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YEAR-END REPORT
1989-1990



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ADMSR

Year-End Report

1989 -1990

Our mission is "Nation-building: helping Canadians share their ideas, information and dreams."

ADMSR Year-End Report
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EXECUTIVE SUMMARY

In the Spectrum Management and Regional Operations (ADMSR) Sector, resources for 1989-90 totalled 907 person-years and almost \$50 million. Our activities over the year have been aimed at achieving the objectives and thrusts outlined in last spring's strategic document. The year was characterized by major achievements in spectrum management, most notably the passage of the Radiocommunication Act, and further regionalization efforts directed at local program delivery and project management in the areas of communications technology and cultural development. In addition, the coordination and organization of 20th anniversary activities received special attention, particularly on the part of our Public Affairs managers.

In reviewing sector achievements over the year, the linkages to our operating principles are clear and unmistakable. Every initiative can be tied to one or more of the principles which motivate our action. Service is our highest goal and we provide it through good management, teamwork and shared values. Effective communications enable us to serve our clients, to care about our individual employees and to recognize achievement.

Resource Management

In today's complex environment, human resources remain a major focus of attention. Dialogue throughout the Sector, reinforced by the government's Public Service 2000 revitalization initiative, was intensified through the implementation of our Human Resources Action Plan, which focusses on training, appraisals and an employee exchange program, in response to the major issues raised in the Employee Survey and the Mission Exercise. As part of the ADMSR action plan, a second series of town hall sessions was held across the country to take the pulse of the Sector. During these discussions, we reviewed our six operating principles and reaffirmed our commitment to the department's mission.

Within the Sector, we have also continued to forge ahead and build on our results in the areas of representation of women in non-traditional occupations and the participation rates of francophones.

Spectrum Management

In regard to legislation, the proclamation of the new Radiocommunication Act on October 4, 1989 represented the culmination of our efforts to modernize the major legislation under which we manage the spectrum.

New regulations establishing Radio Common Carrier (RCC) system licensing were given final approval by the Special Committee of Council on December 14, 1989 and come into effect on April 1, 1990. The special measures required to implement the new fee structure for April challenged our ability to adjust and adapt in order to meet the timetable for implementation.

The emphasis on increased efficiency through automation continued, particularly with the installation of local area networks for the sector, with associated training and support provided.

Efforts to reduce and streamline the regulatory burden were pursued. For example, the authorization process for cellular base stations was streamlined and a simplified process for VSAT licensing developed.

The licensing selection process for the nationwide 900 MHz paging frequencies was conducted in a sensitive and professional manner which was generally acknowledged by the applicants.

We acted in the public interest by developing a Hearing Aid Compatibility requirement in the Terminal Attachment Program and adding technical requirements and test methods to the Certification Standard.

A number of policy issues demanded our attention at the final meetings of the CCIR four year study cycle; these were in the area of high definition television, digital sound broadcasting and personal mobile services as well as the anticipated growth in cellular telephony and personal communications, with their associated spectrum requirements. These and similar issues were also explored at the Spectrum 20/20 November conference whose theme was "Innovations: Sharing the Challenge".

A three-year strategic plan has been developed to deal with the issues raised by electronic equipment immunity. Our intent is to avoid regulation and

emphasize a responsible manufacturers' after-sale policy of repair, replace or refund.

We reached an agreement with Health and Welfare Canada on a non-ionizing radiation computer prediction model to be used as an environmental safety check in the broadcast station application process. This initiative was undertaken in response to public concern about the health effects of strong radio frequency systems.

We were also able to maintain Canada's leading position in the matter of prediction and control of interference to airborne instrument landing system equipment from FM broadcast stations through our work on an FM/NAVCOM computer analysis model.

Over the fiscal year, our network of regional and district offices issued 99,400 new and amended radio station licences and processed a total of 925,000 renewals, an increase of 13% over 1988-89. In addition, some 10,100 interference complaints were investigated and resolved. Of this total, approximately 4,000 were cases of interference to radiocommunications system such as those used by police, fire, air navigation and commercial dispatchers.

In the area of broadcasting regulation, a total of 3,094 new, renewed and amended broadcasting certificates were issued. Of this total, 1,155 were for AM/FM radio, 974 for television and 965 for cable services.

Communications and Culture

The increased focus on regional involvement in program delivery and policy development was maintained, and in particular through the decision to relocate the duties of the regional museum consultants from the Museum Assistance Program at headquarters to the five regional offices. By year-end, one consultant had relocated and the staffing process was underway in the other regions.

This year also saw a delegation of responsibility for some aspects of the Cultural Initiatives Program from regional to district offices, particularly in the case of analyses of festivals and special events. This district delegation took either the form of permanent duties or pilot projects with subsequent evaluations.

The Regional Development Steering Committee met several times throughout the year to review strategic priorities and approve key projects. Regional development, which was pursued through a number of collaborative projects with partners in the public and private sectors, resulted in successful initiatives such as our contribution to the establishment of the Canadian Centre for Marine Communications in Saint John's, Newfoundland and the Legal Information System and Technologies Foundation at the University of British Columbia. Negotiations also continued towards the signing of cultural cooperation agreements with Prince Edward Island and New Brunswick. In Ontario and Central Regions, project management under the existing Economic and Regional Development (ERDA) sub-agreements continued as a major focus of activity.

Over the course of the summer, responsibility for Communications and Culture and Public Affairs in the Quebec Region was transferred to the new Assistant Deputy Minister for Quebec giving the department a single voice in the Region.

Public Affairs

The scope of regional Public Affairs activities continued to expand over the course of the year, notably with increasing responsibilities in the area of communications planning, internal communications and the production of regional newsletters.

Emergency Telecommunications

In Emergency Telecommunications, work has progressed on the telecommunications elements of Emergency Preparedness Canada's earthquake plan, which may be expanded to include all hazards. DOC is currently preparing an Emergency Procedures Book which will include telecommunications procedures in the event of hazards and emergency situations.

The Department also participated in the development of international telecommunications traffic plans in emergency situations and in training during national and international training exercises.

Government Telecommunications

In GTA, the expansion and modernization of telephony services continued with expansions to Belleville in Ontario, the Vancouver International Airport, South

Vancouver and Truro in Nova Scotia. Voice messaging technology underwent a successful trial in Halifax with applications for Statistics Canada, Public Works and Environment Canada. The Government Voice Messaging Service was installed in Ottawa, Vancouver, Toronto and Montreal.

The government's private network was extended to provide service to Northern British Columbia, Yukon and the Northwest Territories.

Report Structure

While this report cannot fully reflect the broad range of ADMSR responsibilities, it does illustrate the breadth of work involved and our ability to respond to our evolving environment.

The report is divided into three major chapters: Twentieth Anniversary initiatives, Resource Management and Operational Performance. The Resource Management section summarizes our performance in the human and financial resource areas while the Operational Performance section briefly describes some of the major achievements of five groups: Spectrum Operations, Communications and Culture, Public Affairs, Emergency Telecommunications and the Government Telecommunications Agency. The Public Affairs and Communications and Culture staff are located in our regional offices and GTA staff in our regional and district offices, while Spectrum Operations and Emergency Telecommunications responsibilities are distributed throughout the Sector.



TWENTIETH ANNIVERSARY



TWENTIETH ANNIVERSARY

ADMSR employees participated in a variety of special activities to mark the 20th anniversary of the Department's creation on April 1, 1969. The combined efforts of regional Public Affairs managers, the Steering Committee representatives in DAP and DGIS contributed to a number of significant achievements.

Departmental Initiatives

Mission plaques, developed to illustrate the importance of our shared mission, are now displayed prominently in regional and district offices across the country.

