

and transportation and trade and environment, all of those (and defence), all of those are linked to the boundary. Those are not common issues for France and Japan, or for Indonesia and Denmark. These are just issues that are born of our common boundary. So, the result is that in dealing with the U.S./Canadian relationship you have a great many American departments that deal principally with domestic American issues. You have the Interior Department, and when they send someone up to Canada to give a little speech and I get wind of it and call them up and say we would like to hear about it you know, we are over here in the State Department. They say, "oh yes. It's so near you know." Well, I know that this is something you deal with too. It's so near! It's easier to go from Washington up to Canada for the day to give a speech than it is to go from here to Des Moines and give a speech. So we're constantly trying to remind our colleagues in departments of government which deal principally with domestic affairs that there is a foreign policy dimension to what they do. I think that this is a very substantial part of our work in trying to educate them and to ensure that we're "plugged in." Often these offices around town and the Department of Energy and different parts of the Department of the Interior, and different parts of the Environmental Protection Agency, are unaware of any other foreign country other than Canada, because they deal with America to the degree to which their operations impinge on other countries' business, it's always Canada. So there's a lot of U.S./Canadian expertise around town. I've often come into a meeting with twenty five people I've never seen before who are all quite familiar with their own aspect of Canadian/U.S. relations, who are highly skilled on the Alaska gas pipeline, for instance, and know a great deal about it. They don't know anything about acid rain or transportation or about any of these other issues, but in their own field they are highly skilled.

The inter-agency policy process in this administration is very much a collegial process without a very complex system of committees and sub-committees. However, going down from the senior groups which are sometimes chaired by the President, the Trade Policy Committee is one, the various cabinet councils on Trade and Investment, on Environment and