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July–August 2006

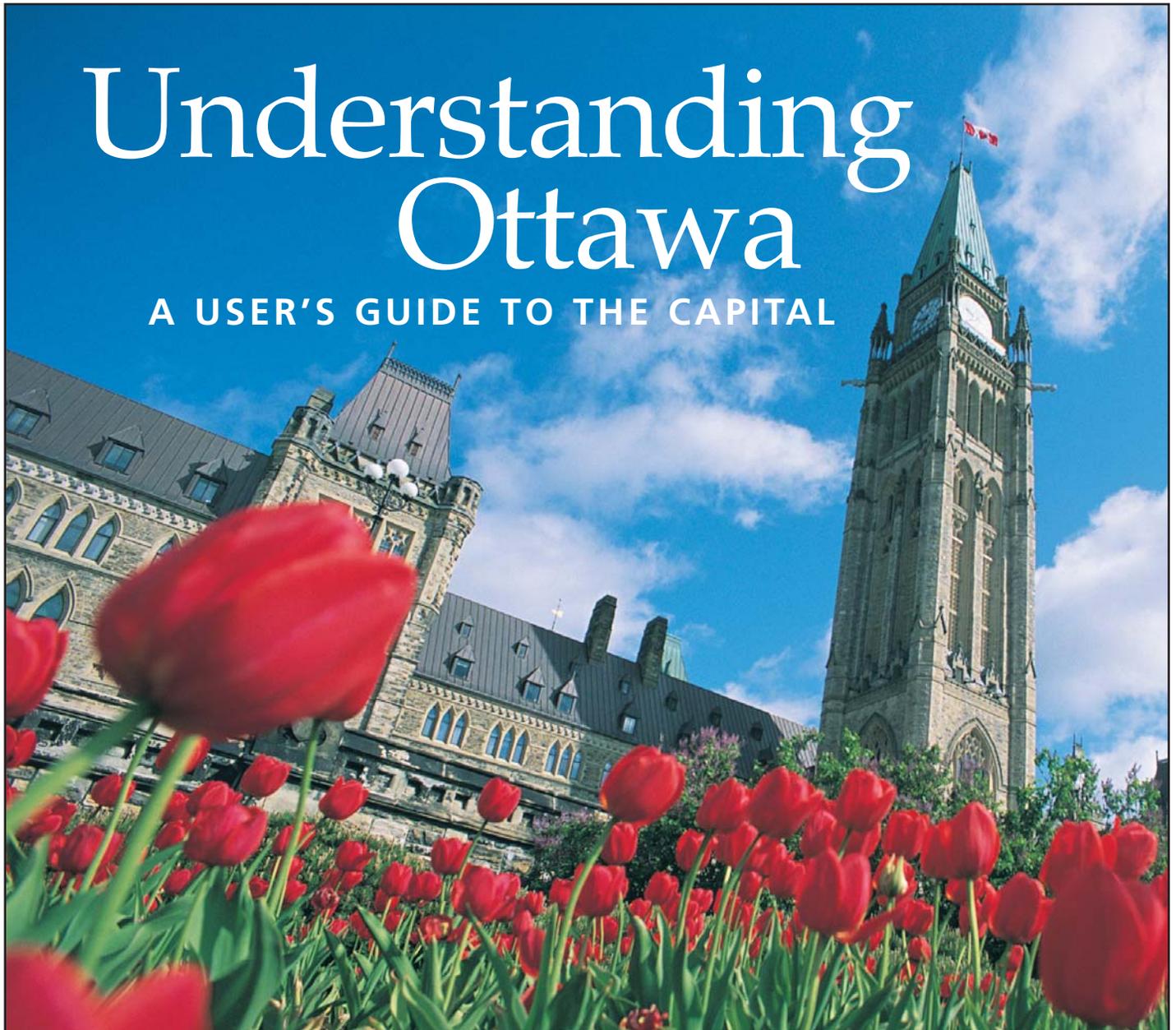
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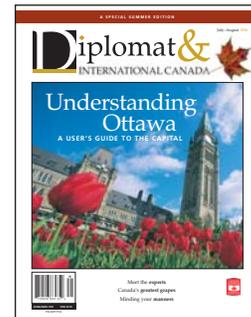
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An issue of lists

It's summertime and Ottawa's diplomatic corps is busier than usual this year with a plethora of departures by high-profile members. Leaving the capital are British High Commissioner David Reddaway, who heads to Ireland to become his country's ambassador there; EU Ambassador Eric Hayes, who, as of press time, was heading to parts unknown; Belgian Ambassador Daniel Leroy, who will head up his country's mission in Egypt; Irish Ambassador Martin Burke, who returns to Ireland; and New Zealand High Commissioner Graham Kelly, who is heading back to kiwi after his three-year political appointment. That's just a few – but it's quite a list.

And that brings me to our theme for this issue. Because it's summer, we decided to lighten things up and transform our coverage into lists. Who can resist a point-form directory that gives you everything you ever wanted to know about a topic, and does it in rapid-fire fashion?

This issue is designed to be useful for new diplomats who come to fill the shoes of those departing and who will be trying to get to know the country before things ramp up in the fall. It may even have a few hints for those who have been here a while.

To start, we have culture editor Margo Roston's list of the top social events on the Ottawa scene. Ms. Roston has been writing *Around Town*, a weekly society column which appears in the *Ottawa Citizen*, for almost 20 years. In this issue, she works her way through Ottawa's social calendar and picks her favourite events, explaining why they qualify.

In the same section, contributing editor Daniel Drolet steps out of his usual role of covering international affairs to write a piece on Ottawa's best places to visit, year-round, not just in summer. Get to



JENNIFER CAMPBELL

know Ottawa by checking out Mr. Drolet's essential where-to-go list.

Next, we have a list of experts, who gave us a list of other experts. The idea was to come up with a the top five doors a new head of

mission should knock on immediately on arrival in Ottawa. We spoke to former ambassadors, journalists, current ambassadors and professors to come up with the list featured in *Knocking on the Right Doors*, page 12.

