

CANADA IS OUR HOME

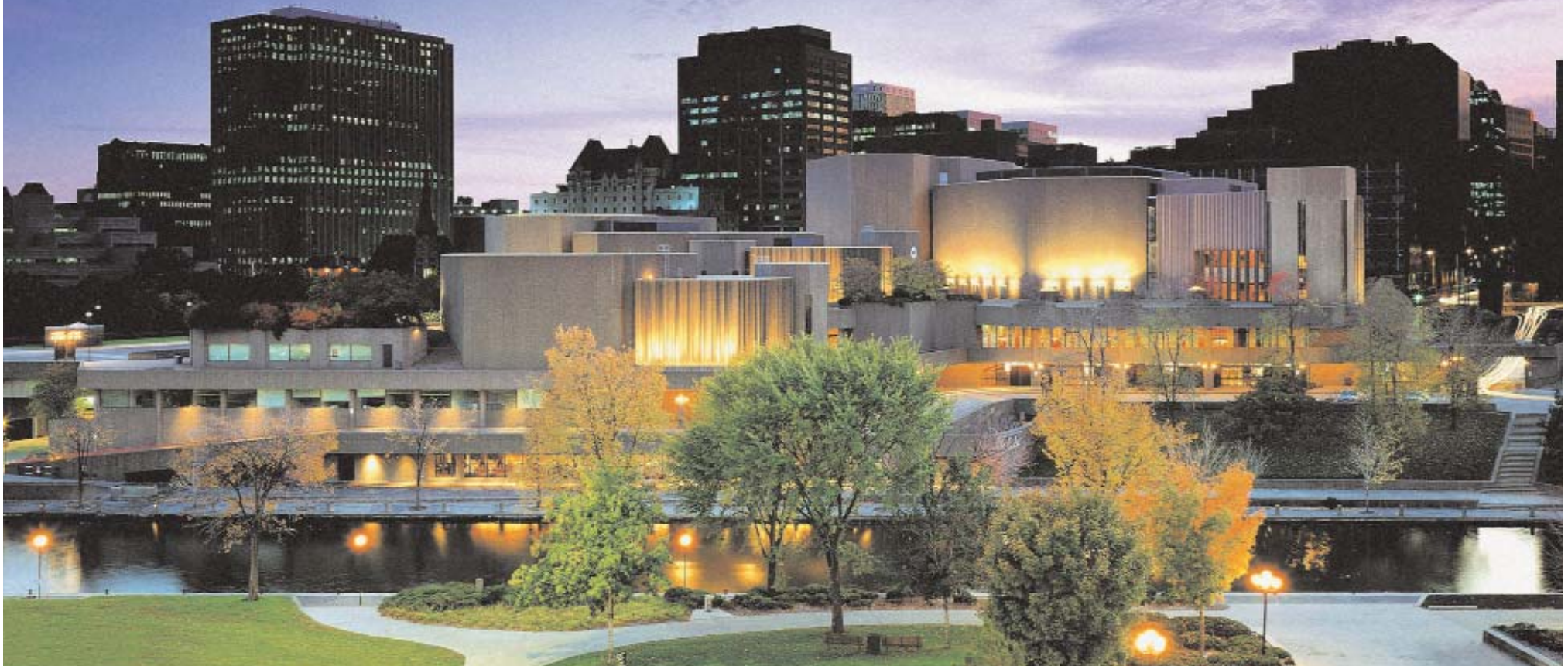


THE WORLD IS OUR STAGE



CANADA'S NATIONAL ARTS CENTRE
CENTRE NATIONAL DES ARTS DU CANADA

PERFORMING FOR A NATION



“The opening of the National Arts Centre is an exciting event for Ottawa and for Canada. The qualities of the building are remarkable and its possibilities are unlimited...

It will stand comparison with the world’s best.”

Pierre Elliott Trudeau, Prime Minister of Canada (1969)

The National Arts Centre raised its curtains for the first time in 1969. Created by the Government of Canada as a Centennial project during the 1960s, the NAC has become Canada’s foremost showcase for the performing arts.

Today, the NAC is a magnet for artists, both promising and pre-eminent, from Canada and around the world, and a partner to scores of other arts organizations across the country. Its stages regularly resound with excellent performances and its productions electrify audiences.

