

# **Canadian International Trade Tribunal**

**2014-15**

**Report on Plans and Priorities**

The original version was signed by:  
The Honourable James M. Flaherty  
Minister of Finance

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represented by the President of the Treasury Board, 2014

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## 2014-15 ESTIMATES

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### PART III – Departmental Expenditure Plans: Reports on Plans and Priorities

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#### **Purpose**

The Report on Plans and Priorities (RPP) is an individual expenditure plan for each department and agency. It provides increased levels of detail over a three-year period on an organization's main priorities by strategic outcome, program and planned/expected results, including links to related resource requirements presented in the Main Estimates. In conjunction with the Main Estimates, the RPP serves to inform Members of Parliament on planned expenditures of departments and agencies, and supports Parliament's consideration of supply bills. RPPs are typically tabled soon after the Main Estimates by the President of the Treasury Board.

#### **Estimates Documents**

The Estimates are comprised of three parts:

Part I - Government Expenditure Plan - provides an overview of the Government's requirements and changes in estimated expenditures from previous fiscal years.

Part II - Main Estimates - supports the appropriation acts with detailed information on the estimated spending and authorities being sought by each federal organization requesting appropriations.

In accordance with Standing Orders of the House of Commons, Parts I and II must be tabled on or before March 1.

Part III - Departmental Expenditure Plans - consists of two components:

- RPP
- Departmental Performance Report (DPR)

DPRs are individual department and agency accounts of results achieved against planned performance expectations, as set out in respective RPPs.

The DPRs for the most recently completed fiscal year are tabled in the fall by the President of the Treasury Board.

Supplementary Estimates support appropriation acts presented later in the fiscal year. Supplementary Estimates present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or have subsequently been refined to account for developments in particular programs and services. Supplementary Estimates also provide information on changes to expenditure

forecasts of major statutory items, as well as on such items as transfers of funds between votes, debt deletion, loan guarantees, and new or increased grants.

For more information on the Estimates, please consult the Treasury Board Secretariat's Web site.<sup>i</sup>

### **Links to the Estimates**

As shown above, RPPs are part of Part III of the Estimates documents. Whereas Part II emphasizes the financial aspect of the Estimates, Part III focuses on financial and non-financial performance information, both from a planning and priorities standpoint (RPP) and from an achievements and results perspective (DPR).

The Management Resources and Results Structure (MRRS) establishes a structure for the display of financial information in the Estimates and reporting to Parliament via RPPs and DPRs. When displaying planned spending, RPPs rely on the Estimates as a basic source of financial information.

Main Estimates expenditure figures are based on the Annual Reference Level Update which is prepared in the fall. In comparison, planned spending found in RPPs includes the Estimates, as well as any other amounts that have been approved through a Treasury Board submission up to February 1 (see "Definitions" section). This readjusting of the financial figures allows for a more up-to-date portrait of planned spending by program.

### **Changes to the Presentation of the RPP**

Several changes have been made to the presentation of the RPP partially to respond to a number of requests – from the House of Commons Standing Committees on Public Accounts (PAC - Report 15<sup>ii</sup>) in 2010 and on Government and Operations Estimates (OGGO - Report 7<sup>iii</sup>) in 2012 – to provide more detailed financial and non-financial performance information about programs within RPPs and DPRs, thus improving the ease of their study to support appropriations approval.

- In Section II, financial, human resources and performance information is now presented at the Program and Sub-program levels for more granularity.
- The general format and terminology of the RPP have been reviewed for clarity and consistency purposes.
- Other efforts aimed at making the RPP more intuitive and focused on Estimates information were made to strengthen alignment with the Main Estimates.

### **How to Read this Document**

RPPs are divided into four sections:

#### Section I: Organizational Expenditure Overview

This Organizational Expenditure Overview allows the reader to get a general glance at the organization. It provides a description of the organization's purpose, as well as

basic financial and human resources information. This section opens with the new Organizational Profile, which displays general information about the department, including the names of the minister and the deputy head, the ministerial portfolio, the year in which the department was established and the main legislative authorities. This subsection is followed by a new subsection titled Organizational Context, which includes the *Raison d'être*, the Responsibilities, the Strategic Outcomes and Program Alignment Architecture (PAA), the Organizational Priorities and the Risk Analysis. This section ends with the Planned Expenditures, the Alignment to Government of Canada Outcomes, the Estimates by Vote and the Contribution to the Federal Sustainable Development Strategy. It should be noted that this section does not display any non-financial performance information related to programs (please see Section II).

