



Foreign Affairs and  
International Trade

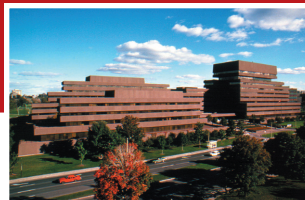
Affaires étrangères et  
Commerce international

Canada



# Department of Foreign Affairs and International Trade (International Trade)

## Report on Plans and Priorities 2005-2006





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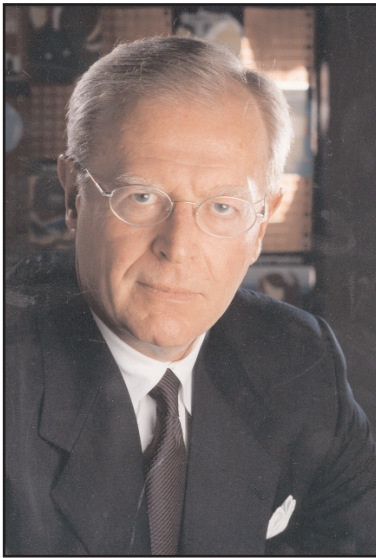
# Overview



## Section 1

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**The Honourable James Scott Peterson PC, MP**  
**Minister for International Trade**

## 1.1 Minister's Message

I am pleased to present our *Report on Plans and Priorities* for 2005–2006. Over each of the past 13 years, Canada has enjoyed an uninterrupted period of economic growth, fuelled in large measure by our success in international markets.

Despite our strong record, much remains to be accomplished. In this 21<sup>st</sup> century many traditional concepts are evolving, and none more so than international commerce. Today's international economy is complex. While imports and exports of goods and services remain important components of Canada's economy, others are ever more powerful forces: investment, joint commercial collaborations, global supply chains and the commercialization of technologies. As manufacturing integrates across borders and intrafirm trading continues to expand, it is becoming increasingly difficult to identify where the border of our economy actually lies.

Our goal is to contribute to Canadian prosperity: a succinct aim whose new importance and urgency could not have been foreseen only a few years ago. The global operating environment presents us—and indeed Canada and the World—with some fundamental challenges:

- truly understanding the business of doing business globally;
- aligning government policies and programs to this new reality;
- making sure we have the tools that businesses need to compete successfully ; and
- engaging more small and medium-sized enterprises in regional and global commerce.

During the next year, we will focus our resources on making measurable progress in four broad areas:

- securing and enhancing commercial ties with our NAFTA partners, including the implementation of the “New Partnership” announced by the Prime Minister during President Bush's visit to Canada in late 2004. Building on the successful Smart Border Agreement, we will collaborate with our American partners to help Canadian businesses compete with established and emerging competitors in global markets;
- positioning Canadian business strategically in key emerging economies: a substantial initiative, requiring appropriate resources to make sure that Canada can increase its market share in the world's high-growth economies;
- realizing the full potential of Canada's relationships with mature markets like the European Union and Japan for enhanced

trade, investment and, innovation vital to Canada's economic, prosperity; and

- reinforcing our leadership in international commerce through innovative policies and programming and the excellence, skills, knowledge and dedication of our personnel.

I want to take this opportunity to acknowledge and thank the talented employees of the

department for their dedication and accomplishments in serving Canadians. Their close working relationship with the business community ensures that the services we render correspond to their needs, for it is they who generate the wealth that leads to Canadian prosperity. I am proud to be part of their team as we apply ourselves to the ambitious goals we have set for the year ahead.

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**The Honourable James Scott Peterson, PC, MP**  
Minister for International Trade





## 1.2 Summary Information

**Reason for our existence:** The mandate of International Trade is to enable and contribute to Canada's prosperity through global commerce.

### Financial Resources Incorporating Expenditure Review Committee Cuts (\$ millions)

2005-2006	2006-2007	2007-2008
174.1	170.7	169.3

### Human Resources (Full-Time Equivalents)

2005-2006	2006-2007	2007-2008
1,316	1,316	1,316

The financial resources in the summary table exclude statutory payments to Export Development Canada (EDC) (2005-2006 \$18.98M budgetary, \$653M non-budgetary; 2006-2007 \$18.3M budgetary, \$740M non budgetary; 2007-2008 \$17.5M budgetary, \$328M non budgetary). These payments were reflected under Export Development Canada in previous Main Estimates. For more information readers are encouraged to consult financial table number one in section 3.3 of this report.

## Priorities

Priority	Type of Priority	Planned Spending (\$ millions)		
		2005-2006	2006-2007	2007-2008
1. Securing and enhancing commercial ties with the United States and Mexico	Continuing	42.5	41.9	41.5
2. Positioning Canadian business strategically in key emerging economies	New	40.0	39.6	39.3
3. Realizing the full potential of Canada's relationships with the European Union and Japan for enhanced trade, investment and	Continuing	28.4	28.0	27.8
4. Reinforcing our leadership in international commerce through the excellence, skills, knowledge and dedication of our personnel and through innovative policies and programming	Continuing	63.2	61.1	60.7
<b>Total</b>		<b>174.1</b>	<b>170.6</b>	<b>169.3</b>

Total may not add up to Financial Resources in section 1.2 Summary Information due to rounding.



## 1.3 Plans and Priorities

### 1.3.1 Context and Operating Environment

Canada is among the most prosperous nations of the world, and our prosperity depends overwhelmingly on being successful in international markets. That is the mandate of International Trade: to enable and contribute to Canada's prosperity through global commerce.

The operating environment in which we carry out our mandate is complex. The production of goods and services is increasingly taking place across regions and globally. As with manufacturing and assembly, advances in communications and transportation and the rising skills of labour in countries around the world are making it possible to distribute research, product development, design, financing and other services wherever it makes business sense, forming what are called global value chains. Consumers are becoming more demanding, expecting greater customization for their preferences and needs. Governments at all levels, meanwhile, are more vigilant in protecting the environment and other public interests.

Canadians are leading beneficiaries of this dynamic environment. Our geographic advantages, abundant natural resources, our entrepreneurial business people, our talented workforce—thanks to all of these we are a partner of choice for the world. International commerce is our lifeblood, and statistics can only hint at the ways the new world economy runs through Canada:

- in 2004, imports and exports made up 71.8% of Canada's Gross Domestic Product (GDP), up

from only 60.2% the year before the North American Free Trade Agreement came into force; we are increasingly integrated into supply chains in the United States, Europe and East Asia

- one-third of the value of our exports is based on imported components; we cannot be competitive without imports, and
- total stocks of foreign direct investment, both inward and outward, have jumped from 36.3% of GDP in 1993 to over 62% in 2003, and Canada is a net foreign investor; sales by Canadian affiliates in markets such as the United States and Western Europe rival or surpass direct exports.

This world of opportunity is not without challenges, however. We may be well placed next door to our largest market, the United States, but the shift of population and consequently economic and political power to the U.S. South and South-West are eroding this advantage. Emerging economic giants like China are carving out a significant place for themselves in that market. We must therefore be vigilant in ensuring that security, regulatory and economic concerns do not allow our border to become a barrier to trade.

Outside our region, Canada's integration into value chains—through trade and investment links in Europe, Japan, and new economic powerhouses—is not proceeding as fast as that of more focussed competitors like Australia; the policy and business-development efforts of our private sector and governments may not yet be fully aligned with these new opportunities.

The new environment imposes a premium on the capacity of International Trade to acquire and deploy knowledge, to move at the speed of business, to be flexible in service delivery and policy development,

and to harmonize Canada's efforts among all the contributors to a successful international commerce strategy—from targeted international business development, through the creation of supportive policy environments at home and predictable rules-based environments internationally, to the cultivation of extensive networks in science, technology, and innovation.