“The strongest artistic leadership team in North America.”



THE NAC'S GROUP OF SEVEN



David Leighton
Chair, Board of Trustees



Michel Dozois
*Producer, Community
Programming and
Special Events*



Marti Maraden
*Artistic Director,
English Theatre*

Denis Marleau
*Artistic Director,
French Theatre*

Cathy Levy
*Producer, Dance
Programming*



Peter Herrndorf
*President and Chief
Executive Officer*

Pinchas Zukerman
*Music Director, National
Arts Centre Orchestra*

The NAC is strongly committed to being a leader and an innovator in each of the performing arts fields in which it works – classical music, English theatre, French theatre, dance, variety and community programming. Pinchas Zukerman, Marti Maraden, Denis Marleau, Cathy Levy and Michel Dozois are arguably the best artistic leadership team in North America, bringing magic and excitement to their work. They get strong support from an exceptional Senior Management Team and Board of Trustees.

A STRATEGIC CRESCENDO



“To experience the magic and wonder of the performing arts at the National Arts Centre is a fundamental right for all Canadians.”

Evelyn Hart, Royal Winnipeg Ballet

In 2001, we reviewed our mandate and identified four strategic goals – and now we are making them happen. Everything we do and dream ties back to that vision:

- 1. Artistic expansion and innovation.** Our goal is to put the emphasis and the excitement back on our stages by commissioning, developing and producing a wide range of new Canadian works, and by expanding the quality and quantity of our coproductions with other performing arts organizations across Canada.
- 2. Greater emphasis on the NAC’s national role.** Our goal is to make a difference in the performing arts throughout Canada – by working with artists and arts organizations, and by bringing NAC performances to Canadians wherever they live.
- 3. Greater commitment to youth and education.** Education is part of our core activities, which revolve around three broad themes. First, programmes for young and emerging artists; second, programmes for young audiences, which introduce pre-schoolers and students to music, theatre and dance; and third, programmes and study materials for both teachers and students.
- 4. Dramatic increase in our earned revenues.** We are committed to increasing our earned revenues dramatically, and using those additional revenues to finance our artistic expansion, our national outreach and our educational initiatives.

FROM FAR AND WIDE



“Canada now has a network of artistic allies around the world thanks to the NAC’s bridge building.”

The Globe and Mail

Each year, we present an astounding array of programmes, from NAC Orchestra performances, to four different dance series, to some of the most provocative theatre in the world, offered in Canada's two official languages. Added to the mix is a unique variety of festivals and community programming that cut across traditional boundaries to showcase a kaleidoscope of the arts.

Each year, ever larger audiences across Canada and around the world rise to applaud our work.



Why? Because to the NAC, the whole world is a stage. We're committed to bringing our Orchestra and theatrical productions to audiences far and wide.

Because the NAC is committed to coproducing works with other arts organizations, creating more opportunities for more artists in more venues.

Because we've formed partnerships outside the arts – with broadcasters like the CBC and Radio Canada, and with professional development organizations such as The Banff Centre. And because partnerships with high-tech organizations such as the National Research Council enable us to deliver performances and offer master classes through broadband technology.

PASSIONATE

The NAC's vibrant, classical-sized orchestra has drawn consistent praise throughout its history of touring both nationally and internationally, recording, and commissioning Canadian works.

ATE



Annual touring has long been an important aspect of the NAC Orchestra's mandate – in addition to its series of subscription concerts performed at the NAC during its 46-week season. The Orchestra has undertaken more than 65 tours across Canada, the United States, Europe, the Middle East and Asia.

In October 1999, the Orchestra toured Canada coast-to-coast after Pinchas Zukerman became its new Music Director. This tour set a new precedent in terms of community outreach and educational activities, raising the bar for future NAC Orchestra tours – both domestic and international.

Another milestone was the Orchestra's Middle East and Europe Tour in 2000, which inspired a television documentary. *Crossing Bridges* was produced by Toronto's Academy-Award™ winning Rhombus Films and watched by close to a million CBC viewers.

