
Where We Are: Strengthening the Horizontal Management Approach

The following steps have recently been taken to strengthen further the horizontal management approach to IBD across departments:

Enhanced Strategic Decision-Making

- establishment of the IBD Executive Committee at the Deputy Minister level;
- "twinning" Deputies in an investment country champion program;
- creation of the Canadian Agri-Food Marketing Council, a private sector group reporting to the Ministers of Agriculture and Agri-Food and International Trade.

Consolidated Planning and Reporting

- presentation of an annual IBD Report to Parliament by the Minister for International Trade;
- streamlining of the *Canada's International Business Strategy* while making it "evergreen";
- sectoral and regional trade planning through National Sector Teams and Regional Trade Networks.

Revitalized Service Delivery

- delineation of border-in and border-out service delivery;
- establishment of the International Business Opportunities Centre (IBOC) for disseminating sourcing leads;
- implementation of the Agri-Food Trade Service.

Improved Communications Products

- location of CIBS on-line with *Strategis*, listing 1,500 trade promotion events;
- joint development of the *ExportSource* common website for prospective and existing exporters;
- enhancement of the national toll-free 1-888-811-1119 number connecting callers to IBD service providers across the country;
- WINEExports being made available "on-line" to Trade Commissioners worldwide.

1.5 Team Canada Inc : Networking for Success

The 1997 Throne Speech pointed out that Team Canada trade missions have not only generated new opportunities for Canadian businesses, they have also illustrated what we can accomplish when government and the private sector collaborate. A commitment was made to: "build on that success with a focussed strategy, developed in consultation with industry, to improve our international economic performance by expanding Canada's trade base." In October 1997, Minister Marchi of DFAIT addressed this commitment at the annual meeting of the Alliance of Manufacturers and Exporters Canada in Quebec City along with Ministers Manley and Vanclief of Industry Canada and Agriculture and Agri-Food Canada. The Ministers focussed on a number of key themes:

- giving the name Team Canada Inc to the cooperative IBD service network, which is made up of federal departments, provinces, municipalities and the private sector;
- creating a private sector Team Canada Inc Advisory Board to provide strategic trade policy and trade/investment development advice to ministers;
- deploying more Trade Commissioners abroad to reach a 70:30 ratio, field to headquarters, by the year 2006;
- improving contact with Team Canada Inc members through a 1-888 number and the ExportSource website;
- creating a unit in DFAIT to champion the special needs of SMEs in export markets; and
- integrating an IBD Business Plan across the three core departments working in Team Canada Inc.

These measures to reinforce and expand the Team Canada concept comprise ministers' initial response to what they have heard from business across the country and from their Cabinet colleagues. But these measures are just the start. Ministers will continue to solicit the views of business associations, special interest groups and the new business Advisory Board. The ministers will also meet with their provincial counterparts to obtain their views on new and ongoing issues such as Team Canada Inc, CIBS, Team Canada and other trade missions, priority markets, exporter preparation etc.

In the coming months, membership in Team Canada Inc will be expanded to other service providers to the export community.