Of the 243 commemorative awards presented to employees with 20 years of service, 127 were given to ADMSR employees, 88 of whom are located outside Headquarters. These holographs were presented in various fashions across the country.

In Ontario Region, for example, 120 of the 140 employees from Toronto through Windsor gathered for a morning with ADMSR in July. Twelve "pioneers" received recognition for their 20 years with the Department, and seven retirees who joined the group for lunch received a 20th anniversary T-shirt as a memento.

In August, in Sault Ste. Marie, with all members of the Ontario North office present, three staff received their awards as pioneers. This coincided with Ontario North's annual operations conference. The city of Sault Ste. Marie recognized DOC's long history at the "SOO" by declaring it "DOC week."

In Brockville in October, staff from our Belleville and Ottawa offices gathered and 20 year "pioneer" awards were made to four employees.

Sector Initiatives

The amateur radio station, officially opened by the Minister at the 20th anniversary launch, was a great success with employees as well as the HAM radio community both in Canada and internationally. Arrangements are currently being made to continue operating the station on a permanent basis.

The Spectrum 20/20 Conference held in collaboration with the Radio Advisory Board of Canada gathered a variety of radio industry and government participants together in Montreal in late November to discuss a range of radio spectrum issues and the options for meeting the challenge of increased usage.

As a 20th anniversary project, ADMSR and DGIS produced a new version of a sticker for marine radio operators, a popular item which was no longer available. Designed to alert Canadian boaters to emergency radio communications procedures, the sticker will be available for distribution to the boating community in the spring of 1990-91.

Of the 19 individuals honoured in the first annual Employee Recognition Awards Program last fall, seven ADMSR employees were nominated for their personal and professional activities. **John Ohnmacht**, from the London District Office, established a communications link between Canadians and earthquake victims in Mexico City. **Joanne McCourt**, a radio inspector at the Toronto District Office, won an award for her four years of after-hours work with the motorcycle unit of the Metropolitan Toronto Auxiliary Police Force in public safety, crowd control, special events and searches for missing persons. An integrated electronic application tracking and index system was created by **Battista Foderaro** in Winnipeg. **Angèle Bourgeois**, recently retired from the Atlantic Regional Office in Moncton, received a recognition award for her special contribution to the establishment of the St. Andrews Chapel Historical Centre in Prince Edward Island. **John Nosotti**, from the Toronto District Office, was honoured for his work as a Commanding Officer and Instructor to junior officers at the Militia Staff School in Toronto. **Michel Milot**, from the Quebec Regional Office, coordinated the emergency and telecommunications activities and installation of telephone and radiocommunications equipment during the PCB warehouse fire in St-Basile-le-Grand.

Martin MacLellan, Michel Leblanc and René Guerrette, the Atlantic Region's INTERACT Project Designer Group, conceptualized, designed, constructed and implemented INTERACT, a system that allows personnel to remotely control and access radio gear in an area outside the local coverage range.

A group award was presented to the publishing team of **Liaison**, Central Region's newsletter which features a variety of topics, including employee activities, health and fitness, and sports. Staff at the Toronto District received

an award for their work on radio communications planning and support at the Toronto Economic Summit in June 1988.

At headquarters, **Tom Racine** from the Automated Spectrum Management Systems Division was rewarded for outstanding involvement in the development and implementation of the Automated Spectrum Management System (ALS).

Members of the Canadian delegation were honoured for their involvement in WARC Orb-88; among those who were recognized were ADMSR employees **Ron Amero, Ralph Zeitoun, Vish Sahay, Art Carew, Ed DuCharme and Veena Rawat.**

Headquarters Initiatives

Sector employees and their families attended the August corn roast held at the Department's Communications Research Centre and the October dinner-dance. As part of DOC's role as host department for the federal service division of the Ottawa-Hull United Way campaign, several ADMSR managers contributed time and effort to the organization of the campaign for a portfolio of federal departments and agencies.

Regional Initiatives

The April 1st anniversary celebrations in the regions benefitted from communications links to headquarters and district offices. In Ontario, a number of retirees joined staff in reflecting on the Department as it was in 1969 and the many changes over the years. In Toronto, Lorne Greenwood, the Regional Superintendent of Radio Regulations and regional head in 1969, brought greetings to all.

District Directors gathered in Ottawa for a full week at the end of October taking advantage of this special opportunity to refresh their knowledge of all sectors of the Department and debate management issues with their counterparts and headquarters colleagues.

Regional public affairs staff, in collaboration with DGIS, organized photo shoots of DOC employees at work. The Department now has an updated and expanded library of photos for exhibits, reports and presentations.

Regional and district office staff organized a series of special activities whose primary goal was client outreach, as well as a variety of social events.

Shortly after **Pacific Region** welcomed W. J. Kozar as its new DG in the fall, it hosted an Open House in Vancouver for the Department's clients in the spectrum, cultural and technical fields.

Larry Reid, a former Pacific Region employee reflected upon his experience as a radio inspector, writing an early history of the West Coast radio service which is now available in the DOC library.

On December 1, **Central Region** hosted an Open House for clients in Edmonton. The Calgary District Office organized a contest to design a lapel pin. After the winning design was selected, 700 pins were made and sold and over \$400 in profits donated to the United Way. The region was present at 12 different trade shows dealing with spectrum management. The Yellowknife District Office set up an amateur radio club station which is active in all HF bands and communicating with amateurs around the world.

On December 20th, 13 employees in **Ontario Region** received the first awards under the new program of Director General's Awards. The awards were given to Toronto staff who assumed extra duties during the absence of the Regional Manager, Public Affairs.

As part of the 20th anniversary outreach program, the Kitchener Office took part in the Central Ontario Exhibition in Kitchener while Ottawa District staff participated in the Ottawa Super Ex and London staff participated in London's Western Fair. Sault Ste. Marie staff developed, decorated and staffed two floats for the Community Day parade and the District Director appeared on local television to promote the department and the 20th anniversary.

Quebec Region staff participated in special exhibits in Chicoutimi, Sherbrooke, and Rimouski as well as Expotec and Radiocomm'89 in Montreal.

Atlantic Region developed a 20th anniversary bookmark for clients and employees. Three special exhibits were organized: Le Festival des Acadiens in Nova Scotia, Marine'89 in Newfoundland and Lifestyles of the 1990s in New

Brunswick. Reaching a combined public of about 15,000, these events helped to promote the Department's role in communications, culture and spectrum management. The region has recently launched a regional newsletter, ***InterComm Atlantic***, as a result of a successful internal exercise which has generated a communications committee in the region. A special bake-off contest between the various units and districts in the region was also a resounding success, with the winning recipe featured in the first issue of ***InterComm Atlantic***.

As well, on the July 1st weekend, Moncton spectrum control standards officer Jim Wade held an open house as he received a special call sign for the region's amateur radio station. He reached over 1,500 amateur radio contacts in 75 countries, 48 U.S. states and 9 provinces.



RESOURCE MANAGEMENT



RESOURCE MANAGEMENT

Human Resources

After refining our Human Resources Action Plans at the Sector and Regional/Branch levels in 1988-89, this year saw a move to implementation as we directed our efforts to initiatives in the areas of training, employee appraisals, employee recognition and an internal employee exchange program.

In spite of resource cutbacks of about \$100,000, we directed the available training budget of \$586,000 to areas where the effect would be the greatest. This was accomplished in large measure by adopting a structured approach that includes a training needs analysis to plan for and control the use of this budget. We have been pleased to learn that other sectors now recognize this approach as a useful model for the Department.

A significant effort was put forward in the area of appraisals and the use that is made of them.

Timeliness and Quality

Last year, ADMSR was the first Sector to complete its appraisals. Management's focus on the appraisal process had a positive effect on the quality of the written appraisal itself and on the process of ongoing performance review. The sector has instituted a practice of reviewing performance at least three times a year in conjunction with the normal management review process at 5, 9 and 12 months.

