

Canadian International Trade Tribunal

2013-2014

Report on Plans and Priorities

The Honourable James M. Flaherty
Minister of Finance

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CHAIRPERSON'S MESSAGE

I am pleased to present the 2013-2014 Report on Plans and Priorities (RPP) for the Canadian International Trade Tribunal (the Tribunal). The Tribunal's mandate is to provide Canadian and international businesses with access to fair, transparent and timely processes for the investigation of trade remedy cases and complaints concerning federal government procurement and for the adjudication of appeals on customs and excise matters. At the request of the Government, the Tribunal provides advice on tariff, trade, commercial and economic matters.

The Tribunal's main operating challenge remains the management of its resources to meet the strict legislative deadlines applicable to a caseload that is unpredictable in both volume and complexity. In response, the Tribunal tracks factors that tend to influence the number and complexity of cases before it, including the state of the Canadian, U.S. and global economies, and the global trade environment, and, on a yearly basis, analyzes its caseload for trends that can help predict future caseload.¹

In light of these trends, the Tribunal will be reallocating existing resources to ensure that the necessary expertise and adequate staffing level are maintained to adequately respond to fluctuations in its trade remedy workload. This decision was made in a context where the economic conditions in Canada and elsewhere suggest that the number of new trade remedy cases in 2013-2014 is likely to remain toward the high end of the "baseline", which would mean three to four new cases, in addition up to five expiry reviews per year.

Similarly, the Tribunal's analysis of procurement cases indicates that this area of its mandate will remain a significant line of business in 2013-2014, and it is expected that the number of new cases will be comparable to the previous year. In the last three years, the average annual value of procurement complaints filed with the Tribunal exceeded \$1 billion.

The number of appeals is anticipated to remain high, as the volume of customs and excise appeals has remained steady, and appeals under the *Special Import Measures Act* (SIMA) are likely to continue their upward trend.

The Tribunal's main priority for 2013-2014 continues to be the fair, timely and effective disposition of cases. In an environment where the Tribunal's workload is expected to remain high, the Tribunal will focus on offering targeted training programs to its staff and members and implementing new work processes designed to increase productivity and efficiency, such as expanding the use of existing technology infrastructure to consolidate the various reports and databases that are used by different branches of the Tribunal.

Stephen A. Leach
Chairperson

1. *Canadian Imports, Shipments and Employment Affected by Anti-dumping and Countervailing Measures, 1995-2011*, report prepared by the Tribunal, available online at www.citt-tcce.gc.ca.

SECTION I—TRIBUNAL OVERVIEW

Raison d'être

The Tribunal provides Canadian and international businesses with access to fair, transparent and timely processes for the investigation of trade remedies cases and complaints concerning federal government procurement and for the adjudication of appeals on customs and excise matters. At the request of the Government, the Tribunal provides advice in tariff, trade, commercial and economic matters.

Responsibilities

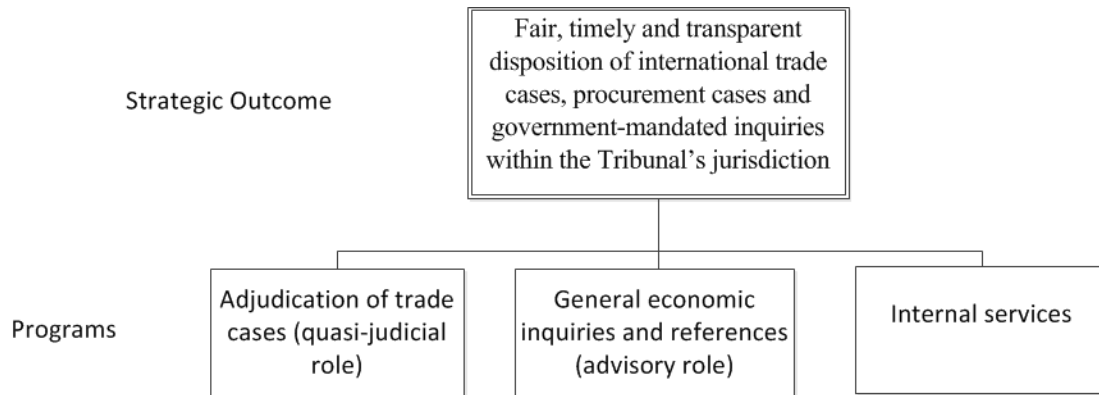
The Tribunal was established in December 1988 under the *Canadian International Trade Tribunal Act (CITT Act)*. It acts as an independent, investigative and quasi-judicial decision-making body that reports to Parliament through the Minister of Finance. The Tribunal also derives authority from *SIMA*, the *Customs Act* and the *Excise Tax Act*. The Tribunal's office is located in Ottawa, Ontario.