For those who want to find out where the full-time thinking is done in Canada, editorial intern Rachel Schmidt has compiled write-ups on some of this country's most prominent think-tanks. Her list is handy because it not only includes the organization's mandate, but also its political leanings, at least where applicable.

In *Trade Winds*, guest columnist Debra Steger lists the ways in which Canada must adapt its trade policy if it's going to compete in the new world order.

Meanwhile, in her column on entertaining, Margaret Dickenson has stepped outside her usual role of providing amusing columns accompanied by a recipe or two, to become our expert on etiquette. She offers a list of Dos and a list of Don'ts for Ottawa's thriving social circuit.

To make room for all this, you'll find our photo album moved to the inside back page. Columnist Allan Thompson returns in September.

That's it for this special summer issue. Hope you like it, and watch for us in the fall when we return to our regular format.

Jennifer Campbell is editor of *Diplomat* magazine. Reach her at editor@diplomatonline.com, or (613) 231-8476 or P.O. Box 1173, Stn. B, Ottawa, ON, K1P 5R2.

UP FRONT

This photo shows Parliament Hill during the annual May Tulip Festival. Queen Juliana of the Netherlands and her family took refuge in Ottawa during the Second World War. After Canadians liberated the Netherlands, Juliana sent an annual gift of tulips to Ottawa. The tulips, therefore, represent Ottawa's international character, something enhanced by the presence of the diplomatic corps. In this how-to issue, we offer advice to help diplomats become familiar with Ottawa.



Ottawa's A-List

Our writer weeds through the list of parties in Ottawa to give you a sense of the very best

Margo Roston

Ottawa's social scene is busy almost all year long. But some events are special to the nation's capital, events that call for dressing up and mixing and mingling with members of the city's A-list. Here they are:

September

The Museum of Civilization is holding a special historical ball, **A Journey through Time**, Sept. 20, to celebrate the museum's 150th birthday. Under the auspices of former Gov. Gen. Adrienne Clarkson and her husband John Ralston Saul, guests are asked to dress in historical period costume, black tie, or a combination of both. Dressing as Norse Vikings, Canadian seigneurs and seigneuries, coureurs de bois or as Canadian visionaries will be part of the fun, along with the allure of the wonderful building.

For mixing and mingling with socialites, mandarins, captains of industry and politicians, there's no better place than the **National Arts Centre Gala**, Sept. 27. This year's 10th edition takes on special glitz with a sensational cast of musicians including Emanuel Ax; Yo-Yo Ma, Gil Shaham; and Natalie McMaster, all performing under the baton of maestro Pinchas Zukerman and the NAC Orchestra. Along with a pre-concert cocktail reception in the lobby, a post-concert nosh, and



The Viennese Ball is considered by many to be the most elegant evening on Ottawa's social calendar.

dinner and dancing on the stage for gala ticket holders, this is definitely one of the highlights of the social season.

November

The annual **Governor General's Performing Arts Awards Gala** on Nov. 4 comes to the National Arts Centre with a trumpet fanfare, award winners from across the

country, and some of Canada's most outstanding performers. Taped for later viewing by the CBC, the show does grind on for several hours, but the post-show party makes up for it thanks to a chance to boogie in the lobby with Her Excellency and the award winners. The chance to snap up autographs makes the evening a grand outing. Dressing up is *de rigueur*.



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The NAC gala, celebrating its 10th anniversary this year, is one of the most unique events on the circuit. MP Belinda Stronach attended last year.

February

The annual **Viennese Winter Ball** hosted on the first Saturday in February by Austria's ambassador, has all the charm of old Vienna and is regarded by many as the most elegant event of the season. With debutantes and their escorts leading off the evening with a traditional Polonaise, guests also get the chance to waltz the night away.

The venue at the National Gallery suits the old world charm of a Viennese evening. Along with an elegant dinner; guests can tour the gallery, and have a martini or a coffee in an authentic-looking Austrian café. The ball, which raises money for the Thirteen Strings Chamber Orchestra and Champions for Children, is always a sold-out success.

The **10th Annual Black and White Opera Soirée**, Feb. 17, is an annual fundraiser of the National Arts Centre Orchestra and Opera Lyra Ottawa. With a star cast of singers, a well-known host and the NACO, gala tickets also include a gourmet dinner and a post-concert party. Since most guests and theatre-goers dress to the nines in the prescribed colour scheme, the NAC takes on an elegant and festive air.

March/April

Although so far no date has been set for the **2007 Variety Club International Ball** at the Ottawa Congress Centre, the annual event will take place at either the end of March or early April according to organizers. An Ottawa diplomat always acts as honorary chair of the ball and this year, it's the turn of Glyne Murray, High Commissioner for Barbados. With dancing, a silent auction, and gourmet dinner, guests can expect some island touches to add to the glamour.

Margo Roston is *Diplomat's* culture editor.



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Ottawa by the seasons

By Daniel Drolet

To move to a new city is to face a bag of mixed emotions: On the one hand is the excitement of discovering a new place, of making new friends. On the other is the knowledge that familiar things have been left behind.

And when the move means coming to Ottawa for the first time, our reputation can be an added concern: Does it really get that cold here in the winter? Yes, it does.

In fact, seasonality is Ottawa's charm. For diplomats and others arriving in Canada's capital for the first time, here are some suggestions to help you discover Ottawa (and Canada) all through the year as the weather swings from sultry to polar and everything in between.

Summer: The Byward Market

If the city has a heart, this is it. The Byward Market is the oldest part of Ottawa, dating back to its founding in the 1820s. The market area is alive with food vendors by day, and with restaurants and bars by night.

If you're going when the sun is shining, walk along stalls of fruit and vegetable sellers to see what farmers here produce. Or step into the speciality food shops to quickly see how multicultural Ottawa is. In the market in the evening, you will find nightlife – from high-end restaurants for a proper meal, to informal pubs.

Fall: Gatineau Park

Autumn in Ottawa can be spectacular. Nothing is lovelier than the fall foliage



when the leaves have turned to a mixture of brilliant yellows, shining golds and vibrant reds. The best place to admire this is in Gatineau Park, shown above, which starts a short drive from downtown and extends far into the hills north of Gatineau. The park offers a chance to experience an essential element of Canada: the outdoors.