As it strives to build audiences, the Orchestra's outreach initiatives go beyond stage performances, and even beyond its more than 40 recordings to date. It has released a free-to-download MP3 of an entire symphony. It has built a dedicated website around its tours. It performs with on-stage video cameras during youth concerts to show young audiences exactly what's happening. And it allows students to view rehearsals – free.

The NAC Orchestra is the only one in Canada that runs its own summer training institute. Begun in 1999, the Young Artists Programme has tripled in size, and is now complemented by a Conductors' Programme and a Young Composers' Programme. All of these summer programmes are underwritten by the NAC and its donors. They offer intensive training to young Canadian and international artists who audition for the opportunity to train with an internationally renowned faculty.





“Canada places tremendous value on cultural exchange. One of my greatest joys is seeing the reaction of audiences when we teach and perform, in Canada and around the world ... using music to connect people and nations.”

Pinchas Zukerman, Music Director, National Arts Centre Orchestra

INNOVATIVE

In Canada, English-language theatre is very much about artistic partnerships. The NAC has grown to become one of the foremost producers of outstanding Canadian work by actively seeking out collaborations and coproductions with leading theatre companies and artists from British Columbia to Newfoundland and Labrador.

TIME



NAC English Theatre takes a leadership role by acting as a catalyst to foster excellence in Canadian creation, with companies of all sizes and playwrights from all regions. We strive for the highest artistic standards and share production expertise. Over one 11-month period, we staged 11 coproductions with 11 different companies, presenting work in many Canadian centres with partners ranging from Victoria's Belfry Theatre to Toronto's Canadian Stage Company to Nova Scotia's Eastern Front Theatre.

We produce plays from the contemporary to the classics with a passionate commitment to Canadian work. From 1998 to 2003, the NAC jointly gave birth to 19 world premieres and was a significant partner in staging another 20 important Canadian plays – including the successful national touring revivals of *Billy Bishop Goes to War* and *The Overcoat*. At any point in time we have as many as 12 or more new scripts under commission.

To build the next generation of audiences and artists, we offer student matinees, family theatre, school workshops and training opportunities, and each spring we welcome the national championships of the *Canadian Improv Games* benefiting thousands of high school students.

In June, the NAC hosts two of Canada's most important national festivals. The NAC's *On The Verge* new play festival features readings of up to 10 hot new scripts annually. The NAC also partners with the Canadian Theatre Festival Society on the *Magnetic North Theatre Festival*, an important new festival featuring 10 outstanding Canadian productions and an Encounters programme for Canadian and international audiences. The festival – held in Ottawa every other year alternating with another city – promotes future touring and is an essential forum for artists and presenters from around the world to see others' work.





“The NAC strives to link Canadians across the country, and from generation to generation ... by helping create new plays, nurturing Canadian artists, and inspiring young audiences with a love for theatre.”

Marti Maraden, Artistic Director, English Theatre

POWERFUL

The art of theatre ceaselessly reinvents itself through dialogue among the leading artists of many countries. Drawing on the bold artistic vision and international reputation of Artistic Director Denis Marleau, NAC French Theatre is a full participant in the ongoing process of shaping theatre's present and future all over the world.

UL





“ Art, like desire, feeds on the irrational, but also on curiosity and complicity. On a theatre stage everything is open, arbitrary and unstable, and it should be this way.”

Denis Marleau, Artistic Director, French Theatre



The influence of NAC French Theatre extends beyond Canada's borders. For example, our original production of *Le Moine noir* was directed and adapted from a Chekhov story by NAC French Theatre Artistic Director Denis Marleau, and premiered in Belgium. Gaétan Soucy's creation *Catoblépas*, after touring several Canadian stages, was invited to take part in the Théâtre national de la Colline's season in Paris – a theatre renowned for embracing the unprecedented.

NAC French Theatre's reputation and range have evolved over many years. For example, two of Michel Tremblay's greatest plays – *Bonjour là, bonjour* and *Albertine, en cinq temps* – premiered on our stage. Here, Jean Herbiet directed his internationally celebrated productions of Strindberg's *Le Songe* and Büchner's *Woyzeck*, with the marionettes of Felix Mirbt. And it was here that Robert Lepage created *Les Aiguilles et l'Opium*, later translated into *Needles and Opium*.

