

that the Centre's management would not let the Orchestra go. The Committee agrees that the Orchestra should continue as a resident company of the Centre.

It was suggested that a separate board, which would report to the Board of Trustees of the National Arts Centre would be desirable if the Orchestra were given a certain degree of autonomy within the Centre. We do not, however, believe that it would be in the best interest of the Centre to establish a separate board for the Orchestra or to give it increased autonomy. The Centre is by virtue of its mandate, a national institution, and the policies which flow from it must be planned and implemented as a whole. A separate board for the Orchestra would not facilitate the encompassing view required for the planning of a national and regional mandate. In this regard, the Board of Trustees should issue a policy statement reaffirming its adherence to the programming principles and guidelines which were approved by the original Board of the Centre and which, unequivocally, give precedence to resident companies. This policy statement should confirm the place and role of the Orchestra in the programming at the Centre.

Recommendation 11

That the Board of Trustees of the National Arts Centre reaffirm its adherence to its programming principles and guidelines, with particular reference to the following guidelines: "Resident over Visiting" and "NAC Presentations over Rentals".

While the Director General reaffirmed the importance of the Orchestra in his address to the Sub-Committee on 13 June 1990, he also issued a cautionary statement about the impact that its continuing presence has on the Centre's other obligations:

I would like, once and for all, to make it perfectly clear: yes, we have renewed our commitments to the Orchestra, it is just as important as it has always been, and yes, we are proud of our orchestra and intend to keep it. However, the reality of the situation must also be understood: maintaining the Orchestra as part of the NAC is an ongoing financial challenge and is threatening our ability to meet our other obligations. For while the Orchestra is at the heart of the NAC, it is not alone.⁽¹⁶⁾

He also referred to the need for the Centre to devote more attention to its national mandate and on the additional resources required to do so as the Centre's present resources are "insufficient".

The Committee has earlier expressed the view that the exercise of the Centre's national mandate must not be carried out at the expense of its local operations. In our view, the Orchestra is the foremost locally-based operation, it alone having survived as a resident company.