The Tribunal fulfils the following roles within the Government of Canada:

- inquires, under *SIMA*, into whether dumped or subsidized imports have caused, or are threatening to cause, injury to a domestic industry;
- inquires into complaints by potential suppliers concerning procurement by the federal government that is covered by the *North American Free Trade Agreement (NAFTA)*, the *Agreement on Internal Trade (AIT)*, the World Trade Organization (WTO) *Agreement on Government Procurement (AGP)*, the *Canada-Chile Free Trade Agreement (CCFTA)*, the *Canada-Peru Free Trade Agreement (CPFTA)* and the *Canada-Colombia Free Trade Agreement (CCOFTA)*;
- hears appeals from decisions of the Canada Border Services Agency (CBSA) made under the *Customs Act* and *SIMA*, and of the Minister of National Revenue under the *Excise Tax Act*;
- inquires into and provides advice on such economic, trade and tariff issues as are referred to the Tribunal by the Governor in Council or the Minister of Finance;
- investigates requests from Canadian producers for tariff relief on imported textile inputs used in their production operations and makes recommendations to the Minister of Finance on the requests; and
- undertakes safeguard inquiries into complaints by domestic producers that a rapid increase in imports is causing, or threatening to cause, injury to domestic producers and makes recommendations to the Government on an appropriate remedy.

Strategic Outcome and Program Alignment Architecture

The chart below illustrates the Tribunal's complete framework of programs.



Organizational Priorities

Priority	Type	Strategic Outcome and/or Programs
Process cases within legislative and internal deadlines and maintain quality standards	Ongoing	Fair, timely and transparent disposition of international trade cases, procurement cases and government-mandated inquiries within the Tribunal's jurisdiction
Description		
<p>Why is this a priority?</p> <p>The Tribunal has a statutory obligation to hear cases and make sound decisions on matters that fall within its jurisdiction within legislative and internal deadlines. In so doing, the Tribunal supports a fair marketplace in Canada, maintains its strong reputation both within Canada and throughout the world and complies with its legislative requirements.</p> <p>Plans for meeting the priority</p> <p>Tribunal management will continue with the implementation of organizational changes that were initiated in 2012-2013 and with the reallocation of work amongst the different branches of the Tribunal. This will increase efficiency and productivity while allowing the Tribunal to continue to meet all legislative and internal deadlines and to respond adequately to fluctuations in its workload.</p>		

Priority	Type	Strategic Outcome and/or Programs
Improve service delivery	Ongoing	Fair, timely and transparent disposition of international trade cases, procurement cases and government-mandated inquiries within the Tribunal's jurisdiction
Description		
<p>Why is this a priority?</p> <p>The Tribunal continuously works towards improving its service delivery in order to provide efficient and reliable services to its stakeholders. Moreover, the Tribunal must protect the personal and confidential information filed by parties appearing before it.</p> <p>Plans for meeting the priority</p> <p>During 2011-2012, the Tribunal conducted its first client satisfaction survey, and its management response was issued in June 2012. While the results revealed high levels of satisfaction, the Tribunal plans to continue building on these results by focusing its resources in the areas highlighted by clients as important to them.</p> <p>In 2013-2014, the Tribunal will continue exploring ways to streamline its questionnaires with the goal of migrating to an electronic version, which will limit duplication and eliminate manual data entry; as well, this initiative aligns with the Government's direction to promote green procurement initiatives, such as the reduction in the use of paper. In pursuing this goal, the Tribunal will seek input from its stakeholders and will ensure that the Tribunal has the capacity to support its current and future business applications.</p>		

