintaining its support of the development of OLMCs and artists from OLMCs. Maintenance, if not strengthening of promising initiatives supporting Canada's linguistic diversity (e.g., Zones théâtrales, The Ark).



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<p>Summary of official-language programs and initiatives included in NAC Annual Report</p> <p>Inclusion of a question about OL in every NAC audience survey, and improved statistical reporting (see section E, <i>Funding and Program Delivery</i>)</p> <p>Customer complaints follow-up</p>	<p>Specific section on OL (page 24 of NAC 2007–08 Annual Report)</p> <p>Surveys Precise yearly statistics (see section E, <i>Funding and Program Delivery</i>)</p> <p>Memos, telephone calls, reports</p>	<p>Practice now firmly established. Each artistic department now gives greater prominence to OL matters in the “Year in Review” section of the AR.</p> <p>Every NAC audience survey now includes an “official languages” question. Positive results. Information sharing: departmental successes, customer feedback.</p> <p>Very comprehensive music education statistics; proven formula and process.</p> <p>The NAC is committed to responding promptly to all unofficial customer complaints. The appropriate person(s) is/are notified and appropriate action is quickly taken.</p> <p>The NAC receives very few official complaints from the Office of the Commissioner of Official Languages; when such complaints are received, they are given top priority.</p>
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## Distribution list

In addition to submitting your report on results to Canadian Heritage, you should also send it to interested parliamentary and community stakeholders.

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

Federal institutions should publish their report on results on their Web site.

**Exact Web address of your institution's report on results:**

xxx add the URL

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

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