Success in this environment will require the collaboration and partnership of networks that will extend across the Government of Canada to other levels of government, to business and other key players. The instruments that we will use do not involve International Trade alone—from preparing first-time exporters to smoothing the way for investors in Canada, from negotiating direct air links to ensuring transparent rules and expanding market access through the Doha Round of the World Trade Organization (WTO) and other trade negotiations. Guiding the networks and providing a strong strategic focus to policies and programming will be International Trade's particular role, with our broad net of professional resources located across Canada, around the globe and in our policy-rich nucleus in Ottawa. We will mobilize and lead the federal government's capacity, skills and resources to adapt to rapid changes in the international economy, and to transform service delivery to make sure that we meet both the short-term and longer-term needs of business and Canada.

### 1.3.2 Internal and External Factors Affecting Our Priorities

#### *Access to the North American market*

Canada and the United States have the world's most successful commercial relationship. We exchange over \$1 million in goods and services every minute of the year, an impressive number that results from a huge and diverse array of two-way investments, partnerships, franchises, intra-firm movements and normal arm's-length sales. This is a relationship like no other; getting it right is crucial to sustaining our prosperity and our international success. But we cannot take any part of it for granted. For example, our market share

has declined 1.5 percentage points over the past seven years—not dramatic in itself, especially given the rise of China as a supplier, but not grounds for complacency either. Nor can we continue to regard it as a purely bilateral relationship: the North American Free Trade Agreement (NAFTA) has made the continental economy increasingly important as a player within broader global supply and distribution networks, so we must also invest in our relationship with Mexico.

Securing and enhancing commercial ties with the United States and Mexico is therefore our highest priority.

We must deliver on this first priority against the backdrop of a number of factors. Our preferential access to the U.S. market is at risk. We now face many more competitors because the United States has concluded or is negotiating free trade agreements with some 20 countries which may diminish the need for foreign investors to locate in Canada in order to access the NAFTA market. It also has the potential to diminish Canada's advantage in the U.S. market as well as in other markets where the United States now enjoys preferential treatment. Moreover, suppliers like China do not need preferential access to be powerful competitors in those markets—and they are challenging industries in all three NAFTA partners both at home and in our export markets.

Demographic changes within the United States are also affecting us. The American population in the South and South-West is growing rapidly, by both migration and immigration. Markets, production and political power are shifting to areas without the close traditional ties that northern-tier states have to Canada. At the same time rich new opportunities for Canadian business are opening up.

A further concern for Canada is the risk of growing protectionism adopted by the United States in response to the stark reality of a jobless economic recovery, the threat of low-cost imports and an increasing trend toward outsourcing U.S. jobs to lower-cost economies. This has led to several key sectors (such as agriculture and forestry) continuing to face protectionist lobbies, trade-distorting subsidies and protracted trade disputes.

Existing trade flows in other sectors proceed largely without hindrance, but overhanging all these factors is the new reality of heightened security affecting the movement of goods and people across the Canada–U.S. border since September 2001.

The federal government is responding to these challenges and opportunities on many fronts. The Prime Minister and President Bush announced a new partnership for common security and common prosperity in November 2004—an agenda for expanding economic opportunities, prosperity and competitiveness in North America. From the existing base of NAFTA and the Smart Border Accord, the agreement will strike a balance between security concerns and commercially important measures to further enhance cross-border trade. At the same time the Prime Minister and the President undertook to find more effective ways of resolving disputes like that over softwood lumber. Multilaterally, the WTO negotiations provide us with important leverage in attempting to resolve these disputes, as well as in reducing trade-distorting farm subsidies, while the NAFTA work program continues to smooth the way for business across a wide range of sectors.

Mexico also figures prominently on our North American agenda. Since the inception of NAFTA in 1994, Mexico has become Canada's fifth-largest export market and Canada has become Mexico's second largest. In October 2004 the Prime Minister and President Fox of Mexico launched a new Canada–Mexico Partnership, a high-level public–private forum to strengthen bilateral economic and policy co-operation. Bringing together business leaders and senior policy-makers, the partnership will foster strategic networks enabling business communities and governments to help sustain and multiply the level of prosperity and competitiveness that flow from the NAFTA relationship.

#### *Emergence of new economic powers*

An important shift in the global distribution of wealth and influence is under way beyond our continent. Countries formerly considered to be “developing” are becoming more influential, with expanding middle

classes and rising production, purchasing power, human capital and financial strength. Their rapid and sustained growth is attracting the attention and investment of multinational enterprises. China, India and Brazil are prime examples, exercising influence in international trade negotiations proportionate to their new strength. Other regions and countries are increasing in prominence because of their strategic links (such as South Korea, with its strong ties to China and Japan), their sectoral strengths (Chile, for example, in mining and other sectors), or like Russia and the Gulf Co-operation Council countries, because of their potential or actual economic vigour.

This shift in economic influence has significantly altered the dynamics of international commerce, and has important implications for the competitiveness of companies and the prosperity of nations. Canada's competitiveness—within even our most traditional markets—will be increasingly affected by the depth and breadth of our engagement with these countries. Engagement with their markets is about more than merely expanding our exports; it is also about access to competitively priced inputs, investment flows, intellectual property development and protection, science and technology linkages, and access to distribution networks—all critical elements of being competitive in a global business environment. Failing to engage effectively with these nations would result in Canadian firms being sidelined or left out of business equations altogether.

Positioning Canadian business strategically in these emerging economies is thus our second key priority. This drives a broad range of trade and investment activities, from science and technology promotion to negotiations with the WTO and other avenues to open up and secure new opportunities.

#### *Continued importance of established economic powers*

While the anchor of Canada's prosperity is our relationship with the United States, two other established economic powers are particularly important to our innovation, productivity growth and competitiveness: the European Union and Japan. As markets they dominate our non-U.S. trade (although China, Mexico and



South Korea have also earned places in our top ten export markets). Commercially they are prominent sources of investment and technology, as well as destinations for Canadian investment. We already have a stable foundation of business and governmental ties across the spectrum of trade, investment, science and technology, and intellectual property, and there is ample scope for developing even stronger relationships.

Our third priority is therefore to realize the full potential of Canada's relationships with the European Union and Japan for enhanced trade, investment and innovation. Here again the WTO is a major instrument for creating and securing opportunities, as are complementary bilateral arrangements such as the Trade and Investment Enhancement Agreement being negotiated with the EU and the Economic Framework under negotiation with Japan. Business development in investment, trade, and science and technology completes the range of International Trade action to support this priority.

*Our internal capacity to meet future challenges*

The success of International Trade is intricately tied to having the capacity, skills and resources to deliver on our commitments. The support we provide to business clients must be timely, effective and of the highest strategic and tactical value and quality; our services must be co-ordinated with the efforts of provincial, territorial and municipal governments to maximize their effectiveness; and we must properly reflect the short-term and longer-term needs of our stakeholders. In a continuing environment of limited resources, we must constantly examine our priorities and the allocation of our resources. Obtaining the views of all our domestic stakeholders will require both resources and sustained commitment by departmental officials.

Consequently our fourth priority is to reinforce our leadership in international commerce through the excellence, skills, knowledge and dedication of our personnel and through innovative policies and programming.

### 1.3.3 Challenges and Opportunities

Canada's international commercial success is not without challenges and even risk. Yet we are confident that by exercising continuing leadership in the international commerce agenda, supported by government-wide co-operation and increased sharing of responsibility for policy and program delivery, we can meet these challenges and help to mitigate the risks.