Priority	Type	Strategic Outcome and/or Programs
Invest in its people	Ongoing	Fair, timely and transparent disposition of international trade cases, procurement cases and government-mandated inquiries within the Tribunal's jurisdiction
Description		
<p>Why is this a priority?</p> <p>The Tribunal's reputation of excellence depends largely on its highly specialized workforce working closely together to deliver on its mandate.</p> <p>Plans for meeting the priority</p> <p>The Tribunal will continue to encourage a positive, respectful and cooperative work environment, and, building on the results of the 2011 Public Service Employee Survey, management will emphasize communicating its vision of the organization, consulting with employees on planned changes and ensuring that support, training and career development opportunities are available.</p>		

Priority	Type	Strategic Outcome and/or Programs
Sound management practices	Ongoing	Fair, timely and transparent disposition of international trade cases, procurement cases and government-mandated inquiries within the Tribunal's jurisdiction
Description		
<p>Why is this a priority?</p> <p>In the current environment, the Tribunal must manage a relatively high volume of cases with fewer resources. Therefore, sound management practices are of utmost importance to ensure that the Tribunal's resources are deployed in the most efficient way to allow it to deliver on its mandate.</p> <p>Plans for meeting the priority</p> <p>Ongoing budgetary constraints coupled with an unpredictable workload require that the Tribunal properly allocate its existing resources, notably by preparing financial forecasts and employing prudent cash management strategies to maintain the ability to face unexpected financial pressures.</p> <p>The Tribunal will implement organizational changes to delegate responsibility and authority of financial and human resources to lower levels of management. This decision-making power will enable managers to better respond to shifting operational priorities without having to seek approval at higher levels.</p> <p>In 2012-2013, the Tribunal was subject to an audit by the Office of the Comptroller General to ensure that core controls over financial management within the Tribunal were effective and complied with corresponding legislation, policies and directives. The audit found that the core controls over financial management within the Tribunal were effective and complied with 10 of the 12 policies, directives and corresponding legislation. In response to the audit, the Tribunal revised certain financial management processes and provided additional staff training to ensure compliance with all relevant policies.</p> <p>In 2013-2014, the Tribunal will continue to ensure that adequate processes, procedures and controls are in place and will provide ongoing training in financial management to staff and new managers.</p>		

Risk Analysis

Operating Environment

Economic conditions in Canada and the rest of the world are key factors influencing the Tribunal's workload. The outlook for the global economy weakened in the final months of 2012, but global growth is expected to increase in 2013 and 2014. The prices of non-energy commodities have increased since mid-2012 and are expected to continue increasing through 2013.²

Looking ahead, there is nothing in the Tribunal's operating environment to indicate that it will face a substantially reduced workload over the next several years. The slow economic recovery in Canada and elsewhere means that the number of new trade remedy cases is likely to remain toward the high end of the "baseline" level of two to four per year. In addition, there is a possibility of up to five expiry reviews in each of the next three years. As noted above, the number of appeals under the *Customs Act* shows no signs of diminishing despite Canada's low average tariff rates, and the volume of appeals under *SIMA* is likely to continue its upward trend. Procurement review is also likely to remain an important line of business for the Tribunal, even if the volume of complaints is lower than the uncharacteristically high levels of some previous years.³

Internal Operating Environment

The Minister of Finance has announced, as part of the 2012 Federal Budget,⁴ the result of a comprehensive Government review of departmental spending that will amount to roughly \$5.2 billion in ongoing savings by 2014-2015. This review focused on improving the efficiency and effectiveness of government operations and programs to ensure value for taxpayers' money. As a result, the Tribunal's operating budget will be reduced by 5 percent starting in 2014-2015. The Tribunal has taken steps to meet this saving target by reorganizing work amongst the different branches and reallocating existing resources.

Challenges and Key Risks

As a result of the environmental assessment, the Tribunal has identified five key risk areas for 2013-2014.

1. Inability to process cases in a timely manner with adequate quality in a period of high workload and budgetary constraints

Managing a high workload of trade remedy, procurement and appeal cases with fewer resources due to budgetary constraints will increase pressure on management and staff to deliver quality and timely decisions.

