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DEPARTMENT OF COMMUNICATIONS

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DEPARTMENT OF COMMUNICATIONS

MISSION

Nation Building:

**Helping Canadians share their
ideas, information and dreams**

OUR OPERATING PRINCIPLES

Service as our highest goal

Caring about individuals

Good management

Effective communications

Recognition of achievement

Teamwork and shared values

Deputy Minister's Introduction

The past year has been a momentous one for Canada and for the world. Few of us could have foreseen the rapid changes taking place in the Soviet Union, the Middle East and in Europe. Nor could we have predicted the direction of the still-unfolding constitutional renewal process in Canada or the growing urgency attached to global competitiveness by Canadians.

Perhaps more than any other federal government department, we can consider ourselves at the heart of these changes.

Broadcasting and telecommunications have served as the lifelines of democratic expression in many parts of the world. Cultural values are proving to be the base around which people everywhere are building their national identity and aspirations. Advanced communications technologies are breaking down trade and financial barriers between nations, and information is becoming the most valuable commodity that any organization can possess.

The Department of Communications is privileged to be a key player in these developments. But with privilege comes obligation. We must **understand** the forces that are shaping our world and we must **act** to ensure that what we do helps Canadians to use these forces to their advantage.

That is one reason why we are publishing this document. Just as the DOC Annual Report looks back one year, Strategic Directions 1992 is meant to look forward to what we hope to achieve in the coming months.

Every year, senior managers meet with the Minister and his staff at the Annual Strategic Planning Session. At that meeting, they gain a common sense of the challenges we face and the actions that we must take to meet those challenges. But these actions cannot be achieved without the support of all DOC employees. The collective gameplan must be shared, and this ultimately is the most important purpose of Strategic Directions 1992.

In the dynamic environment in which we live, many of the initiatives discussed by senior managers at last September's Strategic Planning Session have already been announced. As I am sure most of you know, new telecommunications legislation has been tabled in the House of Commons, and the Communications Research Centre is scheduled to become a Research Institute with a new operational structure on April 1. The Minister has also recently announced a package of measures to strengthen

Canada's publishing industry. These were among the strategic priorities outlined in the pages that follow, and I know that through your efforts, we will soon be able to point to similar accomplishments in areas such as the status of the artist and spectrum policy.

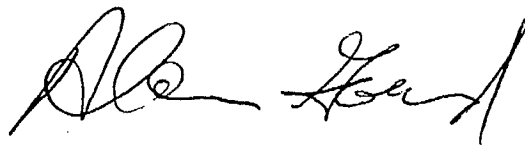
Other events which we did not anticipate have occurred. The presence of the Social Sciences and Humanities Research Council in the Minister's portfolio will add an important social dimension to the work we do, reaffirming our commitment to improving the quality of life of Canadians through culture and communications. The transfer of the International Expositions Division from External Affairs will provide us with a new mechanism for "sharing Canadians' ideas, information and dreams" with the rest of the world.

In this age of globalization, it is increasingly important for DOC to keep abreast of international developments in the field of communications. This September, in Montreal, our Department will be hosting the annual conference of the International Institute of Communications (IIC), which will attract the most prominent communications specialists and decision-makers from around the world.

Closer to home, I hope that Strategic Directions 1992 will also serve as a catalyst within your workplace for a discussion of your team's contribution to the overall departmental priorities. The Department will need the good ideas of all its employees in the coming months and years if it is to deliver on its Mission.

Management renewal is about empowering employees so they can do their jobs better. It is not something that is done after all the other important tasks are taken care of. It is an integral part of those important tasks - whether you are doing research, delivering a service or a program, or developing a policy.

1992 will mark my tenth anniversary in the Department of Communications - the last six and a half years of which I have served as Deputy Minister of Communications. During this time, I have been continually impressed by the dedication and commitment of DOC employees. Many of you helped shape this document through your participation in the strategic planning process over the past year. All of us will have a role to play in achieving the overall departmental priorities outlined in these pages. In view of our past record, I know that we will succeed.



Alain Gourd

Chapter One - Government Priorities

No country in today's world can isolate itself from the changes that are sweeping across the globe. Economically, socially and culturally, borders are eroding, and states everywhere are finding that they are practically the only entities that continue to set geographic boundaries and limits on their actions.

This has posed an unprecedented challenge to all countries, including Canada. How can nations -- to which many people owe deep emotional allegiances -- continue to function in a world where space and time have ceased to become barriers?

The Canadian government's response can be summarized in one word -- "renewal". The government has recognized that the problems facing Canada - both international and domestic - are interlinked and that its agenda for action must therefore seek a fundamental rebalancing, moving on several fronts to address the political, economic and social challenges of the 1990s.

