

RESULTS-BASED ACTION REPORT

IMPLEMENTATION OF SECTION 41 OF THE OFFICIAL LANGUAGES ACT

2007-2008

General Information

Federal institution: Address: Website:	Telefilm Canada 360 Saint-Jacques, Suite 500, Montreal, Quebec H2Y 1P5 www.telefilm.gc.ca
Minister responsible:	Minister of Canadian Heritage, Status of Women and Official Languages, The Honourable Josée Verner, MP
Senior official(s) responsible for the implementation of Part VII of the OLA (e.g., Assistant Deputy Minister, Official Languages Champion):	S. Wayne Clarkson Executive Director
	Stella Riggi Human Resources Director, Official Languages Champion
Mandate of federal institution (4 to 5 lines – This summary of the mandate will be published in the Annual Report on Official Languages submitted to Parliament):	As revised in 2005, the <u>Telefilm Canada Act</u> , c. 16, s. 10(1) and (8), the mandate of the Corporation is to foster and encourage the development of the audiovisual industry in Canada and to act in accordance with the agreements reached with the Department of Canadian Heritage with regard to the provision of services and programs relating to the audiovisual industry.
	As a policy agency of the federal government, Telefilm Canada supports the Canadian audiovisual industry in its creation of cultural works and products that reflect Canadian diversity, for Canadian audiences. Owing to its diverse programs, Telefilm Canada serves three sectors of the Canadian industry: film, television and interactive media.
National coordinator responsible for implementation of Section 41: Title: Mailing address: Email:	Liliane Lê Interim Director, Policy, Planning and Research 360 Saint-Jacques, Suite 500, Montreal, Quebec H2Y 1P5 lel@telefilm.gc.ca
Period covered by action plan:	2006-2009

Summary of Organization's Main Successes During Target Year

As a federal institution, Telefilm Canada maintains its commitment to obtaining concrete results with regard to its application of the Official Languages Act (OLA). To this end, Telefilm Canada has implemented initiatives aimed at supporting both French-language production companies outside Quebec and English-language companies within Quebec seeking development funds. In addition, the Corporation continues to take proactive measures in the development of programs and initiatives aimed at supporting professionals in the audiovisual industry who come from official language minority communities (OLMCs). To foster Canada's bilingual character, Telefilm has also offered an incentive for bilingualism in some of its programs and initiatives to encourage the development or the dubbing and subtitling of audiovisual products into both official languages. This incentive allows for the reimbursement of a certain percentage of funds disbursed by Telefilm for eligible projects to be waived, provided that the product be created in French and in English or be translated into the second official language.

This continuing effort allows the audiovisual industry's content creators in OLMCs to obtain results. In 2007-2008, Telefilm Canada renewed, for a period of two years, its Interdepartmental Partnership with the Official-Language Communities (IPOLC) with the Department of Canadian Heritage (PCH) to focus on the development of content creators working in the feature-film and interactive-media sectors in OLMCs. Thanks to the support of the IPOLC in previous years, television producers in OLMCs have been able to develop productions that reflect their reality, such as:

- Belle-Baie, a dramatic series of 13 episodes broadcast on CBC since March 2008, is the result of a continuing effort over several years. Audiences have exceeded 650,000 viewers, even when the show was broadcast at the same time as NHL games! The second season is currently being shot and the development of the third is to follow;
- Mon premier emploi, a children's series of 26 episodes about work and adolescents, is currently broadcast every week on TFO;
- La Voisine, by New Brunswick's Pamela Gallant, won the Best Short Film prize at the Atlantic Film Festival in Halifax. The short drama was funded by Telefilm, in partnership with the Canadian Broadcasting Corporation (CBC) and the National Film Board of Canada (NFB), from its writing phase through to its production.

<u>Awareness</u>

During the 2007-2008 period, Telefilm continued the implementation of its 2006-2009 Action Plan on Official Languages, which attests to the commitment on the part of the organization to put into action proactive measures aimed at furthering the objectives of the OLA, within Telefilm Canada's mandate. As with the previous year, 74% of Telefilm's 208 positions had a bilingual designation; this percentage also applied to management positions.

Telefilm continued to remind its employees and managers of the responsibilities inherent in the implementation of the *Official Languages Act*. In particular, Telefilm's senior managers participated in several studies conducted by the Commissioner of Official Languages and in the evaluation of the Multipartite Agreement carried out by the Department of Canadian Heritage (PCH).