### Section II: Analysis of Programs by Strategic Outcome

This Section provides detailed financial and non-financial performance information for strategic outcomes, programs and sub-programs. This section allows the reader to learn more about programs by reading their respective description and narrative titled “Planning Highlights”. This narrative speaks to key services or initiatives which support the plans and priorities presented in Section I; it also describes how performance information supports the department’s strategic outcome or parent program.

### Section III: Supplementary Information

This section provides supporting information related to departmental plans and priorities. In this section, the reader will find future-oriented statements of operations and a link to supplementary information tables regarding transfer payments, as well as information related to the greening government operations, internal audits and evaluations, horizontal initiatives, user fees, major crown and transformational projects, and up-front multi-year funding, where applicable, to individual organizations. The reader will also find a link to the *Tax Expenditures and Evaluations Report*, produced annually by the Minister of Finance, which provides estimates and projections of the revenue impacts of federal tax measures designed to support the economic and social priorities of the Government of Canada.

### Section IV: Organizational Contact Information

In this last section, the reader will have access to organizational contact information.

## **Definitions**

### *Appropriation*

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

### *Budgetary v. Non-budgetary Expenditures*

Budgetary expenditures – operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to crown corporations.

Non-budgetary expenditures – net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

*Expected Result*

An outcome that a program is designed to achieve.

*Full-time Equivalent (FTE)*

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. FTEs are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

*Government of Canada Outcomes*

A set of high-level objectives defined for the Government as a whole.

*Management Resources and Results Structure (MRRS)*

A common approach and structure to the collection, management and reporting of financial and non-financial performance information.

An MRRS provides detailed information on all departmental programs (e.g. program costs, program expected results and their associated targets, how they align to the Government's priorities and intended outcomes, etc.) and establishes the same structure for both internal decision making and external accountability.

*Planned Spending*

For the purpose of the RPP, planned spending refers to those amounts for which a Treasury Board submission approval has been received by no later than February 1, 2014. This cut-off date differs from the Main Estimates process. Therefore, planned spending may include amounts incremental to planned expenditure levels presented in the 2014-2015 Main Estimates.

*Program*

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

*Program Alignment Architecture*

A structured inventory of a department's programs, where programs are arranged in a hierarchical manner to depict the logical relationship between each program and the Strategic Outcomes to which they contribute.

*Spending Areas*

Government of Canada categories of expenditures. There are four spending areas<sup>iv</sup> (social affairs, economic affairs, international affairs and government affairs), each comprised of three to five Government of Canada outcomes.

*Strategic Outcome*

A long-term and enduring benefit to Canadians that is linked to the department's mandate, vision and core functions.

*Sunset Program*

A time-limited program that does not have ongoing funding or policy authority. When the program is set to expire, a decision must be made as to whether to continue the program. (In the case of a renewal, the decision specifies the scope, funding level and duration.)

*Whole-of-government Framework*

A map of the financial and non-financial contributions of federal organizations receiving appropriations that aligns their programs to a set of high-level outcome areas defined for the Government as a whole.





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## Deputy Head's Message

I am pleased to present the 2014-2015 Report on Plans and Priorities (RRP) in this the 25th anniversary of the Canadian International Trade Tribunal (the Tribunal).

The Tribunal, which began operations in 1989, is the result of successfully merging four federal tribunals—the Tariff Board, which had been in existence since 1931, the Canadian Import Tribunal, whose predecessor, the Anti-Dumping Tribunal dated back to 1968, the Textile and Clothing Board, which was established in 1971, and the Procurement Review Board of Canada, which was founded in 1988.

Each of the Tribunal's predecessors evolved in response to particular historical trade issues. In 1904, Canada was the first country to pass anti-dumping legislation, but it was not until the completion of the GATT Kennedy Round of multilateral trade negotiations in the 1960s that Canada required an independent tribunal to adjudicate the question of whether the dumping of imported goods caused material injury to domestic production before anti-dumping duties could be levied.

Today, the Tribunal has the consolidated investigative, adjudicative and advisory functions of its predecessors, and, in any given year, the impact of its decisions can exceed \$5 billion and lead to the creation and retention of thousands of jobs in Canada.

For many years, the Tribunal's broad investigative and advisory powers in any matter relating to the economic, trade, tariff or commercial interests of Canada, with respect to any goods or services, resulted in an extremely dynamic organization which conducted dozens of tariff and trade-related inquiries in an advisory role for the Government.

However, upon my appointment as Chairperson in October 2011, I found that, while the Tribunal excelled in its adjudicative functions, it had not been called upon to investigate and advise the Government since 2006 and the specialized knowledge to do so was declining.