Take the drive up to the Champlain Lookout. On your way, stop for tea at the Mackenzie King Estate – the summer home of Canada's longest-serving prime minister. Then go up the lookout, which offers a surprisingly dramatic view of the Ottawa Valley. Pay close attention the schematic diagrams along the ledge, particularly the one showing how deep the glaciers were here during the last ice age. After seeing how big those glaciers were,

winter won't seem so bad.

Winter: The Rideau Canal

Historically, the Rideau Canal is the reason for Ottawa's existence. Dug by hand, before the invention of dynamite, it has been nominated by Canada to be a UNESCO World Heritage Site. In winter, the canal is converted into the world's longest skateway, an Ottawa trademark. On beautiful winter days, the canal is a gathering place. Even if you don't skate, dress warmly and take the time to explore the activity on the ice or watch some of the events during Winterlude, Ottawa's annual winter carnival.

Spring: The museums

Spring, particularly early spring, can be Ottawa's most disappointing season. The melting snow makes the city messy and the temperature rises and plunges in a depressing round of ups and downs.

This is a great time to visit some of Ottawa's top cultural attractions. Two must-sees are the Canadian Museum of Civilization and National Gallery of Canada. They face each other across the Ottawa River and together offer a crash course in Canadian history and culture.

There you have it: A year's worth of things to explore. Welcome to Ottawa. I hope you will take the time to enjoy it.

Daniel Drolet is a contributing editor to *Diplomat*.

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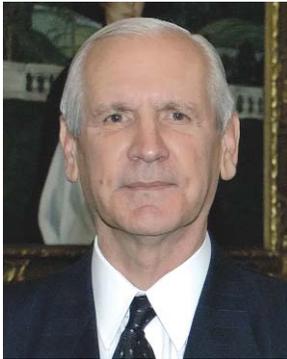
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Fernando Ribadeneira Fernández-Salvador
Ambassador of Ecuador



Mr. Fernandez-Salvador has had a long diplomatic career, beginning in 1962 when he joined the foreign ministry in Ecuador. His first overseas posting came soon after, in 1970, when he went to the USSR. Subsequent postings took him to Italy, Argentina, and Uruguay where, on his second posting to the country, he became ambassador in 1987. He was later ambassador to Mexico and Colombia.

Mr. Fernandez-Salvador held positions of increasing responsibility at the ministry between postings. He was director of the international economic policy department in 1978 and director general of the diplomatic academy from 1994-97 and again in 2003.

Mr. Fernandez-Salvador is married to Claudia Bakula and they have two daughters.

Getachew Hamussa
Ambassador of Ethiopia



Mr. Mariam started his career as an elementary school teacher in 1973 and worked in a teachers' college for a few

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years in the mid-1980s before joining the government in 1992 as head of the promotion and statistics division. He also worked as head of administration and finance at the bureau of education before becoming head of finance in 1997. Four years later, he moved on to become head of the bureau of finance and economic development and comes to Canada from that position.

Mr. Hamussa has a bachelor of arts from Addis Ababa University and a master's from the University of London.

Constant Horace
Ambassador of Madagascar



Mr. Horace comes to diplomacy after a long career in business. Born in 1954, he has a masters in business management from the University of Antananarivo in Madagascar. He also studied accounting and finance at the Université de Québec at Trois-Rivières.

He began his working life in 1978 as deputy head of accounting at Sirama, a sugar company in Madagascar, and quickly moved into the oil sector. By 1995, he was an adviser to the World Bank and two years later, he served as minister of private-sector development.

He is married to Aimée Horace and they have three children. He speaks Malagasy, French and English.

W.J.S. Karunaratne
High Commissioner for Sri Lanka

Mr. Karunaratne spent 38 years working in Sri Lanka's public service prior to coming to Ottawa. He retired from administrative service in 2005 but just before his retirement, he spent two years working as secretary to the Sri Lankan president, which is the top post in the country's public service.

Born in Colombo in 1940, Mr. Karunaratne has a bachelor degree in so-

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biology from the University of Ceylon and a post-graduate diploma in development studies from Cambridge University. Before joining Sri Lanka’s public service, Mr. Karunaratne was a journalist and university lecturer. He is married with two children, a daughter and a son.

Werner Baumann
Ambassador of Switzerland



Mr. Baumann studied law at Zurich University and practiced it for two years before joining the directorate for international law within the Swiss department of foreign affairs in 1978. His first posting came quickly when he was sent to Paris a year later to represent Switzerland at the OECD.

Between postings to New York and Prague, he returned to the department, rising to the position of deputy director of the directorate for international law before being posted as ambassador to Philippines. He was also posted as ambassador to Germany before being sent to Canada.

He is married to Susanna Baumann.