2. *Bank of Canada Monetary Policy Report*, October 2012, at 15.

3. There were a significant number of complaints associated with one or two complainants.

4. Minister of Finance, "Economic Action Plan 2012—Jobs, Growth and Long-term Prosperity" (<http://www.budget.gc.ca/2012/plan/pdf/Plan2012-eng.pdf>) at 211.

To mitigate this risk, the Tribunal will emphasize integrated planning and regular forecasts to ensure that financial and human resources are properly allocated to priority areas.

2. Inability to optimize allocation of existing resources

In a context of a fluctuating but high workload coupled with budget constraints, the Tribunal will have to optimize the allocation of resources across the various areas of its mandate.

The Tribunal will start implementing a streamlined organizational structure that will improve business continuity during periods of transition and optimize the allocation of resources amongst branches and sections. Staff will continue to be cross-trained, and measures such as temporary assignments, cross-training and internal deployments will be considered.

3. Inability to develop strategies for the expanded use of electronic records and to comply with green procurement initiatives

To address this risk, the Tribunal will continue to explore ways to migrate to an electronic questionnaire. The Tribunal will expand the use of existing technology infrastructure to consolidate the various reports and redundant databases that are used throughout different branches of the Tribunal. This will reduce duplication and discrepancies in reporting requirements and will significantly reduce the number of hard copies.

4. Inability to adequately support information management (IM)/information technology (IT) business applications

The Tribunal supports many business applications that were either developed by staff who have left the Tribunal or outsourced and for which it now has limited internal expertise. To mitigate this risk, the IM/IT group will focus on expanding its in-house capacity, as well as initiating discussions with stakeholders, to assess whether some applications must be upgraded or replaced with a new generation of products.

Planning Summary

Financial Resources (\$ thousands)

Total Budgetary Expenditures (Main Estimates) 2013-2014	Planned Spending 2013-2014	Planned Spending 2014-2015	Planned Spending 2015-2016
9,894	9,894	9,424	9,424

Human Resources (full-time equivalents)

2013-2014	2014-2015	2015-2016
73	70	69

Planning Summary Table (\$ thousands)

Strategic Outcome	Program	Actual Spending 2010-2011	Actual Spending 2011-2012	Forecast Spending 2012-2013	Planned Spending			Alignment to Government of Canada Outcomes
					2013-2014	2014-2015	2015-2016	
Fair, timely and transparent disposition of international trade cases, procurement cases and government-mandated inquiries within the Tribunal's jurisdiction	Adjudication of trade cases (quasi-judicial role)	6,881	6,633	7,422	7,322	6,974	6,974	Fair and secure marketplace
	General economic inquiries and references (advisory role)	109	105	102	99	94	94	Fair and secure marketplace
Sub-total		6,990	6,738	7,524	7,421	7,068	7,068	

Planning Summary Table for Internal Services (\$ thousands)

Program	Actual Spending 2010-2011	Actual Spending 2011-2012	Forecast Spending 2012-2013	Planned Spending		
				2013-2014	2014-2015	2015-2016
Internal Services	3,932	3,791	2,643	2,473	2,356	2,356
Sub-total	3,932	3,791	2,643	2,473	2,356	2,356