The major priorities on the government's renewal agenda are:

- Canadian unity
- Canadian prosperity
- Social responsiveness
- Government effectiveness

All government departments are expected to contribute positively to this agenda. In the case of the Department of Communications, our contribution has been shaped by the central theme of our Mission: "Nation-Building: Helping Canadians share their ideas, information and dreams". Our role is a dynamic one, based on "sharing", which will be a central element in the fluid and ever-changing environment of the 1990s.

Canadian Unity and Canadian Identity

DOC's concern about Canadian unity cannot be separated from its concern about Canadian culture.

Culture is about values, and communications is about sharing them. This is the glue that holds a country together in a world where the values and interests of other countries are brought daily into our homes and workplaces through the power of modern communications technologies.

Our strategic objectives must therefore address the special needs of creators working in English and French language markets, who express Canadian values, and cultural industries and institutions, in both language markets, which ensure that the tangible expression of these values reaches Canadians. Nor can we forget that creativity is also the key ingredient in the research and development of new technologies which are becoming more central to both the production and distribution of Canadian content.

Canadian Prosperity

Prosperity in an information-based economy is increasingly dependent upon creating and communicating a vast range of information services and products. The development of global communications networks has been compared to the creation of a global electronic machine consisting of billions of telephones, television sets, facsimile machines, computers and radios. Those who are equipped to plug into this network will prosper. Those who are not will slide into an economic backwater. In concrete terms, this means that those who create information and those who use it must have access to a world-class communications infrastructure. Such systems can help to make our country strong and to maintain a high and equitable standard of living. We need to protect this asset and nurture its continued development because it is essential to the productivity and competitiveness of all business in Canada. Another of our strategic objectives must therefore focus on how we can advance telecommunications in Canada -- a main engine for a prosperous country.

Social Responsiveness

There is growing pressure on the government to put people at the heart of its policies and programs by taking into account the social, legal, and economic implications of the introduction of new information and communications technologies. Canadians are beginning to realize that individual rights must be balanced against collective rights. As a result, the "me" generation of the 1980s is gradually becoming the "we" generation of the 1990s.

Our strategic objectives must therefore address the growing desire of Canadians for social justice, for greater access to basic information and communications services, for more opportunities to express themselves culturally, and for greater protection against some of the negative consequences of advanced information technologies.

Government Effectiveness

While the challenges facing the federal government are increasing, the resources to deal with them are decreasing. As a consequence, we are being asked to make a renewed commitment to doing things more effectively and getting the most out of our existing human and financial resources.

Once again, we must put people at the centre of our strategic objectives. For this reason, the Department is prepared to undertake an integrated program of management renewal, centred around its employees, which will make DOC more efficient, more responsive to client needs and, in consequence, a better place to work. We must also grapple with the problem of resource limitations by demonstrating in our workplace and throughout the government how information and communications technologies can be used to deliver programs and services faster, smarter and better.

Chapter Two - DOC's Strategic Objectives

Our Mission - Nation Building: Helping Canadians share their ideas, information and dreams - reflects the Department of Communications mandate in law and also its central role within the federal government in strengthening Canada through communications and culture. It was developed with the participation of over 1,800 DOC employees and is based on a consensus that our primary clients are individual Canadians and our primary task is helping them to communicate who they are to each other. We help them to share business information, scientific knowledge, Canadian cultural productions of all sorts, personal messages ... anything and everything that can be communicated by humans to each other through any form of expression or technology.

To deliver on our Mission and contribute effectively to government priorities, as outlined in the renewal agenda in Chapter One, **the Department of Communications will adopt the following four strategic objectives for 1992:**

1. Fostering Canadian Creativity

Goals:

- To enhance appreciation of Canada's diverse cultures, while reinforcing Canadians' sense of belonging to a community
- To build a better environment for creative activity in Canada
- To improve the economic situation of creators

2. Strengthening Access to Canadian Cultural Products

Goals:

- To help Canadians share their culture and heritage with each other and the world
- To strengthen the cultural and broadcasting industries and the heritage community so that they can better assume this vital role

3. Strengthening Canadian Telecommunications

Goals:

- To improve Canadians' access to advanced communications services
- To increase Canadian competitiveness in a global economy
- To improve the quality of life of Canadians

4. Renewing our Management Approach

Goals:

- To empower DOC employees
- To serve clients better
- To cope better with fiscal austerity

The following chapter describes in greater detail how these strategic objectives will be accomplished.

Chapter Three - DOC's Strategic Approach

Knowing **what** we want to accomplish is only half the battle. The other half -- deciding **how** we are going to do it is often more difficult. Resources are limited, so we cannot introduce all the new policies, programs and projects that we may wish to. On the other hand, some ongoing activities simply cannot be dropped: they are the base upon which we have built our Mission and the cultural or communications networks upon which Canadians have grown to rely.