We see four areas of importance that our programs and policies need to address:

- working with Canadian enterprises to help them understand and internalize the risks and the extent to which they are affected by the new global economy;
- assisting Canadian businesses in the development of well-focussed market penetration strategies to help them make significant breakthroughs in emerging markets where there are demonstrated strong export growth opportunities;
- continuing aggressively to pursue issues of secure market access and foreign direct investment to overcome the recent erosion in our share of the U.S. market, and to position ourselves advantageously in other key markets; and
- working with domestic partners and stakeholders to reverse the slippage in Canada's share of foreign direct investment inbound into North America.

### 1.3.4 Responding to the federal government's priorities

The Speech from the Throne in October 2004 outlined the Government of Canada's current priorities, six of which are directly related to our continuing efforts to build an even more globally competitive and sustainable economy:

- the pursuit of greater productivity;

- a vision directed to the challenges and opportunities the world presents;
- developing policies to foster Canadian capabilities in key enabling technologies—such as biotechnology, information and communications, and advanced materials— that will be drivers of innovation and productivity;
- providing “smart government” to make it easier for the private sector to do business in Canada;
- a commitment to regional and sectoral development to enable the success of important elements of the Canadian economy such as the automotive, aerospace and other manufacturing sectors, agriculture and other resource-based industries; and
- promoting trade and investment that will secure and expand Canada's access to markets, and create an environment that will stimulate investment by entrepreneurs and providers of risk capital.

We also follow the priorities set annually by the Clerk of the Privy Council as Head of the Public Service of Canada. These priorities—which deal with modern comptrollership, human resources management, learning, official languages and diversity—focus on areas where significant progress is needed to improve the administration of the federal public service and meet the expectations of Canadians. We are committed to achieving progress on each of these priorities.

### 1.3.5 Our plans in relation to our priorities

In this subsection we present our 2005–2006 plans for achieving each of the four priorities that are listed in the summary information table.

All of our work is directed to achieving two broad strategic outcomes (discussed more fully in section II):

1. Canada's trade, economic and investment interests are understood and advanced internationally, resulting in increased prosperity for Canadian

businesses through a strengthened and more open international order, and

2. Canada's international business development and investment services are effectively managed and delivered, resulting in increased competitiveness of Canadian companies based on enhanced productivity achieved through increased international sales and investments and a continuing high level of foreign direct investment in Canada.

For 2005–2006, each of our four priorities contributes to achieving these strategic outcomes, as our following plans demonstrate.

#### Priority 1: Securing and enhancing commercial ties in North America

This continues to be our top priority. The United States is Canada's principal trading partner, and maintaining a strong market share is vital to Canada's prosperity. The United States is also Canada's largest source of foreign direct investment. Our priority is to advance Canada's economic interests by encouraging Canadian and American business alike to broaden and deepen the relationship. Substantial opportunities exist not just in exports or imports, but also in business partnering at various levels (in particular, small and medium-sized enterprises) and through various means (such as investment, science and technology networks, franchising, licensing and other business-to-business links).

Mexico will also figure in business and government planning, given its extensive web of free trade agreements with most of Western Europe and the Americas, and with negotiations with Japan under way.

Specifically, we will vigorously pursue possibilities under the Canada–Mexico Partnership and the new partnership with the United States announced in November 2004. We will undertake consultations with Canadians about the NAFTA work plan, and intensify our work on important NAFTA issues such as regulatory co-operation and rules-of-origin liberalization. We will seek to reduce or eliminate the legal instruments

and customs formalities that impose costly paperwork burdens on business, to contribute to the examination of regulations governing both products and professions, and to advocate regulatory reform facilitating the flow of trade across the border. In our WTO negotiations we will pursue the reduction or elimination of trade-distorting farm subsidies.

We will continue negotiating with the United States to remove irritants that arise in our trade relationship and to make dispute settlement procedures more effective. We will aggressively pursue our efforts to resolve the softwood lumber dispute, employing a two-tier strategy that will involve both litigation (under NAFTA or the WTO) and negotiation to find a lasting solution that is in Canada's interests. On the issue of BSE (bovine spongiform encephalopathy), we will continue working with Agriculture and Agrifood Canada and the Canadian Food Inspection Agency to restore access to the United States for Canadian live cattle and beef. On each issue we will continue to work closely with industry, the provinces and allies in the United States to ensure that the dispute resolution mechanisms available to us are used to maximum advantage.

Given our aim to make sure that the border operates effectively and is not a barrier to trade and investment, we will be part of the government's accelerated discussions with the United States on common security mechanisms.

In 2005–2006, we will work with stakeholders to enhance commercial relations further by seizing opportunities to showcase Canada in the United States. We will continue to assign staff to the Washington Secretariat, which provides a foothold to develop, maintain and sustain a network of key contacts in the U.S. capital. The secretariat complements the Enhanced Representation Initiative, which provides a national, strategic approach to managing and advocating Canada's trade, investment and science and technology interests in the United States. We anticipate that 42 points of contact throughout the United States will be open by 2006–2007, many in the

expanding regional economies of the South and South-West.

## **Priority 2: Positioning Canadian business strategically in key emerging economies**

To advance Canada's trade, economic and investment interests, Canadian firms will have to engage and compete in strategic markets such as China, India and Brazil. This priority is closely related to our former priority on greater engagement with developing countries in our last *Report on Plans and Priorities* for 2004–2005. We have modified the previous priority because the term “developing countries” fails to reflect their increasingly important role as significant players in the global economy, integrating into global and regional value chains.

The priority we place on emerging markets cannot occur in a vacuum; we are building and rolling out a consolidated framework for engagement in these markets that encompasses trade policy, export development, investment flows, science and technology linkages and commercialization.

Our first step is to determine how markets such as China, India and Brazil can offer opportunity and growth potential to Canadian business. Foreign Investment Protection Agreements, for example, will be of great value to Canadian business in these challenging markets, as will the market access and rules-based framework that the WTO negotiations promise. In recognition of this new reality and the demands of Canadian business, we have rejuvenated our negotiations for investment promotion and protection agreements with both China and India, and we are vigorously pursuing market access and fairer subsidy and countervail rules at the WTO. Once we complete our analysis, we will determine how these new economic powers and others mentioned earlier can serve as strategic links to global value chains. We will take stock of the lessons learned by competitor nations to understand which aspects of commercial relationships can result in strong partnerships with emerging economies.



We are reassessing our business-development priorities and strategies, technology and investment policies, programs and expenditures to identify where we should realign our efforts to maximize private-sector participation in key markets. We will also identify ways under our trade and investment policy—market access, rules and outward investment, for example—to advance Canadian interests in emerging markets. Measures such as free trade talks with Korea have the potential to yield important benefits to all segments of Canadian business and to go farther and faster than the WTO.

One strategy to position Canadian business in emerging economies will involve a concentrated effort on science and technology. The federal budget announced on 23 February 2005 allocated \$20 million starting in 2005–2006 to foster scientific co-operation (particularly with China and India), which will allow for a higher level of interaction leading to the greater commercialization of Canadian technologies.

As the new economic powers become integral parts of highly profitable global value chains, Canada also needs to link to these chains through foreign direct investment in the key sectors that will drive growth and productivity in the future, particularly nanotechnology, aerospace, information and communications technologies, environment and biomedical technologies. We will adopt a combined approach, in co-operation with other government departments and agencies, to ensure that domestic policies influencing investment complement our efforts to attract global strategic investment.

Effectively marketing Canada's competitiveness is central to our efforts in attracting investment. In the fall of 2005, we will launch vigorous marketing activities to communicate Canada's competitive advantages globally. This strategy involves developing market action plans with relevant departments that have international investment interests.