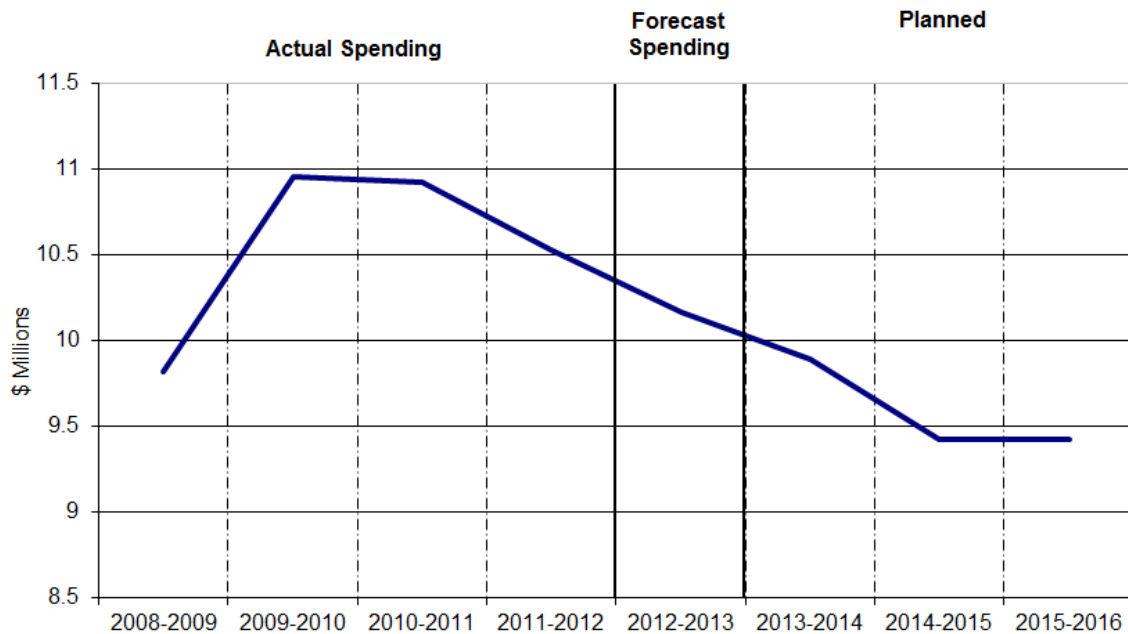
Planning Summary Total (\$ thousands)

Strategic Outcomes, Programs and Internal Services	Actual Spending 2010-2011	Actual Spending 2011-2012	Forecast Spending 2012-2013	Planned Spending		
				2013-2014	2014-2015	2015-2016
Total	10,922	10,529	10,167	9,894	9,424	9,424

Expenditure Profile

For the 2008-2009 to 2012-2013 periods, total spending includes all parliamentary appropriations: Main Estimates, Supplementary Estimates and Treasury Board Vote 15, and carry-forward adjustments. For the 2013-2014 to 2014-2015 periods, total spending corresponds to planned spending. Supplementary funding and carry-forward adjustments are unknown at this point and are therefore not reflected. Below is a graph showing the spending trend since 2008-2009.

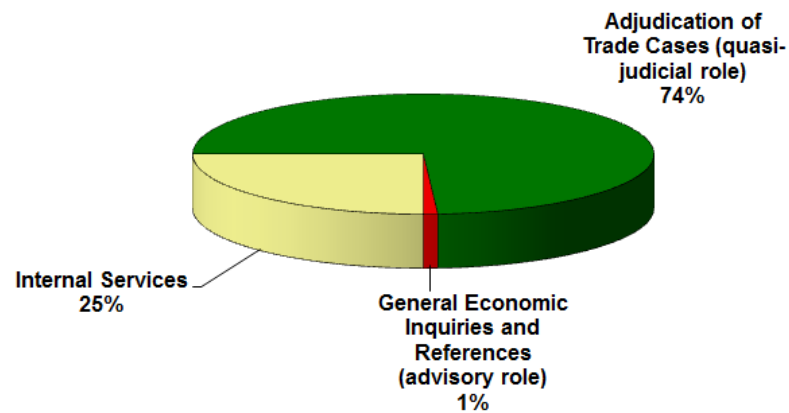
Spending Trend



The decreasing trend in spending and planned spending since 2008-2009 can be explained by the fact that, from 2009-2010 to 2011-2012, the Tribunal received additional funding to cover a predicted operating budget shortfall resulting from an expected increase in caseload. The temporary funding increase was \$525,000 for 2009-2010, \$2.1 million for 2010-2011 and \$1.575 million for 2011-2012.

The figure below displays the percentage allocation of the Tribunal's funding by program for 2013-2014.

