

## Consulates

Given the real challenges in a globalized environment, **Embassies and Consulates will be less and less distinguishable.** That being the case, we should treat them much more alike. **Judgements about resources should be based on the scale of power resident in any particular location and the vulnerability of Canada to that power, not just whether a city is a national capital.**

We should also examine more in-depth the purposes to be served by our network of honorary consulates. I believe that more such "part-time" presence spread more broadly could serve us well in a world of diffracting power.

## Mini Missions

**We should encourage the growth of our network of mini missions.** They allow officers to exercise independent responsibility internationally early in their career (they are the corvettes of our fleet), and they allow us, at modest cost, to get close to a wider range of power centres in the world. They serve to de-construct heavy hierarchy, give us greater flexibility to deploy where our interests are engaged, and help us give our clients better intelligence, networks and branding.

## Hub and Spoke

We have already gone some way in instituting regional approaches, for management purposes, largely in difficult environments. I believe there would be great value in applying the concept more globally, particularly to provide first rank sectoral and technical expertise in areas where this is required but cannot be provided at every post. A "circuit" approach which we already employ, (eg. for RCMP, defence and immigration), could provide a model.

## Virtual diplomacy

Power in the hands of MNE's, financial markets and special interest groups does not necessarily have "location" in the traditional sense. It is often best approached "sectorally", rather than geographically. If we were to decide say, that Microsoft (or Greenpeace) was a sufficient power to merit a relationship (which it might), an Embassy to Microsoft would look like no office we now have. It would be much more akin to the structures for global relationship management that banks have, with an "ambassador" in Seattle who speaks not just our official languages, but the technology that is the language of Microsoft. The Ambassador's role would be the usual: to gain "intelligence", build networks and build the Canadian brand. His/her "embassy" would be spread around the world and consist of officers with a special responsibility for relations with major Microsoft centres wherever they may be. The embassy "office" would be "virtual", in that it would exist in cyberspace - contact lists, reporting, networking all done on the Net, the desk officer a sector specialist. Similar "virtual" structures could and probably will need to be considered for other key non state power centres. They will require us to build new literacy (sectoral languages), new flat and virtual structures, and allow us to build new networks of clients in Canada.