In 1992, we in DOC want to continue the fine work we have performed in the past. At the same time, we want to make visible progress toward addressing some of the more recent communications and cultural challenges that Canadians have been telling us require action.

Accordingly, we will be giving priority to the following actions under each of the strategic objectives.

1. Fostering Canadian Creativity

To enhance appreciation of Canada's diverse cultures, while reinforcing a sense of belonging among all Canadians, the Department will be pursuing policies which give all citizens greater opportunity to create "ideas, information and dreams". While much has been achieved by Canadian creators during the past 30 years, of which Canadians are justifiably proud, the need to consolidate the position of our cultural and artistic enterprises in the context of a coherent cultural policy continues to exist.

In many cases, our initiatives will involve bringing resources closer to creators. To accomplish this, the Department will maintain the approach of regionalized program delivery, giving particular attention to the different needs of English and French language markets. It will also be giving priority to developing new partnership and cooperation agreements with the provinces to ensure that the communications and cultural priorities we undertake truly reflect what is wanted and needed at the local level.

In other cases, we will aim to broaden the opportunities for certain segments of the population, such as the Aboriginal community, to participate in creative activity.

To build a better environment for creative activity in Canada, the Department will be seeking to improve the way it deals with both new and traditional forms of cultural expression. There is a need, for example, to be more aware of and proactive about applying new information technologies to culture and the arts, since the emerging new media are likely to become primary vehicles for both creative expression and economic prosperity.

Many creators continue to have limited access to professional training and development which would greatly enhance their ability to contribute to Canadian society. The Department will therefore be considering in 1992 how to address this issue.

To improve the economic situation of creators, the Department of Communications is committed to the introduction of a number of structural measures which will help creators make a better living from their creations. Chief among these are two key pieces of legislation on the Status of the Artist and on Phase II of the Copyright Act revisions.

While it recognizes that resources will continue to be restricted, the Department will also be examining creative ways to bring greater stability to the arts funding process in Canada.

2. Strengthening Access to Canadian Cultural Products

There has perhaps never before been a moment in our history when Canadians so clearly needed to share cultural products that express their rich and varied identity. As the Department's Mission document states, "What Canadians communicate, how we communicate and why we communicate is the essence of who we are: our culture". But if the systems that distribute "information, ideas and dreams" are weak, Canadians cannot share diverse forms of cultural expression or determine how they fit within the cultural fabric of the country.

Our first goal, therefore, must be **to help Canadians share their culture and heritage with each other and the world.** To do this, in 1992 the Department will be working to implement a number of broad policy initiatives in the areas of heritage and archaeology so that all Canadians can benefit from better access to the past accomplishments of their forebears. To better share the work of our creative and performing artists, DOC will also be exploring improved means of marketing the arts and cultural products, such as books and films, both in Canada and abroad. To help the National Film Board reach more Canadians more directly, DOC will be working with the Board to review its role and mandate.

The Department will be participating proudly in the celebrations marking Canada's 125th birthday and the 350th Anniversary of the City of Montreal through events and projects to which all Canadians will have access.

In addition, it will be exploring new ways of sharing Canada's culture and heritage through such means as advanced broadcasting systems, educational software, database services, and user networks for the exchange of electronic information.

To strengthen the cultural and broadcasting industries and the arts and heritage community so that they can better perform their vital roles in Canadian society, the Department will be moving on a number of fronts. It will be seeking solutions to the serious financial problems of the English and French language broadcasting and publishing industries. It will be looking at means of creating a more stable market environment for the Canadian film and sound recording industries. And it will be reviewing the recommendations of a recent task force report to improve access to Canada's military and peacekeeping history.

DOC will also be using the International Expositions Program as a vehicle for promoting our cultural and communications industries, and our performing arts and heritage resources, throughout the world.

3. Strengthening Canadian Telecommunications

An efficient and effective telecommunications system is one of the essential conditions for economic prosperity in today's world. It is the highway by which today's most precious commodity -- information -- must travel if it is to reach suppliers and customers. As such, it has become an essential tool for the enhancement of Canadian productivity and competitiveness, and for gaining access to global markets.

To improve Canadians' access to advanced communications services, the Department believes it is essential to develop a comprehensive approach to spur the introduction of new services and the modernization of national communications networks.

Continued innovation in products, systems and services is essential if Canada is to maintain a world class infrastructure in all parts of the country. DOC plays a key role in conducting and encouraging research and development in leading edge technologies, and helping communications companies in all regions to take advantage of new developments. In the coming year we will continue in our efforts to increase industry investment in R&D and facilitate the emergence of strategic alliances and R&D partnerships. As a parallel measure, we are restructuring CRC and CWARC as research institutes, and equipping them with the tools they need for greater client responsiveness and effectiveness.