We will make a concerted effort to take greater advantage of Canada's cultural diversity to help establish a dialogue with global markets. In conjunction with the provinces, territories, communities, and other partners

such as ethnocultural groups, we will seek to build a common understanding of Canada's priorities and capacities in these markets. These relationships will help us to develop an engagement strategy for significant markets, including visits by the Prime Minister, Cabinet Ministers and Parliamentary Secretaries. We will co-ordinate these high-level visits with the Team Canada Inc network and with provinces and territories.

### **Priority 3: Realizing the full potential of Canada's relationships with the European Union and Japan for enhanced trade, investment and innovation**

Our future prosperity will also be tied to Canada's ability to leverage strong relationships with established markets. Protecting access to the European Union and Japan is vital to our success.

In 2002, for instance, European Union affiliates of Canadian multinational corporations sold goods and services worth \$76 billion, or about twice as much as exports by Canadian firms in the same year.

Investment is a relatively more important mode of delivery of goods and services in the European Union, compared to exports. Given that the European Union is the world's largest exporter of foreign direct investment, it is in Canada's interest to promote its attractiveness to European investors. In 2005–2006, we will undertake a range of initiatives to maintain and expand foreign direct investment into Canada, and will foster a competitive investment climate that will provide opportunities for greater foreign direct investment for firms already investing in Canada. We will also launch a study of Canadian direct investment abroad that will help shape the role of the federal government in this area. As global value chains continue to grow in importance, Canadian participation in them will be essential to our international competitiveness. This will complement our strategy on emerging markets.

We will pursue a comprehensive Trade and Investment Enhancement Agreement between Canada and the European Union. This innovative pact is intended to move beyond traditional market-access issues current-

ly under negotiation in the World Trade Organization to areas such as trade and investment facilitation, science and technology, and regulatory co-operation.

Western Europe is an important source of science and technology and investment, and we will develop an innovation strategy to leverage Canadian strengths in these areas. Our strategy will be instrumental to increasing Canada's share of European investment in North America.

The market in Japan (with a GDP of \$6.1 trillion) is still bigger than those of the rest of Asia combined. It is Canada's second-largest single market for exports and the most important Asian investor in Canada. We will therefore accelerate our efforts on the Canada–Japan Economic Framework in 2005–2006 to help advance our economic relations beyond the current base, while complementing these negotiations in our WTO strategy for goods, services and agricultural market access.

#### **Priority 4: Reinforcing our leadership in international commerce through the excellence, skills, knowledge and dedication of our personnel and through innovative policies and programming**

For our dedicated personnel to work effectively and contribute to the strengthening of Canada's prosperity, we must first undertake a comprehensive assessment of all resources to ensure they are deployed in an effective, responsible and responsive manner, given the Government's priorities and the identified needs of the Canadian business community. The assessment will be an important tool for enabling us to achieve our strategic outcomes.

In 2005–2006 we will finalize our modern comptroller-ship action plan. Once we complete the plan, we will have the required capacity to implement the key elements of the Management Accountability Framework set by the Treasury Board Secretariat.

In human resource management, we are striving to amalgamate our corporate results with individual performance agreements with managers. This work

will enable us to cascade the performance expectations of senior management down through the whole organization.

We have made progress in the employment-equity representation of women and visible minorities, and maintained the levels of Aboriginal representation. In 2005–2006 we need to do more work in the executive ranks, where the designated groups are currently under-represented. We will continue to reinforce training in official languages for employees at missions abroad.

We are committed to building a continuous learning organization. A recently implemented performance-management program, aimed at all employees at headquarters and overseas, will enforce the importance of results-based management and develop strong people-management skills throughout the organization.

### **1.3.6 Monitoring Our Performance**

Each year we publish two major reports on Canada's trade performance: the *Annual Report on Canada's State of Trade* and *Opening Doors to the World: Canada's International Market Access Priorities*. These documents highlight and analyse significant domestic and international developments over the year, and relate those developments to our performance. Both are valuable tools in setting our plans and priorities for the following year.

In 2004–2005 we increased our collection of significant data, and identified and applied more stringent and informative performance indicators. During 2005–2006 we will develop an integrated performance-information system related to resources, internal processes, service delivery and economic data; we anticipate implementing the system in 2006–2007. In the interim we are monitoring and measuring our performance with the following draft set of performance indicators for our strategic outcomes, priorities and key results.

#### **Strategic outcomes performance indicators**

- change in the Gross Domestic Product

- change in Canada's productivity
- change in trade and investment flows as a percentage of the Gross Domestic Product
- ranking in international competitiveness reports
- change in the number of exporters
- change in the volume and value of non-traditional exports

## Priorities performance indicators

- number and scope of trade and investment agreements and co-operative arrangements, including rules to deal with the movement of goods and services across borders
- number and scope of trade and investment disputes addressed
- change in the number and value of exports, imports and investment flows
- number and type of publications and Web site materials developed
- performance against the Management Accountability Framework

## Key results performance indicators

- number and scope of trade, investment and scientific agreements concluded
- number of trade and investment disputes resolved
- number of investment prospects identified
- increase in value of investments attracted
- percentage of clients satisfied with the timeliness and quality of services, products and events
- number of trade and investment leads identified and communicated to Canadian clients
- increase in the number of export-ready firms registered in the Virtual Trade Commissioner (our e-service Internet platform for customized business information, intelligence and leads)
- change in the volume of core services delivered
- volume, value and nature of in-flows of scientific knowledge and technological innovation
- number of international collaborations resulting in joint research publications and shared intellectual property



# Analysis of Program Activities by Strategic Outcome



## Section 2

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This section provides detailed information about each of our two strategic outcomes and four program activities identified in our Program Activity Architecture.

## 2.1 Strategic Outcome 1: *Understanding and Advancing Canada's Economic Interests Internationally*

### 2.1.1 First Program Activity: Trade and Economic Policy



In our existing *Program Activity Architecture*, our first strategic outcome is that *Canada's trade, economic and investment interests are understood and advanced internationally*, with the result of *increased prosperity for Canada and Canadian businesses through a strengthened and more open international order*. At the next opportunity for updating our program activity architecture, we intend to revise this outcome to *Canada's economic interests are understood and advanced internationally*, with the result of *increased prosperity for Canadian businesses through a strengthened and more open international order*.

#### Resources\*

Trade and Economic Policy	2005-2006	2006-2007	2007-2008
Financial resources (\$ millions)	45.4	45.2	44.9
Human resources (full-time equivalents)	355	355	355

- \* The financial figures for the program activities in section II exclude: (1)\$0.2M related to the Expenditure Review Committee procurement savings in 2005-06 (2) amounts related to the 2005 federal Budget of \$4M in each of 2005-2006 to 2007-2008 (3) Budgetary payments to Export Development Canada (EDC) of \$18.98M in 2005-2006, \$18.3M in 2006-2007 and \$17.5 M in 2007-2008 (4) non-budgetary payments to EDC of \$653M in 2005-2006, \$740M in 2006-2007 and \$328M in 2007-2008. For more information, readers are encouraged to consult Financial Table 1 in section 3.3 of this report.

Our *trade and economic* policy program activity involves analysing, negotiating, advocating and representing Canada's international trade and economic interests in Canada and abroad, in consultation with stakeholders.

We expect the following key results from this activity:

- Canada's trade and investment interests are safeguarded and enhanced, and
- trade and investment disputes are managed effectively.



Each result supports the strategic outcome and all four of our priorities for 2005–2006, as outlined in subsection 1.3.5 (Our plans in relation to our priorities).