To support professional French-language theatre across Canada, NAC French Theatre launched its regional theatre development initiative in 1982. Without this initiative, such internationally acclaimed productions as the Théâtre du Nouvel-Ontario's *Le Chien* or the Théâtre de la Vieille 17's *Maita* might never have reached the stage.

We also host a biennial festival of francophone theatre companies from across Canada. Launched in 1997, this festival gives audiences the opportunity to enjoy theatre that is just hitting its stride, while providing artists with the opportunity to network and build profile in national and international circles.

DYNAMIC

We are Canada's pre-eminent presenter of dance in a wide range of forms – from classical, to contemporary, to avant-garde. Our stages have showcased dancers from the National Ballet of Canada and Ballet BC, to the Compagnie Salia Ni Seydou from Burkina Faso and the Beijing Modern Dance Company in the first-ever Chinese-Canadian dance coproduction.

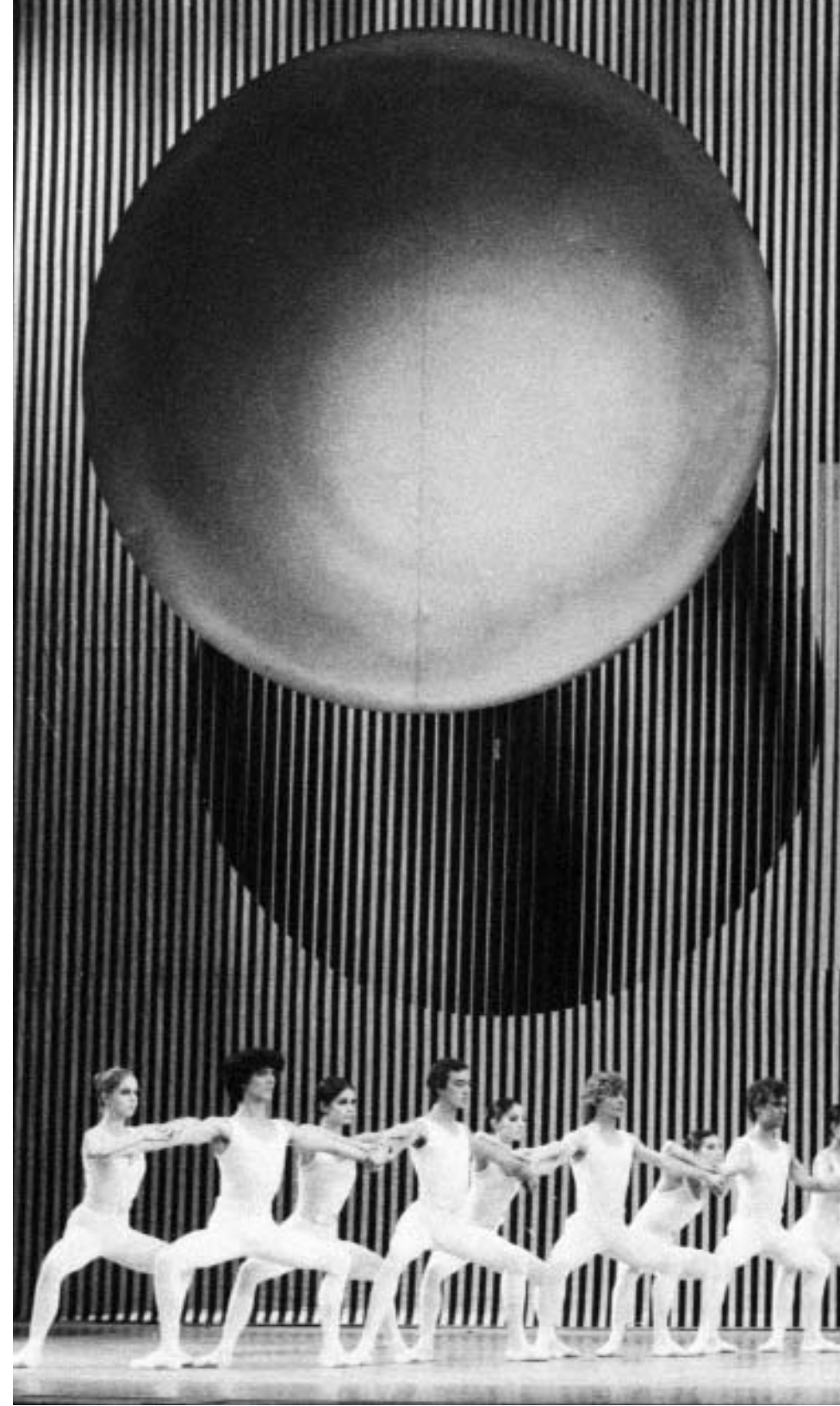


NAC Dance is a powerful force in promoting the art form in Canada – and no wonder, with the country’s leading dance producer, Cathy Levy, bringing the very best works to demanding and sophisticated audiences.

Our repertoire has included a profusion of world, North American and Canadian premieres, and we have presented approximately 750 new dance events since the NAC’s opening night performance of *Kraanerg* in 1969. We’re also a major force in commissioning new work – more than 90 new dance works have been choreographed by artists and companies in partnership with the NAC. All have been presented here and many have toured Canada, North America and the world.

Dance speaks to new eyes through the NAC Youth Commission for Dance, a three-year partnership between the NAC and the Canada Council for the Arts, commissioning three Canadian choreographers to create works specifically for teenage audiences. To find out what teenagers want, the Dance Department formed a Youth Focus Group for Dance representing different schools, ages, cultures and artistic interests. Members observe and discuss the creative process of the new work and offer constructive feedback to the choreographer, all via the NAC’s broadband video conferencing. Focus group members also attend dance performances and participate in discussion groups to enhance their understanding of the technique and the art form.

The NAC is proud to coproduce the Canada Dance Festival, which has commissioned more than 60 original dance works since it was first presented in 1987. During this week-long biennial festival, our NAC theatres and the streets and parks of Ottawa-Gatineau come alive with creations by emerging and established Canadian choreographers.