Effect on Training

Data capture enables us to determine the correlation between the training recommended on appraisals and the training received by employees - a concern identified by employees in mission discussions. For fiscal year 1989-90, we achieved a correlation of over 60% and plan to improve this figure this year. Focussing on this issue benefits the employees and the sector in two important ways: at appraisal time, care is taken to recommend training that the employee is in fact likely to receive; and the training recommended is more likely to respond to a true Sector requirement.

Effect on Career Enhancement

Using the information contained in the appraisal, we have actively promoted career enhancement initiatives through secondments, industrial exchanges, and other mechanisms. At the end of 1988-89, a total of 22 people were involved in such initiatives while the figure now stands at over 30. In addition, we are encouraging the promotion of our own people when acting situations materialize. This concerted effort has been judged positively by both employees and managers.

The Resolution of Contentious Issues

The practice of drawing difficult situations to the attention of the ADM by identifying all employees rated satisfactory or less for review with the responsible DG has led to the resolution of several cases this year.

Although we had planned to pursue a Sector recognition program, we have decided to postpone this initiative until we are better able to gauge all the issues at stake including the relationship to current recognition initiatives at both the Public Service and departmental levels.

To deal with the issue of limited career opportunities raised in the employee survey, the Sector has implemented an Exchange Program. This program is Sector specific at the moment and does not interfere with other programs such as secondments. To demonstrate its commitment to this initiative, Sector management has allocated \$100,000 to the program to permit exchanges with and between the five regions and Headquarters.

Finally, a structured employee orientation process has been put in place for the headquarter branches of ADMSR. When new employees report to work, a checklist will ensure they are briefed on routine matters ranging from the location of the photocopier to the organization and role of the Sector.

In addition to these Sector wide initiatives, each DG took steps to deal with matters specific to each branch or region. One of the common threads in all these initiatives was the focus on internal communications. Notable accomplishments included:

- the establishment of a WordPerfect working group to assist users in the Atlantic region;

- in Quebec, the publication of a flyer outlining regional achievements and participation in a number of projects such as Spectrum 20/20;
- in Ontario, attention has been paid to specific employee concerns such as improvements to internal communications utilizing the local area networks;
- Central Region, having decided to improve its communications skills, developed and presented a series of two-day workshops for all staff entitled "Let's Communicate";
- Pacific developed a regional awards program and launched an employee Speakout Program;
- at HQ, DG's enhanced communications through staff meetings and circulation of minutes as well as by personally congratulating people when a job was well done.

ATLANTIC REGION

The work environment and job satisfaction of many employees have been enhanced as a result of initiatives launched under the Atlantic Region's PRIDE Program. Planned and implemented following the Employee Survey and in consultation with employees, these initiatives included enhanced training, merit awards, secondments and acting appointments, improved communications and other activities.

ONTARIO REGION

A major area of concern emanating from the discussions with staff leading to the development of Ontario's regional "action plan" was the lack of specific recognition of the special role of administrative support staff, and lack of a forum where their needs could be identified for further action. To correct this deficiency, the Administrative and Technical Assistants from the region's seven district offices, and from the engineering division, met in Toronto in December for an update on the many changes affecting their work, and to bring forward suggestions for changes and improvements. They were joined by other regional administrative staff for many of the sessions.

A representative committee was created, and regular teleconferences will be held to ensure effective communications, and identification of issues or concerns in their areas of expertise.

In Ontario, the staff attrition rate has been very high, requiring extremely high resource allocations to training new staff. Staffing activity, and the related training and pay measures, constituted a major accomplishment during the year. On December 31st, 1989 41 indeterminate staff (23%) had occupied their positions for less than one year. Of these 41, 33 had been appointed after April 1st. And 23 of these were new to DOC.

Sixteen new radio inspectors have been recruited, one of whom has already accepted a transfer back to Atlantic Region. In order to compete with other employers and to entice candidates from the Atlantic provinces to move to Toronto, the entry level salary for Toronto District was raised to the maximum of the EL-1 level.

The Ontario Region personnel division has achieved excellent staffing results and has handled the many pay actions required in support of those being hired and leaving in a very efficient manner.

New staff take time to "come up to speed", and remaining staff, many of whom are relatively new themselves, have shouldered the responsibility for both training new staff, and getting the work done.

An experiment to carry out the technical training coordinator duties on an acting basis in the Hamilton District Office has been successful to date. Although it had been expected that the employee would spend only half of his time on the training function, almost 100% of his hours have been devoted to training duties. While the Hamilton office operations have been affected, the overall benefits for the employee and the organization have far outweighed any disadvantages.

A strategic objective of the Ontario Region in 1989-90 was to increase the participation of district offices in Communication and Culture, Public Affairs and other less traditional district activities.

The Canada-Ontario Cultural Development Agreement provided opportunities for District Directors and their staff to carry out a number of tasks on a delegated basis, effectively increasing the number of person-years available to the Communications and Culture portfolio.

The Ottawa District Director participated in the Heritage Region's Declaration of Agreement Presentations in Carleton Place. His participation included giving a short speech outlining the Department's role in funding the Lanark Heritage Region Project. He also participated in a Heritage Region's Declaration in Perth where copies of the Lanark Heritage Region Project Agreements were conveyed to representatives from the townships of North Burgess, Drummond, Bathurst and the City of Perth.

Hamilton staff attended a reception at Oakville Centre for the Performing Arts hosted by the Oakville Arts Council; the Regional Niagara Emergency Broadcast Network meeting and demonstration at Thorold; the Burlington Waterfront Symposium; and a Steering Committee Meeting for the Great Lakes Science Centre and reports were prepared in each instance.

The Ontario North District Director and the Inspectors-in-charge of Thunder Bay and Kenora sub-offices attended the 5th anniversary celebrations of the Wawatay radio network at Sioux Lookout in late September, and have assumed the lead role in the development of a radio operators handbook, to be printed in Cree, for the society.

The Ottawa District Director is the department's "on site" project coordinator for the Rideau Canal Museum project, as is the Ontario North Director for the two ERDA projects in Sault Ste. Marie. The Ottawa Director also arranged press attendance for the funding announcement of the Arts Court Project.

CENTRAL REGION

In Central Region, in response to the employee survey which revealed that clerical staff were often frustrated over a lack of job enrichment, clerical staff and their managers were encouraged to identify opportunities for providing new challenges. Several clerks in the Regional and Manitoba District Offices have exchanged jobs for timeframes up to several months. Clerical staff in some district offices have accompanied radio inspectors on routine field work. The clerks are usually the first point of contact for clients and getting hands-on experience has given them more confidence in responding to questions. A

clerk was also seconded to Headquarters to learn and to exchange ideas with staff in the Automated Applications Division.

Central Region also identified the need for more EDP hardware in order to make better use of automation in improving its services. Management reallocated capital funds to purchase additional microcomputers and associated peripherals. At the same time, EDP related training was emphasized. Staff developed and presented training courses to provide basic skills to use the new hardware effectively. As a result, staff are now equipped with the tools and skills needed to improve their performance.

PACIFIC REGION

In Pacific Region, an "Operations 2000" report completed by a task force of operations staff and drawing on the expertise of individual Regional Managers, examined both minimum and maximum workload projections based on estimates of growth in licensing, proposed regulatory changes and forecasts for all the principal program delivery areas for which the region is responsible.

Pacific Region developed a Certificate of Merit given by the District and Regional Operations Managers (DROM); implemented a Speakout Program designed to provide employees with an opportunity to communicate in confidence and anonymously if they wish, to senior regional management on any work-related issue; and an employee checklist has been established which encourages regular meetings between staff and supervisors.

