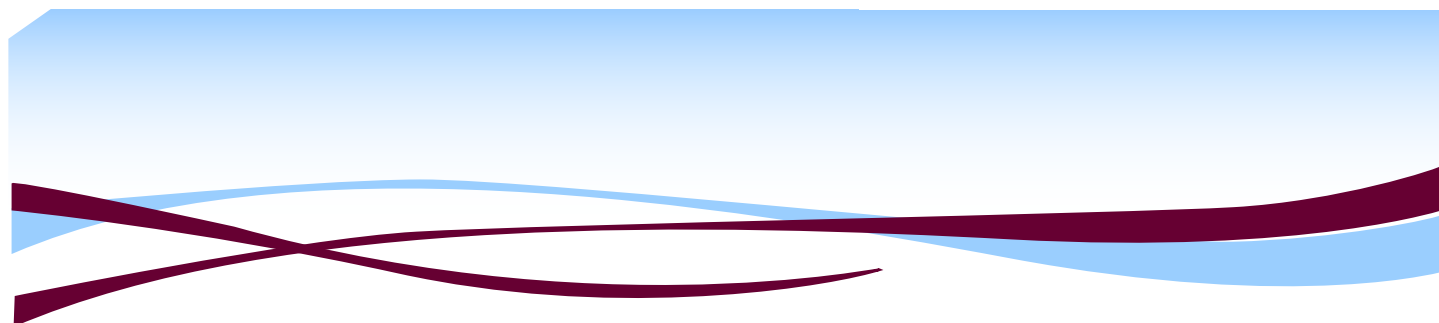




Canadian Radio-television and  
Telecommunications Commission

Conseil de la radiodiffusion et des  
télécommunications canadiennes



# CRTC Three-Year Plan

2012-2015



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Canada 

**CRTC**

**Three-Year Plan**

**2012–2015**

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## Introduction

The Canadian Radio-television and Telecommunications Commission (CRTC) regulates and supervises Canada's communication system in accordance with the mandate entrusted to it by Parliament, including achieving the policy objectives established in the *Broadcasting Act* and the *Telecommunications Act*. The CRTC also has responsibilities under Canada's anti-spam legislation, which addresses the sending of commercial electronic messages (e.g., spam), among other things.

The CRTC delivers its mandate from offices in the National Capital Region and regional offices throughout Canada, with participation from both National and Regional Commissioners and staff.

The CRTC's Three-Year Plan summarizes the key activities it expects to carry out through the period ending March 31, 2015 to implement its mandate. This document is intended to provide Canadians with information on the CRTC's plans in order to help them prepare and participate in its activities.

Guided by its legislative mandate, the CRTC seeks to ensure that Canadians have access to a world-class communication system. This overarching objective is supported by three pillars:

1. **Create**—The CRTC's activities under this pillar ensure that Canadians have access to compelling creative content, from diverse sources, on a variety of platforms. In particular, the CRTC encourages the creation of programming that reflects Canada's diversity and enables Canadians to participate in their country's democratic and cultural life.
2. **Connect**—The CRTC's activities under this pillar ensure that Canadians can connect to quality and innovative communication services at affordable prices and can have access to creative content. This includes services that facilitate access to the communication system by Canadians with disabilities.
3. **Protect**—The CRTC's activities under this pillar enhance the safety and interests of Canadians by promoting compliance with and enforcement of its regulations, including those relating to unsolicited communications. The CRTC also ensures that Canadians have access to emergency communication services, such as 911 services and public alerting systems.

Specific results are expected from each of these three pillars. The CRTC monitors and reports annually on its progress towards their achievement. For example, it will continue to keep a close watch on the availability of Canadian programs, the amount spent

annually on their creation and the audiences they attract. The CRTC will also monitor broadband speeds and the choice of Internet service providers available to Canadians, as well as the prices paid for telephone services. In addition, the percentage of Canadians who report receiving fewer telemarketing calls and the volume of spam prevented will be tracked.