“Dance is a most powerful communicator, a connector to people’s hearts and minds. The soulful use of the body in a largely non-verbal medium can resonate with audiences of all ages and backgrounds.”

Cathy Levy, Producer, Dance Programming

ENERGETIC

In addition to pursuing its national mandate, the NAC maintains a strong and increasing presence within the Nation's Capital. Through community programming, the NAC showcases a wide range of talent, staging more than 200 performances annually.

10





“ Ultimately, the goal of Community Programming is to provide artists with access to an affordable performance space, excellent production support and technical expertise ... and a captive audience.”

Michel Dozois, Producer, Community Programming and Special Events



The creation of the Fourth Stage signalled an important change in the NAC's relationship with the National Capital region. It immediately inspired enthusiasm among performing artists, arts organizations and audiences – frequently backed by the support of NAC donors. Since the Fourth Stage opened in January 2001, it has staged more than 200 performances annually, playing to packed houses night after night. The NAC's Fourth Stage is a unique and intimate showcase, as well as an affordable and accessible venue for artists.

Directed by Producer Michel Dozois, the Fourth Stage offers a vast array of programming. Musical performers range from well-known musicians, such as folk singers Ian Tamblyn and Lynn Miles and jazz musician John Geggie, to a wide assortment of up-and-coming young instrumentalists. We regularly stage performances from the satirical group Company of Fools and from The School of Dance. In addition, we frequently present storytellers, readings, comedies and plays.

The NAC also works closely with major local arts organizations such as Opera Lyra Ottawa, La Nouvelle Scène, the Great Canadian Theatre Company, the Ottawa Symphony Orchestra, Le Théâtre de L'Île and the many excellent festivals that flourish within the region.

BRIDGE TO THE FUTURE





“My friends and I were
 at your concert ...
 what a completely
 awesome show!
 I’m really happy that
 you decided to do
 something for me and
 my friends instead
 of just stuff for
 my mother.”

Live Rush™ Talk Back

All of us at the NAC are committed to inspiring greater interest among youth in the performing arts, enhancing their appreciation of music, theatre and dance, and fostering talent in young Canadian artists.

Our educational materials are comprehensive and diverse, from study guides that outline youth-oriented concerts, plays and dance performances for teachers and students, to multi-media teacher resource kits introducing classical composers such as Vivaldi, Beethoven and Mozart. Popular demand has led to the distribution of these kits – which include a study guide and CD – to some 12,500 elementary schools in Canada.

