

## DEPLOYMENT

Our representation abroad, while evolving, is based on accepted, if sometimes challengeable, notions of where diplomatic missions should be. We should be ready to adjust our presence to ensure we are in the right places, and more radically, to conform to a paradoxical environment where physical presence may both be necessary in more places, as power gravitates to more centres, and not be necessary at all, as the demands of representation mutate as business is conducted in virtual domain, to perform some of our core functions.

It was largely at the seats of other governments (or organizations that we shared with them) that we set up our embassies. The fact that state capitals are often also the centres of national economies have made it easy to locate both political and trade promotion together. The exceptions (i.e. the US consulates, Milan, Osaka, Shanghai) tend to prove the rule.

This pattern of deployment has, by and large, served as well. Our network of embassies has grown in the last years because the Government responded to the dispersal of power among states in the wake of the Cold War. But that increase in our network was incremental. Despite shrinking resources we have closed no embassies, not even when substantial power was drained from national governments (in the case of EU members).

Missions, in such circumstances, are increasingly refocusing their efforts away from government to government relations to economic, cultural and other spheres where Canada's interests are more directly affected. This trend should be intensified. Several deeper changes are called for, however, if we are to do our job and "be close to power".

First, **we must be better able to shift resources across regions to reflect our interests and vulnerabilities.** I am not arguing that we eliminate our presence anywhere that we now are. **We should be in more settings rather than less as power continues to be redivided in the world.** This does not mean that the scale and mode for our presence is immutable, however. Recognizing that resources will always be an issue, we should be expanding mini mission and consulate networks and developing "virtual diplomacy", as we rescale elsewhere.