Consultation

Within the context of the renewal of the IPOLC agreement with PCH, Telefilm consulted content creators in OLMCs in order to identify their needs before submitting a proposal to the ministry. Telefilm Canada's participation in many OLMC activities, as well as its organization of more formal consultations, made the success of newly launched initiatives possible. Participants in initiatives within Telefilm's Official Languages Activities (OLA) Program completed a survey, which revealed that 96% of participants were satisfied with the program *Écrire au long* and would recommend it to others.

The active participation of two OLMC representatives in the Working Groups for the Canada Feature Film Fund – one representative from the APFC and one representative of English-language producers in Quebec – allowed Telefilm to quickly obtain reactions and information regarding the Canada Feature Film Fund's programs. This also allowed the OLMC participants to raise awareness among their colleagues of their needs and their reality.

Communications

All of Telefilm's documentation is published simultaneously in both official languages. In 2007, during the celebration of its 40th anniversary, Telefilm presented a video-clip of which 50% of the soundtrack was in each of the two official languages. This clip was shown at all festivals across Canada and attested to the bilingual nature of the mandate, the activities and the productions funded by Telefilm Canada. In 2007, in order to facilitate applicants' access to Telefilm's various programs, all programs and initiatives addressing the needs of content creators in OLMCs were regrouped under the new appellation "Official Languages Activities Program". With objectives and expected results clearly indicated, it is now much easier for applicants to find initiatives that respond to their needs.

Coordination and liaison

Telefilm Canada's national coordinator responsible for the implementation of Section 41 of the OLA participated in meetings of the national coordinators' network and in the Working Group on Media Arts organized by PCH. Telefilm Canada also presented to the members of the Working Group for the Canada Feature Film Fund a project aimed at establishing partnerships between Telefilm and provincial funding agencies in New Brunswick, Manitoba and Ontario in order to finance small-budget feature-film productions for French-language OLMCs.

Funding and program delivery

In addition to programs specifically dedicated to content creators in OLMCs, all of Telefilm Canada's programs are open to producers and projects in both official languages. A support program for the dubbing and subtitling of Canadian productions into a second official language is also offered, to ensure that audiences throughout Canada have access to Canadian productions in the official language of their choice.

During 2007-2008, travelling workshops aimed at OLMC representatives, on the financing of interactive content, were presented in French in Winnipeg, Toronto, Moncton and Quebec, and in English in Montreal. In total, 44 participants took part in these highly successful workshops.

Accountability

For many years, Telefilm has been committed to fostering the development and ensuring the promotion of the audiovisual industry in Canada's two official-language markets. Telefilm uses performance indicators that are specific to the funding allocated to content creators in OLMCs; the tracking of resources allocated to projects aimed at supporting OLMC content creators allows Telefilm to closely monitor its level of investment in OLMCs and to adjust its initiatives as necessary. In 2007-2008, Telefilm continued to organize activities outlined in the 2006-2009 Action Plan. This strategic framework will continue to be employed in 2008-2009, and Telefilm Canada will begin to develop a new action plan that will be submitted to PCH.

Detailed Report of Results

Glossary – abbreviations:

APFC: Álliance des Producteurs Francophones du Canada

CBC: Canadian Broadcasting Corporation

CTF: Canadian Television Fund

DCI: Direction of interdepartmental coordination (PCH)

ELAN: English-Language Arts Network

FCCF: Fédération Culturelle Canadienne-Française

FRIC: Front des Réalisateurs Francophones Indépendants du

Canada

IPOLC: Interdepartmental Partnership with the Official-Language

Communities

NFB: National Film Board of Canada

OLMC: Official Language Minority Community PCH: Department of Canadian Heritage **QCGN:** Quebec Community Groups Network

A. AWARENESS – Expected result:
Introduction of a sustainable change in the federal institution's organizational culture: all employees and managers know and understand their responsibilities with regard to Section 41 of the Official Languages Act and OLMCs.