Equitable Representation and Official Languages

Continued effort in Quebec has resulted in achieving our linguistic representation targets ahead of the planned date of March 31, 1990. We have also continued to make progress with the staffing of women in non-traditional occupations, increasing the number of women employed in the Sector in the EL category to 17 and as engineers to 5.

Productivity

Largely through the commitment of the people in this Sector, productivity has continued to show improvement. The chart on the next page shows the change in the relative positions of our Radio Station Population, our expenditures in constant dollars and person-years over the past five years.

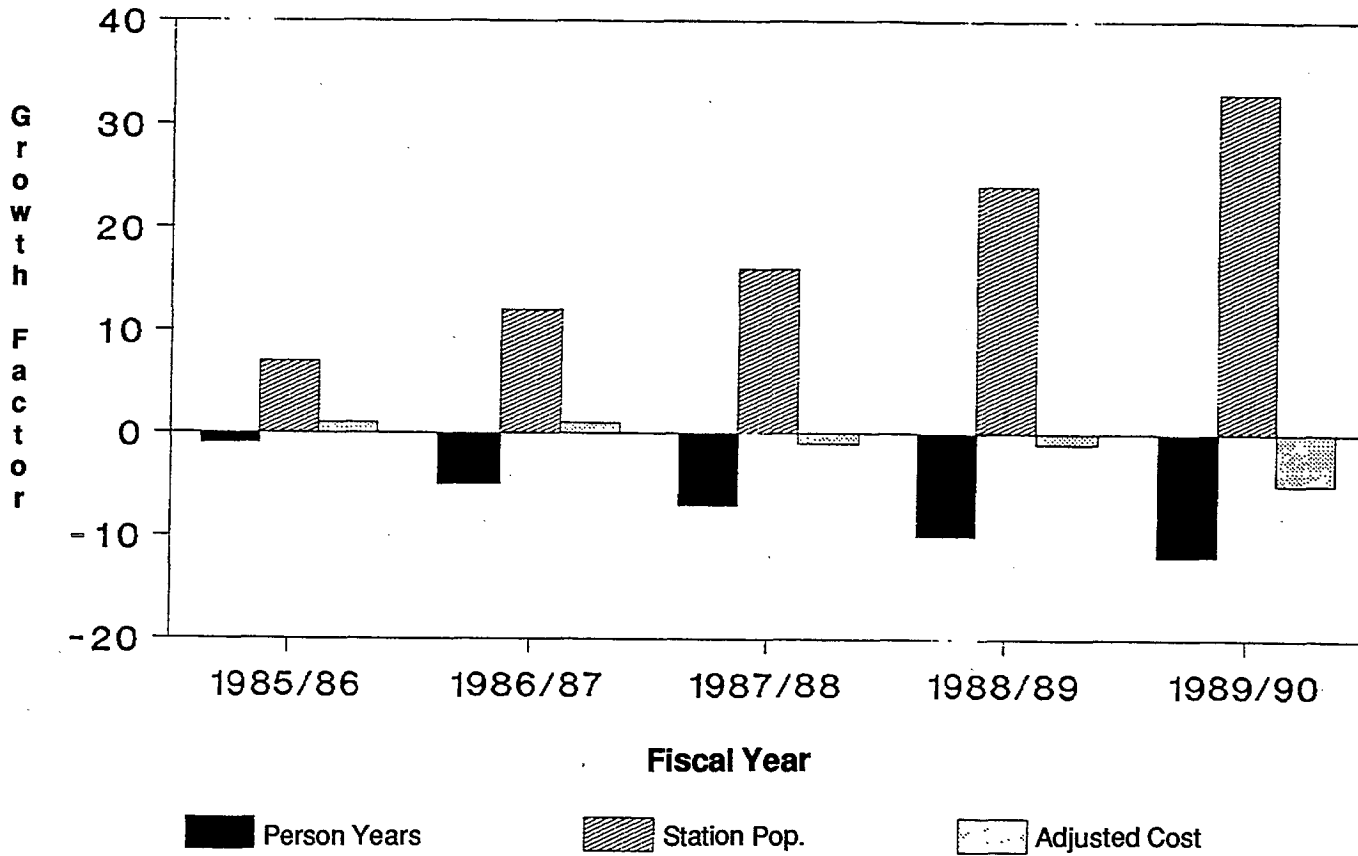
Financial Resources

Sector expenditures amounted to \$49,694,000, an increase of 1.6% over 1988-89. The reduction in the number of P-Y's utilized (19.5) from 1988-89 contributed to keeping the increase in costs at this level. The table below illustrates the allocation of our resources and compares them to the previous year.

	1989-90			1988-89	
	Plan	Actual	Variance	Actual	Change
Person-Years (\$000)	907	903	4.0	922.5	(19.5)
Salaries	\$ 37,887	\$ 38,165*	(\$ 278)	\$ 39,120	(\$ 955)
G & S	9,491	9,491	0	6,675	2,816
Capital	1,993	1,993	0	3,077	1,084
Grants	45	45	0	35	10
Total	\$ 49,707	\$ 49,694	\$ 278	\$ 46,854	\$ 787

* includes approximately \$1.7 million in backpay

Normalization of Spectrum
Management
PY's, Cost, and Licence Population



OPERATIONAL PERFORMANCE



SPECTRUM OPERATIONS

Proclamation of the Radiocommunication Act in October 1989 was the most notable achievement in spectrum management this year. The Sector also sponsored Spectrum 20/20 '89, a second symposium with the Radio Advisory Board of Canada, to review the state of the spectrum and plan for the future. Generally, sector initiatives were directed at meeting the demands generated by the implementation of a new fee schedule, new uses of the spectrum and competing interests, and at improving productivity through automation and reduction of the regulatory burden.

Quality spectrum services have been provided to an increasing client base with declining resources. This continues to be achieved as a result of enhanced training, automation, initiatives to improve employee job satisfaction and productivity and greater support from spectrum users.

Spectrum Authorization and Control

General Operations

Growth continues to characterize the use of radiocommunications in Canada with cellular radio being especially noteworthy. System licensing is helping us to cope with this burgeoning demand. In 1989-90, the sector issued some 99,400 new and amended licences and processed a total of 925,000 radio station licence renewals. The average revenue per account was \$279. Radio licence fees totalled some \$61.4 million while other fees related to programs such as the Terminal Attachment Program and radio type approval generated an additional \$1.9 million.

Nationwide 900 MHz Paging

A sensitive, competitive licensing process resulting in the award of Canada/U.S. and Canada-wide paging frequencies was carefully planned and executed. The call for applicants on the newly designated 929-932 MHz channels was published in the ***Canada Gazette*** on May 13, 1989.

In December, two licences for frequencies shared with the United States and seven for exclusively Canadian frequencies were awarded. Cantel Incorporated and MBM International Network (Motorola Canada, Maclean-Hunter and The

Beeper People) were authorized to share two Canada-wide frequencies with the U.S. while Canada-wide authorizations were granted to Maclean-Hunter, Telelink Canada, Cantel, CNCP Telecommunications, The Beeper People Inc., Motorola Canada, and La corporation Scotpage.

This is only the second time this type of process has been used in Canada and the applicants, while not all totally satisfied with the outcome, acknowledged the soundness of this frequency allocation process.

Regulatory Policy and Planning

Radiocommunication Act

One of the most significant projects in the sector over the past few years was the Radiocommunication Act which was reintroduced in the House of Commons on April 12, 1989 as Bill C-6. This major legislative initiative received the approval of the House of Commons in late June and, after review by the Senate Standing Committee on Transport and Communications, Royal Assent was granted on October 4, 1989.

