

There are many possible solutions to the problem but we have to make up our minds what to do. Industry and users can help by letting us have the benefit of their advice. Unrelated advice from multiple sources can be as bad as no advice at all and here again the Canadian Radio Technical Planning Board has already helped us by sorting out the advice of its members and by advising the Department in decisions of this kind.

The Department is not alone in facing problems of the future involving telecommunications. You, as manufacturers of the essential equipment, must also have an eye to the future, both short-term and long-term. The future health of the telecommunications industry depends on research, not only in the true and conventional sense, but equally in direct operational research to determine what the operational needs will be a few years from now and what techniques can be available to meet these needs. The faster the development in the telecommunications field, the further ahead we must look--in short, I suggest you look not only at what you can build and sell today, but also at what you may be called upon to do a few years from now,

The abilities of the telecommunications industry are continually improving. It does not seem to matter much what one tries to decide on today; someone cries, "hold, I have something better coming up"--and they always will have. Yet we cannot spend our time thinking where we would go if we ever got started. We must from time to time determine "turning points" and set up sign posts at which we must change direction. These sign posts are the decisions of the future. Decisions which we must ask you to help us to make.

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