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STRATEGIC DIRECTIONS

Spectrum / Telecom Program

“ Five Year Vision ”

April 2004

Canada

**SPECTRUM / TELECOM PROGRAM
STRATEGIC DIRECTIONS**

PART A - PROGRAM OVERVIEW

PREFACE

The ***Spectrum/Telecom Program*** is broadly directed at facilitating the development and use of world-class information and communication technologies and services. While the Program draws on a number of instruments, its regulatory basis is firmly rooted in legislation - the principal Acts being the Radiocommunications Act, the Telecommunications Act and the Industry Canada Act.

The orientation and management of the Program continues to evolve rapidly in response to opportunities and challenges associated with a highly dynamic environment. The strategic directions which follow reflect these dynamics and are the product of extensive consultations with Program managers and staff both in headquarters and the regions. The primary intent is to map out a unifying vision for the ***Spectrum/Telecom Program*** over the next five years and to highlight the broad strategic priorities that need to be pursued.

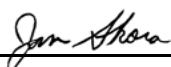
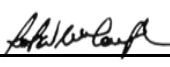

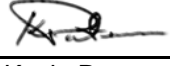
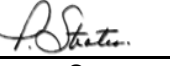

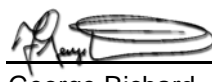
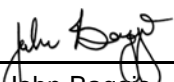
Accordingly, this document should provide Program managers and staff with the general direction needed to initiate Operational Plans as well as a broad context to guide on-going decisions. Note that both of these activities will require a certain level of interpretation and there will be exceptional circumstances that fall outside the central direction described in this document.

MANDATE

The ***Spectrum/Telecom Program*** directly contributes to Industry Canada's broader mission as well as those of the two organizations responsible for the overall management and delivery of the Program - Spectrum, Information Technologies and Telecommunications (SITT), and, the Operations Sector respectively:

- SITT's mission *is to accelerate Canada's transition to the New Networked Economy through the development and use of world-class information and communication technologies for the economic, social, cultural and civic benefit of all Canadians.*

- *The Operations Sector represents the Department in the regions and delivers Industry Canada programs - including the Spectrum/Telecom Program. The Sector serves the business community with information and intelligence on trade, investment and technology opportunities and promotes an environment that contributes to the competitiveness of Canadian industry and fair market practices.*

 Jan Skora	 Robert McCaughern	 Larry Shaw
 Kevin Paterson	 Penny Stratat	
 Michel Scott	 George Richard	 John Baggio

VISION (State of Program in five years)

Our vision is to be a progressive, client-oriented organization that balances public and private benefit in facilitating the development and application of world-class information and communication networks and services.

Progress in continuing to achieve this state assumes that the following principles are in place:

- We facilitate and promote the orderly and secure evolution of Canada's radio frequency spectrum by providing a *coherent regulatory framework*, by *promoting competition*, by *minimizing regulation* and by *negotiating, promoting and enforcing international standards, treaties and mutual recognition agreements* that provide our corporate clients with the *flexibility, confidence and favourable conditions* they need to develop, introduce and market leading technologies and services,
- We *consult* with and *engage* our clients, partners and stakeholders in order to anticipate and respond to their needs as well as to the rapidly changing telecommunications environment,
- We promote collaboration and the use of *partnerships* in the development, operation and delivery of all aspects of our Program,
- We *influence and harmonize* policies, standards and procedures on a regional and global basis, including active participation in such fora as the OAS, WTO and ITU,
- We strive to preserve the *integrity and functionality* of Canada's telecommunications infrastructure including measures to protect against cyber attacks and ensure that appropriate priority is given to security and public safety users,
- We maintain a performance management regime and continuously *monitor / enhance* the effectiveness of our Program, and,
- We *manage, develop, support and interact with* our employees in a manner consistent with the values shared by our respective Sectors.

INTENDED OUTCOMES (Longer-term impacts)

Achieving the above vision will result in the *Spectrum/Telecom Program* contributing to the following broad outcomes:

- Canada has sufficient and timely access to the essential spectrum needed to satisfy its socio-cultural and economic interests,
- Canadian citizens enjoy world-class information and telecommunications networks and services,
- a competitive communications marketplace is promoted and maintained,
- Canada's telecommunications infrastructure is secure from cyber attacks and in conformity to international standards and practices, and
- opportunities are created to enable Canadian companies to excel in researching, developing, manufacturing and marketing telecommunications equipment and services both in Canada and abroad.

PART B - MEDIUM TERM DIRECTION

EXTERNAL DRIVERS (Environmental influences)

The major external drivers impacting on the Program over the medium-term include:

- **New and rapidly changing technology and attendant market demand** which is expected to have a dramatic impact on our ability to:
 - anticipate and respond, from a regulatory perspective, to business and consumer expectations in a timely manner,
 - address socio-economic issues (e.g; digital divide, urban/rural access) related to convergence and the accelerating expansion of Internet applications and services,
 - anticipate and develop strategies to combat cyber attacks and mitigate their impacts on the telecommunications infrastructure, and
 - recognize risk, vulnerability and minimize government liability.
- **Globalization** which elevates the need to ensure that our spectrum/telecom management regime continues to be 'competitive' and takes advantage of:
 - spectrum management reform underway in other countries,
 - continued review and adaptation to minimize regulatory burden in concert with risk mitigation strategies,
 - 'smart' regulation to ensure the flexible use of the radio frequency spectrum,
 - engagement in international initiatives in telecommunications standards and regulatory harmonization where appropriate,
 - participation in regional and global efforts to secure cyberspace.
- An economic outlook which forecasts growth within the ICT sector but presents long-term investment uncertainty pending recovery of the American economy. Tied into this is the migrational investment within the telecom and cable sectors as they respond to a more competitive and integrated telephony environment.
- **Security** as reflected in an emerging array of issues including the protection of critical communications infrastructure, trans-border security, inter-operability, lawful access and Internet reliability.

STRATEGIC PRIORITIES (Medium-term priorities)

The following five key Strategic Priorities require particular attention if we are to fulfill our vision and effectively respond to the above externalities:

- **Accommodating emerging technologies and services** including anticipating developments, creating market opportunities, ensuring the optimal use of new as well as existing frequency bands, and maintaining an effective conformity assessment capability.
- Advancing the **modernization of our spectrum/telecom management regime** including the Program's spectrum policy framework, partnerships, licensing approaches, GOL, electronic access, automated systems, informatics capabilities, fee structure, etc,
- **Protecting the integrity of Canada's spectrum/telecom interests** including:
 - negotiating access, influencing and enforcing standards and protecting Canadian interests and investments internationally,
 - influencing, harmonizing and coordinating activities with those of our key partners, and in particular, the United States, and by
 - protecting critical communications infrastructure and enhancing trans-border security including actions to secure cyberspace.

- Ensuring the **continuing relevancy** of the Program through:
 - the acquisition and dissemination of strategic intelligence in areas that may have significant impact on the Program in the future (e.g. transformational technologies, international developments, cyber security issues, etc.)
 - the development of rigorous performance measurement methodology for the Program including logic links between activities and outcomes as well as an evaluation framework to identify opportunities for improvement.
- **Securing and managing Program funding** including both human and financial resources which entails:
 - Ensuring a stable base of funding as well as enhanced financial management measures consistent with modern comptrollership, and,
 - the acquisition, development, replacement and retention of talent to ensure future organizational capacity.

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