To address this challenge in the context of contributing to the Government's Deficit Reduction Action Plan, the plans and priorities of the Tribunal are centered on renewal—a flatter management structure; the transfer of work to branches with the appropriate core expertise; management-led processes eliminating redundancies and requiring full coordination between branches; increasing use of electronic-based investigative tools, such as e-questionnaires; recruiting talented professionals; completely new training programs for Tribunal members and staff; and the implementation of a new development program to ensure adequate succession planning for Research Officers.

None of the above is possible without the professionalism, dedication, and patience of Tribunal staff and members. Change is hard for any organization and, for the Tribunal, the structural changes took place during a period with the highest caseload in recent history.

In summary, I am pleased to report that, in time for its 25th anniversary, both management and staff have completed the hard work of restructuring the Tribunal into a modern and efficient organization capable of serving the Government and Canadians using its full complement of adjudicative, investigative and advisory powers.

The original version was signed by:

Stephen A. Leach

Chairperson

# Section I: Organizational Expenditure Overview

## Organizational Profile

**Minister:** The Honourable James M. Flaherty, Minister of Finance

**Deputy Head:** Stephen A. Leach, Chairperson

**Ministerial portfolio:** Department of Finance

**Year established:** 1988

**Main legislative authorities:** *Canadian International Trade Tribunal Act*, R.S.C., 1985, (4th Supp.), c. 47

**Other:** The Tribunal is a court of record established by the Parliament of Canada on December 31, 1988, which merged the Canadian Import Tribunal, the Tariff Board and the Textile and Clothing Board. In 1994, the responsibilities of the Procurement Review Board of Canada were transferred to the Tribunal.

## Organizational Context

### Raison d'être

The Tribunal provides Canadian and international businesses with access to fair, transparent and timely resolution of trade remedy cases, customs and excise tax appeals, and inquiries into federal procurement complaints. At the request of the Government of Canada, the Tribunal provides advice in tariff, trade, and general economic matters

### Responsibilities

The Tribunal is an administrative tribunal operating within Canada's trade remedy system. It is an independent quasi-judicial body that carries out its statutory responsibilities in an autonomous and impartial manner and reports to Parliament through the Minister of Finance. The main legislation governing the work of the Tribunal is the *Canadian International Trade Tribunal Act (CITT Act)*, the *Special Import Measures Act (SIMA)*, the *Customs Act*, the *Excise Tax Act*, the *Canadian International Trade Tribunal Regulations*, the *Canadian International Trade Tribunal Procurement Inquiry Regulations* and the *Canadian International Trade Tribunal Rules*.

Pursuant to section 16 of the *CITT Act*, the Tribunal's functions are to:

- inquire into whether dumped or subsidized imports have caused or are threatening to cause material injury to a domestic industry or have caused the material retardation of the establishment of a domestic industry, and to hear appeals of related enforcement decisions of the Canada Border Services Agency (CBSA);

- hear appeals from decisions of the CBSA made under the *Customs Act* and of the Minister of National Revenue under the *Excise Tax Act*;
- inquire 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)* or any other applicable trade agreement; and
- inquire into safeguard complaints by domestic producers; and
- provide advice to the Government of Canada on such economic, trade and tariff issues as are referred to the Tribunal by the Governor in Council or the Minister of Finance.

## **Strategic Outcome and PAA**

**1 Strategic Outcome:** Fair, timely and transparent disposition of international trade cases and government-requested inquiries into economic, trade and tariff matters within the Tribunal's jurisdiction.