Languages Act and OLIVIOS.		
Activities carried out to obtain expected result	Outputs	Indicators to measure expected result
Telefilm strengthens its internal action plan developed by human resources to promote linguistic duality within the organization.	Telefilm's managers and employees are regularly informed of Telefilm's obligations with regard to giving due consideration to the official languages. They are made aware of the importance of the using both official languages for communications and internal meetings.	Concrete actions taken to promote linguistic duality within Telefilm.
	100% of internal documents intended for the Board of Directors are available in both official languages.	
Telefilm continues to review the linguistic profile of employees and managers occupying designated bilingual positions.	74% of all 208 positions have a bilingual designation; this percentage is the same in management positions and is unchanged from last year's percentage. The level of bilingualism is thus maintained.	Concrete actions taken to promote linguistic duality within Telefilm.
Telefilm continues to provide services to clients in both official languages.	100% of services are provided in both languages through the regional offices (Vancouver, Toronto, Montreal and Halifax) and clients have access to bilingual employees.	Percentage of services provided in both official languages.
Telefilm ensures that information on the implementation of Section 41 of the OLA (promotion of official languages and development of OLMCs) is included in new employees' orientation sessions.	Posters and leaflets issued by the Canada Public Service Agency were posted in strategic places and distributed in all departments. During orientation sessions, new employees were made aware of the OLA as well as of the bilingualism requirements of their positions. New employees were required to complete a questionnaire on the subject and take courses if their knowledge of the official languages was not at the appropriate level to satisfy the requirements of their position. These tools serve as a reminder that it is possible to work in the official language of one's choice. Bulletin 41-42 is also distributed electronically and copies are available in the cafeteria.	Percentage of new employees who received information on Section 41 of the OLA during their orientation sessions.
Telefilm increases awareness of the role of the Official Languages Champion in promoting official languages and OLMCs within the Corporation.	The OLA, the action plan and its results are posted on the Intranet in order to raise awareness among employees. A representative from Telefilm participated in the Canada Public Agency's Forum on Official Languages Good Practices on November 29, 2007.	Concrete actions taken to promote linguistic duality within Telefilm.
The national coordinator continues to oversee the implementation of Section 41 of the OLA within the Corporation.	The national coordinator participates in the development of new policies and programs to ensure Telefilm takes into account its obligations in accordance with Section 41 of the OLA.	Concrete actions taken to promote linguistic duality within Telefilm.

B. CONSULTATION – Expected result: Establishment of lasting relationships between the federal institution and OLMCs: the institution and the OLMCs understand one another's needs and mandates.		
Activities carried out to obtain expected result	Outputs	Indicators to measure expected result
Telefilm directors meet with OLMC representatives on a regular basis.	Before submitting a proposal to renew the IPOLC with PCH, Telefilm consulted representatives of the following groups: ELAN, QCGN, FCCF, APFC and FRIC, in order to ensure their needs were well identified. The APFC's representative sits on the Working Group for the Canada Feature Film Fund – French-Language Market; as well, a representative of Anglophone producers in Quebec sits on the Working Group – English-Language Market. This enables Telefilm to determine whether the measures adopted for the feature-film sector are appropriate for members of OLMCs, or whether they should be adapted. During the inception of new initiatives, Telefilm representatives meet with OLMC representatives to ensure the initiatives are well adapted to their specific needs. The Écrire au long initiative, for Francophones outside Quebec, was renewed for 2007-2008, and a new initiative, Feature It!, was launched for Anglophones in Quebec. In response to comments gathered from representatives of OLMCs, Telefilm renewed in 2007-2008 – albeit for a final year – Initiative 3, intended for project development.	Extent of OLMC participation in programs and services offered by Telefilm.
Telefilm representatives participate in relevant activities of organizations representing the audiovisual industry in OLMCs.	Telefilm representatives participated in the Working Group of Media Arts (February 2008). The Chair of the Board of Directors participated in two studies conducted by the Commissioner of Official Languages, Federal Government Support for the Arts and Culture in Official Language Minority Communities and Shadows on Canada's Television Landscape: The Place of French on the Air and Production in a Minority Context. Managers also participated in the evaluation of the Multipartite Agreement conducted by PCH and the FCCF.	Participation by Telefilm representatives in relevant OLMC events.
Telefilm continues to encourage and support the development of OLMC organizations in the audiovisual sector.	Telefilm continued to support several festivals pertaining to and involving OLMC representatives, such as the Festival International du Cinéma Francophone en Acadie in Moncton, the Festival Cinémental in Winnipeg, Cinéfranco in Toronto and the Rendez-vous du Cinéma Québécois in Vancouver.	Activities of industry-related OLMC organizations supported by Telefilm.