The CRTC's efforts will be underpinned by a commitment to management excellence, which will ensure that its decisions are grounded in the public service's values and ethics, that it is a responsible steward of public funds and that it is accountable to Canadians.

Through its monitoring and national and international research activities, the CRTC will ensure that the Canadian communication system continues to deliver results for Canadians. As part of its ongoing plans, the CRTC intends to review its regulatory framework to ensure that it is forward-looking, effective and efficient, and that it remains aligned with a rapidly evolving and innovative environment. In particular, the CRTC's framework will empower consumers by providing them with the tools they need in order to make informed choices in a competitive marketplace.

Canadians can take pride in having built a communication system capable of serving the public interest. During the next three years, the CRTC will build upon this accomplishment to foster a world-class communication system for Canadians as citizens, creators and consumers.

The communication environment is very dynamic. Accordingly, the CRTC may need to adjust its plans in order to respond to emerging issues. A rolling three-year plan will be published annually.

## **Public proceedings and key ongoing activities**

During the 2012-2015 period, the CRTC plans to fulfill its responsibilities through a number of interrelated activities, including:

- Public proceedings and other initiatives relating to the CRTC's activities of Create, Connect and Protect; and
- Management Excellence.

## Create

2012–2013	2013–2014	2014–2015
<b>Policy processes</b>		
Implementation of the decision on the Local Programming Improvement Fund for over-the-air television services	Targeted review of Commercial Radio Policy for French-language markets, including review of regulations concerning the broadcast of French-language vocal music	Review licensing of Category A specialty television services
	Review Ethnic Radio and Television Policies	
Review Pay-per-view Policy	Targeted review of Commercial Radio Policy for English-language markets following the completion of the review of French-language markets	Review Native Radio Policy
Evaluate whether music genre should be opened to competition for specialty television services	Review Genre Protection Policy for specialty television services	
<b>Licensing processes</b>		
Satellite radio licence renewal		Group-based renewal for Rogers' television services
CBC/SRC licence renewals		Licence renewals for French-language over-the-air television stations
Licence renewals for independent television services and review of 9(1)(h) mandatory distribution applications		
<b>Ownership</b>		
BCE/Astral merger		

2012–2013	2013–2014	2014–2015
<b>Streamlining</b>		
Review and streamline requirements of current radio exemption orders	Continue to review and streamline existing broadcasting exemption orders; consider exempting more types of radio services	
Canadian content development administration for radio		
Streamline tangible benefits policy		
Exemption of small Category B services and additional third-language services		

## Connect

2012–2013	2013–2014	2014–2015
<b>Policy processes</b>		
Review regulatory framework for small incumbent local exchange carriers		Review of Essential Services Policy
	Review regulatory framework and modernization plan for Northwestel	
Review confidentiality of wholesale services costing information	Review of methods used to establish wholesale prices	
Develop municipal access model agreement		
Voice network interconnection implementation	Voice network interconnection implementation	Voice network interconnection implementation
Wireless consumer terms of service		

2012–2013	2013–2014	2014–2015
Telecom accessibility issues <ul style="list-style-type: none"> <li>• Video relay service</li> <li>• Accessibility of mobile wireless handsets</li> </ul>	Telecom accessibility issues <ul style="list-style-type: none"> <li>• Video relay service</li> <li>• Accessibility of mobile wireless handsets</li> </ul>	
Implementation of vertical integration decision	Implementation of vertical integration decision	
<b>Applications</b>		
Wholesale high-speed access services billing implementation		
<b>Licensing Processes</b>		
Licence renewals for satellite relay distribution and direct-to-home satellite undertakings		

## Protect

2012–2013	2013–2014	2014–2015
Monitor deployment of public alert system	Monitor deployment of public alert system	
		Review of regulatory framework for next-generation 911 services
Stolen wireless handsets		
Investigate complaints and enforce the Unsolicited Telecommunications Rules (UTRs)	Investigate complaints and enforce the UTRs  Use full range of enforcement tools to promote compliance	Investigate complaints and enforce the UTRs  Update environmental scan to ensure responsiveness of compliance and enforcement program



