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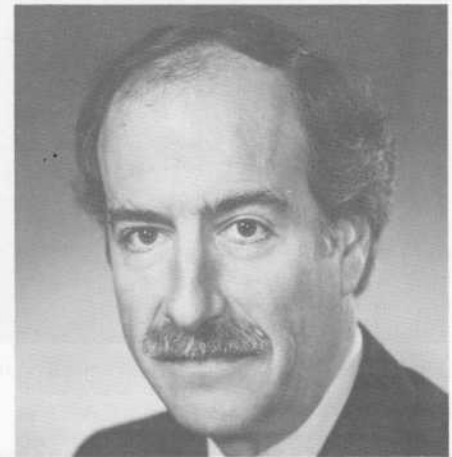
Department welcomes new Deputy Minister

The department welcomes a new Deputy Minister, de Montigny Marchand, Q.C., who returns to DOC after a 10-year absence. He replaces Robert Rabinovitch, who moved to Secretary of State.

Born in St-Jérôme, Quebec, Mr. Marchand received a BA from the Collège de Ste-Thérèse, an LL.L degree from the University of Montreal and an MS in Communications from Boston University's School of Communications. Admitted to

the Quebec Bar in 1960, he practised law with the Montreal firm Desjardins, Ducharme, Choquette et Desjardins et Associés.

Mr. Marchand comes to us from External Affairs, where he was Deputy Minister, Political Affairs. He also served that department as Deputy Minister (Foreign Policy) and Associate Under-Secretary of State. Prior to that, he was *(continued on page 2)*



A Briefing Centre first

For the first time since it opened in May 1984, DOC's Briefing Centre was used by the Minister for a news conference.

On December 18, **Mr. Marcel Masse** met with Ontario Citizenship and Culture Minister **Susan Fish** to discuss cultural

matters of common concern. Following the meeting, the ministers met the media in the Briefing Centre to inform them of the results of the discussions and their recommendation that their two governments contribute \$3 million each per year for five years to establish a French-language network of TVOntario. They also announced a \$400,000 grant to the Art Gallery of Ontario, with DOC's \$200,000 contribution coming under the Special Program of Cultural Initiatives. The ministers also agreed to explore the possibility for an economic cultural agreement.

In lively exchanges with the media, Mr. Masse and Ms. Fish stressed the co-operative and effective spirit of their discussions, both at that meeting and a previous one in Toronto in October. Mr. Masse also told the media that he expected to promote the programming of TVOntario's French-language network.





Fire Emergency Organization all smiles on receiving awards.

Department wins fire safety awards

The voice you hear over the building "intercom" each week, outlining emergency evacuation procedures, might occasionally intrude on your concentration; but the message should not be ignored — it might save your life.

Proof that the message does register and, coupled with building-evacuation drills, promote the necessary result was evident July 25, when the Dominion Fire Commissioner's staff presented the department with two awards, accepted by **Ed Harrison** and **Larry Ormsbee**. In

contests judging overall fire safety programs conducted in highrise buildings during 1983, DOC placed third in the Regional Fire Commissioner's contest and fourth in the Dominion Fire Commissioner's contest.

At a later presentation, **Frank Vieni** (DGPA), Mr. Harrison and Mr. Ormsbee shared the awards with the members of the Fire Emergency Organization, to acknowledge their invaluable role in evacuating the building as practised.

In recognition of still another vital link in the procedure, a plaque designed by DSCS and built in **John Colbert's** shop at the CRC was presented to personnel of the Campeau Corporation, the building owners, for their support.

A tip of the DOC hat to members of the Fire Emergency Organization — and to all DOC personnel, for responding so well to the "emergencies."

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Deputy Secretary to the Cabinet (Operations) in the Privy Council Office (PCO), and in 1979-80 was in Paris on special assignment to Western Europe for the PCO.

During his previous years with the DOC (1969-74), Mr. Marchand was Director of Research and Co-secretary of the Telecommission, Assistant Deputy Minister (Operations) and Senior Assistant Deputy Minister. He headed Canadian delegations to various international conferences such as the Third Plenary

Session of Intelsat and the World Administrative Radio Conference on Space Communications in 1971; and the Fourth, Fifth and Sixth Sessions of the United Nations Working Group on Direct Broadcasting by Satellite in 1972, 1973 and 1974. He also was the Canadian observer to the First CITELE Conference in 1972.

