

The Centre is required by its legislation to submit an annual report to the Minister for tabling before Parliament. The members of this Committee would suggest that informing members of Parliament through the annual report is not only a legislative requirement but an important and efficient way to explain the role and goals of the Centre. The annual report should demonstrate how and where public funds are used and which activity or group should receive additional attention. It should also outline, in addition to ongoing activities, new or planned departures, orientations, policies or activities.

In addition to their annual reports, some other cultural agencies use planning documents to inform parliamentarians. For example, parliamentarians value highly the information contained in the annual National Archives of Canada's publication *Strategic Approaches*. This document, which is voluntarily published, presents the results of its strategic planning process. From this process, financial, human and physical resources are costed and requested. Telefilm Canada also uses its annual *Action Plan for the Administration of Telefilm Canada Funds* effectively to inform parliamentarians. Both of these documents outline strategies, priorities and orientations. In the case of Telefilm Canada, its Action Plan also presents a breakdown of its budgets for the coming year.

The Committee noted that the Centre saved \$26,000 in publishing its last annual report. The Committee, however, disagrees with the approach used, which is to include only the information required by law. Members of Parliament indeed are not interested in what the Director General called "the pictures, the glossies and the nice texts about how great we are."⁽¹⁴⁾ However, the contents of the last annual report do not satisfy some basic information needs, and the process that members of Parliament have had to resort to obtain some of that information is not satisfactory.

The type of information which would be useful to members of Parliament is found in many of the questions that have been addressed to the Centre since June 1989. It should be a standard practice to present detailed statistics for each category of artistic event such as the number of performances, box office revenue, seating capacity, paid attendance and percentage of capacity, as was done in the Centre's annual reports up to the 1986-1987 year. Pie charts, bar graphs or other graphic presentations, as used in the Centre's 1981 *Brief to the Federal Cultural Policy Review Committee*, would give useful visual overviews of major revenues and expenditures allocations. We strongly recommend that more information be provided through future annual reports.

Recommendation 7

That the Board of Trustees of the National Arts Centre provide, in its annual report to Parliament, information comparable to that found in its 1986-1987 Annual Report and in its 1981 Brief to the Federal Cultural Policy Review Committee.