#### Performance measurement

In subsection 1.3.6 (*Monitoring our performance*) we note that in 2005–2006 we will develop an integrated performance-information system, for implementation in 2006–2007. This year we will monitor and measure our performance in achieving each key result with the following indicators:

- Canada's internal trade and investment interests are safeguarded and enhanced, as shown by an increased number of trade and investment agreements and co-operative arrangements, and
- trade and investment disputes are managed effectively, as shown by an increased number of resolutions of trade and investment disputes.

### 2.1.2 Second Program Activity: Bilateral Relations (World Markets)



#### Resources

Bilateral Relations	2005-2006	2006-2007	2007-2008
Financial resources (\$ millions)	53.8	53.6	53.2
Human resources (full-time equivalents)	492	492	492

Our bilateral relations program activity involves promoting Canada's trade, investment and science and technology interests at the regional and bilateral levels.

We expect the following key results from this activity:

- business relationships in the United States and major global markets are secured and enhanced, and
- market access for Canadian goods and services in global markets is improved.

Each result supports the strategic outcome and all four of our priorities for 2005–2006, as we discuss in subsection 1.3.5.

#### Performance measurement

In 2005–2006 we will monitor and measure our performance in achieving each key result with the following indicators:

- business relationships in the United States and major global markets are secured and enhanced, as shown by a change in the volume and value of exports, imports and investment flows, and
- market access for Canadian goods and services in global markets is improved, as shown by an increase in the number and types of mutually agreed-upon rules created to deal with the movement of goods and services across borders.





## 2.2 Strategic Outcome 2: *Enabling Canada to Succeed in the Global Marketplace*

In our existing *Program Activity Architecture*, our second strategic outcome is that *Canada's international business development and investment services are effectively managed and delivered*, with the result of *increased competitiveness of Canadian companies based on enhanced productivity achieved through increased international sales and investments and a continuing high level of foreign direct investment in Canada*. At the next opportunity for updating our program activity architecture, we intend to revise this outcome to *Canada is enabled to succeed in the global marketplace*, with the result that *Canada's international competitiveness is maintained or improved through increased international competitiveness, two-way international investment flows and science and technology linkages*.

### 2.2.1 Third Program Activity: International Business Development



#### Resources

International Business Development	2005-2006	2006-2007	2007-2008
Financial resources (\$ millions)	59.9	56.8	56.2
Human resources (full-time equivalents)	401	401	401

As part of our second strategic outcome, our *international business development program* activity involves managing and delivering international business development services to Canadians.

We expect the following key result from this activity:

- Canadian entities have access to high-quality and timely market information, key contacts, business advice and referrals that allow them to make sound international business decisions.

The result supports the strategic outcome and all four of our priorities for 2005–2006, as outlined in subsection 1.3.5.

#### Performance measurement

In 2005–2006 we will monitor and measure our performance in achieving the key result with the following indicators:

- the perceptions of clients regarding the usefulness of the services, advice or support provided, and
- the number of our publications and the amount of our Web material used by clients.

### 2.2.2 Fourth Program Activity: Promotion of Foreign Direct Investment



#### Resources

Promotion of Foreign Direct Investment	2005-2006	2006-2007	2007-2008
Financial resources (\$ millions)	11.2	11.1	11.0
Human resources (full-time equivalents)	68	68	68

Our *promotion of foreign direct investment* program activity involves attracting, retaining and expanding foreign direct investment in Canada.

We expect the following key result from this activity:

- Canada attracts, expands and retains foreign direct investment.

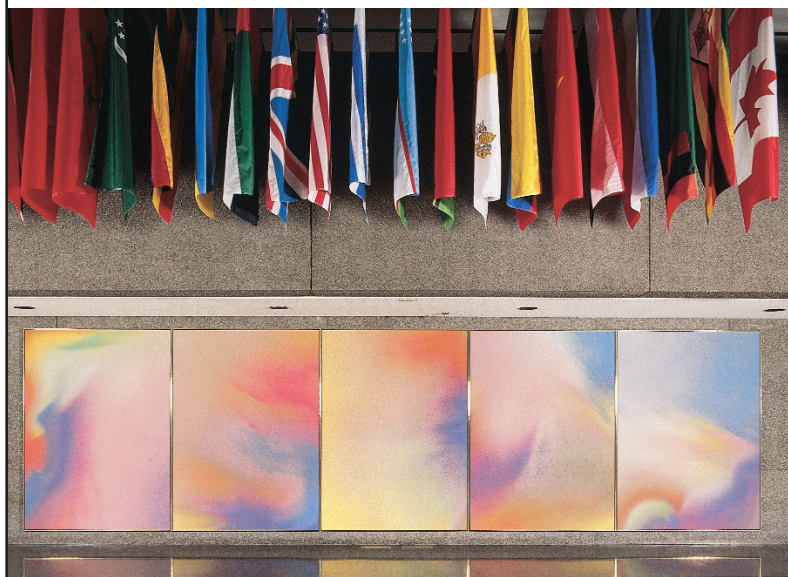
The result supports the strategic outcome and all four of our priorities for 2005–2006, as outlined in subsection 1.3.5.

#### Performance measurement

In 2005–2006 we will monitor and measure our performance in achieving the key result with the following indicators:

- the number of investment prospects, and
- the value of investments attracted and retained.

# Supplementary Information



## Section 3

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**Robert Fonberg**  
Deputy Minister for International Trade

### 3.1 Management Representation Statement

I submit for tabling in Parliament the 2005–2006 *Report on Plans and Priorities* for the Department of Foreign Affairs and International Trade (International Trade).

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of 2005–2006 Part III of the Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the reporting principles and requirements outlined in the TBS guidance;
- It is based on the department's approved accountability structure as reflected in its MRRS;
- It presents consistent, comprehensive, balanced and accurate information;

- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat in the RPP.

---

**Robert Fonberg**  
Deputy Minister for International Trade







## 3.2 Organizational Information

The Minister for International Trade is the Honourable James Scott Peterson, PC, MP. His responsibilities include trade and investment policy and promotion, and international science and technology. He is assisted by Mr. Mark Eyking, MP, Parliamentary Secretary (Emerging Markets).

The Minister for International Trade fulfills his responsibilities through a range of activities, including:

- development of trade and economic policy
- active engagement with provincial, territorial, business and society stakeholders to facilitate, stimulate and sustain Canadians' involvement in developing and implementing Canada's trade agenda
- management of bilateral, regional and multilateral trade relations
- leadership of the Government of Canada's international business development and investment-related initiatives
- promotion of science and technology flows with foreign countries and companies
- management and administration of the *Export and Imports Permits Act*, and
- provision of financing for export transactions.

The Minister for International Trade is supported by the Deputy Minister and five Assistant Deputy Ministers. Four Assistant Deputy Ministers develop policies and initiatives to achieve the global objectives of our four main branches: trade policy, international business development, investment partnerships and

world markets. The World Markets Branch manages our trade resources abroad and provides country and regional analyses to inform the work of the three other branches. The fifth Assistant Deputy Minister is responsible for our strategic policy and corporate planning and communications. It should be noted that the World Markets Branch and the Communications, Strategic Policy and Corporate Planning Branch represents the planned organizational structure of the Department since these branches are still pending Treasury Board approval.

Accountability below the Assistant Deputy Minister level is governed by our program activity architecture. The Assistant Deputy Ministers are responsible for our main program activity areas. The Directors General are responsible for the management and performance of sub-activities. The Directors General are supported by Directors who are accountable for individual programs.

### 3.2.1 Governance of Our Business Planning

At the corporate level, we monitor and seek input from the program managers at trade offices abroad to make sure that their goals are aligned to departmental priorities and those of the Government of Canada. To provide information for decision-making, program managers prepare an annual business plan that identifies resource use, the economic context within their respective territory, related activities and expected results. These plans form the basis of a dialogue with functional branches and partner departments on policy priorities and resource requirements. After the appropriate discussions, the information is fed into our planning cycle and used to inform our *Report on Plans and Priorities* and *Departmental Performance Report*. In 2005–2006 we will examine ways to improve our business planning even further.