Mr. Marchand has co-ordinated and animated an adult education lecture series, and participated in many conferences, seminars and colloquiums

on education and the development of human resources.

He has served on the executive and as a Member of the Board of numerous organizations, including the Canadian Overseas Telecommunications Corporation, the National Film Board and l'Institut canadien des Affaires publiques (ICAP).

Mr. Marchand's wide experience and his knowledge of the department will certainly benefit DOC as he accepts the challenge as our new Deputy Minister.

Minister's reception at CRC

The recent holiday season and festivities started on a high note for DOC personnel at Shirley Bay. On December 17, the Minister, accompanied by Mrs. Masse and a number of his new special assistants, hosted a reception for CRC employees.

The Minister's reception – a "first" at the CRC facility – was well-received, as some 350 employees seized the opportunity to meet and chat with Mr. Masse and his staff.

An enjoyable start to the holidays – much appreciated by the Research Centre employees.

Mr. Masse and Bert Blevis, ADMR, exchange season's greetings during Minister's reception at CRC.

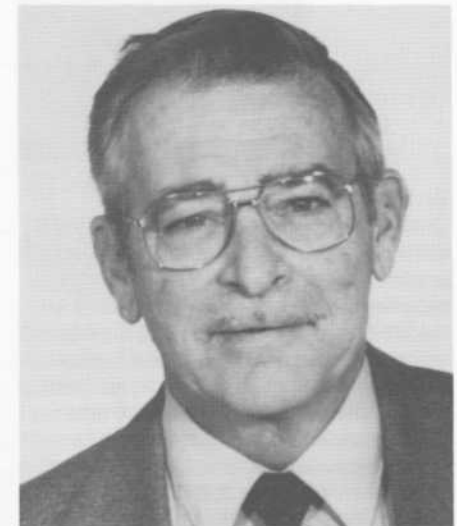


Vic Decloux says "adieu"

At a November 23 gathering, more than 100 friends, including directors and deputy directors of all regions, conveyed their thanks and best wishes to **Vic Decloux** on his retirement, after 38 years of public service.

In presentations by **Rob Gordon** (ADMSM), **Ken Hepburn** (ADMTI) and **Bob Jones** (DOS), Vic received a certificate from the Prime Minister, a medallion and gifts from his friends and co-workers.

Following a stint in the Merchant Navy – including being shipwrecked off California – Vic joined the "department" (it was really the Department of Transport at that time) in 1946 as a radio operator. His wide range of responsibilities since then included positions as Manager of the Toronto District Office; Manager of Frequency Management and Licensing at headquarters; Manager of Regulatory and Procedures Division; and Director of Spectrum Management Operations.



Vic Decloux

Well known in government and industry across Canada, Vic has travelled widely on behalf of the department, representing Canada at international conferences. He acted as the co-ordinator of DOC's Saudi Arabia project, and was headquarters' representative on the communications task force for the recent papal visit.

Best wishes, Vic, from all of us at DOC.

A successful videoconference

On December 20, a videoconference in the Briefing Centre enabled the DOC members of a federal-provincial committee on the future of French-language television in Canada to meet with their committee colleagues in Quebec, without anyone travelling from headquarters.

The committee was set up by Mr. Masse and Quebec Communications Minister Jean-François Bertrand following discussions on the need to increase the quantity and improve the quality of French-language TV services.

The videoconference, the third weekly

meeting of the committee, was chaired by **Richard Paradis** of DGBP and **Hélène Cantin** of the Quebec Department of Communications. Five people from DOC and three from Quebec participated.

It is estimated that DOC saved about \$1,100 through use of the Briefing Centre's videoconferencing facilities, rather than having to travel to Quebec City for a face-to-face meeting.

The participants found the experience beneficial and satisfying, and agreed to hold more meetings by videoconference.



DOC personnel in the Briefing Centre confer with committee members in Quebec City through videoconferencing facilities.

The Minister's Staff

A wide range of expertise is necessary to support the Minister's commitments and activities, and for ensuring the smooth, efficient operation of his office. These profiles introduce some of the policy advisors and special assistants appointed by Mr. Masse to assist him in achieving these goals.



Stephen B. Ash



Jacques Bélanger

Dr. Stephen B. Ash is the Minister's Chief of Staff. A marketing and strategic management expert, his consulting experience in the private sector includes organizational reviews with emphasis on market analysis and strategic planning. In the public sector, he has undertaken major research assignments on issues of concern to policymakers, business officials, various agencies and public-interest groups. He was also a research management advisor to the federal government and an external reviewer of contract research reports.

