

worse, while federal cultural agencies might find it easier to deal with non-governmental organizations and the arts community at large, they might well find it much more difficult to deal with provincial and municipal governments in Canada and foreign governments abroad. Spreading responsibility would seem likely, on the whole, to weaken the perception of Canada on the international scene just at the time when many other countries are investing State-to-State relations with increasing importance, undoubtedly to counterbalance the overwhelming complexity of multilateral arrangements which few individual countries can influence significantly.

Another possible option would be to create a new agency—a Canadian Institute for International Cultural Relations, so to speak. It can be argued that such an agency could have a certain degree of autonomy, that it might bring with it more international visibility as well as a more intensive concentration of resources in fields and countries of strategic importance to Canada and that it might be linked to the Department of External Affairs in such a way that it would preserve the necessary bond between programming and diplomacy. This leaves unanswered however two basic questions: the first is how to reconcile such a separate agency with the increasing importance countries attach to State-to-State relations, and the second is how to make it consistent with the role of Heads of Posts at our diplomatic missions abroad who are responsible for the totality of interests in their territory of accreditation, including the conduct of our cultural diplomacy.

If the existing system had been properly tried and failed, it goes without saying that other options would have to be explored. But such is not the case. The truth of the matter is that the existing system has not yet fully been put to the test, largely because the Department has not yet been endowed with the financial, capital and human resources to do the job at a level that is consistent with the country's internal needs or external responsibilities and interests.

In 1975, the Department of External Affairs was poised to fulfil its mandate in this area. It had prepared a comprehensive five-year plan, and as Allan MacEachen, Secretary of State for External Affairs at the time, noted in a speech at Edinburgh University:

Cultural interest and activity in Canada are enjoying a period of unprecedented vigour . . . It was plain that this growth and diversification should be reflected in the foreign policy of our Government, so as to project on

the international scene the breadth, depth and creativity of Canadian cultural activities. Accordingly, the Government has approved in principle a five-year plan for broader cultural relations with other countries.

Despite Cabinet approval in principle, the required funds to put this five-year plan into effect were not made available. Then, as now, the atmosphere was one of austerity and restraint. Budgetary constraints have prevented the Department from developing Canada's international cultural relations in step with the rate of cultural development in Canada.

The Department is fully aware of the fact that Canada's future efforts to develop international cultural relations must be fashioned within the framework of prevailing economic conditions. Obviously, much greater attention will have to be given to the identification of alternative sources of funds, the multiplier effect of these funds at home and abroad, the cost-benefit effectiveness with which they are used in different parts of the world and the new policy of bilateralism, i.e. giving priority attention to Canada's relations with certain States.

With a reasonable degree of financial support, the Department is confident it can provide the leadership to put Canada's culture on the world map. It has at its command many of the instruments which are needed to translate Canada's present potential into future reality. As outlined elsewhere in this Brief, these include an international infrastructure, an ambitious Bureau of International Cultural Relations, a nucleus of skilled personnel, a growing expertise in consultation and co-ordination, both domestic and foreign, and an evolving long-term development plan. Most of all, it has a global perspective and the will to work co-operatively with other public and private institutions to guarantee that the country establishes the international cultural presence it needs and deserves.

In conclusion let it be stressed that cultural relations are to Canadian diplomacy the breath of life itself — without its artistic and intellectual achievements Canada would be reduced to statistics.

The Department is determined to spare no effort to promote the interests abroad of the Canadian cultural community. We are only too aware that present resources are insufficient. We will therefore need the strongest possible support from the cultural community to motivate Government to allocate resources commensurate with the task at hand.

Department of External Affairs

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