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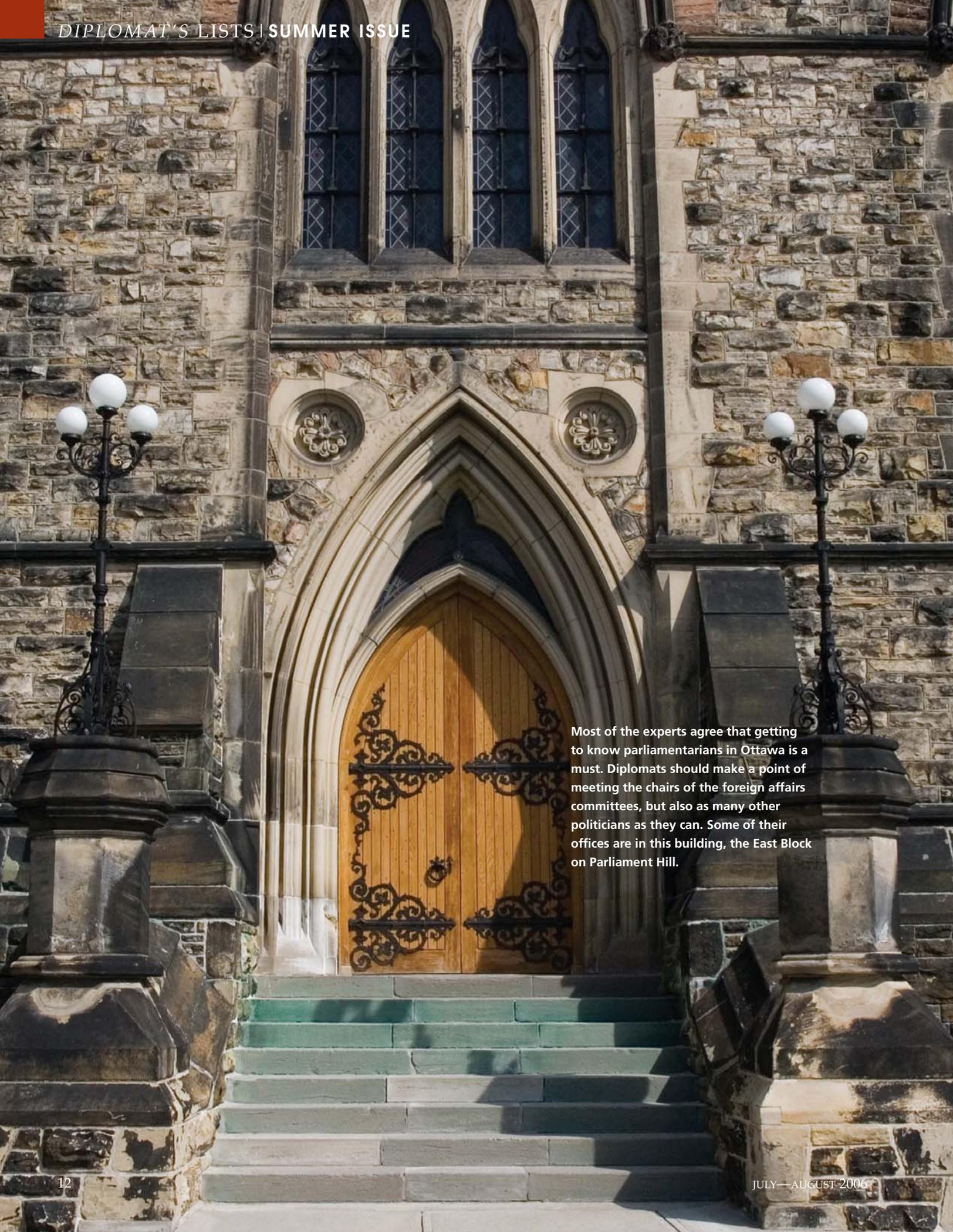


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THE GALLERIA
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Most of the experts agree that getting to know parliamentarians in Ottawa is a must. Diplomats should make a point of meeting the chairs of the foreign affairs committees, but also as many other politicians as they can. Some of their offices are in this building, the East Block on Parliament Hill.

KNOCKING ON THE RIGHT DOORS

Diplomat polled the experts about who new diplomats should meet first. **Jennifer Campbell** reports.

When new heads of foreign missions arrive in Ottawa, they meet their staff and get their bearings at their embassy or high commission. Pretty soon after, they meet Canada's chief of protocol and then the Governor General to present credentials and become a full-fledged head of mission. Then, there's a prescribed list of people to see, not least of which are the officials at Foreign Affairs who oversee relations with their country. No one with even the most limited diplomatic training would leave them off their to-do list. But who's next?

Diplomat magazine polled Canadian foreign affairs experts to find out their picks on who to get in touch with on arrival in this country. There was some overlap amidst the advice but each of the experts offered fresh ideas that could be of some use to newly arrived diplomats. Who knows? It might even be helpful to those who've been here for a while.

THE EXPERT: Paul Heinbecker

CREDENTIALS: Canada's former ambassador to the UN and Germany, as well as chief foreign policy adviser to former prime minister Brian Mulroney from 1989-1992. He is now director of the Centre for Global Relations, Governance and Policy at Wilfrid Laurier University and Senior Research Fellow at the Centre for International Governance Innovation (CIGI) in Waterloo.

ADVICE: When asked for a list of the top five people to see, Mr. Heinbecker said new diplomats would be setting themselves up for failure if there were only five names on their list. He said it should be 25 to 30 names long, but in the interest of journalistic brevity, he shared those who are most important in his view. In the number one position was David Mulroney (no relation to the former prime minister), the prime minister's foreign policy adviser who, in this case, was assistant deputy minister of Foreign Affairs before moving over to the Prime Minister's Office.

Mr. Heinbecker also recommended seeing the chairman of the foreign affairs committee of the House of Commons.

"I don't think foreign missions spend enough time with parliamentarians, and then parliamentarians ultimately end up voting for things like [condemnations of alleged] Armenian genocide," Mr. Heinbecker, who had a posting in Turkey, said. "In a lot of countries, there's still a view that you should be focusing on the foreign ministry to the exclusion of everything else. Some people still think in those terms. The smart and experienced ones don't. . ."

Although he wasn't certain the chair of the Senate committee should be on the list all the time, he did say Hugh Segal, the current chair, is worth a visit even if he wasn't on the committee. Mr. Segal has been a political strategist, media commentator and an author and was most re-

cently president of the Institute for Research on Public Policy (IRPP).

The new president of the IRPP is Mel Cappe, who once held, coincidentally, the position of clerk of the privy council, a job that made him the most powerful person in Ottawa after the prime minister, at least in Mr. Heinbecker's estimation. (Before he went to the IRPP, Mr. Cappe was high commissioner to the U.K.) Mr. Heinbecker suggested new ambassadors should try to see the clerk. It can't hurt to ask.

In addition, Mr. Heinbecker suggested it would be a good idea to visit well-connected Ottawa journalists. To understand Canada and the world, he recommended *Globe and Mail* columnist and author Jeffrey Simpson and his counterpart at the *Ottawa Citizen*, Andrew Cohen. And, to understand Canada well, he suggested a trip to the offices of *Toronto Star* columnists Chantal Hébert and Jim Travers.