Reduction of Regulatory Burden

New regulations establishing Radio Common Carrier (RCC) system licensing were given final approval by the Special Committee of Council on December 14th, 1989 and will come into effect on April 1, 1990. On November 15th, the authorization process for cellular base stations was greatly streamlined, reducing by more than half the paper flow between cellular providers and the Department. A simplified process for licensing VSAT terminals has been developed to improve licensing response times in the face of growing volumes. A strategy was also developed and implemented for the licensing of mobile terminals communicating with satellites. This approach will reduce the administrative burden immediately and lend itself to a system licensing approach. The delicensing of GRS use has also contributed to the reduction of regulatory control.

Regional Highlights

Atlantic

The major items were the 30-890 MHz Band Review, 900 MHz National Paging and 900 MHz Band Plan implementation. Very few problems surfaced in regard to antenna siting and municipal concerns and those that did were resolved quickly in a satisfactory manner.

A prosecution action was taken against Mr. George Loveless of Burin, Newfoundland. Mr. Loveless's trial, originally scheduled for January 10, 1990, was postponed to February 13, 1990. Mr. Loveless pleaded guilty and was fined \$150 or seven days in jail.

The growth of cellular service in the region over the year has been quite remarkable considering the low density of the population being served. In New Brunswick and Nova Scotia, most of the major centres are served as well as the highway corridor from Bridgewater, Nova Scotia to Fredericton, New Brunswick and east to New Glasgow, Nova Scotia. Activities are underway to cover the Trans Canada Highway to the Quebec border and east to Cape Breton. Service to Newfoundland in the next fiscal year is already being taken into account in work planning. Now that CANTEL has been assigned nationwide frequencies, 900 MHz paging should soon be available as well.

With regard to Authorization, both Land Fixed and Land Mobile services show a higher rate of growth than expected in terms of volume, continuing a trend which appeared in 1988-89.

Quebec

The Quebec Region developed a software package called "SYSPARC" which facilitates management of administrative and technical data for antenna sites. This software also has a technical-calculations module used to assess the electromagnetic compatibility of a radio frequency at an antenna site.

This software is being used by all district offices in the Quebec Region and has been acquired by eight organizations working in the radiocommunications field in Quebec (including the Ministère des Communications du Québec) which

administer approximately 75% of the antenna farms in the region. Use of SYSPARC should, in the short term, enable these organizations to assess the electromagnetic-compatibility process used by their own radio stations, leading to resource savings for the Department and to improvements in the quality of service through a reduction in the time required to issue licences. The Quebec Region is now into the last phase in the marketing of this product and is seeking a business partner, such as DGB or Spectro-Can, through Canadian Patents and Development Ltd, in order to undertake national and international promotion.

The Trois-Rivières staff was faced with an unusual situation this year: during an interference investigation, a DOC vehicle was magnetized by a sudden return of electric power (strong current) at an Alcan aluminum plant. The complete magnetization of the vehicle affected the operation of several pieces of equipment, including cathode screens and television sets. Only Hydro-Québec's research institute could provide a demagnetization service for this unusual problem but at a high cost and with no guarantee of results. Thanks to the ingenuity and the co-operation of employees, a solution was found and applied, returning the vehicle to its original magnetic condition. Two employees conceived and implemented a solution which involved winding a very long electrical cord around the vehicle and creating a new magnetic field with the help of conventional electrical power. This power was scientifically manipulated to influence the magnetic field, until the degree of magnetization of the vehicle was reduced to an acceptable level.

A technical officer assigned to the Val D'Or suboffice increased his autonomy and efficiency by using a portable microcomputer in his day-to-day work. Utility programs used for, among other things, calculating intermodulation products, checking transmission-line attenuation and calculating license fees have become indispensable tools enabling him to work away from the office, in addition to providing him with an effective way to communicate with the district office.

Ontario

Increases in operational activities beyond those envisaged at the outset of the year were significant, particularly with respect to antenna tower jurisdiction issues and microwave licensing activity, notably with applications that challenge the regulatory process.

Only two of 15 antenna tower jurisdiction cases (Wolfe Island and Scarborough) have resulted in a licensing decision not acceptable to municipal authorities (and "Scarborough" should be resolved in time).

Increasingly numerous and delicate antenna jurisdiction issues continue to emerge in Southern Ontario necessitating extensive involvement of district and regional personnel on several controversial installations. Departmental representation was required at various council meetings, Ontario Municipal Board hearings, and at local townhall meetings to explain our role in the process and answer questions on this contentious issue. Most also required informal discussions with MPs or MPPs who called the office involved directly.

Since the beginning of the fiscal year, Ontario Region has been involved in 15 situations relating to antenna objections, 6 of which have now been completed. The majority of cases involved cellular provider stations proposed by Bell Cellular and Cantel. A high profile situation involved Bell Canada's proposed microwave facility on Wolfe Island. The Region was extensively involved with all parties in analyzing the concerns and authority for Bell Canada to proceed. The licence has recently been issued even though agreement with the local municipality was not reached.

Three cases involved broadcast facilities being affected by cellular tower construction. One case involved the operation of CBC TV facilities in Sudbury, a second the operation of AM station CHYR in Leamington, and the third the operation of AM station CHOW in Welland. In each of these cases, the cellular radio companies were very co-operative in finding a resolution.

During the year the responsibility to deal with municipalities, members of parliament and broadcasters has been delegated to districts, with local staff, including those at sub offices, readily accepting the challenge and achieving excellent results.

Central

The gradual expansion of mobile spectrum requirements has placed pressure on frequency bands used by the fixed services. The licensees of fixed systems were aware of the situation and a national timetable was established to move them out of the affected bands. The reallocation of parts of the 900 MHz band from fixed to mobile services created a particular problem for Central Region.

The resource sector used this band extensively for services such as pipeline monitoring and control. The introduction of new mobile services such as national paging would have been delayed by the operation of these existing fixed systems. In some cases, fixed systems in the regions would have prevented the implementation of a national service. The Central Region Engineering section negotiated with the licensees of the fixed systems to develop a plan to move their systems out of the 900 MHz band. The new mobile services can now be implemented earlier than would have been possible under the national timetable.

Pacific

To meet the challenges of spectrum frequency congestion and resultant interference problems, operations staff made concerted efforts to bring together spectrum clients competing for the same resource in order to formulate long-term strategies to mitigate interference. A background paper on regional cable development, its expanding needs for spectrum, and system radiation was prepared to facilitate discussions with this industry and regional safety services.

Pacific Region has met with existing wide-band users, industry associations and potential new services providers on the Department's plans for the 900 MHz band. As a result of this consultation, installation and entry of new services before the standardized turn-up date of August 1990 will be possible for those service providers who have obtained written coordination agreements with the existing wide-band users.

District offices continued to see licensing volumes increase on average 10% over 1988-89 growth in Pacific Region. District staff made use of client interface to encourage self-regulation and to minimize the necessity for enforcement.

Spectrum Planning and Engineering

Local Area Networks (LAN)

To increase efficiency of operations and facilitate communications, local area networking equipment for the ADMSR sector was delivered and installed in regional offices, 21 district offices, and 5 branches at HQ. DGEP staff carried out extensive training of LAN administrators across the sector. LAN's have been operated in a stand alone mode, with application software being converted for use on them, prior to interconnection via X.25 in a sector Wide Area Network

(WAN) configuration. A users' guide indicating how to use the LAN and outlining the various services has been prepared and distributed.

For example, the implementation of the Banyan LAN in each of Ontario's seven major locations has been very successful with a very high user acceptance, resulting from a coordinated sector plan and team work involving staff at Headquarters, in the regions and the districts.

All staff in the region are now using the Banyan mail system and looking forward to the implementation of the wide area network to realize more efficiency and economies. Some operational software is now running on the LAN servers and more will be purchased or developed as required.