Live Rush™ is the NAC’s uniquely affordable student-oriented programme, currently operating both in Ottawa and Calgary. It enables high school, college and university students to explore the world of live classical, pop and jazz music, opera, classic and contemporary theatre, and ballet and modern dance all for less than the price of a movie.

The NAC is taking a leadership role in developing broadband education and outreach programmes through its Hexagon initiative – a first-of-its-kind research and development project. This next-generation technology makes possible such things as “telementoring” of young artists by NAC Music Director Pinchas Zukerman, NAC Orchestra musicians and theatre professionals.

ArtsAlive.ca is the NAC’s youth-oriented, educational website – a rich online storehouse of educational materials for young people interested in the performing arts.



A CAST OF THOUSANDS

“This festival is huge, and I can’t stress enough how important something like this is for artists who perhaps aren’t household names yet in this part of Canada. It’s a great showcase for a lot of talented people... I always consider the National Arts Centre as the big break that started everything for me.”

The Atlantic Scene was an exceptional milestone in NAC history. In 2003, the Scene united thousands of performers, organizers, presenters and audiences through one vast cultural extravaganza held in Ottawa.

It was the first of a series of bi-annual festivals to be staged in partnership with regions across the country, and an enviable model in cultural partnership building.

The groundwork for the Scene was laid in 2002, when the NAC Orchestra toured Canada's East Coast. In addition to performing, the Orchestra staged 60 different educational experiences, from school performances to broadband master classes at Memorial University in St. John's.

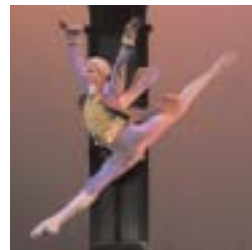
530 artists. 85 events. 16 venues. 13 days.



Then Atlantic Canada came to the Nation's Capital. Hundreds of artists presented Atlantic Canadian music, theatre, dance, comedy, children's entertainment, and film. A visual arts exhibit, literary readings and culinary delicacies from Canada's East Coast were featured as well.

We also invited 70 presenters from Europe, the United States and Canada to come to Ottawa and see for themselves the incredible talent that Atlantic Canada has to share with the world.

In 2005, the NAC will welcome Alberta's artists to our stages and to performance spaces across the capital region.



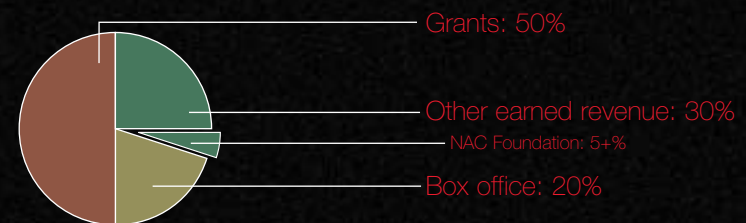
VISION

Thirty-five years after its opening, the National Arts Centre has never been more vibrant – and it is building on its tradition of artistic excellence for the future. With arguably the strongest artistic leadership team in North America, a dedicated and professional management team and a Board of Trustees who offer principled and effective stewardship, the NAC is poised for a new era of greatness.

The NAC has established the National Arts Centre Foundation to lead its fundraising efforts. The core of the NAC's financial strategy in the 21st century is based on increasing its earned revenues (which encompass funds raised by the NAC Foundation). With donor support, the NAC Foundation is able to provide funding for artistic and educational excellence on our stages – and for projects that touch Canadian artists, audiences and children across the country. In addition, the NAC has created an American Foundation that works with international donors to facilitate their support of Canada's National Arts Centre.

While the NAC receives generous financial support from the Government of Canada, the organization is committed to an active programme of philanthropy and sponsorship. Funds raised through its annual fundraising campaign, its major and planned gift programmes, and special events such as the annual National Arts Centre Gala, help enable the pursuit of a bold new vision – the ongoing creation and expansion of our artistic and educational activities.

NAC Revenue Breakdown



The NAC Foundation has also launched the National Youth and Education Trust, devoted to bringing the arts to children across Canada, supporting the development of young artists and audiences, and to nurturing the artistic excellence for which the NAC is celebrated.