2013-2014 Allocation of Funding by Program for the Tribunal



Estimates by Votes

For information on the Tribunal's organizational appropriations, please see the 2013-2014 Main Estimates publication.ⁱ

SECTION II—ANALYSIS OF PROGRAMS BY STRATEGIC OUTCOME

Strategic Outcome

Strategic Outcome: <i>Fair, timely and transparent disposition of international trade cases, procurement cases and government-mandated inquiries within the Tribunal's jurisdiction</i>	
Performance Indicators	Targets
Tribunal decisions overturned by the Federal Court of Appeal and/or international appeal bodies	Not more than 2 percent of all decisions rendered over the most recent five-year period are overturned by the Federal Court of Appeal and/or international appeal bodies
Tribunal notices, decisions and guidelines are accessible to the public	100 percent of notices, decisions and guidelines for all areas of its mandate and practice notices are accessible to the public through the Tribunal's Web site, the <i>Canada Gazette</i> and/or MERX (Canada's electronic tendering service)

The following section describes the Tribunal's programs and identifies the expected results, performance indicators and targets for each of them. This section also explains how the Tribunal plans to meet the expected results and presents the financial and non-financial resources that will be dedicated to each program.

This section contains a discussion of plans surrounding the following programs:

- Adjudication of trade cases (quasi-judicial role)
- General economic inquiries and references (advisory role)
- Internal Services

Program No. 1—Adjudication of Trade Cases (quasi-judicial role)

Program Description

The Tribunal's adjudicative mandate is to provide a fair, timely and transparent trade remedies system to Canada's business sector, thereby preserving confidence in the Canadian market, to the benefit of Canadian businesses and consumers. The Tribunal acts as an independent, quasi-judicial decision-making body that derives its adjudication authority from the *CITT Act*, *SIMA*, the *Customs Act* and the *Excise Tax Act*. It operates within Canada's trade remedy system, applying existing policies and laws related to addressing unfair competition in the domestic market or providing emergency protection against imported items that are seen to cause injury to a domestic industry. The Tribunal also hears appeals from decisions of the Canada Revenue Agency (CRA) and the CBSA. It has also been designated as the bid challenge authority under the *AIT*, *NAFTA*, the *AGP*, the *CCFTA*, the *CPFTA* and the *CCOFTA*.

In its quasi-judicial role, the Tribunal's caseload is comprised of the following:

- Unfair trade cases—inquiries under *SIMA* into whether dumped and/or subsidized imports have caused or are threatening to cause injury to a Canadian industry
- Bid challenges—inquiries into complaints by potential suppliers concerning federal government procurement under *NAFTA*, the *AIT*, the *AGP*, the *CCFTA* the *CPFTA* and the *CCOFTA*
- Appeals of decisions of the CBSA made under the *Customs Act* and *SIMA*, and decisions of the CRA under the *Excise Tax Act*
- Safeguard cases—inquiries into whether a rapid increase in imports from China, or from around the world, may be causing injury to a Canadian industry

Financial Resources (\$ thousands)

Total Budgetary Expenditures (Main Estimates) 2013-2014	Planned Spending 2013-2014	Planned Spending 2014-2015	Planned Spending 2015-2016
7,322	7,322	6,974	6,974

Human Resources (full-time equivalents)

2013-2014	2014-2015	2015-2016
54	52	51

Expected Results	Performance Indicators	Targets
Tribunal's decisions are fair, impartial and based on quality information	Soundness of the Tribunal's decisions under judicial review that are overturned by the Federal Court of Appeal and/or international appeal bodies based on "due process" not being followed.	Less than 1 percent of all decisions on "due process" will be overturned.
Decisions rendered within statutory deadlines	Decisions are issued within statutory deadlines. The Tribunal's decisions regarding dumping and/or subsidizing, safeguard inquiries and procurement complaints are subject to statutory deadlines.	All decisions are issued within the legislated deadline.
Decisions on appeals rendered within internal deadlines	Appeal decisions are issued within internal deadlines. There is no statutory deadline imposed for appeals of decisions of the CBSA and Minister of National Revenue. However, the Tribunal has adopted an informal, voluntary standard of issuing such decisions within 120 days of the hearing of an appeal.	70 percent of internal deadlines are met.