A faculty member for six years at the School of Business Administration, Western University, Dr. Ash taught marketing courses to undergraduate, MBA and doctoral-level students. He also wrote a variety of publications, research reports and teaching materials.

Jacques Bélanger is Special Assistant (Press) to the Minister, and brings many years of media relations experience to the position. Before joining DOC, Mr. Bélanger was Chief of Media Relations for the Correctional Service of Canada.

Mr. Bélanger was born in St-Jérôme, Quebec, and studied North American history at the University of Ottawa.

Sean Berrigan is the Minister's Special Assistant responsible for legislative affairs. His responsibilities include briefing the Minister daily for Question Period, preparing the Minister for appearances before Parliamentary Committees, and monitoring legislation.

Sean Berrigan



Jacques Desrochers

Mr. Berrigan has a bachelor of arts degree in literature and a master's in Canadian studies, specializing in Canadian literature and social history.

Before joining the Minister's staff in October, he was a research assistant to Geoff Scott, MP for Hamilton-Wentworth, Ontario.

Jacques Desrochers, Special Research Assistant, is from Granby, Quebec. While studying political science at the University of Ottawa, he was employed by the Progressive Conservative Party, the Honourable Roch Lasalle and Senator Arthur Tremblay. Mr. Desrochers is a member of the National Executive of the Progressive Conservative Party of Canada.

Patricia Finlay is the Minister's Special Advisor for Cultural Affairs.



Patricia Finlay



Nicola Fletcher

Nicola Fletcher, the Minister's Private Secretary, was born in Epsom, England. She studied for her degree in French language and literature, and Italian at the University of Leeds in England, and for a master's degree in French literature at McGill University in Montreal. She has also studied at the University of Florence in Italy and the Université Lille III in France. Her professional experience includes teaching English at the Université de Valenciennes in France and teaching French composition at McGill.

In 1981 Ms. Fletcher worked as a writer/translator for a Montreal-based international engineering group. She later became assistant director of communications at the firm, and was promoted to director of communications in 1984, before leaving the group to join Mr. Masse's staff.

Lorna Higdon holds the position of Special Advisor (Communications), and is responsible for advising the Minister on broadcasting and telecommunications policy issues. She joins the Minister's staff on secondment from the policy group in the Prime Minister's office.

Originally from New Harbour, Newfoundland, Ms. Higdon holds a bachelor of applied arts (radio and television arts) from Ryerson Polytechnical Institute in Toronto, and a master of business administration from York University, majoring in policy and marketing. She spent several years working in radio and television in Ontario before beginning her studies towards a PhD in communications policy and joining Mr. Mulroney's staff in January, 1984.



Lorna Higdon



Michel Lafontaine

Michel Lafontaine has joined the Minister's Office as Special Advisor responsible for the Technology and Industry, Research, and Spectrum Management sectors. He is a graduate of Laval University, where he obtained a master's degree in economics. He has been employed as a consultant in the communications field since 1976.

Claude Majeau, Special Assistant for Ministerial Affairs, is from Joliette, Quebec, and was called to the Quebec Bar in 1979. In 1979-1980, he was an assistant to Walter Baker, Minister of Revenue and Deputy Prime Minister. In 1980, he served as a legislative assistant to David Kilgour, MP for Edmonton-Strathcona. He also worked as a researcher in the Parliamentary Centre for Foreign Affairs and External Trade from 1981 to 1983, and in the Research Office of the Official Opposition in the House of Commons in 1984. Mr. Majeau is also assistant editor of the periodical, Parliamentary Government.



Claude Majeau



Jean Paré

Jean Paré is the Minister's Special Assistant for his Frontenac riding. He is responsible for assessing and co-ordinating communications from individuals and groups in the riding and ensuring that they are handled efficiently.

Born in Thetford Mines, he is well-known in the region for his involvement in community affairs. His familiarity with constituency issues makes him an invaluable advisor for Mr. Masse.

A graduate in social sciences from Laval University, Mr. Paré has been director of the Chamber of Commerce of Amiante Inc. since 1978, and a Thetford Mines alderman since the November 1983 municipal elections.