STM Conversion and Move

With our facilities management contract ending and a continually growing workload, a cost effective solution was sought. By combining ADMSR and GTA EDP requirements, significant economy of scale was achieved. After competitive tender and negotiations, an EDP contract for Facilities Management providing substantial savings to our sector for the next five years was concluded with Semi-Tech Microelectronics (STM). In spite of the conversion to the hardware and software environments, the changeover was accomplished without operational disruption. The system response time was greatly improved and the number of users given access to the system doubled over the course of this year. On-going monitoring of performance will allow us to cope with any future workload increase.

Spectrum Control Operations and Management System (SCOMS)

To support spectrum control activities, the Branch has undertaken the development of a prototype Spectrum Control Operations and Management System. The microcomputer based system assists inspectors and supervisors in conducting radio interference investigations. The first module of the system, supporting certain classes of public investigations, has been developed and evaluated. Training and installation has been completed throughout the Sector and use of the first module is scheduled to begin on April 1, 1990.

Hearing Aid Compatibility (HAC)

In response to the CRTC statement that it was in the public interest that telephone sets attached to the networks of the federally regulated telephone companies be hearing aid compatible, the Department incorporated these

requirements into the Terminal Attachment Program (TAP) standards. The HAC program was quickly implemented by the Department through the Terminal Attachment Program Advisory Committee (TAPAC) and the technical requirements and test methods for HAC were added to the Department's Certification Standard. The quick introduction of HAC standards, concurrent with the FCC timetable, prevented the "dumping" of non-HAC telephones in Canada. The smooth introduction of HAC regulations was achieved in part by producing a "TAPAC Bulletin" directed to all terminal equipment certificate holders which kept the target community informed and involved in the process.

Final Meeting of CCIR Study Period and IWP 8/13

Sector personnel made major contributions at the final meetings of the four year study cycle of the CCIR to substantiate the Canadian positions established in light of the nation's forecasted requirement for radio communications. Of particular note were issues associated with high definition television (HDTV), digital sound broadcasting and characteristics of future personal mobile services. The extensive preparations required for this, though resource intensive, succeeded in achieving Canadian objectives on almost every issue.

Of special note are the activities of IWP 8/13 dealing with the anticipated evolution of cellular telephony and its amalgamation with personal communications. In this international work party, Sector personnel are playing a leading role in establishing the spectrum requirements, desirable characteristics and possible timing of such a service. The party's findings, due next year, are likely to have a strong impact on any relocation of spectrum at the WARC 1992 Conference.

Spectrum 20/20 '89

In order to review the innovations and to focus on possible solutions to the challenges of increased radio communications, the Department jointly sponsored SPECTRUM 20/20 '89 with the Radio Advisory Board of Canada (RABC). The theme of this second symposium, "Innovations: Sharing the Challenge", carried through the program where many recognized national and international authorities delivered presentations on a range of radio spectrum issues. Conference attendance from all segments of the radio industry and government, surpassed the 1987 symposium audience by 50%. This is an indication of the growing recognition and value of this event which took place in Montreal on November 28 and 29 at Le Grand Hôtel with the Minister delivering the keynote address which outlined the Department's initiatives in the area of telecommunications policy and regulatory matters.

Digital Cellular Standards Promulgation

In order to increase spectrum efficiency, government and industry organizations have jointly developed standards for digital cellular equipment for North American use. These standards are expected to be finalized by the second quarter of 1990. European development of standards for digital cellular systems is in a similar state of progress. Spectrum efficient standards were also promulgated for new frequency bands recently made available for land mobile services.

Electronic Equipment Immunity

Some electronic equipment, when in the presence of electromagnetic fields such as the signals emitted by radio transmitters, will simulate the response of a radio receiver, usually to the detriment of its intended function. The growing number of incidents of this kind, aggravated by the proliferation of both radios and consumer electronic equipment, led to the allocation, in the recent Radiocommunication Act, of powers to control the immunity of radio-sensitive equipment, filling a long standing jurisdictional vacuum.

A three-year strategic plan has been prepared. It identifies preliminary immunity issues to be addressed and schedules sector activities leading to implementation. The immediate measures avoid regulation and concentrate instead on the characterization of the electromagnetic environment and the current status of the immunity of consumer type electronic equipment, on increasing public awareness of the problem and means of recourse and on encouraging cooperation by the electronics industry in the development and voluntary observance of minimal immunity performance standards. These thrusts, coupled with a responsible after-sale policy of repair, replace or refund on the part of manufacturers and their representatives should be sufficient to forestall the implementation of mandatory immunity limits. The effectiveness of this approach will be periodically reviewed as the program unfolds.

Spectrum Services Centres

Ontario Region, primarily through the Acton RSSC and the Ottawa and Kitchener district offices, has responded to a number of requests related to International, Headquarters and Canadian industry support as well as in the execution of special assignments for HQ sections and outside agencies. At the Regional Spectrum Services Centre (RSSC) in Acton, tours included demonstrations of its spectrum management surveillance systems for representatives of foreign governments and the Canadian communications industry. Visits included: Mr.

B. Mauzer, from Miller Communications, Ottawa, and two Pakistani nationals; four personnel from Indonesia (Messrs Sitoru, Gundi, Lubis and Hasyim); Mr. B. Wardlaw and Mr. R. Haines from Spectrocan (Mr. Haines remained at the RSSC for five days); Mr. L. Cobb (NCA) and Mr. M. LeBlanc (Atlantic Region) for two days; the Officer in charge of the Federal Communications Commission monitoring station located at Alleghan, Michigan and the Chief Instructor in September; Mr. A Jordan, DTC, representing the Australian government; Mr. E. Farrel of DGB Systems Integrators Inc., Montreal (Kitchener District Office and RSSC); Mr. Christensen of Spectrocan and members of Pacific Rim governments (Indonesia, Malaysia, Philippines, Singapore, and Thailand) on a one-day tour of the centre. Mr. Brian Weston, Vice President of Datacap Limited, Ottawa, Mr. Denis Deschenes, DGB Systems Integrators Inc., Montreal (district office and RSSC). Mr. Chan, of the Hong Kong Post Office, Telecommunications Branch, GPO HQ, was given spectrum management training at the Kitchener District Office and RSSC during the period August 21-25, 1989. This training program included an extensive briefing of the overall mandate of the Department and the execution of district licensing and spectrum control functions. Mr. A. Prabhu, DTT (Technology Transfer and Support - DGEP) and Mr. Sinclair Volk, DMS (Technical Marketing Operations - ADMTR) escorted some of the visitors.

Topics of interest to the visitors included: the Centre's automated systems and fixed and mobile operational programs; and technology transfer related to the IRMA (Integrated Remote Monitoring Apparatus) project. Spectrocan was provided with ICSCAN and IRMA documentation in addition to several software programs related to the automated scanning systems and other projects that have been developed at the centre. Members of various communications industry groups working on international initiatives were also invited to demonstrations of the Integrated Remote Monitoring Apparatus (IRMA) held in Ottawa at the National District Directors' conference.

Further requests for information related to spectrum management, automated monitoring systems and training programs have been received from the governments of St. Lucia, St. Vincent and the Grenadines, Sri Lanka, Papua New Guinea, as well as the Projects Division of the International Telecommunications Union (ITU).

The Ottawa District also played a major role in supporting the Department's international commitments and Canadian communications industry initiatives,

including hosting 16 visitors from Commonwealth countries participating in a two month training session provided by the Technology Transfer and Support group. The visitors were provided with an overview of the operation of a typical district office within a decentralized concept as well as a tour of broadcasting installations in the area.