Planning Highlights

In order to achieve the expected result for its quasi-judicial role, the Tribunal plans to undertake the following activities:

- The Tribunal will start implementing a streamlined organizational structure that will improve business continuity and optimize the allocation of resources amongst branches and sections. This new structure will provide long-term stability while increasing efficiency to ensure that the Tribunal's decisions are rendered within statutory deadlines and are fair, impartial and based on quality information.
- To maintain employee engagement and productivity in the face of these changes and high workload, management will continue to emphasize communicating its vision of the new organization, consulting with employees on planned changes and ensuring support, training and career development opportunities are available.
- The Tribunal will also expand the use of existing technology infrastructure to consolidate the various reports and redundant databases that are used throughout different branches of the Tribunal. This will reduce duplication and discrepancies in reporting requirements.

Program No. 2—General Economic Inquiries and References (advisory role)

Program Description

The Tribunal plays an advisory role when requested by the Government to recommend measures to alleviate injury to domestic producers following a safeguard inquiry. Periodically, the Government may also direct the Tribunal to inquire into general economic, trade or tariff matters. In such inquiries, the Tribunal conducts research, receives submissions, conducts hearings and presents recommendations, as required, to the Government or the Minister of Finance.

The Tribunal has received a standing reference from the Minister of Finance to investigate requests from domestic producers for tariff relief on imported textile inputs for use in their manufacturing operations and make recommendations to the Minister of Finance that would maximize the net economic benefits to Canada.

In its advisory role, the Tribunal's caseload is comprised of the following:

- Safeguard cases—where the Tribunal finds injury to a Canadian industry, the Governor in Council may request the Tribunal to recommend appropriate measures for dealing with the increase in imports
- General economic, trade and tariff inquiries referred by the Government—inquiries and advice on such economic, trade and tariff issues as are referred to the Tribunal by the Governor in Council or the Minister of Finance

- Standing tariff reference referred by the Minister of Finance—investigations into requests from Canadian producers for tariff relief on imported textile inputs that they use in their production

Financial Resources (\$ thousands)

Total Budgetary Expenditures (Main Estimates) 2013-2014	Planned Spending 2013-2014	Planned Spending 2014-2015	Planned Spending 2015-2016
99	99	94	94

Human Resources (full-time equivalents)

2013-2014	2014-2015	2015-2016
1	1	1

Expected Results	Performance Indicators	Targets
Tribunal recommendations on economic, trade and tariff matters and the standing textile reference are fair, impartial and based on quality information	Recommendations meet the terms of reference and provide requested information. An indicator of the soundness of the Tribunal's decisions is the number of requests for additional information from the Minister of Finance.	All recommendations meet the terms of reference.
	Reports, decisions and recommendations are published within government-mandated deadlines. The Tribunal's recommendations regarding the tariff reference and economic inquiries are subject to statutory deadlines.	All recommendations are published within statutory deadlines.

Planning Highlights

During 2012-2013, the Tribunal did not receive any new requests for tariff relief on textile inputs. Similarly, the Tribunal has not received any request related to safeguard inquiries and references for several years. However, the Tribunal still allocates modest human and financial resources to this program to maintain a core level of knowledge and expertise in this highly specialized area should the need again arise.

Program No. 3—Internal Services

Program Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are Management and Oversight Services, Communications Services, Legal Services, Human Resources Management Services, Financial Management Services, Information Management Services, Information Technology Services, Real Property Services, Materiel Services,

Acquisition Services, and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not those that apply specifically to a program.

Financial Resources (\$ thousands)

Total Budgetary Expenditures (Main Estimates) 2013-2014	Planned Spending 2013-2014	Planned Spending 2014-2015	Planned Spending 2015-2016
2,473	2,473	2,356	2,356

Human Resources (full-time equivalents)

2013-2014	2014-2015	2015-2016
18	17	17

Planning Highlights

The Tribunal's planning highlights for Internal Services include the following:

- As mentioned in Section 1, the Tribunal will continue, in 2013-2014, to study the implementation of an electronic questionnaire that will allow respondents to save time when they provide information to the Tribunal. The Tribunal will also focus on expanding its in-house capacity to better support IM business applications that Tribunal staff use in the delivery of the various areas of its mandate.
- Management will oversee the implementation of government-wide initiatives within the Tribunal, such as shared services opportunities and the adherence to common business processes, including the Common Human Resources Business Process.
- The Tribunal plans to continue to invest in its security program by partnering with Communications Security Establishment of Canada and will implement enhanced monitoring measures. Building on last year's successful delivery of the desktop security program, the Tribunal plans to renew the security awareness program in 2013-2014. The IT section will also continue to document its recovery procedures and build its off-site capacity to improve its business continuity planning readiness.