C. COMMUNICATIONS – Expected result:
The culture of OLMCs reflects a wide-ranging understanding on the part of the federal institution's mandate; OLMCs receive pertinent and up-to-date information regarding programs and services from the federal institution.

Activities carried out to obtain expected result	Outputs	Indicators to measure expected result
Telefilm's communications department continues to take into consideration OLMCs in its strategic plan.	Telefilm's business and communications plan identifies among its priorities for 2007-2008 the need to improve OLMC content creators' options for training and for accessing the Corporation's funds. To facilitate applicants' access to various official-language programs, all events and initiatives encompassed within a partnership with the IPOLC were regrouped in 2007 under the appellation <i>Official Languages Activities (OLA) Program</i> . The objectives and expected results of these activities are now clearly indicated, making it easier for users to navigate the programs.	Extent to which OLMCs are included in Telefilm's communications plan.
Telefilm continues to issue its main publications and to offer information on its website in both official languages.	At the beginning of each budgetary year, resources are allocated to translation for the purposes of publication and distribution.	All Telefilm documents are simultaneously released and easily accessible in both official languages.
	All corporate documents (annual report, updates to the business plan, press releases, notices to the industry) were published simultaneously in both official languages.	
	Telefilm continued to issue two publications: 1) Flash-Info: contains useful notices for the industry and reminders about deadlines and updates on funds and programs; and 2) Branché: presents news from the industry and commercial information that is expanded upon by Telefilm.	
	100% of Telefilm documents intended for external clients are accessible in both official languages on the website.	
	Telefilm presented a video-clip celebrating its 40th anniversary that had a bilingual soundtrack; this clip was shown at all festivals across Canada.	
Telefilm continues to communicate with stakeholders from OLMCs: individuals and organizations, media, and provincial and federal institutions.	Telefilm has a mailing list of approximately 3000 stakeholders from OLMCs; another of all provincial and federal stakeholders in the audiovisual sector; and a list of more than 100	Up-to-date contact list of organizations, individuals, media and government institutions targeting OLMCs
	newspapers and other Canadian publications, including media aimed at OLMCs. These lists are updated and stakeholders on the mailing lists receive information when there are new programs or initiatives to be announced to members of the audiovisual industry.	Degree of communication between Telefilm and stakeholders from OLMCs.
Telefilm uses <i>Bulletin 41-42</i> to communicate with other federal institutions.	Telefilm drew attention to a production financed by IPOLC funds by collaborating on an article in <i>Bulletin 41-42</i> (Volume 14, No. 1, Winter 2008), "La Voisine wins a prize at the Atlantic Film Festival".	Telefilm's contribution of articles and information to Bulletin 41-42.

D. COORDINATION AND LIAISON – Expected result: Collaboration with multiple partners to foster the development and the artistic vitality of OLMCs, and to share exemplary practices. **Activities carried out to obtain Outputs** Indicators to measure expected result expected result Telefilm informs other federal and provincial Through the Working Group on Media Arts, various meetings organized for the network of Type of partnerships created and maintained national coordinators, and events organized by the audiovisual industry (PRIME TIME and between Telefilm and federal and provincial institutions about its programs aimed at OLMCs; the Corporation develops and maintains APFTQ conferences, etc.), other federal (CBC and NFB) and provincial institutions have organizations, as well as other institutions. relationships with these institutions. been made aware of Telefilm's role as an investor in the audiovisual industry and of its initiatives for OLMCs. The Government Film Commissioner and Chair of the NFB is automatically a member of Telefilm's Board of Directors and is well-informed about initiatives launched by Telefilm targeting OLMCs. When Telefilm took steps to renew the IPOLC, representatives from the Corporation met with the CTF and the DCI to ensure that content creators working in the television sector in OLMCs who had received support through the former initiatives offered by Telefilm would receive the necessary support during the transition year, which saw changes in Telefilm's role in the management of the CTF. Members of the APFC were also consulted and made aware of the challenges relating to Telefilm's new role in the television sector. In 2007, Telefilm presented to members of the Working Group for the Feature Film Fund initiatives aimed at establishing partnerships between Telefilm and provincial funding agencies in the provinces of New Brunswick, Manitoba and Ontario, in order to finance the production of small-budget feature films for OLMCs. A plan is currently being studied by the various provincial agencies, and results are expected for the next fiscal year 2008-2009. Participate in meetings of the network of national The national coordinator participated in meetings (except for the meeting that took place Degree of Telefilm's participation in meetings of the coordinators responsible for implementing network of national coordinators. outside of Montreal) organized by the DCI for national and regional coordinators Section 41 of the OLA. responsible for implementing Section 41 of the OLA. Negotiate the renewal of the IPOLC. According Telefilm negotiated the renewal of the IPOLC for 2007-2008 and 2008-2009. The funds will Degree of advancement of the two components of to the new agreement, Telefilm will implement serve to quide content creators from OLMCs to platforms other than television and to other the IPOLC (English-language and Frenchclosely related initiatives in Francophone funds managed by Telefilm for feature film and interactive media. At the renewal of the language). communities outside Quebec and in Anglophone IPOLC. Telefilm took into account the needs of Anglophone content creators in Quebec (especially those outside of Montreal) and will develop initiatives for them. communities in Quebec.