Access to the radio frequency spectrum is another essential element in the introduction of new radio-based communications services and advanced broadcasting technologies. We are therefore committed to move quickly with industry to test and license new communications services and systems. Three particular challenges over the coming year will be to develop a forward looking spectrum policy for the next 20 years, to protect and promote Canadian interests at the World Administrative Radio Conference in February, and to develop a strategy to assist Canadian industry to adjust to the reallocation decisions anticipated at this most important international spectrum conference. Because interconnectivity is essential if Canadians are to have access to advanced communications services, the Department will also be placing priority on standards development activities, including conformance-testing of new equipment and standards harmonization agreements with Canada's major trading partners.

The Department will, in the coming year, also be considering the potential impact on current regulatory regimes of the convergence of information products provided by cable television, broadcasting, telecommunications carriers and information service providers.

To increase Canadian competitiveness in a global economy, the Department is committed to removing regulatory and other barriers that impede modernization or the introduction of new services. Therefore, a key priority is to secure passage of new telecommunications legislation and to implement a new regulatory regime, in cooperation with the CRTC, once this has been accomplished. The telecommunications and information sector has been identified as a key growth industry in the decade to come, but Canada's share of global markets is expected to shrink. Government and industry must work together to improve the competitiveness and market access of Canadian communications equipment manufacturers and service providers. DOC will also be working to position Canada favourably in international trade negotiations on telecommunications markets, and will continue to assist Canadian firms in conquering export markets.

Finally, **to ensure that advanced communications services improve the quality of Canadians' lives**, the Department will be focusing more closely on their social implications. For example, it will be examining the need to protect personal privacy in an advanced telecommunications environment, where information will be more easily stored and manipulated. It will also be developing joint technology projects with the disabled, Aboriginal communities and other users to make it easier for these groups to communicate and participate in the economic mainstream. We will also explore new avenues for using advanced communications and information technologies to better deliver social services, redress inequalities and ensure a better informed and educated electorate.

4. Renewing our Management Approach

The Department of Communications cannot fully contribute to Canadian renewal without renewing its own management approach. In order to achieve the other strategic objectives outlined in this document, organizational structures and human resources must be equal to the task. Our success in achieving our objectives will be anchored in the way that the Department manages itself and treats its employees. Some of the questions we have to ask ourselves are the following:

- Do we have the people we need to achieve our strategic objectives?
- Are these people located in all parts of the country?
- Do they understand our Mission and the issues that face us as a department?
- Have they participated in the process of developing actions to address these issues?
- Do they have the tools they need to deliver on these actions?

To become more efficient and responsive to the needs of Canadians, DOC will adopt an integrated approach toward the day-to-day management of all departmental resources whether human, financial or physical.

To empower DOC employees, the Department will be providing improved training opportunities for all staff. It has introduced an ombudsman service, which will give employees access to an external, neutral third-party to resolve workplace problems. In addition, employees will be given greater opportunities for upward feedback on the management of their workplace, and the Department will continue its no-lay off policy which reflects the importance we attach to our human resources.

The specific design requirements of DOC employees will be integrated into planning for a new DOC headquarters building. Work will also continue on the development of a day-care strategy for DOC employees and on cutting red-tape and excessive bureaucracy wherever possible.

To serve clients better, the Department will continue its regionalization policy, which aims at providing programs and services as close to our clients as possible in recognition of the distinctive needs of English and French language markets and the differing situation of DOC stakeholders in various parts of the country. It will make a renewed commitment to improved internal communications among individuals and work units within DOC so that service is not hampered by misunderstandings or lack of information. The Department will also promote better service training for employees, more extensive consultations with clients on important issues and development of service standards, where applicable. The Department is committed to fostering better service delivery throughout the government through improvements to the communications systems it provides to other departments (for example through the Government Telecommunications Agency and the Senior Executive Network), the successful demonstration of new technologies and the delivery of cost-effective service-wide telecommunications services.

To cope better with fiscal austerity, the Department will undertake a Single Operating Budget pilot project, which will provide a more integrated approach to the planning and management of human and financial resources. As part of this integrated approach, DOC is negotiating greater delegated financial authority from Treasury Board. It would also appear timely to develop a comprehensive human resources strategy for DOC, which would take into account recent changes to the management category, the proposed introduction of a simplified classification system as part of the Public Service 2000 initiative and new rules concerning employment equity in the federal Public Service.

One of the effects of successful empowerment, improved service delivery and the introduction of a single operating budget will be the need for widespread access to financial and other databases and services. This will require continued investment in hardware, software and training, as well as an improved and streamlined approach to providing network services.

All initiatives undertaken under the rubric of this strategic objective will aim at giving all DOC employees the authority, responsibility, accountability and flexibility they need to do their jobs well.