**1.1 Program:** Adjudication of Trade Cases (quasi-judicial role)

**1.2 Program:** General Economic Inquiries and References (advisory role)

**Internal Services**

## Organizational Priorities

### Organizational Priorities

Priority	Type <sup>1</sup>	Strategic Outcome and Programs
Deliver on its legislative mandate	Ongoing	<ul style="list-style-type: none"> <li>• <b>1 Strategic Outcome</b> Fair, timely and transparent disposition of international trade cases and government-requested inquiries into economic, trade and tariff matters within the Tribunal's jurisdiction</li> <li>• <b>1.1 Program:</b> Adjudication of Trade Cases (quasi-judicial role)</li> <li>• <b>1.2 Program:</b> General Economic Inquiries and References (advisory role)</li> </ul>
<b>Description</b>		
<p><b>Why is this a priority?</b> The Tribunal's overriding priority is delivering on its mandate by hearing cases and making sound decisions within legislative and internal deadlines. In so doing, the Tribunal supports a fair marketplace in Canada and maintains its reputation in Canada and throughout the world as a fair and independent decision maker.</p> <p><b>What are the plans for meeting this priority?</b></p> <p><u>Optimizing Allocation of Resources</u> In response to an unpredictable workload in terms of volume and complexity, the Tribunal is continuously revising work flow and work processes to increase efficiency and productivity. The recent reallocation of work amongst Legal Services and the Research Branch, and the revision of the work flow and work processes within each of these branches are expected to increase efficiency and productivity going forward.</p> <p><u>Optimizing Use of Technology</u> The Tribunal is continuously exploring better use of existing and new technologies to increase efficiency and productivity. In 2013-2014, the Tribunal successfully piloted excel questionnaires to increase efficiency and productivity in the research phase of trade remedy cases. The focus in 2014-2015 is saving time when generating staff reports by automating the consolidation of data received through excel questionnaires.</p> <p><u>Budget Realignment</u> In 2013-2014, the Tribunal identified the financial and human resources required to deliver on its mandate over the next three years and, through an A-base review, reallocated its existing resources accordingly. During this review, the Tribunal reduced its O&amp;M budget by \$365,000 and transferred these monies to the salary budget to maintain a full complement of 71 FTEs. The A-base review ensures an optimal allocation of existing resources and provides managers with certainty as to the resources available to them for the next three years. The three-year forecasted operating budget for the Tribunal is \$9.6 million, of which \$8.4 million is allocated to salary and benefits and \$1.2 million to O&amp;M expenditures.</p>		

1. Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year prior to the subject year of the report; **ongoing**—committed to at least three fiscal years prior to the subject year of the report; and **new**—newly committed to in the reporting year of the RPP or DPR.

Priority	Type	Strategic Outcome and Programs
A high-performing workforce	New	<ul style="list-style-type: none"> <li>• <b>1 Strategic Outcome</b> Fair, timely and transparent disposition of international trade cases and government-requested inquiries into economic, trade and tariff matters within the Tribunal's jurisdiction</li> <li>• <b>1.1 Program:</b> Adjudication of Trade Cases (quasi-judicial role)</li> <li>• <b>1.2 Program:</b> General Economic Inquiries and References (advisory role)</li> </ul>
<b>Description</b>		
<p><b>Why is this a priority?</b> The Tribunal will strive to maintain a high-performing and engaged workforce that is well chosen, well trained and well led.</p> <p><b>What are the plans for meeting this priority?</b></p> <p><u>Building Capacity and Knowledge</u> The Tribunal will continue leveraging the unique and distinct expertise of its staff by building on the collaboration between the Research Branch and Legal Services in trade remedy cases. Management will also continue supporting opportunities for deployment and secondment for staff within the federal government to complement and diversify experience and expertise. Opportunities to attend WTO technical group meetings and technical exchanges will also continue to be supported.</p> <p><u>Implementing a New Performance Management Framework</u> In 2014-2015, as per the new TBS Directive on Performance Management aimed at improving the work performance and productivity of individuals, teams and organizations across government, the Tribunal will implement a new performance management framework.</p> <p><u>Succession Planning</u> The Tribunal will create a new research officer developmental program that will identify and fill gaps in the recruitment, training and retention of staff in the Research Branch. Other new initiatives to support succession planning include the hiring of an information management (IM) specialist and instituting an articling student program.</p>		



Priority	Type	Strategic Outcome and Programs
Innovation	New	<ul style="list-style-type: none"> <li>• <b>1 Strategic Outcome</b> Fair, timely and transparent disposition of international trade cases and government-requested inquiries into economic, trade and tariff matters within the Tribunal's jurisdiction</li> <li>• <b>1.1 Program:</b> Adjudication of Trade Cases (quasi-judicial role)</li> <li>• <b>1.2 Program:</b> General Economic Inquiries and References (advisory role)</li> </ul>
<b>Description</b>		
<p><b>Why is this a priority?</b> The goal of innovation is improving service delivery, increasing productivity and reducing costs.</p> <p><b>What are the plans for meeting this priority?</b></p> <p><u>New Corporate IM System</u> The Tribunal will launch a new IM system for its corporate documents. The new system allows more efficient retention and disposal of documents and improves access to corporate documents. In conjunction, an awareness campaign will be conducted to enhance the adoption rate of this new system.</p> <p><u>Web Site Renewal</u> In response to users' feedback, the Tribunal will make its Web site more accessible, relevant and user-friendly by facilitating navigation to find content related to each area of its mandate. The redesigned Web site will also feature new sections that provide recent developments and updated guidelines.</p> <p><u>Explore New Technologies for its Employees</u> The Tribunal is exploring state-of-the-art mobile and smart technologies. The Tribunal will choose technologies which best fit its workforce and provide the best value for the investment. For example, Information Technology (IT) staff is testing new lines of lighter and smaller desktops that cost less to buy and maintain.</p>		