Broadcasting Regulation

In the Broadcasting Regulation Branch, 3,094 new, renewed and amended broadcasting certificates were issued over the fiscal year, for AM/FM radio, television and cable services. The breakdown is as follows:

Broadcasting Certificates

1989-90

	New	Renewed	Amended	Total
AM	32	407	47	486
FM	57	557	55	669
TV	64	801	109	974
Cable	213	409	343	965
	<u>366</u>	<u>2,174</u>	<u>554</u>	<u>3,094</u>

High Definition Television

Domestic and international interest and activities concerning HDTV/ATV continued to grow during the year. The Branch provided strong technical input and leadership in both domestic and international fora toward the establishment of universal HDTV/ATV standards. Nationally, DGBR co-chairs the Canadian Advanced Broadcast Systems Committee which was initiated by DGBR in 1987. This government/industry committee is now recognized as being the Canadian forum for discussion of all matters relating to new broadcast systems.

Digital Audio Broadcasting

The broadcast industry has shown great interest in Digital Audio Broadcasting. This new technology has the potential to deliver compact disk quality sound to listeners whether on the move or at home. The Branch initiated studies to determine spectrum requirements and feasible implementation strategies. A

demonstration of a prototype system has been arranged for the spring/summer of 1990.

Radiation Prediction Model

Agreement was reached with Health and Welfare Canada on a non-ionizing radiation computer prediction model to be used as an environmental safety check in the broadcast station application process. The model accuracy was verified by extensive measurement of signal strengths near broadcast stations across Canada. This work responds to public concern about the health effects of strong radio frequency signals.

FM/NAVCOM Compatibility

Work was completed on an FM/NAVCOM computer analysis model for the prediction and control of interference to airborne instrument landing system equipment from FM broadcast stations. The model incorporates refinements determined in flight trials with Transport Canada. Our work makes Canada a world leader on this sensitive air navigation safety matter.

AM Band

Consensus was reached on most issues in negotiations with the United States on a bilateral Agreement for the use of the extended AM band (1605-1705 KHz) near the border areas. The new agreement is expected to be ready when the band is opened for use in the Americas in July 1990. This will pave the way for the establishment of many new local AM broadcast services in both countries.

CITEL Meeting

DGBR chaired a meeting of CITEL's technical committee on broadcasting in Buenos Aires, Argentina. The main issues discussed were the implementation of the plan for the extended AM band in Region 2 (the Americas), preparations for future ITU conferences on shortwave broadcasting and broadcast satellites, and future action for resolving incompatibilities among AM broadcasting stations in Region 2.

COMMUNICATIONS AND CULTURE

The Sector continued to expand its involvement in the delivery of all departmental programs over the year. Several initiatives merit special note.

The Regional Development Steering Committee strengthened its efforts aimed at coordinating the department's regional activities related to both communications and cultural endeavours.

As part of its heightened role in policy development, the Sector prepared a regional annex to the Minister's global strategy document to set priorities for the near and longer term.

The relocation of the regional consultants in the Museum Assistance Program (MAP) from Headquarters to the regional offices in Moncton, Montreal, Toronto, Winnipeg and Vancouver required important planning measures to ensure a smooth transition and the maintenance of a high level of service to the museum community. By year's end, appropriate mechanisms had been agreed to with the Cultural Affairs and Broadcasting sector. The Pacific Region consultant relocated in November and at year's end staffing was in progress in the other regions.

In the continuing efforts to deliver the Cultural Initiatives Program (CIP) at the local level, a number of district offices became active players in the analyses of projects. It is important to note that the number of CIP applications continues to grow, with increases registered under all three program components.

Another major initiative was the regionalization of project delivery for communications technology applications. Under the chairmanship of DGCP, a review committee of CRC and regional DG's was struck to establish priority themes and a workplan for 1990-91.

All regions continued to assume greater responsibility for program delivery, and this was especially true in regard to regional projects and regional applications centres such as the Canadian Centre for Marine Communications in St John's, Newfoundland and the Computers and the Law project now titled the Legal Information Systems and Technologies Foundation (LIST) at the University of British Columbia in Vancouver.

Regional offices played a vital role in the establishment of Vision 2000 regional advisory committees, as well as in the status of the artist and design policy consultations and the development of the Arts Consumer Profile study.

Pacific Region

Regional development activities are the essential foundation on which the Department's mandate in Pacific Region was advanced. In support of CANSIF, a project for electronic data interchange in the Port of Vancouver, a contribution agreement was fulfilled with all milestones completed on schedule and within budget.

The Department committed support to the establishment of a Centre for Image and Sound Research at Simon Fraser University, as well as successfully negotiated funding for the National Wireless Communications Research Foundation, both in Vancouver.

The Department was the first federal organization to lend support to the Computers and the Law project at the University of British Columbia. The project was officially established as the Legal Information Systems and Technologies Foundation during the fiscal year, with a commercialization strategy undertaken to market its database services.

Program delivery responsibilities for MAP and CIP were priorities during the fiscal year, particularly in view of the Department's regionalization thrust. Following the relocation of the MAP consultant for British Columbia and Yukon, eight applications were processed and seven received ministerial approval.

This year marked the first significant involvement of the District Offices in the CIP assessment process in Pacific Region.

Staff also played an integral role in the development of cultural policy by various municipal governments.

Central Region

This year saw the winding down of the Canada-Manitoba ERDA sub-agreement and the preparation of a Treasury Board submission for a contribution agreement to prolong the

life of the Cultural Industries Development Office, after extensive negotiation with the province and the community.

Central Region played a key role on the Board of Saskfilm, the provincial film agency, which opened its doors in January, 1990. The Region participated actively in laying the ground work for the establishment of the office, developing a three year corporate plan and program guidelines, staffing, and developing contracts. The first application run took place in February 1990, and the Region assisted in the evaluation of proposals, resulting in the approval of \$285,000 in development loans to 15 indigenous Saskatchewan film producers.

Central Region assumed a lead role in the start-up of the Canadian Healthcare Telematics Centre in Winnipeg. Regional activities included development of a comprehensive business plan for the operations of the Centre, assistance to the Board of Directors in the selection of a General Manager, ex-officio participation on the Board of Directors and assistance in the development of project activities. Since approval of the new business plan, the Centre has been able to initiate activity on ten projects with an approximate value of \$1.2 million.

Ontario Region

Management of the Canada-Ontario Cultural Development Subsidiary Agreement reached the mid point of the Agreement with some \$3.5 million in sub-agreement contribution payments being processed in April and May to clear the accumulation from the 1988-89 fiscal year. Approvals for the final six projects were obtained and the available funds are now fully committed; \$5.1 million will be paid out by year-end.

The Terms of Reference for the evaluation of the Sub-Agreement were finalized and the tender issued.

District office involvement in ERDA projects was expanded beyond media monitoring to include project monitoring, event planning and evaluation and greater liaison with recipients.

The CIP Festivals and Special Events pilot project with the Toronto District Office was concluded. The project yielded valuable information on the preparation and processing

time required to equip district staff to perform local analysis of applications and on the skills and knowledge required.

Regional representation at meetings of professional Franco-Ontarian Associations pertaining to the arts and communications sectors increased. Théâtre Français de Toronto's funding difficulties in particular required on-going attention.

The Region coordinated status of the artist policy consultations between the department and thirteen regional arts organizations. Regional input and assistance was also provided in the development of a National Design Policy and the Arts Consumer Profile study.

The Region provided support for the International Trade Centre's (ITC) Export Marketplace '89 forum providing direct access to Canadian Trade Commissioners and expanding industry awareness of ITC's export development initiatives.

Staff also coordinated a meeting between DOC, Telefilm Canada and representatives of the film and television industries to facilitate input to the development and application of international film and television co-production treaties.