### 3.2.2 The Office of the Inspector General

To ensure that all our programs are soundly managed, the Office of the Inspector General conducts periodic audits of our programs. These audits provide objective information with which to assess the robustness of our management and control framework. The Evaluation Division of the Department of Foreign Affairs and International Trade provides evidence-based information on the extent to which programs are achieving their stated results. The division also works with managers to develop results-based management and accountability frameworks for a number of our program areas. These frameworks help managers track and monitor progress over the life cycles of their programs.

Senior management is kept abreast of all significant emerging issues through the Audit and Evaluation Committee. The committee reviews and approves the annual audit and evaluation plan, directs the Office of the Inspector General to conduct reviews, and hears and discusses the results of recent audit reports and evaluation reports. The committee is chaired in rotation by the Deputy Minister and all Assistant Deputy Ministers. Outside observers (such as representatives of the Treasury Board Secretariat) are invited to meetings of the committee.

### 3.2.3 Portfolio Management

We have arm's-length relationships with three organizations that are outside our direct governance structure. Despite having a formal degree of independence, they periodically report to the Minister for International Trade. The establishment of a reporting relationship enables us to understand how the organizations contribute to the broad policy goals of the Government of Canada. Each produces its own annual plans and reports its performance through an *Annual Report* or a *Departmental Performance Report*. Information on specific commitments and results is available on their Web sites, listed in section 4.1 below.

The external organizations that report to the Minister for International Trade are:

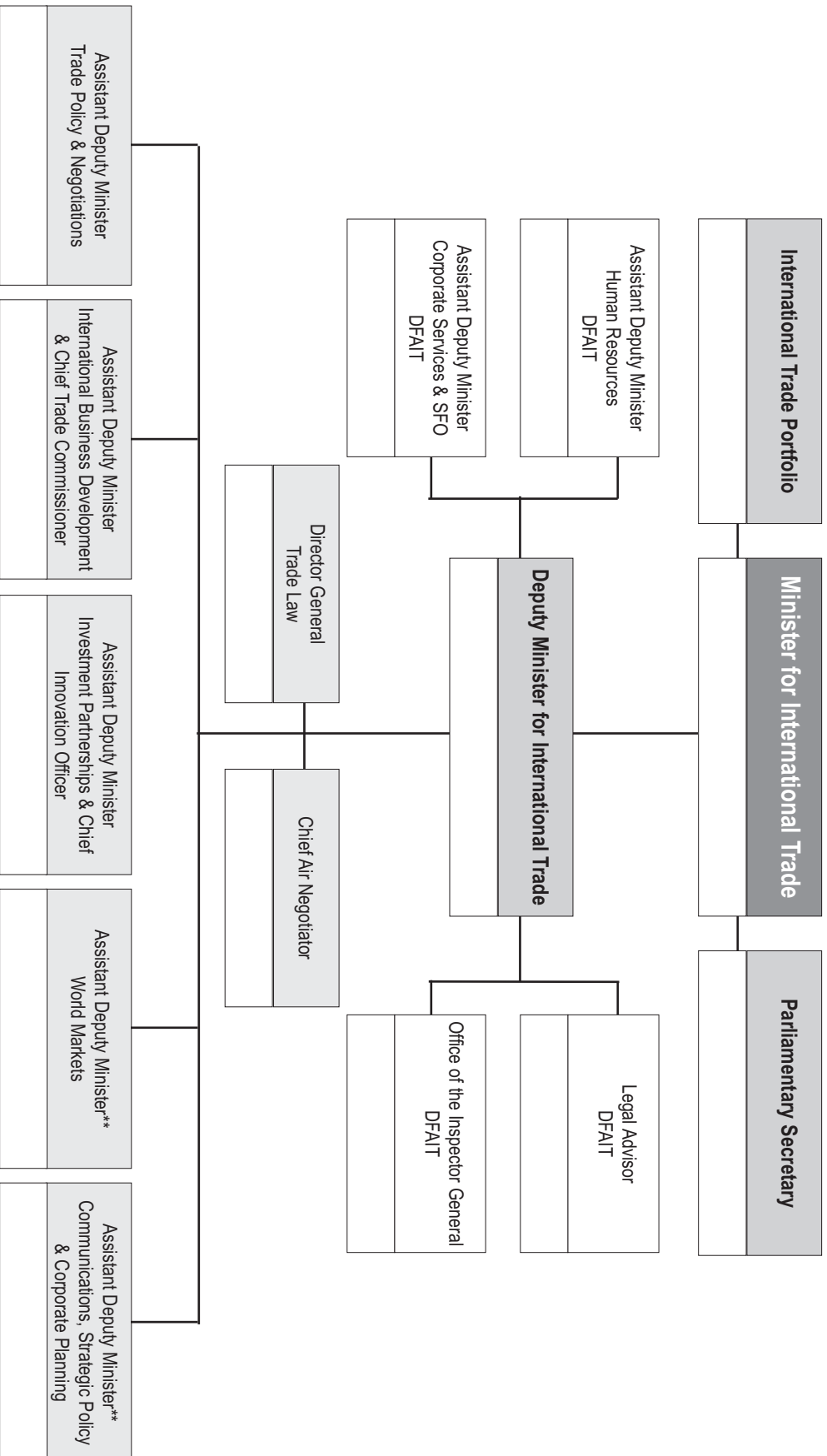
- Canadian Commercial Corporation, a Parent Crown Corporation under Schedule III of the *Financial Administration Act*. It is an export sales agency that works to expand Canada's international trade.
- Export Development Canada, a Parent Crown Corporation under Schedule III of the *Financial Administration Act*. It is a financial institution that provides trade-related financial and insurance services to Canadian exporters and investors. Its services include the use of the Canada Account, authorized by the Minister for International Trade, which is used to support external transactions that the corporation is unable to support. The Canada Account is included in our program activity architecture.
- North American Free Trade Agreement Secretariat (Canadian Section), an agency of the Government of Canada under Schedule 1.1 of the *Financial Administration Act*. The secretariat helps to administer the dispute-settlement provisions of the North American Free Trade Agreement.

### 3.2.4 Organization Chart, 2005–2006

In our organization chart for 2005–2006, *International Trade* refers to the International Trade portfolio of the Department of Foreign Affairs and International Trade.



