

enhanced if these aforementioned institutions would set up international offices of their own in order to promote international cultural relations and administer specific programs.

Recent establishment of the newly-created Bureau of International Cultural Relations in the Department of External Affairs is a valuable step in the right direction. Over time, the Bureau might establish a number of divisions corresponding to the various sectors of culture identified earlier. The size and functions of these divisions would vary tremendously, according to the particular needs and circumstances of Canadian cultural life. Some divisions, such as the artistic relations division and the academic relations division, would be quite large, since the Department assumes numerous responsibilities in these areas. Other divisions may be much smaller, particularly where many other institutions in Canada assume some external responsibilities for these relations. Finally, it would be advisable to establish a special relations division to promote Canada's interests in such international organizations as the Council of Europe, Unesco, the International Council of Museums, the International Music Council and similar other international and national cultural organizations.

Development of the Necessary Infrastructure

It is impossible to build a strong program of cultural relations with other countries if the infrastructure which is available for these purposes - such as an outstanding team of cultural relations officers in Ottawa and in the posts abroad, dynamic cultural centres and display facilities, well-stocked resource libraries, up-to-date audio-visual equipment and effective information systems - is deficient. Regardless of the particular type of administrative agency preferred, as the world's leaders in this field have repeatedly demonstrated, development of the necessary infrastructure is the key to strengthening cultural relations abroad.

No need is more pressing within the development of this infrastructure than the need to develop an outstanding team of cultural relations officers to staff headquarters in Ottawa as well as the posts abroad. The reason for this is that although programs are essential, by their very nature, they are periodic and piecemeal; they do not take place on a constant, sustained basis. Regardless of how effectively a concert is presented or a lecture is given, each has a definite commencement and termination date. Having been presented in one place at one time, they invariably move on to other times and other places, leaving little of a permanent nature behind. As a result, cultural relations officers are the only people who are involved on the spot in the development of Canada's international cultural relations on a full-time and sustained basis. In consequence, in the final analysis the quality of Canada's relations in this essential field will be determined by the quality of the personnel assigned to develop these relations.

It is impossible to conduct cultural relations on a sustained, on-the-spot basis with a few full-time and part-time officers. Despite the fact that there is a certain amount of over-lapping between cultural relations and political, economic or public affairs relations, it is not possible for one officer to handle several areas simultaneously, particularly as the cultural requirements continue to escalate rapidly in importance inside and outside the country. As a result, over the next decade, the highest possible priority must be assigned to the development of an effective team of qualified cultural relations officers who can work on a full-time