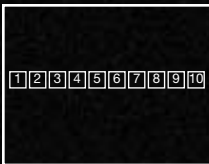


Darrell Gregersen
*Executive Director of Development
and Chief Executive Officer,
NAC Foundation*

Guy Pratte
*Chairman,
NAC Foundation Board*

The NAC Foundation's fundraising initiatives have flourished as a result of strong leadership, combined with the continuous and growing support of both corporate and individual sponsors and partners. Within two years of its launch date, the NAC Foundation was contributing more than 5% of the NAC's budget – by the end of the decade it is expected to contribute up to 15% of the total budget.

PHOTO CREDITS



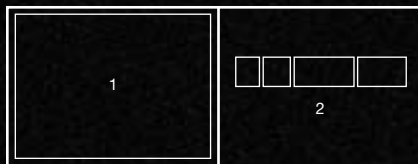
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1. *Vinci* by Maureen Hunter, coproduction of NAC English Theatre and the Manitoba Theatre Centre (Winnipeg) featuring Patricia Fagan and Gordon Rand, 2002. *Photo: Gordon King*
2. Martine Lamy, National Ballet of Canada, 2002. *Photo: Cylla von Tiedemann*
3. National Arts Centre Orchestra. *Photo: Fred Cattroll*
4. *Le Songe* by d'August Strindberg, directed by Jean Herbiet and Felix Mirbt, 1981. *Photo: File*
5. Pinchas Zukerman, Music Director, National Arts Centre Orchestra. *Photo: Fred Cattroll*
6. *Mary's Wedding* featuring Stephen Holmes, 2002. *Photo: Gordon King*
7. *The Life of Mandala*, Tai-Gu Tales Dance Theatre. *Photo: Chien Yung-Pin*
8. NAC Young People's Concert. *Photo: Fred Cattroll*
9. *Maita* featuring Esther Beauchemin, 2000. *Photo: Jules Rémi Villemaire*
10. *La La La Human Steps*, 2003. *Photo: Edouard Lock*



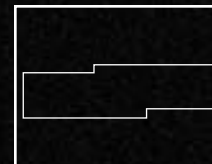
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Canada's National Arts Centre
Photo: Marc Fowler



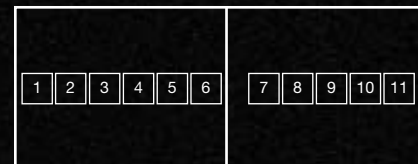
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1. NAC Orchestra in Southam Hall. *Photo: Fred Cattroll*
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Pinchas Zukerman and the National Arts Centre Orchestra
Photo: Fred Cattroll



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5. Four Courts, Dublin, Ireland. *Photo: Digital Vision*
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Pinchas Zukerman, Music Director, National Arts Centre Orchestra. *Photo: Fred Cattroll*

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Peter Froehlich in the NAC English Theatre production of Morwyn Brebner and Andrew Moodie's new translations of *The Vaudevilles of Chekhov*. *Photo: Jason Machinski*

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7. NAC Wardrobe. *Photo: Jason Machinski*
8. Students at the Canadian Improv Games National Tournament. *Photo: Gordon King*
9. NAC Wardrobe. *Photo: Jason Machinski*

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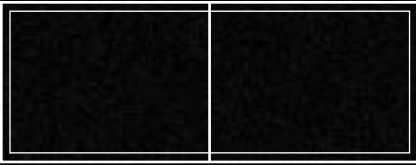
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Annick Bergeron in Gaétan Soucy's *Catoblépas*, directed by Denis Marleau, created by Ubu Creative Company, coproduced by the NAC French Theatre and the Festival de théâtre des Amériques, 2000. *Photo: Richard-Max Tremblay*