SECTION III—SUPPLEMENTARY INFORMATION

Financial Highlights

The future-oriented financial highlights presented in this Report on Plans and Priorities are intended to serve as a general overview of the Tribunal's financial operations. They are prepared on an accrual basis to strengthen accountability and improve transparency and financial management.

Future-oriented financial statements can be found on the Tribunal's Web site at http://www.citt-tcce.gc.ca/publicat/index5_e.asp.

Future-oriented Condensed Statement of Operations and Departmental Net Financial Position For the Year (ending March 31) (\$ thousands)			
	\$ Change	Forecast 2013-2014	Estimated Results 2012-2013
Total expenses	(801)	12,690	13,491
Total revenues	-	-	-
Net cost of operations before government funding and transfers	(801)	12,690	13,491
Departmental net financial position	310	146	(164)

The estimated total net cost of operations for the Tribunal for 2013-2014 is \$12.690 million, which includes \$2.743 million of services rendered without charge. It is anticipated that the total will be allocated as follows: \$9.391 million, or 74 percent of total net cost of operations, for the Tribunal's main program, which is the adjudication of trade cases; \$127,000, or 1 percent of total net cost of operations, for general economic inquiries and references; and \$3.172 million, or 25 percent of total net cost of operations, for internal services.

Future-Oriented Condensed Statement of Financial Position For the Year (ending March 31) (\$ millions)			
	\$ Change	Forecast 2013-2014	Estimated Results 2012-2013
Total net liabilities	(452)	1,148	1,600
Total net financial assets	(52)	608	660
Departmental net debt	(400)	540	940
Total non-financial assets	(90)	686	776
Departmental net financial position	310	146	(164)

List of Supplementary Information Tables

Electronic supplementary information tables listed in the 2011–2012 *Report on Plans and Priorities* can be found on the Canadian International Trade Tribunal Web site.ⁱⁱ

- Greening Government Operations

Tax Expenditure and Evaluation Report

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*ⁱⁱⁱ publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

SECTION IV—OTHER ITEMS OF INTEREST

Organizational Contact Information

The Secretary
Canadian International Trade Tribunal
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17th Floor
Ottawa, Ontario
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Telephone: 613-993-3595
Fax: 613-998-1322
E-mail: secretary@citt-tcce.gc.ca
Tribunal's Web site: <http://www.citt-tcce.gc.ca>

Legislation Governing the Work of the Canadian International Trade Tribunal

Canadian International Trade Tribunal Act	R.S.C. 1985 (4th Supp.), c. 47
Customs Act	R.S.C. 1985 (2d Supp.), c. 1
Excise Tax Act	R.S.C. 1985, c. E-15
Special Import Measures Act	R.S.C. 1985, c. S-15
Energy Administration Act	R.S.C. 1985, c. E-6
Canadian International Trade Tribunal Regulations	S.O.R./89-35
Canadian International Trade Tribunal Procurement Inquiry Regulations	S.O.R./93-602
Canadian International Trade Tribunal Rules	S.O.R./91-499

Tribunal's Publications

For a complete list of the Tribunal's publications, please see the Tribunal's Web site at http://www.citt-tcce.gc.ca/publicat/index_e.asp.

Endnotes

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- i. The 2013-2014 Main Estimates publication can be found at the following web address : <http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp>
 - ii. Green Procurement, http://www.citt-tcce.gc.ca/publicat/index5_e.asp
 - iii. The URL for the Department of Finance's annual Tax Expenditure and Evaluation publication is <http://www.fin.gc.ca/purl/taxexp-eng.asp>.