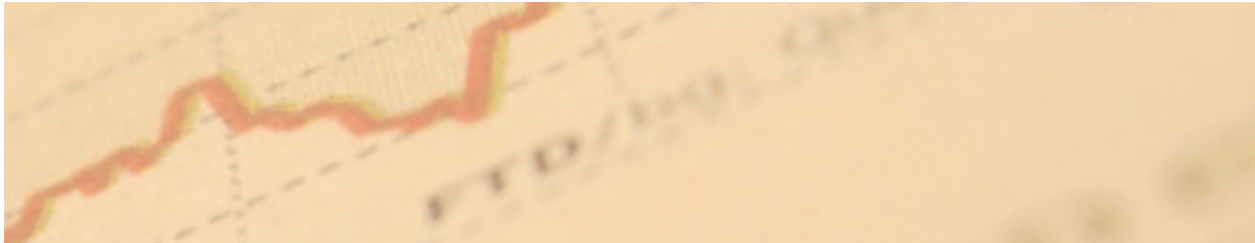
## Department of Foreign Affairs and International Trade (International Trade) Organizational Chart\*



\* The organizational chart accurately reflects the department structure at this time, but it is subject to further change

\*\* Treasury Board approval required





### 3.3 Financial Information

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**Table 1: Planned Spending and Full Time Equivalents (FTEs) (\$ millions)**

	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Trade and Economic Policy	43.1	45.8	45.9	45.9
Bilateral Relations	49.6	54.2	54.4	54.4
International Business Development*	66.7	82.1	78.6	77.8
Promotion of Foreign Direct Investment	12.0	11.3	11.3	11.3
Budgetary Main Estimates (Gross)	171.5	<b>193.4</b>	190.1	189.3
International Business Development*	0.0	653.0	740.0	328.0
Non-Budgetary Main Estimates (Gross)	0.0	<b>653.0</b>	740.0	328.0
Less: Respendable Revenue	3.1	<b>3.1</b>	3.1	3.1
<b>Total Main Estimates</b>	168.4	<b>843.3</b>	927.0	514.2

*Adjustments*

## Supplementary Estimates:

Contributions to the provinces pursuant to the 1996-2001 Canada-US Softwood Lumber Agreement

49.8

Costs of defending Canada's interests in the softwood lumber dispute before international panels established under the World Trade Organization and the North American Free Trade Agreement

9.0

Operating budget carry forward

7.5

Initiatives to support the implementation of a common electronic infrastructure and multi-channel service delivery strategy (Government On-Line)

5.1

Funding to undertake projects related to the development and application of biotechnology (Canadian Biotechnology Strategy)

0.2

Operating costs related to the management of the softwood lumber trade dispute with the US

2.9

Funding for the operating requirements of International Trade Centres and the Trade Integration Directorate, transferred from the Department of Industry due to government restructuring

0.4

0.4

0.4

0.4

**Table 1: Planned Spending and Full Time Equivalents (FTEs) (\$ millions)**  
**continued**

<i>Adjustments continued</i>	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Advertising Campaign Canada Export Awards	0.1			
Budget Announcement:				
Expenditure Review Committee		(1.4)	(2.4)	(3.8)
Expenditure Review Committee - Procurement Savings		(0.2)		
2005 Federal Budget		4.0	4.0	4.0
Less: Spending authorities related to the government-wide reallocation initiative	(6.0)			
Less: Spending authorities related to the Government of Canada Advertising Reserve	(0.2)			
Less Funds available internally due to reduced operating requirements	(0.1)			
<i>Total Adjustments**</i>	68.8	2.8	2.0	0.6
<b>Total Planned Spending</b>	237.1	846.1	929.0	514.8
Total Planned Spending	237.1	846.1	929.0	514.8
Less: Non-Respendable revenue	26.7	23.9	23.8	23.7
Plus: Cost of services without charge	14.0	15.6	15.3	15.6
<b>Net Cost of Department</b>	224.4	837.8	920.5	506.7
<b>Full Time Equivalents (FTEs)</b>	1,316.0	1,316.0	1,316.0	1,316.0

\* International Business Development includes budgetary and non-budgetary statutory payments to Export Development Canada (EDC) for the purpose of facilitating and developing trade between Canada and other countries under the terms of the *Export Development Act* (2005-2006 \$18.98M budgetary, \$653M non-budgetary; 2006-2007 \$18.3M budgetary, \$740M non-budgetary; 2007-2008 \$17.5M budgetary, \$328M non-budgetary). These payments were reflected under Export Development Canada in previous Main Estimates.

\*\* Amounts may differ due to rounding. The Adjustments under Supplementary estimates do not include EBP of \$2.2M

Table 2: Program by Activity (\$ millions)

2005-2006										
Budgetary							Non-Budgetary	Total Main Estimates	Adjustments (planned spending not in Main Estimates)-	Total Planned Spending
Program Activity	Operating	Capital	Grants and Contributions	Gross	Revenue	Net	Loans, Investments and Advances			
Trade and Economic Policy	45.2	0.6	0.0	45.8	0.0	45.8	0.0	45.8	(0.4)	<b>45.4</b>
Bilateral Relations	54.2	0.0	0.0	54.2	0.0	54.2	0.0	54.2	(0.4)	<b>53.8</b>
International Business Development*	74.9	0.8	6.4	82.1	3.1	79.0	653.0	732.0	(0.5)	<b>731.5</b>
Promotion of Foreign Direct Investment	6.8	0.0	4.5	11.3	0.0	11.3	0.0	11.3	(0.1)	<b>11.2</b>
<b>Total</b>	<b>181.1</b>	<b>1.4</b>	<b>10.9</b>	<b>193.4</b>	<b>3.1</b>	<b>190.3</b>	<b>653.0</b>	<b>843.3</b>	<b>(1.4)</b>	<b>841.9</b>

\* International Business Development PAA includes Export Development Canada (EDC) operating funds (Budgetary \$18.98M, Non-Budgetary \$653M).

Table 3: Voted and Statutory Items Listed in Main Estimates (\$ millions)

2005-2006			
Vote (V) or Statutory (S) Item		Current Main Estimates	Previous Main Estimates
1	Operating expenditures	141.4	133.0
5	Grants and contributions	10.9	17.2
(S)	Minister for International Trade salary and motor car allowances	0.1	0.1
(S)	Contributions to employee benefit plans	19.0	18.0
(S)	Payments to Export Development Canada for the purpose of facilitating and developing trade between Canada and other countries under the terms of the <i>Export Development Act (Budgetary)*</i>	19.0	0.0
(S)	Payments to Export Development Canada Canada for the purpose of facilitating and developing trade between Canada and other countries under the terms of the <i>Export Development Act (Non-Budgetary)*</i>	653.0	0.0
Total Department		843.4	168.4

\* Budgetary and Non-Budgetary Main Estimates include increases for budgetary and non-budgetary statutory payments to Export Development Canada (EDC) (Budgetary \$18.98M, Non-Budgetary \$653M) for the purpose of facilitating and developing trade between Canada and other countries under the terms of the *Export Development Act*. Both payments were reflected under Export Development Canada in previous Main Estimates.

**Table 4: Net Cost of Department for the Estimates Year (\$ millions)**

2005-2006	
	Total
<b>Net Planned Spending</b>	<b>842.3</b>
<i>Plus: Services received without charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	7.3
Contributions covering employer's share of employees' insurance premiums and costs paid by Treasury Board Secretariat (excluding revolving funds)	7.6
Workers' compensation coverage provided by Human Resources and Skills Development Canada	0.1
Salary and associated expenditures of legal services provided by Justice Canada	0.6
	<b>15.6</b>
<i>Less: Non-Respendable Revenue</i>	<b>23.9</b>
<b>Net Cost of the Department</b>	<b>834.0</b>

Due to rounding figures may not add to total shown



**Table 5: Summary of Capital Spending by Program Activity (\$ millions)**

<b>Program Activity</b>	<b>Forecast Spending 2004-2005</b>	<b>Planned Spending 2005-2006</b>	<b>Planned Spending 2006-2007</b>	<b>Planned Spending 2007-2008</b>
Trade and Economic Policy	0.5	<b>0.6</b>	0.6	0.6
International Business Development	0.8	<b>0.8</b>	0.8	0.8
<b>Total</b>	<b>1.3</b>	<b>1.4</b>	<b>1.4</b>	<b>1.4</b>

Table 6: Sources of Respendable and Non-Respendable Revenue (\$ millions)

	Forecast Revenue 2004-2005	Planned Revenue 2005-2006	Planned Revenue 2006-2007	Planned Revenue 2007-2008
<b>Respendable Revenue</b>				
<b>International Business Development</b>				
Trade fairs and trade/investment technology missions	3.1	3.1	3.1	3.1
	3.1	3.1	3.1	3.1
<b>Total Respendable Revenue</b>	3.1	3.1	3.1	3.1
<b>Non- Respendable Revenue</b>				
<b>Trade and Economic Policy</b>				
Import and export permit fees*	16.5	15.0	15.0	15.0
	16.5	15.0	15.0	15.0
<b>International Business Development</b>				
Contributions repaid under the Program for Export Market Development	2.3	2.1	2.0	1.9
	2.3	2.1	2.0	1.9
<b>Strategic and Business Planning</b>				
Employee rent shares	4.9	5.8	5.8	5.8
Adjustment to previous years' expenditures	3.0	1.0	1.0	1.0
	7.9	6.8	6.8	6.8
<b>Total Non-Respendable Revenue</b>	26.7	23.9	23.8	23.7
<b>Total Respendable and Non-Respendable Revenue</b>	29.8	27.0	26.9	26.8

Due to rounding figures may not add to totals shown.