For the lowdown on how Ottawa works diplomatically, and more specifically on how Foreign Affairs works, new heads of mission should call on some retired ambassadors such as Canada's former ambassadors to the U.S., Michael Kergin and Derek Burney. Mr. Burney is now a senior distinguished fellow at the Centre for Trade Policy and Law, and adjunct professor at Carleton University's Norman Paterson School of International Affairs. He also headed the Harper government's transition team. Since retiring from the foreign service, Mr. Kergin has

taught at universities in Ottawa and Toronto and was appointed by Ontario Premier Dalton McGuinty as a special adviser on border issues.

"These are people who understand the way the city works and where foreign policy fits and have some broader understanding of the world," Mr. Heinbecker said.

(Speaking of which, Mr. Heinbecker himself should also appear on that list.)

For newly arrived ambassadors and high commissioners coming from developing nations, he recommended a swift call on the presidents of the Canadian International Development Agency and the International Development Research Centre.

Finally, Mr. Heinbecker recommended speaking to the national security adviser – or at least some of those "who think about terrorism and international security." Although he didn't know if Jim Judd, head of the Canadian Security Intelligence Service, would host a meeting with a head of mission, he said it was worth a try.

"There are few savvier people in town than Jim Judd," he said.

EXPERT: Andrew Cohen

CREDENTIALS: Award-winning journalist, journalism and international affairs professor at Carleton University and author of *While Canada Slept: How We Lost our Place in the World*.

ADVICE: Mr. Cohen, who appears on Mr. Heinbecker's list of people to see, was brief in his comments but did have a roster of five must-visits.

He started with his journalistic colleague, *Globe and Mail* columnist Jeffrey Simpson, and added another *Globe* columnist, Lawrence Martin, to the list. Mr. Martin wrote a two-volume biography on former prime minister Jean Chrétien.

For former diplomats, Mr. Cohen suggested Derek Burney (see above) and Michael Hart, who participated in the Canada-U.S. free trade negotiations, the North American free trade negotiations and various GATT dealings while he worked at Foreign Affairs and International Trade. He was the founding director of Carleton's Centre for Trade Policy and Law.

Finally, he suggested meeting with MPs Jason Kenney and Keith Martin. Mr. Martin is the Liberal party's critic for Foreign Affairs and has "strong ideas on aid" and Mr. Kenney, the Conservative mem-

ber for Calgary Southeast, just "knows what's going on," Mr. Cohen said in an email.

EXPERT: Gar Pardy

CREDENTIALS: Mr. Pardy retired from Foreign Affairs in 1993. He was ambassador to Costa Rica, El Salvador, Honduras, Nicaragua and Panama.

ADVICE: Mr. Pardy had a different twist on who new ambassadors should meet first.

"I have found the most enjoyable, beneficial and long lasting contacts and friendships I have made in 36 years in the foreign service are ones that are far beyond a country's official community," he explained. "Meeting foreign ministry officials and those from other ministries of government which are part of the bilateral relationship are normal and part of going to the office each day. In a country as large and diverse as Canada, the normal is far short of what is needed. The geographical and cultural diversity of this country requires foreign diplomats to reach far beyond officials and politicians in Ottawa and provincial capitals and delve into academe as well as the arts, cultural, business and Aboriginal communities."

His suggestion: Find a good travel agent and get out there.

"The hope is for understanding. Understanding, not as to why a government adopts a particular policy or program at a given time; but understanding of the country, why we are the way we are in all of our diversity ... why we often baffle those who only see the surface tensions of our daily politics."

From Mr. Pardy's point of view, to understand the country, one needs to "sit on a rock in Twillingate, see the ice leave the Sylvia Grinnell (Park) on Baffin Island, kill mosquitoes in northern Ontario, visit a farm at the end of a long dusty road in southern Saskatchewan, or look at the Rockies from east of the divide or watch the sunset from Botanical Beach."

Such travel will, he said, bring new diplomats more understanding and appreciation of Canada and Canadians than meeting daily with the federal cabinet or Ottawa-based pundits.

EXPERT: Larry Dickenson

CREDENTIALS: Mr. Dickenson retired from Foreign Affairs in 2003 after a 28-year career. He was Canada's ambassador to Kuwait and Indonesia.

ADVICE: Mr. Dickenson said first see

the chief of protocol, who will get access to the Governor General to set up presentation of credentials. Then, he suggested, call on the dean of the diplomatic corps (in Ottawa, that's Carlos Miranda, ambassador of Costa Rica). Mr. Dickenson also suggested calling on all diplomatic colleagues, in order of precedence.

"That is rarely followed now. However, the new [head of mission] will want to call upon 15 to 30 of them to glean information on what Canada is about and how [it] works – or [doesn't]," Mr. Dickenson said, adding that he did call on all his colleagues, although in order of their perceived usefulness rather than in the order of precedence, and he found it both exhausting and rewarding.

"The advantage on calling upon them all is that sometimes there are real surprises," he said. "For example, you can get a sleepy, half-dead golfer from a major country with low energy and little to share. And conversely, you can get a high-profile peer with impeccable contacts from a modest country, who shines through hard work and personality. Until you meet them alone in their office you may not know which one is which."

In addition to the usual suspects, including those responsible for the individual country desk at Foreign Affairs, Mr. Dickenson suggested contacting Marcel Richard, the RCMP's head of security for all diplomatic missions in Ottawa.

EXPERT: Bhupinder Liddar

CREDENTIALS: Mr. Liddar was a relationship-builder in diplomatic circles in Ottawa, particularly when he was owner and editor of *Diplomat* magazine for 15 years. He is now posted to two UN missions in Nairobi.

ADVICE: Mr. Liddar said diplomats need to know that MPs in Canada are surprisingly accessible and he suggested getting to know at least four or five well. Too often, he said, ambassadors just figure MPs aren't interested in them, but that's not the case. He also said heads of mission shouldn't limit themselves to meeting only those with ethnic backgrounds or particular interests in their home country. "Many diplomats only get to know the speaker of the House of Commons and they forget about calling on members of the Foreign Affairs Committee," Mr. Liddar said. "They also forget that there is a Foreign Affairs Committee in the Senate."

