85. Richard Larose of the Trade Enquiries Section has over the years provided invaluable assistance to trade commissioners wishing to know the bona fides of Canadian companies requesting their assistance. A short response time and informative nature of his reports make level of service decisions much easier.

86. We often become engaged in policy dialogue for the sake of policy dialogue. Our pursuit of the Third Option and Framework Agreement with the EC have arguably led to little more than high level visits without real and meaningful follow-up. Canadian trade interests have not been materially advanced through these policies. Similarly, we have sometimes become so caught up in the internal processes of the GATT that we have lost sight of the aims of our participation — improving market access for Canadian companies. Participation in emerging Asian institutions and fora could, if proper focus is not maintained, suffer from similar diversion.

87. We have excluded DIPP funding from ISTC's trade development programs given that it is essentially a domestic industrial development program, albeit in sectors that export.

88. Seringhaus and Rosson, *Government Export Promotion*, p. 216.

89. The private sector would appear no better than the public sector in setting priorities. Moreover, the private sector shares the firm Canadian belief in universality and, it would appear, lets government make the hard choices. See Michael Grant's Conference Board Study, *Trade Commissioner 2000.*

90. No separate breakdown on trade development resources exists. These figures have been developed from resources devoted to trade and economic activities; we have tried to separate out personnel and related resources devoted to trade and economic policy. Data used predates the 'deconsolidation' of the social affairs stream from the Department.

91. Numbers selected in bold are allocated by formula. Going Global Communications Funds not included. Actual allocations are adjusted by the Deputy Minister for International Trade based upon requirements. Source: EAITC/TPE.

92. O. Mary Hill, *Canada's Salesman to the World*, p. 94. TCS considered US offices less important than elsewhere up until World War II. Chicago and San Francisco were closed in favour of opening two posts in China.

93. Anecdotal accounts of Canadian companies moving south would tend to suggest this view. Most manufacturers relocating in the USA are relatively "mid-tech" that do not require specialized labour or inputs. Relocation is thus made on a direct cost comparison.