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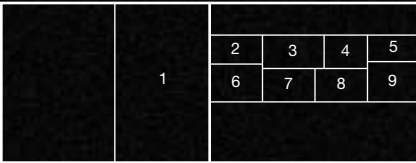
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3. Paul Savoie and Céline Bonnier in *Urfaust*, by Goethe/Fernando Pessoa, directed by Denis Marleau, created by Ubu Creative Company, coproduced with NAC French Theatre; Weimar 1999 "Cultural Capital of Europe" Festival; Les Géméaux, Scène Nationale de Sceaux; the Goethe Institute, Montreal; L'Hexagone, Scène Nationale de Meylan and La Rampe d'Echirolles, 1999. *Photo: Richard-Max Tremblay*
4. *Woyzeck* by Georg Büchner, directed by Jean Herbiet and featuring the Felix Mirbt marionettes, NAC French Theatre, 1974. *Photo: Fernand Leclair*
5. Henri Chassé, Pierre Collin and Gabriel Gascon in Thomas Bernhard's *Maîtres anciens*, directed by Denis Marleau, created by Ubu Creative Company, coproduced by NAC French Theatre and the Festival de théâtre des Amériques, 1995. *Photo: Josée Lambert*
6. *Jimmy, créature de rêve*, written, directed and performed by Marie Brassard, created by Infrarouge théâtre, coproduced by NAC French Theatre and the Festival de théâtre des Amériques, 2002. *Photo: Simon Guilbault*
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8. National Arts Centre Theatre, 2003. *Photo: Gordon King*
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Exodo, Danzahoy
 Photo: Juan Carlos Gomez



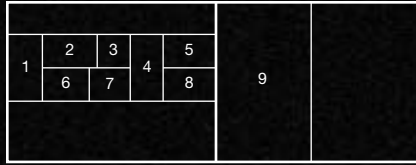
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1. *Kraanerg*, The National Ballet of Canada. A world premiere choreographed by Roland Petit with music by Iannis Xenakis; presented by NAC Dance as its opening performance in 1969. Photo: Anthony Crickmay
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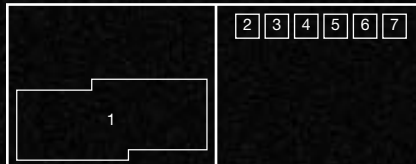
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Launch of English Theatre website in 2003, on *ArtsAlive.ca* Photo: Dave Chan



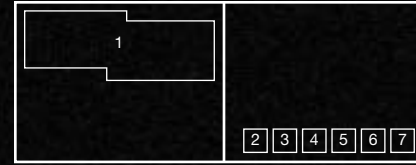
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6. *Without a Prayer*, Art Beat Theatre Company
7. Saij. Photo: Jacek Sokolowski
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9. John Geggie. Photo: File



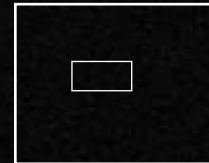
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2. Pinchas Zukerman with student. Photo: Fred Cattroll
3. *NAC Youth Commission for Dance*, a partnership with the Canada Council for the Arts, 2003. Photo: Neil Hodge
4. Young People's Concert. Photo: Fred Cattroll
5. *NAC Youth Commission for Dance*, a partnership with the Canada Council for the Arts, 2003. Photo: Neil Hodge
6. *Angel Square*, NAC English Theatre production, 2002. Jonathan Koensgen (forefront) with a cast of student and professional actors, in a staged reading based on the book by Brian Doyle and directed by Janet Irwin. Photo: Jason Machinski
7. NAC Young People's Concert. Photo: Fred Cattroll



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3. *Hot Toddy / Isaac & Blewtt*, The Rainbow during, Atlantic Scene 2003. Photo: Karen Ruet
4. *Jimmy Swift Band*, Barrymore's Music Hall, Atlantic Scene 2003. Photo: File
5. *Figaro* (2003), choreographed by Artistic Director Igor Dobrovolskiy. Photo: The Atlantic Ballet Theatre of Canada
6. *Tempting Providence: The Nurse Myra Bennett Story*, written by Robert Chafe and directed by Jillian Keiley. Photo: Troy Turner
7. *The Fairy Faith* (2000) by John Walker, coproduced by John Walker Productions and the National Film Board of Canada. Photo: File



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Photo: Jim Cochrane



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NAC Southam Hall, decorative curtain designed by Canadian artist Micheline Beauchemin. Photo: André Dubreuil





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P.O. Box 1534, Stn. B,
Ottawa, Ontario K1P 5W1

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