## Risk Analysis

### Key Risks

Risk	Risk Response Strategy	Link to PAA
<p>Management of resources with an unpredictable caseload: the Tribunal has no control over the volume and complexity of its caseload.</p>	<p>The Tribunal constantly monitors its current and projected caseload, projects the financial and human resources necessary to meet that caseload, and re-allocates resources accordingly.</p> <p>Specifically, the Tribunal is continuously revising work flow and work processes to increase efficiency and productivity.</p> <p>As well, the Tribunal ensures that its employees are properly trained and capable of performing at an optimal level during peak periods.</p>	<ul style="list-style-type: none"> <li>• <b>1 Strategic Outcome</b> Fair, timely and transparent disposition of international trade cases and government-requested inquiries into economic, trade and tariff matters within the Tribunal's jurisdiction</li> <li>• <b>1.1 Program:</b> Adjudication of Trade Cases (quasi-judicial role)</li> </ul>

Risk	Risk Response Strategy	Link to PAA
<p>Inability to ensure a properly trained, flexible workforce to meet the operational requirements of the Tribunal</p>	<p>Recognizing that it takes many years to develop the specialized expertise required to fulfill the Tribunal’s mandate, proactive measures have been taken to ensure that the Tribunal maintains a strong body of knowledge by hiring new Research Officers and by staffing new Research Director positions.</p> <p>Moreover, the Tribunal has created development programs in its Secretariat and is implementing new programs in the Research Branch and Legal Services.</p> <p>In Legal Services, there is a new articling student program.</p> <p>In the Research Branch, there is a new research officer developmental program. A full-time Training and Development Manager position has been staffed to manage this program and to provide training and coaching to Research Officers.</p> <p>In addition, the Tribunal is continuing a project started in 2013-2014 to create an electronic Learning Centre for employees where all the training material will be readily available.</p> <p>Lastly, to ensure that the Tribunal maintains a competent workforce, learning and training plans are completed for each employee on an annual basis.</p>	<ul style="list-style-type: none"> <li>• <b>1 Strategic Outcome</b> Fair, timely and transparent disposition of international trade cases and government-requested inquiries into economic, trade and tariff matters within the Tribunal’s jurisdiction</li> <li>• <b>1.1 Program:</b> Adjudication of Trade Cases (quasi-judicial role)</li> <li>• <b>1.2 Program:</b> General Economic Inquiries and References (advisory role)</li> </ul>

Risk	Risk Response Strategy	Link to PAA
<p>Inability to adequately support IM/IT internal business application and infrastructure</p>	<p>Due to the fact that business needs and technology are continuously evolving and resources remain constrained, there is a risk that the Tribunal IM/IT team may not be able to realistically support and maintain all business applications and infrastructure that are critical to Tribunal operations. To address this risk, a series of measures are in place to ensure necessary action is taken on a timely basis:</p> <ul style="list-style-type: none"> <li>• long term capital investment plans are reviewed and updated annually;</li> <li>• a centralized IM/IT investment management structure was implemented to provide clear governance and oversight;</li> <li>• support and maintenance contracts are developed to ensure service delivery in critical areas; and</li> <li>• the IM/IT action plan sets out priorities for business application and infrastructure investments.</li> </ul> <p>In addition to these measures, better integration of business priorities with IM/IT planning will further mitigate the risk.</p>	<ul style="list-style-type: none"> <li>• <b>1 Strategic Outcome</b> Fair, timely and transparent disposition of international trade cases and government-requested inquiries into economic, trade and tariff matters within the Tribunal's jurisdiction</li> <li>• <b>1.1 Program:</b> Adjudication of Trade Cases (quasi-judicial role)</li> </ul>

**Risk narrative**

While the Tribunal tracks factors that tend to influence the number of cases before it, including the state of the Canadian, U.S. and global economies, and the global trade environment, the Tribunal's caseload is unpredictable in terms of volume, timing and complexity because it is driven by external demands to which it can only react rather than anticipate.

In addition, given a fixed budget of which 87% is allocated to salary and benefits, the Tribunal is constrained in its ability to reallocate financial resources to meet significant

increases in caseload. Consequently, the Tribunal must continuously seek efficiencies and optimize the allocation of existing resources.