Jennifer Campbell is editor of *Diplomat*.



Tanks to do the Thinking

Canada has hundreds of think-tanks, as Rachel Schmidt discovered. Here, she gives a smattering.

Asia Pacific Foundation of Canada

www.asiapacific.ca

The Vancouver-based Asia Pacific Foundation is an independent, non-profit think-tank established in 1984 through an act of Parliament. The foundation receives

funding from the governments of Canada and British Columbia and focuses on Canada's economic, political, and social relations with Asia Pacific. Publications include the *Asia Pacific Bulletin*, *Canada Asia Review*, the *AP Summit Series*, *Asian*

Outlook, and country backgrounders.

Atlantic Institute for Market Studies

www.aims.ca

Federally incorporated, non-profit and non-partisan, AIMS is privately financed

by individuals, corporations, foundations, and publication sales. AIMS conducts research on a range of public policy issues such as healthcare, education, fisheries, social welfare, and natural resources. Current patrons include Bank of Montreal, Bayer Inc., Bell Canada, CIBC, Chevron-Texaco, ExxonMobil, Imperial Tobacco Canada Limited, Pfizer, and Shell Canada. In addition to regular reports, AIMS publishes the research magazine *Ideas Matter*.

Atlantic Provinces Economic Council

www.apec-econ.ca

This non-partisan research institution promotes economic development in Canada's Atlantic region. Based in Halifax and founded in 1954, it is financed by sponsorships, private donations, and funded research projects. Patrons include Bank of Montreal, CIBC, Petro-Canada, TD Canada Trust, and the Shaw Group. Publications include *Atlantic Report*, a magazine focused on regional trends and forecasts, and *Report Card*, a quarterly focusing on one major topic per issue.

Canadian Centre for Policy Alternatives

www.policyalternatives.ca

CCPA is based in Ottawa and addresses local, national, and international issues of social and economic justice. CCPA publishes the monthly magazine *The Monitor*, research studies, books, and briefings. The strongly left-wing research centre receives private funding from members across Canada. Although it describes itself as non-partisan, significant controversy has surrounded the organization due to accusations of funding from the former NDP government in B.C.

Canadian Institute of International Affairs

www.ciia.org

CIIA is a non-partisan research forum that engages corporations, government, academia, NGOs, and the Canadian public in research on global issues and foreign policy. The institute receives most of its funding through membership and subscription fees and also receives grants from government departments, SSHRCC, and various foundations. Corporate members include Alcan, Bombardier, Imperial Tobacco of Canada Ltd., and Nexen Ltd.

Canadian Institute of Strategic Studies

www.ciss.ca

Established in 1976, CISS focuses on

defence and security studies and is a member-based, non-partisan research institute. CISS publishes *The Bulletin*, *McNaughton Papers*, and *Strategic Datalink*.

C.D. Howe Institute

www.cdhowe.org

The C.D. Howe Institute came to be in 1958 when business and labour leaders got together to research public economic and social policy. The right-leaning institute focuses on fiscal, monetary and social policy, governance and public institutions, international and trade policy, and eco-



nomie growth. The board includes representatives from Imperial Oil, BMO Financial Group, General Electric, Shell Canada, and Ford Motor Company. Prominent corporate members include IBM Canada, Imperial Tobacco Canada Limited, and Nexen Ltd.

Centre de'étude et de coopération internationale

www.ceci.ca/index.asp

CECI was established in 1958. The organization has a mandate of fighting poverty and exclusion and supports humanitarian and development projects. CECI is funded through donations from universities, schools, religious institutions, and philanthropic foundations.

Centre for Foreign Policy Studies

<http://centreforforeignpolicystudies.dal.ca/index.php>

Based in Halifax, in Dalhousie University's political science department, CFPS focuses on Canadian and American foreign policy, security and defence policies, maritime security, human security, and global development. The centre publishes

books, reports, and journal articles and hosts an annual seminar series.

Centre for International Governance Innovation

www.cigionline.org

CIGI is a Canadian-based think-tank focusing on international issues of governance. The centre was founded in 2001 by Jim Balsillie and Mike Lazaridis, co-CEOs of Research in Motion, and is supported by a federal government grant and private donations. CIGI publishes books, reports, and working papers and funds research projects by established experts and upcoming scholars. Paul Heinbecker, Canada's former UN ambassador, and Louise Frechette, former deputy secretary general of the UN, are both distinguished fellows at the centre.

Centre for Security and Defence Studies

www.carleton.ca/csds/

Located at Carleton University's Norman Paterson School of International Affairs (NPSIA), CSDS is an interdisciplinary research centre exploring issues of force and statecraft, peacekeeping, military, and intelligence. CSDS publishes a working paper series and an occasional paper series on its website.

Centre for Trade Policy and Law

www.carleton.ca/ctpl/

CTPL is sponsored by Carleton University's Norman Paterson School of International Affairs (NPSIA) and the University of Ottawa's faculty of law. The centre, established in 1989, aims to increase public awareness of trade and investment issues and encourage research and analysis on these topics. Published research includes trade policy monographs, case studies, papers and textbooks.

Centre on Governance

www.socialsciences.uottawa.ca/governance/eng/

Based out of the University of Ottawa's school of political studies, the Centre on Governance was founded in 1997 by Prof. Gilles Paquet. It looks at ties between governance, democracy, ethics, globalization, and knowledge. The centre also organizes multiple events and conferences and acts as a public forum on governance.

Couching Institute of Public Affairs

www.couch.ca

Touting itself as the "oldest and most in-

fluent non-partisan forum for public affairs", CIPA engages academics, politicians, community members, and activists in research efforts and debates on a range of topics such as social reform, environment, economic challenges to youth, and globalization. Recent supporters include Transport Canada, Bell Canada, the Jackman Foundation, Bombardier International, Glaxosmithkline Canada, Citizenship and Immigration Canada, and the Bank of Montreal.