Mary Anne Tateishi is MINO Office Manager, responsible for departmental administration, office system design and support-staff management.

She has an English degree from Queen's University and a masters in business administration from the University of Western Ontario. Before joining DOC in May 1983, Ms. Tateishi worked in the private sector, for the federal Department of Supply and Services, and the Department of Energy, Mines and Resources.

Mary Anne Tateishi



Geoffrey Whaling

Geoffrey Whaling, the Minister's Special Assistant, Schedule and Tours, was born in Stratford, Ontario. He began his professional career in 1979 in Ottawa as Executive Assistant to the Parliamentary Secretary to the Minister of Energy, Mines and Resources. He then worked for the Honourable Ramon Hnatyshyn until 1981, when he returned to Toronto to become Executive Assistant to John P. Kruger, Chief Administrative Officer of the Metropolitan Toronto Corporation, General Manager of the O'Keefe Centre, and Interim General Manager of Exhibition Place.

In 1982, Mr. Whaling was appointed Special Assistant to Metropolitan Toronto Chairman Paul Godfrey, where he concentrated on economic development, tourism, business promotion and special projects. He also participated in the feasibility study on the development of a multi-purpose sports facility (the domed stadium) for Ontario.

Comings and Goings

Headquarters

Orest Roscoe, Director, Technology Assessment and Applications Planning, has left the department to join Telesat Canada. **Jim Carson** is replacing him on an acting basis.

Gilles Lalonde was recently appointed Director, Policy and Planning in DGFP; he was previously Senior Policy Officer for newspapers and periodicals in Cultural Affairs. **André McArdle** has been named Director, Liaison East, DGFP.

A few changes have been made in DGSP: **Pierre Billon**, Director of Strategy and Plans, will be working for the next two years at the World Centre, Informatics and Human Resources, located in Paris. **Guillaume Bissonnette** has been appointed Director, Legislation and Cabinet Liaison; he comes to us from the Department of Finance. **Josette Couture**, formerly in DGBP, has become a Program Officer in DGSP.

Art Adams, Manager of Graphic Arts in Administrative and Technical Services (DATS), retired in November after 43 years in the Public Service, including Army service during World War II. Prior to joining DOC, Art worked for the Canadian Signals Research Development Establishment and the Defence Research Board. In a ceremony at CRC, Art was presented with a certificate and gifts from his co-workers and friends. Art says he will now devote more time to his hobbies of art and cooking — but will have to forgo his own culinary masterpieces, as he is on a diet (Ouch).

Art Adams with cartoon drawn by Paul McLenachan.



Len Endemann, a Broadcasting Policy Analyst in DGBP, has been transferred to Treasury Board; and **Dominic Kelly**, who had been working in the Extension of Services Division for a year, has returned to his job in Australia.

Three DGIS employees have accepted transfers within the department: **May Morpaw**, Chief, Editorial Services and Liaison, is assuming new duties as a Policy and Planning Officer in DGFP; **Denise Perrier** is now replacing May on an acting basis; and **Raymond Lepage**, who was a Writer/Editor/Information Officer, has become the Senior Policy Officer in the Copyright Directorate of the Cultural Policy and Programs Branch.

In Cultural Affairs, **Don Stephenson** is the new Manager of the Special Program of Cultural Initiatives, while his predecessor, **Gaston Blais**, has become Chief, Arts Policy, in the Arts and Heritage Directorate. Two new analysts have also joined ADMAC: **Nadine Matte**, previously with the Social Sciences and Humanities Research Council; and **Barbara Klante**, from the Canada Council.

Drew Cameron has left his position as Senior Research Analyst in the Social Policy Directorate and is now Vice-President of Information Systems at the Canadian Hospital Association. He was replaced by **Barbara Helm**, who was previously with Health and Welfare Canada.

Correction: contrary to the announcement made in the last issue of Communications Express, **Cheryl Slack** has left her position as a Radio Inspector in the Central Regional Office and is now an Authorization Standards Officer in ADMSM.

Atlantic Region

Geoff Davis, a telecommunications consultant with GTA in Halifax, has left the department to join Telecom Canada in Ottawa. **Jean Guérette**, Chief of Program Development and Policy Analysis in the Regional Office, has accepted a transfer to DGBP at Headquarters as a Senior Analyst in the Extension of Services and Special Audiences Division. **Rhodena Guérette**, previously the Operational Services Supervisor for the Atlantic Region GTA, has been temporarily assigned to GTA in Ottawa. Also in Ottawa is **Brenda Patterson**, who is an Economic Development Analyst in DGIE.