## Planned Expenditures

### Budgetary Financial Resources (Planned Spending—dollars)

2014-2015 Main Estimates	2014-2015 Planned Spending	2015-2016 Planned Spending	2016-2017 Planned Spending
9,476,739	9,476,739	9,476,739	9,476,739

### Human Resources (FTEs)

2014-2015	2015-2016	2016-2017
71	71	71

### Budgetary Planning Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome, Programs and Internal Services	2011-2012 Expenditures	2012-2013 Expenditures	2013-2014 Forecast Spending	2014-2015 Main Estimates	2014-2015 Planned Spending	2015-2016 Planned Spending	2016-2017 Planned Spending
<b>Strategic Outcome 1: Fair, timely and transparent disposition of international trade cases and government-requested inquiries into economic, trade and tariff matters within the Tribunal's jurisdiction</b>							
1.1 Adjudication of Trade Cases (quasi-judicial role)	6,633,211	8,395,969	7,739,485	7,012,787	7,012,787	7,012,787	7,012,787
1.2 General Economic Inquiries and References (advisory role)	105,289	115,013	104,588	94,767	94,767	94,767	94,767
<b>Strategic Outcome 1 Subtotal</b>	6,738,500	8,510,982	7,844,073	7,107,554	7,107,554	7,107,554	7,107,554
<b>Internal Services Subtotal</b>	3,790,406	2,990,345	2,614,691	2,369,185	2,369,185	2,369,185	2,369,185
<b>Total</b>	10,528,906	11,501,327	10,458,764	9,476,739	9,476,739	9,476,739	9,476,739

The reduction in planned spending starting in 2014-2015 can be attributed to three main factors. First, the savings measures announced in Budget 2012 will reduce the Tribunal's operating budget by \$0.5 million. Second, the expenses related to severance pay and parental leave are expected to be significantly lower in 2014-2015. Lastly, in 2012-2013 the Tribunal proceeded with a retrofit of its accommodations for a total cost of \$1.7 million.

## Alignment to Government of Canada Outcomes

### 2014-2015 Planned Spending by Whole-of-government-Framework Spending Area (dollars)

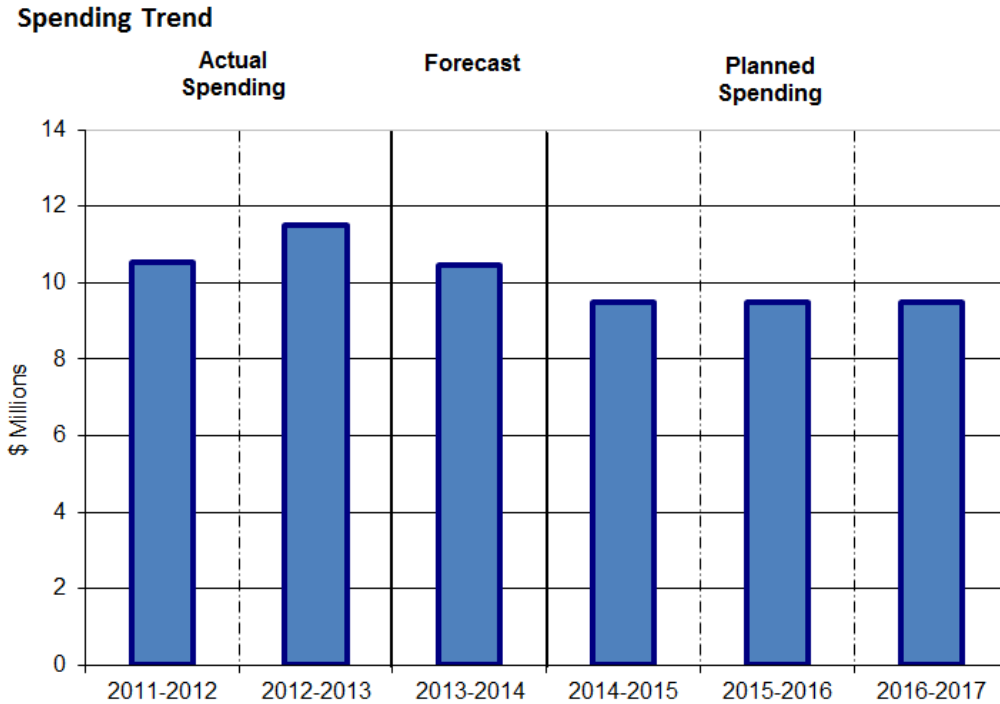
Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014-2015 Planned Spending
1 Fair, timely and transparent disposition of international trade cases and government-requested inquiries into economic, trade and tariff matters within the Tribunal's jurisdiction	1.1 Adjudication of Trade Cases (quasi-judicial role)	Economic Affairs	Fair and secure marketplace	7,012,787
	1.2 General Economic Inquiries and References (advisory role)	Economic Affairs	Fair and secure marketplace	94,767

### Total Planned Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic Affairs	7,107,554
Social Affairs	0
International Affairs	0
Government Affairs	0

## Departmental Spending Trend

### Departmental Spending Trend Graph



The fluctuations in spending and planned spending since 2011-2012 can be explained by the following three events:

1. In 2012-2013, the Tribunal proceeded with the retrofit of its accommodations for a total cost of \$1.7 million.
2. In 2012-13 and 2013-14, the expenses related to the elimination of the accumulation of severance benefits for voluntary departures for public servants were significantly higher and are expected to be significantly lower starting in 2014-15.
3. In accordance with the Deficit Reduction Action Plan, the Tribunal's budget will be reduced by \$0.5 million in 2014-2015 and for future years.