Activities carried out to obtain expected result	Outputs	Indicators to measure expected result
elefilm continues to allocate funds to support ne development of French-language projects utside Quebec and English-language rojects in Quebec.	I) Initiatives for Francophones outside Quebec: Initiative 3: 10 French-language television projects were supported by the program in 2007-2008 for the development stage. Écrire au long: 2 Francophone projects outside Quebec were selected in May 2007 and received development support for the second stage of this initiative, that is, the development of a first draft of the screenplay. For the second year of the initiative, 10 French-language projects, of which five came from outside Quebec, were accepted in October 2007 to participate in the pre-development stage. II) Initiatives for Anglophones in Quebec: Feature Itl: 7 feature-film projects were supported for the pre-development stage; of these 7 projects, 2 were then selected to advance to the development stage of English-language feature-film projects. Strategic initiatives for the development of English-language feature films and television shows in Quebec: 26 applications were presented in Phase 1 and Telefilm retained 2 English-language projects: one feature film and the other in television. The creative teams behind these projects received financial assistance for the development of a first draft of the screenplay. III) For Both Francophones outside Quebec and Anglophones in Quebec: Travelling workshops on the funding of interactive content: two-day workshops in French took place in Winnipeg (9 participants), Toronto (11 participants) and Moncton (9 participants), and one session in English took place in Montreal (15 participants). Telefilm's programs enabled the funding, at various levels (project development, production, marketing or professional development), of more than 72 English-language projects in Quebec and 31 French-language projects outside Quebec. That means a total of 103 OLMC projects were funded by Telefilm's programs, representing a total investment of \$16.6 million or 14.7% of Telefilm's total budget. These results indicate a decrease from last year (2006-2007), which saw a total of 116 projects funded. This decrease is explained by	Percentage of budgets allocated to producers in OLMCs. Number of projects financially supported by Telefilm that are developed by producers in OLMCs.

E. FUNDING AND PROGRAM DELIVERY – Expected result: OLMCs are part of the federal institution's regular clientele and have adequate access to its programs and services; the needs of OLMCs are taken into account. **Activities carried out to obtain Outputs** Indicators to measure expected result expected result Telefilm renews its IPOLC agreement with The agreement was renewed for a period of 2 years (2007 to 2009) to support the The agreement is renewed. development of content creators in the feature-film and interactive-media sectors, as well as PCH and allocates available resources to initiatives targeting OLMCs. to support the transition of television producers to multiple platforms. Telefilm continues to support festivals and Level of support provided to festivals screening Telefilm funded the four film festivals featuring screenings in French outside Quebec with a other initiatives that foster the promotion and total budget of \$66,500. This budget constitutes 8.2% of Telefilm's budget for festivals, productions in the minority official language of the which represents an increase over the previous year, during which 7.9% of the total budget distribution of productions in OLMCs. region. was allocated to OLMC activities, for the same number of festivals. Telefilm continues to encourage the screening Telefilm developed two new programs for festivals and, given the limited resources, is Film festivals that devote a portion of their currently re-evaluating its support for this activity in order to potentially improve its of productions in both official languages at programming to productions in the second official Canada's major film festivals. effectiveness and scope. In 2007, the Festival des films du Monde received financial language. support for the dubbing and subtitling of films shown during the festival. Telefilm continues to provide financial support In 2007-2008, 7 Canadian English-language feature films were dubbed or subtitled into Number of projects receiving funding from Telefilm for the development, the dubbing or the French, and 7 French-language feature films were dubbed or subtitled into English – a total for development, dubbing or subtitling. subtitling of Canadian productions in the of 14 feature films, of which half were produced by OLMCs. This represents an increase second official language. from 2006-2007, during which year the dubbing or subtitling of 12 feature films was funded. of which 3 came from OLMCs. Among the works funded in 2007-2008 were Poor Boy's Game, Backup Man, Silk and Surviving My Mother. To foster Canada's bilingual character, Telefilm also offered an incentive for bilingualism in some of its programs and initiatives in order to encourage the development or the dubbing and subtitling of audiovisual products in both official languages. This incentive, which was employed by a total of 14 projects (of which 7 came from OLMCs), allowed for the reimbursement of a certain percentage of funds disbursed by Telefilm for eligible projects to be waived, provided that the product be created in French and in English or be translated into the second official language.