Fraser Institute

www.fraserinstitute.ca

Founded in 1974 and based in Vancouver, the Fraser Institute has a reputation as a strongly right-wing and highly influential think-tank. The institute engages academics, economists, and policy analysts and focuses primarily on economic analysis. It publishes *Fraser Forum*, books, policy papers, and research briefs. Major contributors include the Donner Canadian Foundation, the Lotte and John Hecht Memorial Foundation, and Galen Weston. Corporate contributors are not disclosed, but the media recently reported on large donations from Exxon-Mobil and several smaller Canadian oil and gas companies.

Institute for Policy Analysis

www.chass.utoronto.ca/ipa/

Located at the University of Toronto, IPA focuses on issues of applied economics and publishes its findings in journals, monographs, and books. IPA co-sponsors a working paper series with the school's department of economics and hosts annual events and workshops.

Institute for Research on Public Policy

www.irpp.org/about/index.htm

IRPP was established through a private endowment fund in 1972 and focuses on public policy and social reform issues in Canada. The board of directors includes high-profile Canadians such as Barbara McDougall, Bob Rae, and Denis Stairs.

International Institute for Sustainable Development

www.iisd.org

Established in 1990, IISD aims to engage governments, businesses, NGOs, academics, and community members in promoting environmentally sustainable public policy and encouraging research on sustainable development issues. IISD publishes *Earth Negotiations Bulletin* on multilateral negotiations and environmen-

tal issues and now has an Innovation Fund, supporting scholars of sustainable development. IISD is funded by a broad range of governments, UN agencies, corporations, and individuals.

Liu Institute for Global Issues

www.ligi.ubc.ca

The University of British Columbia's Liu Institute boasts prominent members such as Lloyd Axworthy, and Michael Harcourt. Research interests include international relations, human security, peace, disarmament, conflict, development, global health and international justice. The Human Security Centre, which publishes the annual *Human Security Report*; the Centre for Disarmament and Non-Proliferation Research; and the Centre of International Relations come under its umbrella. The centres receive funding from DFAIT, CIDA, the Rockefeller Foundation, research grants, and international aid agencies.

Mackenzie Institute

www.mackenzieinstitute.com

Founded in Toronto in 1986, the Mackenzie Institute focuses on political instability and organized violence with the goal of guarding Canada's liberal democratic tradition. Private donors and foundations support the institute which doesn't accept funding from government agencies. It has a solid right-wing focus and doesn't publicly disclose its donors.

Montreal Economic Institute

www.iedm.org

MEI approaches public policy research through economic analysis, to foster prosperity and long-term welfare of Canadians. MEI frequently partners with the Fraser Institute and shares its right-wing leanings. MEI doesn't accept public funding, and doesn't disclose donors.

North-South Institute

www.nsi-ins.ca

Established in 1976 and focused on international development, the North-South Institute is an independent research organization dedicated to improving social justice and fighting global poverty. NSI is respected in Canadian policy-making networks and has a long-standing grant from CIDA. It publishes the annual *Canadian Development Report*, books and policy briefings.

Pearson-Shoyama Institute

www.pearson-shoyama.ca

The Ottawa-based Pearson-Shoyama Institute supports research on inclusiveness, culture, and diversity. PSI runs the Communications and Diversity Network and has recently created an Aboriginal cultural advisory board. Corporate partners include CPAC, Telefilm Canada, the Ottawa Citizen, Rogers Media, and Bell Globemedia.

Polaris Institute

www.polarisinstitute.org

Established in 1996, Polaris counters corporate-driven globalization and encourages citizen movements of democratic social change. Polaris conducts research on large corporations and their lobby groups to expose track records and hold companies accountable for their actions. The institute is funded by specific project funding and fee-for-service contracts.

Public Policy Forum

www.pppforum.com

Founded in Calgary in 1987, the Public Policy Forum brings together Canada's public and private sectors, and acts as a neutral facilitator. Board members come from corporations, news media, government and universities. PPF serves as a government watchdog and advocates for reform in public-sector management.

Unisféra International Centre

Established in 2002 and based in Montreal, Unisféra researches sustainable development law and policy, focusing on socio-economic development and the environment. Unisféra partners with government agencies, international organizations (the UN and the World Bank), NGOs, universities, research centres, and private-sector organizations. Researchers publish articles, reports, and briefings on the website and in academic journals.

Work Research Foundation

www.wrf.ca

The Work Research Foundation is a charitable organization established in 1974 that researches economics, public policy, labour, social justice, and the link between human rights and faith from a Christian perspective. WRF says its goal is to "influence people to a Christian view of work and public life." The foundation publishes *Comment* magazine and organizes regular events promoting a Christian worldview on policy and labour issues.

Rachel Schmidt is a regular contributor to *Diplomat*.

Canada Edging Toward a New Trade Role

There are new, bigger kids on the trading block, writes guest columnist **Debra Steger**

Trade ministers from around the globe met in Geneva at the end of June to try to resurrect the Doha Round of the World Trade Organization. These talks aimed to lower barriers to trade around the world and to make economic life easier for developing countries. They stalled over a divide between rich countries and the developing world.

What are the implications for Canada and for the world's trading system if Doha fails?

The background is that international trade is considerably more complex than it used to be. It means more than just buying and selling goods and services. It also involves inbound and outbound foreign direct investment, knowledge embodied in those investments, and the ability of businesses to shift aspects of their operations to parts of the world where it is most economical and efficient for them to operate.

A growing percentage of world trade is "intra-firm" (meaning some international trade goes on between enterprises belonging to the same trans-national group). Current estimates are that a third of international trade and investment is intra-firm; across the Canada-U.S. border, this figure is much higher, reaching 70 per cent).

Countries compete to attract investment from multinationals which have been able to develop global "value chains" that include all the activities – design, production, marketing, distribution and support to the buyer – required to bring a product from conception to end use and beyond. This has only been possible because of liberalized trade and investment rules, lower transportation costs, e-commerce, cheaper labour, and instantaneous communication and information flow.