Quebec Region

Jocelyne Archambault has been appointed Personnel Officer in the regional office; she was previously with the Department of Health and Welfare. **Gilbert DeCouvreur** has been named Director, Research and Development, Integrated Systems at the Canadian Workplace Automation Research Centre in Laval; he was previously Manager of Systems Engineering.

Solange Paré has left her position as Staffing Officer to join Solicitor General Canada. **Jean Bousquet**, a Radio Inspector in the Montreal District Office, has retired after 35 years in the Public Service.

Ontario Region

Jack Gavigan, who has worked with the region since 1972, has been appointed Safety and Special Services Technologist; and **James Thiessen**, who was working in the Trois Rivières District Office as part of a bicultural exchange program, has accepted a position as SMS Technologist in the Ontario Regional Office. **Catherine Hurley**, Project Co-ordinator for TVOntario's Telidon project, has been appointed Communications Development Officer in the Program Development and Policy Analysis Division.

David Nicholas, a graduate of St. Clair College, is the new EMC Frequency Selection Specialist in the Toronto District Office. **Darlene Spencer** is taking up new duties as Authorization and Administrative Support Supervisor; she was formerly with Employment and Immigration Canada.

Cynthia Byerlay, Superintendent, Operations and Development in GTA, has accepted a position with Rolm Canada; and **David Howells**, Systems Development Officer, has left the department to join CNCP Telecommunications.

New mobile spectrum monitoring system unveiled

DOC is testing a new mobile spectrum monitoring (MSM) system which will aid the department in obtaining the information needed for frequency assignment and spectrum planning. Efficient spectrum management requires data on the level of use of the frequency bands used by land-mobile services to determine if new systems can be added while maintaining an adequate level of service, and to estimate spectrum reserve capacity (i.e. is additional spectrum needed for this service?).

To obtain this data, frequencies (about 1,000 on a given day) at selected monitoring sites across Canada are fed into the computer-controlled system and scanned for five consecutive days. At the end of each day, the vehicle's computer analyzes the information, which is then transferred to the spectrum management system's main computer by magnetic tape.

The new, improved MSM system was developed under contract by Miller Communications Systems Ltd. of Kanata, Ontario. It replaces the first two monitoring vehicles that DOC acquired in the mid-1970s. The General Motors air-conditioned van housing the new MSM system is smaller and more economical than previous vehicles, with state-of-the-art equipment that includes graphics display and printer units. The monitoring system can be operated by one person, and can also be removed for operation outside the vehicle. The modular design and the use of an industry standard interface mean that other equipment can easily be incorporated and operated by the system.

With its highly sophisticated equipment, the new, advanced mobile spectrum monitoring system should have international marketing possibilities.



DOC tests new mobile spectrum monitoring system.

A model builder

A light comes on, the Canadarm reaches out and its snare grabs the satellite, lifts it out of orbit and deposits it carefully in the bay of the shuttle — well, not really the Canadarm, but a 1/8-scale working model on display in the lobby of the David Florida Laboratory at the Communications Research Centre.

The model was built by **Reg Bilodeau**, a mechanical technologist in CRC's model shop, with help from **Stu Hitchcock**, who designed the electronics. Reg is an internationally respected model builder and has won many awards for the models he builds as a hobby.

Completed in December 1983, the model has aroused much interest in visitors to the DFL, thanks to the contributions the Canadarm has made to the Canada/U.S. astronaut program, and the success it has enjoyed in recovering satellites and manoeuvring people and equipment in space. Six feet long, the model is constructed primarily of aluminum, and has a chain drive operated by a mini-computer. It can be activated by pushing a button on the outside of its display case.

The model was built to demonstrate how the Canadarm works, to assist in its testing, to show that the testing was performed at the DFL, and to recognize the contributions of the DOC consultants who worked with the National Research Council of Canada in developing it.

Reg, who worked from drawings supplied by NRC, had some unique problems to overcome to make the model a working display: for example, he had to consider the effect of gravity, which does not affect the real Canadarm. The popularity and interest the model has generated as it moves the mock satellite about, simulating its transfer into and out of space orbit, is a tribute to his success.



Canadian astronauts examine Canadarm model built by Reg Bilodeau (inset).