- \* Estimate only - the removal of permit requirements for certain clothing and textile products on January 1, 2005, will significantly reduce fees from permits beginning in the 2005 - 2006 fiscal year and does not allow for an accurate forecast of permit revenues.

**Table 7: Resource Requirement by Branch (\$ millions)**

	Trade and Economic Policy	Bilateral Relations	International Business Development	Promotion of Foreign Direct Investment	<b>Total Planned Spending</b>
Minister and Deputy Minister's Office	1.3	2.0	1.3	0.1	<b>4.8</b>
Communications, Strategic Policy and Corporate Planning	9.7	14.5	9.3	1.0	<b>34.5</b>
Legal Affairs	2.6	0.0	0.0	0.0	<b>2.6</b>
Trade and Economic Policy	31.9	12.3	0.0	0.0	<b>44.2</b>
International Business Development	0.0	25.2	49.0	0.0	<b>74.2</b>
Investment Partnerships	0.0	0.0	0.0	10.0	<b>10.0</b>
Export Development Canada*	0.0	0.0	672.0	0.0	<b>672.0</b>
<b>Total</b>	<b>45.5</b>	<b>54.0</b>	<b>731.6</b>	<b>11.2</b>	<b>842.3</b>

Due to rounding figures may not add to totals shown

\* Export Development Canada figures include amount of \$18.98M (Budgetary) \$653M (Non-Budgetary)

**Table 8: Details on Project Spending**

Over the next three years the following project has or is expected to exceed its delegated project approval level:

**2005-2006**

Virtual Trade Commissioner

**2006-2007**

N/A

**2007-2008**

N/A

For further information on the above-mentioned project see <<http://www.tbs-sct.gc.ca/est-pre/estime.asp>>.

**Table 9: Details on Transfer Payments Programs (TPPs)**

Over the next three years, Department of Foreign Affairs and International Trade (International Trade) will manage the following transfer payment program in excess of \$5 million:

**2005-2006**

Contributions under the program for Export Market Development

**2006-2007**

Contributions under the program for Export Market Development

**2007-2008**

Contributions under the program for Export Market Development

For further information on the above-mentioned transfer payment programs see <http://www.tbs-sct.gc.ca/est-pre/estime.asp>.

**Table 10: Horizontal Initiatives**

Over the next three years, Department of Foreign Affairs and International Trade (International Trade) will be involved in the following horizontal initiative as a partner:

**2005-2006**

Team Canada Inc (TCI)

**2006-2007**

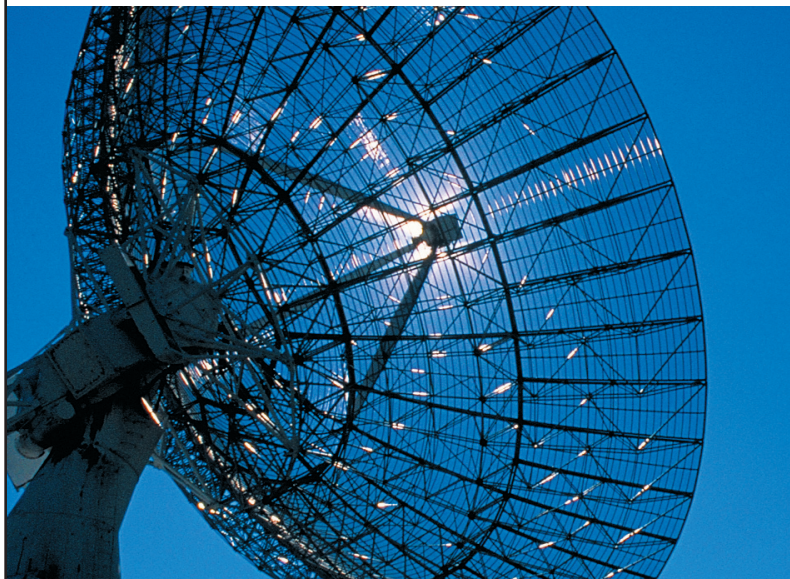
Team Canada Inc (TCI)

**2007-2008**

Team Canada Inc (TCI)

Further information on the above-mentioned horizontal initiative see <http://www.tbs-sct.gc.ca/est-pre/estime.asp>.

# Other Items of Interest



## Section 4

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## 4.1 Contact Information

The Department of Foreign Affairs and International Trade (International Trade) makes a wealth of information resources, and reference tools available to the Canadian public through its information and media services.

### Information Services

The Enquiries Centre is a referral service and resource centre that responds to general questions about the Department, exporting procedures and foreign markets and questions about Canada's trade policy and involvement in international organizations. Where specialized knowledge is required, clients are referred to experts within the Department. The Centre also coordinates the storage and distribution of the Department's hard-copy publications.

**Telephone:** (800) 267-8376 (toll-free in Canada)  
(613) 944-4000 (within the National Capital Region and outside Canada)

**TTY:** (613) 944-9136

**Fax:** (613) 996-9709

**E-mail:** [enqserv@international.gc.ca](mailto:enqserv@international.gc.ca)

**Mail:** Enquiries Services (SXC)  
Department of Foreign Affairs and  
International Trade  
(International Trade)  
125 Sussex Drive  
Ottawa, ON K1A 0G2

The Department of Foreign Affairs and International Trade (International Trade)'s Website, <http://www.itcan-cican.gc.ca>, is a source of the latest information addressing the needs of both domestic and interna-

tional clients. A large number of documents published by the Department can be accessed on-line. A catalogue is available at <http://www.international.gc.ca/english/news/public.htm>.

The Department's library holds a unique collection of materials in areas related to its mandate. Selected services are available to members of the public conducting research in these subject areas. The library is open to the public Monday to Friday from 8:30 a.m. to 4:30 p.m. For further information, telephone (613) 992-6150 or e-mail [infotech@international.gc.ca](mailto:infotech@international.gc.ca).

### Media Services

The Media Relations Office provides information to the media on all aspects of Canada's trade policy, relations with other countries, involvement in international organizations, and departmental operations. For information, telephone (613) 995-1874 or fax (613) 995-1405.

### How to Contact Organizations Related to the Department

#### Canadian Commercial Corporation

**Mail:** 1100-50 O'Connor Street  
Ottawa, ON K1A 0S6

**Tel.:** (613) 996-0034

**Toll Free** 1 800 748-8191

**Fax:** (613) 995-2121

**Web:** <http://www.ccc.ca>

**North American Free Trade Agreement**

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**Tel.:** (613) 992-9388  
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**Web:** <http://www.nafta-sec-alena.org>

**Export Development Canada**

**Mail:** 151 O'Connor Street,  
Ottawa, ON K1A 1K3  
**Tel.:** (613) 598-2500  
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