



⁵⁸ Minister of Foreign Affairs John Manley (right) and U.S. Secretary of Homeland Security Tom Ridge conclude a news conference after meeting in Ottawa on December 11, 2001. The strong Canada–U.S. partnership that emerged after the 9/11 terrorist attacks is considered essential for protecting North America against the threat of international terrorism. (Source: The Canadian Press/Fred Chartrand)

⁵⁹ Canadian diplomats are working closely with aid workers, soldiers, and police officers in support of the Government of Afghanistan's efforts to rebuild the war-torn country. On January 15, 2006, Canadian diplomat Glyn Berry was killed by a roadside bomb while serving as political director of the Kandahar Provincial Reconstruction Team in Afghanistan. (Source: Foreign Affairs and International Trade Canada)

⁶⁰ Since the 1980s, the Department has spearheaded Canadian efforts to exploit the opportunities available in the new global economy. Here, in January 2008, International Trade Minister David Emerson and Swiss Federal Councillor Doris Leuthard sign a free-trade agreement between Canada and the four countries of the European Free Trade Association. (Source: Foreign Affairs and International Trade Canada)

The Liberal government of Prime Minister Jean Chrétien, elected in October 1993, was equally determined to show Canadians that it could pursue an effective foreign policy during a period of fiscal restraint. In part, its decision on assuming office to change the Department's name to the Department of Foreign Affairs and International Trade reflected the new emphasis on “getting back to basics.”

Chrétien came to power with a domestic agenda in mind, and he was generally inclined to allow his foreign and trade ministers to run their own departments without interference. Even so, the Prime Minister soon came to rely on the Department for considerable help when he decided to address a flagging economy with a series of high-profile “Team Canada” trade missions, which crossed the globe in search of markets and investments. Chrétien was pleased with the support he received from the Department during his travels, but not enough to shield it from the massive cuts in government expenditures launched in 1994–95. Between 1988–89 and 1998–99, the Department's budget was cut 10 times, reducing it by a total of \$292 million.

The Department responded to this budgetary crisis with a handful of administrative reforms. In 1990, the Passport Office was spun off to create a special operating agency with a mandate to break even. The speedy adoption of new kinds of information technology gave the Department one of the world's more modern diplomatic communications systems. It was just as quick to exploit the Internet as a cost-effective communications tool, one put to good use in 1995 during Canada's high-profile battle with Madrid to halt Spanish overfishing and conserve the dwindling cod stocks in the North Atlantic. And for the first time in its history, the Department began to run missions abroad that were operated without any Canada-based personnel, relying entirely on locally engaged staff. The Department also experimented with sharing foreign-mission premises with such like-minded countries as Australia.