### Estimates by Vote

For information on the Tribunal's organizational appropriations, please see the *2014-2015 Main Estimates* publication.<sup>v</sup>

## **Contribution to the Federal Sustainable Development Strategy (FSDS)**

The Tribunal ensures that its decision-making process includes a consideration of the FSDS goals and targets through the strategic environmental assessment (SEA). An SEA for policy, plan or program proposals includes an analysis of the impacts of the proposal on the environment, including on the FSDS goals and targets. The results of SEAs are made public when an initiative is announced or approved, demonstrating that environmental factors were integrated into the decision-making process.



## Section II: Analysis of Programs by Strategic Outcome

### Strategic Outcome 1

Fair, timely and transparent disposition of international trade cases and government requested inquiries into economic, trade and tariff matters within the Tribunal's jurisdiction.

#### Performance Measurement

Performance Indicators	Targets	Date to be Achieved
% of all decisions that are overturned by the Federal Court of Appeal and/or international appeal bodies.	Not more than 2% of all decisions rendered over the most recent five-year period are overturned by the Federal Court of Appeal and/or international appeal bodies.	March 31, 2015
% of notices, decisions and guidelines for all areas of the mandate and practice notices accessible to the public.	100% of notices, decisions and guidelines for all areas of the mandate and practice notices are accessible to the public through the Tribunal's Web site and the <i>Canada Gazette</i> .	March 31, 2015

## Program 1.1: Adjudication of Trade Cases (quasi-judicial role)

### Description

The Tribunal's adjudicative mandate is to provide a fair, timely and transparent trade remedy 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 Minister of National Revenue and the CBSA. It has also been designated as the bid challenge authority under the *AIT*, *NAFTA*, the *AGP* and other trade agreements in the federal government procurement process.

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* and other trade agreements;
- Appeals of decisions of the CBSA made under the *Customs Act* and *SIMA*, and decisions of the Minister of National Revenue under the *Excise Tax Act*; and
- Safeguard cases – inquiries into whether a rapid increase in imports from around the world may be causing injury to a Canadian industry.

### Budgetary Financial Resources (dollars)

2014-215 Main Estimates	2014-2015 Planned Spending	2015-2016 Planned Spending	2016-2017 Planned Spending
7,012,787	7,012,787	7,012,787	7,012,787

### Human Resources (FTEs)

2014-2015	2015-2016	2016-2017
52	52	52

### Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Tribunal's decisions are fair, impartial and based on quality information.	% of decisions under judicial review dealing specifically with "due process" that are overturned by the Federal Court of Appeal and/or international appeal bodies.	Less than 1% of all decisions rendered are overturned by the Federal Court of Appeal and/or international appeal bodies on judicial review dealing specifically with "due process".	March 31, 2015
Decisions rendered within statutory deadlines	% of decisions published within statutory deadlines.	100% of statutory deadlines are met.	March 31, 2015
Decisions on appeals rendered within internal deadlines	% of decisions on appeals published within internal deadlines.	70% of internal deadlines are met.	March 31, 2015

### Planning Highlights

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

- Key to the success of the quasi-judicial role is the recruitment and training of Tribunal members and staff. The Tribunal has developed new training programs for Tribunal members and staff, and created an articling student program and a new role in the Research Branch, Training and Development Manager, to ensure that issues of succession planning and ongoing training remain a management priority.
- The Tribunal is exploring new ways to increase productivity with its tools relating to electronic questionnaires and staff report. The Tribunal is developing tools to automate the consolidation of the information gathered through these questionnaires, which is then used by the Research Branch to generate staff reports.

## Program 1.2: General Economic Inquiries and References (advisory role)

### Description

In its advisory role, the Tribunal's caseload is comprised of three types of cases. First, the Tribunal plays an advisory role when requested by the Government to recommend measures to alleviate injury to domestic producers following a safeguard inquiry. Second, 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.

Finally, 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; and
- 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.