<b>2012–2013</b>	<b>2013–2014</b>	<b>2014–2015</b>
Review UTRs to ensure continued responsiveness to market conditions	Implementation of revised UTRs	Implementation of revised UTRs
Develop international and domestic partnerships facilitating enforcement activities related to the National Do Not Call List (DNCL) and Canada's anti-spam legislation (CASL), including development of an International Do Not Call (DNC) Network	Continue to develop International DNC Network, and partnerships and enforcement agreements for the National DNCL and CASL with cooperating countries	Leverage International DNC Network and provide cooperation to foreign counterparts with respect to cross-border National DNCL and CASL cases
Draft regulations for Telemarketing Fees	Implementation of the regulations for Telemarketing Fees	
Develop program enforcement policies, procedures and supporting infrastructure to support CASL	Commence enforcement of CASL when the legislation comes into force	Enhance compliance with CASL through use of enforcement tools, and review internal enforcement policies
Develop and put into operation the Spam Repository Centre	Analyze complaints received related to CASL	Analyze complaints received related to CASL
		Prepare for parliamentary review of CASL activities

## Management Excellence

<b>2012–2013</b>	<b>2013–2014</b>	<b>2014–2015</b>
Update CRTC Performance Management Framework	Monitor progress towards achieving expected results	Monitor progress towards achieving expected results.
Implementation of job rotation program	Continue job rotation program	Continue job rotation program
Review and update training programs	Review and update training programs	Review and update training programs.
Deliver strategic thinking and leadership training programs	Deliver strategic thinking and leadership training programs	

2012–2013	2013–2014	2014–2015
Perform talent management exercise and develop succession plan for key positions	Perform talent management exercise and develop succession plan for key positions	Perform talent management exercise and develop succession plan for key positions
Review organizational structure and priorities with a target of reducing operating costs by 5% over next three years	Continue review of organizational structure and priorities	Continue review of organizational structure and priorities
Complete CRTC Code of Conduct to support and augment the Values and Ethics Code for the Public Sector		
Initiate process to review internal financial systems and controls	Continue review of internal financial systems and controls	
Develop IT strategic plan	Implement IT strategic plan	Implement IT strategic plan

## Other Key Ongoing Activities for Create, Connect and Protect

- Broadcast licence applications (for new licences or licence amendments);
- Hearings on licence renewals of stations with non-compliance issues;
- Alternative dispute resolution;
- Process forbearance, review and vary, tariff and other applications;
- Numbering resource management;
- Monitor access to broadband Internet services, including download and upload speeds;
- Monitor the steps taken by television distribution companies to respond to consumer demands by increasing the flexibility of their packages;
- Coordinate and facilitate the activities of the CRTC Interconnection Steering Committee;
- Coordinate and facilitate the activities of industry working groups (e.g., closed captioning working groups);
- Enforcement of policies and requirements related to:
  - Internet traffic management practices;

- Voice over Internet Protocol 911 requirements; and
  - Loudness of commercials;
- Manage the National DNCL operator and the Spam Reporting Centre;
- Draft and submit annual report to Parliament related to the National DNCL;
- Intake of complaints and reports to the Spam Reporting Centre;
- Participate in working groups related to CASL enforcement and coordinate with the Office of the Privacy Commissioner and the Competition Bureau, and coordinate with Industry Canada for reporting requirements and public education;
- Develop and report on Performance Management Framework for CASL;
- Design public education and outreach initiatives for the National DNCL and CASL;
- Improve the CRTC website to ensure that it is intuitive to use and accessible to all Canadians, and monitor the effectiveness of changes made to the website;
- Monitor trends in consumer complaints;
- Conduct environmental scans to identify and monitor emerging trends;
- Improve outreach activities to consumers and public-interest groups;
- Publish research and analysis to stimulate public dialogue and debate of strategic issues;
- Monitor regulatory developments in countries designated as priority by the Canadian government and countries with progressive regulatory regimes; and
- Analyze, monitor and report to the public on the communication industry by publishing the annual *Communications Monitoring Report*.