Quebec Region

Activity continued on a high level in the Region and responsibility for Communications and Culture was transferred to SMAQ over the course of the summer. An interesting initiative led by the Montreal District Office was the selection of three employees to visit the CRC and the Clyde avenue labs as part of the 20th anniversary events.

Atlantic Region

Substantial progress has been made in the development initiatives pursued in cooperation with the Atlantic Canada Opportunities Agency (ACOA) and provincial governments. Negotiations have been successfully concluded for a \$3.55 million Canada/P.E.I. Cooperation Agreement on Cultural Development which is expected to be announced in early 1990. A similar agreement is being negotiated with the Province of New Brunswick and submitted to both levels of government for funding approval of \$5 million.

Both the Canadian Centre for Marine Communications (CCMC) and the Telemedecine and Educational Technologies Resource Agency (TETRA) in St John's, Newfoundland have successfully progressed to the implementation and operational phases. The Project Definition Phase of the Centre de recherche et développement en traductique has been planned and will start in April 1990 at the Université de Moncton.

Concept proposals for communications development cooperation agreements were tabled for consideration in New Brunswick and Prince Edward Island and may be considered in subsequent negotiation rounds in 1990. Strategic alliances have been established with ECBC (Entreprise Cape Breton Cooperation) and Industry, Science and Technology Canada (ISTC) in Nova Scotia to further our communications development efforts in these areas.



PUBLIC AFFAIRS

In addition to regular activities related to internal and external communications, regional Public Affairs activities were of two major types this year: assistance to the Minister during his visits and organization of 20th anniversary activities. In addition, Pacific and Central regions produced regular employee newsletters while Atlantic Region staffed a full time position in Public Affairs and launched the first edition of its *Intercomm Atlantic* newsletter late in the fiscal year.

In *Pacific Region*, internal communications continued as a priority. Initiatives included the creation of a regional employee newsletter, establishment of the Speakout Program as a two-way information exchange mechanism between employees and management, a lunch-hour presentation series, and the implementation of an employee checklist to promote effective, regular dialogue among employees and their supervisors.

The use of proactive public affairs in support of program delivery included several successful publishing initiatives, one of which is proposed for national use; media coverage for the Minister during his regional visits; and a region-wide outreach program for 20th anniversary celebrations.

In support of Airshow Canada, the international aerospace congress and trade show, regional staff provided logistics management, staff resources, and coordination which contributed to the success of this international platform for the promotion of SHARP and MSAT.

Central Region assisted in the coordination of the CIDO Annual Report and participated in discussions concerning the future of the Canada-Manitoba ERDA sub-agreement.

As a result of the interest in the tabling of the Railway Act Amendment, the Region provided extensive analysis of media coverage on the telecommunications issue in the three prairie provinces.

Of special note is the assignment of the Public Affairs manager to the position of Acting Director of the Communications and Culture section for a nine-month period while an

employee from DGIS Headquarters has been seconded to Public Affairs in Central Region.

In **Atlantic Region**, the appointment of the Public Affairs Manager led to the reorganization of services such as public exhibitions, publications distribution, increased follow-up of information requests and the development of new internal communications measures.

The Atlantic Internal Communications Committee, which includes representatives from the district offices and sub-offices, is responsible for developing an internal newsletter for employees called **Atlantic Intercomm Atlantique**. The Region also developed a communication strategy for the announcement of the P.E.I. Cultural Development Cooperation Agreement. Public Affairs also ensured active coordination of 20th anniversary activities and the organization of three Ministerial visits.

EMERGENCY TELECOMMUNICATIONS

Earthquake Planning

A plan to deal with rescue activities following an earthquake is being developed by Emergency Preparedness Canada. Significant progress was achieved in formulating the telecommunication elements of the Plan. A questionnaire has been developed to identify the major telecommunication requirements of potential response elements. It is proposed to further develop this earthquake plan into an all-hazards plan to deal with other types of emergencies.

Warning and Emergency Broadcasting System (WEBS)

Following a Treasury Board decision not to proceed with the development of a federally funded WEBS, activity on this project has been channelled into the formulation of an information paper and guidelines which potential users (provincial and municipal governments) and industry can use in developing regional or local broadcast-based warning systems.

Training and Exercises

Staff participated in the preparation and conduct of two Emergency Communications Courses at the Canadian Emergency Preparedness College, Arnprior during the year. In addition, DOC members made presentations at a number of symposia and workshops at the College. DOC officers also participated in the planning and execution of a number of successful national and international emergency preparedness and telecommunications exercises including the NATO WINTEX CIMEX 89 and the associated inter-PTT exercise involving complex trans-Atlantic networks.

International Telecommunications

DOC participated in the development of a number of international plans concerning the priority management and restoration of international traffic using diverse media under a variety of emergency situations.

Emergency Telecommunications Procedures

DOC is currently preparing an Emergency Procedures Book and Standing Operating Procedures governing departmental response to a wide range of hazards and emergency situations.

REGIONAL GTA OPERATIONS

Consolidated Management

Expansion and modernization of local telephony services continued with expansions to Belleville in Ontario, the Vancouver International Airport, Truro in Nova Scotia and Vancouver South. Also, a commitment was signed for expansion of the Toronto Centrex III system to Southern Etobicoke.

Atlantic Region's analysis of Government Telecommunications and client department's requirements for local telephone order processing and inventory automation will soon result in the trial of a large and sophisticated management system meeting the needs of GTA, clients and Treasury Board policies early in fiscal year 1990-91.

Voice Messaging Technology

Following a successful trial of voice messaging technology in Halifax, the Government Voice Messaging Service (GVMS) was installed in Ottawa, Vancouver, Toronto and Montreal. Client departments are ordering the service at national prices of \$40 for installation and \$9.95 per month.

Client departments in the regions have expressed considerable interest in the capability of the technology to distribute routine information efficiently to the public. Applications of this nature have been developed on the Halifax trial system for Statistics Canada, Public Works and Environment Canada.

Telecommunications Networks

Quebec Region arranged for the Federal Business Development Bank to use the Government Packet Network for its data communications system consisting of 52 locations.

Central Region took advantage of an OUTWATS tariff restructuring in Saskatchewan to obtain monthly cost savings of \$5000.

The Government's private network was extended to provide service to Northern British Columbia, Yukon and the North West Territories. As well, the reach of the network will extend to the United States from consolidations in Vancouver and Toronto.

Pacific Region operations of the Government Telecommunications Agency were significantly affected by tariff reductions on commercial long distance calls and rate increases in private lines. Despite the increased cost of calling on the Government Intercity Network, the Region established new cost-effective routes to the continental United States, northern British Columbia and the Northwest Territories resulting in savings for the Government of Canada.

Client Related Activities

Quebec Region co-ordinated telecommunications requirements for the International Conference on AIDS held in Montreal last June. As well, Quebec region procured local telephone service, a system of 450 lines, for the Customs College in Rigaud.

Following a competitive process, Ontario Region procured maintenance services on three DOC owned and managed private branch exchanges (PBXs) which consolidated services provided by two service contractors. The service provided by the successful bidder has proven to be technically equivalent at significantly lower cost to client departments using the PBX service.

Central Region has negotiated with Manitoba Telephone System (MTS) for personalized technical service for 19 buildings in Manitoba. MTS assigns installers to specific buildings which significantly improves the quality and timeliness of the service provided.

The art work design for the cover of the 1990-91 Pacific Region Government Directory has as its theme, Pacific Coast Native Arts and Crafts. Its has been well received and constitutes a valuable contribution to the promotion of Native arts and culture in the Region.

Atlantic Region has reached a preliminary agreement with Public Works Canada on their respective roles and responsibilities related to the provisioning of voice and data wiring plans for all federal buildings in the region. A formal Memorandum of Understanding will be prepared early in the new year.