F. ACCOUNTABILITY – Expected result:
Full integration of Section 41 of the OLA and of OLMCs' perspective into the federal institution's policies, programs and services. The institution is able to determine how to better integrate OLMCs' perspective using the accountability structure, internal evaluations and examination of policies.

Activities carried out to obtain expected result	Outputs	Indicators to measure expected result
Telefilm conducts evaluations of programs that fall under the IPOLC initiatives.	Telefilm established a new strategic framework with regard to its new <i>Official Languages Activities (OLA) Program</i> aimed at OLMCs on its website, and plans to conduct an evaluation of this program in 2009-2010.	Evaluation reports of programs.
	All participants in activities within these initiatives are consulted by means of a survey that they complete after an activity takes place. The survey focuses on participants' level of satisfaction and its results will serve either to re-evaluate and improve various aspects or to simply renew the activities. In a survey of the program <i>Écrire au long</i> in 2006-2007, 96% of participants declared their satisfaction; 83% stated the program responded to their expectations; and 96% would recommend the program.	
Using information systems, Telefilm continues to track resources allocated to projects in OLMCs. Telefilm can thus report on the assistance given to these communities by region and/or by program.	Telefilm is able to provide statistics on all commitments undertaken by means of initiatives centred on the professional development of OLMC members, as well as on its main funds. (See Section E for the total amounts of main funds.)	Multi-year trend of resources allocated to OLMCs.
	For OLA initiatives, Telefilm submits a separate and detailed report to PCH. However, on March 31, 2008, despite the late signing of the IPOLC renewal with PCH, Telefilm supported the development of content creators in OLMCs and invested the following resources:	
	By program: Training: \$159,968 Development: \$325,631 Total: \$485, 599	
	And by region: West: \$110,424 Atlantic: \$53,207 Ontario: \$173,000 Quebec: \$148,599 Total: \$485,599	
Telefilm reports annually on the achievements related to the implementation of Section 41 of the OLA using the performance measurements identified in the action plan.	Telefilm produced a report on its obligations in accordance with the OLA and a report for the IPOLC.	Compliance of reports as percentage of reports delivered on time.
	Telefilm devoted a section of its 2006-2007 Annual Report (page 59) to elaborate on its OLA obligations. Telefilm submitted its annual report on official languages using the new template for reports. Its multi-year 2006-2009 Action Plan, submitted last year, is still in effect.	

Distribution list

- Clerk of the House of Commons Standing Committee on Official Languages See Committee's website for contact information: (http://cmte.parl.gc.ca/cmte/CommitteeList.aspx?Lang=2&PARLSES=392&JNT=0&SELID=CONTACT&COM=13193)
- Clerk of the Senate Standing Committee on Official Languages See Committee's website for contact information: (http://www.parl.gc.ca/common/Committee SenContact.asp?Language=F&Parl=39&Ses=2&comm id=595)
- Commissioner of Official Languages See website of the Office of the Commissioner of Official Languages for contact information: (http://www.ocol-clo.gc.ca/html/contact_f.php#ac)
- OLMC groups and organizations

It is incumbent upon federal institutions to publish their annual report of results on their website.

Exact website address of the federal institution's report of results:

See the Treasury Board of Canada Secretariat's guidelines on posting on the Internet (http://www.tbs-sct.gc.ca/pubs_pol/sipubs/comm/comm02_f.asp).