### Budgetary Financial Resources (dollars)

2014-2015 Main Estimates	2014-2015 Planned Spending	2015-2016 Planned Spending	2016-2017 Planned Spending
94,767	94,767	94,767	94,767

### Human Resources (FTEs)

2014-2015	2015-2016	2016-2017
1	1	1

## Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Tribunal's recommendations on economic, trade and tariff matters and standing textile reference are fair, impartial and based on quality information.	% of recommendations and reports that meet the Terms of Reference and provide requested information.	100% of recommendations meet the Terms of Reference and provide requested information.	March 31, 2015
Reports and recommendations to the Government or Minister of Finance published within government-mandated or statutory deadlines.	% of reports, decisions and recommendations to the Government or Minister of Finance that are published within government-mandated or statutory deadlines.	100% of reports and recommendations are published within government-mandated or statutory deadlines.	March 31, 2015

## Planning Highlights

During 2013-2014, the Tribunal did not receive any request in the context of its advisory role for general economic inquiries and references, including requests for tariff relief on textile inputs. However, in order to fulfill its advisory mandate, the Tribunal must maintain a core level of knowledge and economic expertise in this highly specialized area. In 2014-2015 the Tribunal plans to allocate modest human and financial to this mandate and will increase such allocation if the caseload of trade remedy cases is lower than the previous year.

## Internal Services

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

**Budgetary Financial Resources (dollars)**

<b>2014-2015 Main Estimates</b>	<b>2014-2015 Planned Spending</b>	<b>2015-2016 Planned Spending</b>	<b>2016-2017 Planned Spending</b>
2,369,185	2,369,185	2,369,185	2,369,185

**Human Resources (FTEs)**

<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>
18	18	18

**Planning Highlights**

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

- Re-aligning its reduced budget with the optimal allocation of existing resources for the next three fiscal years. This exercise provides managers with certainty on the level of resources available to them and adequate time to plan how resources will be used to ensure that the Tribunal fulfills its mandate.
- Responding to Web site user feedback by renewing the content of the Web site and making it more accessible, relevant and user-friendly.
- A new corporate IM system will be implemented in 2014-2015. The goal for the new system is to efficiently retain or dispose of corporate documents and improve access to these documents.

## Section III: Supplementary Information

### Future-oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of the Tribunal's operations. The forecasted financial information on expenses and revenues are prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts will differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on the Tribunal's Web site.<sup>vi</sup>

#### Future-oriented Condensed Statement of Operations For the Year Ended March 31 (dollars)

Financial Information	Estimated Results 2013-2014	Planned Results 2014-2015	Change
Total Expenses	13,468,000	12,344,000	(1,124,000)
Total Revenues	0	0	
Net Cost of Operations	13,468,000	12,344,000	(1,124,000)

The reduction in planned spending of \$1.124 million starting in 2014-2015 can be attributed to two main factors. First, the savings measures announced in Budget 2012 will reduce the Tribunal's operating budget by \$0.5 million. Second, the expenses related to severance pay and parental leave are expected to be significantly lower in 2014-2015.

### List of Supplementary Information Tables

The supplementary information tables listed in the 2014-2015 Report on Plans and Priorities can be found on the Tribunal's Web site.<sup>vii</sup>

- Greening Government Operations

### Tax Expenditures and Evaluations

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*<sup>viii</sup> publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.





## Section IV: Organizational Contact Information

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## Endnotes

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- i. Treasury Board Secretariat Estimates Publications and Appropriation Acts, [www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp](http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp).
  - ii. Selected Departmental Performance Reports for 2008-2009 – Department of Industry, Department of Transport—Report of the Standing Committee on Public Accounts, September 2010, [www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&DocId=4653561&File=0](http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&DocId=4653561&File=0).
  - iii. Strengthening Parliamentary Scrutiny of Estimates and Supply—Report of the Standing Committee on Government and Operations Estimates, June 2012, [www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5690996&Language=E&Mode=1&Parl=41&Ses=1](http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5690996&Language=E&Mode=1&Parl=41&Ses=1).
  - iv. Whole-of-government framework, [www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx](http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx).
  - v. 2014-15 Main Estimates, [www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp](http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp).
  - vi. Tribunal's Web site, [www.citt-tcce.gc.ca/publicat/index5\\_e.asp](http://www.citt-tcce.gc.ca/publicat/index5_e.asp)
  - vii. Tribunal's Web site, [www.citt-tcce.gc.ca/publicat/index5\\_e.asp](http://www.citt-tcce.gc.ca/publicat/index5_e.asp)
  - viii. Government of Canada Tax Expenditures, [www.fin.gc.ca/purl/taxexp-eng.asp](http://www.fin.gc.ca/purl/taxexp-eng.asp).