Major shifts are taking place as emerging economies develop the muscle to push into the world economy with an impact that rivals the Industrial Revolution in Britain in the 19th century. The global workforce has doubled in the past 10 years, largely due to rapid industrialization in China and India, as well as in Rus-



PORT OF VANCOUVER / WILLIAM JANS

International trade is considerably more complicated than it used to be. It now involves inbound and outbound foreign direct investment, knowledge embodied in those investments, and the ability of businesses to shift aspects of their operations to parts of the world where it is more economical and efficient for them to operate.

sia and ASEAN countries. Their industrialization has meant huge appetites for foreign investment, infrastructure development, as well as for goods and services. China is already the largest consumer of coal, copper, steel and aluminum, and the second-largest consumer of oil.

India and China not only have lots of cheap labour for manufacturing, but have been turning out impressive numbers of highly educated graduates in sciences, engineering, management and technology. Suddenly, "outsourcing" is not simply about manufacturing or data processing in lower-wage countries; now software and high technology companies such as Microsoft and IBM are hiring talent from universities and technical institutes in India, and setting up operations there. Chi-

nese and Indian global enterprises are emerging.

Where does Canada stand in this transformation? The early reaction has been fear. Industries and workers feel threatened by the low-price, low-wage competition from the emerging economies. Offers by foreign state-owned companies to take over Canadian energy producers and exporters raise fears that we could lose control over our natural resources. Rapid industrialization threatens both the global environment and human rights.

Canada has been slow to recognize the significance of these changes and, importantly, the opportunities they bring alongside the challenges. Canadian investment in China and India is only a fraction compared to that of the United

States, Australia and Japan. We have been complacent, assuming that our reliance on the U.S. market for four-fifths of our exports will shield us from this competition.

This country needs to respond sharply to these new realities to remain competitive, innovative and productive. The response must also preserve the social fabric of our communities, protect our environment, and ensure that energy and resources are secure for future Canadians. A useful part of this response would be a Canadian role in redesigning the old international economic architecture to cope with the new geopolitical realignments.

We need an approach to trade policy that looks forward into the next decade. While this may seem obvious, Canada has not had a strategic trade policy for a number of years. Our policy has been defensive and crisis-oriented, focused heavily on the softwood lumber dispute and on protecting our supply management system for certain agricultural products.

What are the building blocks for such a policy? International Trade Minister David Emerson appears to be on the right track. In his recent statement presenting the Annual Report on Canada's State of Trade for 2006, he said Canada must take into account the changes in the world economy. Taking account includes "lower taxes, good labour policies, and a commitment to innovation." Canada also needs the right immigration policies, because people are the biggest asset in a knowledge-based economy and we have been shielded from this fact by our recent economic boom, driven largely by the resource sector. Canada cannot afford to base its future prosperity on past expertise as a hewer of wood and drawer of water.

Clearly, Canada needs a new emphasis on knowledge-rich technology and services. If it cannot remain competitive in certain manufacturing sectors, it needs to take the tough decisions and devote resources to adjustment.

In order to reinvent its domestic economy, Canada needs to attract more foreign investment. In certain industries, this means eliminating remaining restrictions on investment and doing more to support Canadian companies wishing to invest abroad, especially in the emerging economies of the world.

It is true that the North American Free Trade Agreement means North America will continue to be central to Canadian trade policy. Massive cross-border trade with the United States will require dismantling the remaining regulatory barriers,

increasing transparency and streamlining customs, security and other border requirements. These measures are all the more important because there is no guarantee the United States will continue to be an automatic funnel for our exports. China is quickly surpassing Canada in many sectors as the number one source of imports to the U.S. market. Furniture is just one example.

Canada should come out of its cocoon, and demonstrate leadership in the Doha Round. This requires flexibility on sacred cows such as agricultural supply management. Whether it is pressured into concessions or not, Canada will inevitably have to change its practices as a consequence of future WTO dispute settlements.

There are great gains to be made if the Doha Round succeeds. Even a modest result could produce \$55 billion U.S. in global real income gains, and developing countries stand to gain more than rich ones, according to a recent study by the International Food Policy Research Institute. If the talks fail, it will be a major blow to the multilateral trading system.

The U.S. and the European Union have both been aggressive in negotiating trade and investment agreements in Asia, Africa and South America. Canada has signed only one free trade agreement in the past five years. There is, therefore, a risk of being edged out of global supply chains if our goods and services are squeezed by other countries' regional trade agreements.

The solution lies in focusing on regions that are critical for Canadian exports and investment. We are already engaged in free trade negotiations with Korea; other countries we consider important include Japan, India, China, Singapore, Brazil and the Mercosur countries. While Asia is the fastest-growing continent, we also need to develop strategies for South America and Africa.

The challenges are unlike any that Canada has faced in the past. Our productivity and prosperity at home as well as our competitiveness and influence globally will be determined by how well or poorly we respond to these new realities. We need to step up to the plate and help guide the world into the 21st century. The Doha Round would be a good place to do it.

Debra Steger is a professor of law at the University of Ottawa and director of the Edge Network on emerging global economies economies.

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Ontario's greatest grapes

Here are my top 10 Ontario wines that you can look for this summer. Most are available only at the winery, but if you live in Ontario, they should all ship mixed or partial cases at a very reasonable cost through Canada Post or www.winerytohome.com. All prices are retail.

<http://www.malivoire.com/>
<http://www.cavespring.ca/>
<http://www.reifwinery.com/>
<http://www.normanhardie.com/>
<http://www.lakeviewcellars.ca/>
<http://www.peninsularidge.com/>
<http://www.henryofpelham.com/>
<http://www.carmelaestates.ca/>

Whites & Rosé

CHENIN BLANC, CAVE SPRING, VQA NIAGARA 2005 \$17.95: This is a great, new varietal to Niagara, made in small quantities. Chenin Blanc is usually found in Loire wines such as Vouvray and Savennières. It has beautiful aromatics and mineral tones while still being crisp and refreshing. Perfect by the pool.

SAUVIGNON BLANC, PENINSULA RIDGE, VQA NIAGARA 2004 \$18.95: These guys do it better than anyone else in Canada. This offering is grassy, citrusy and fresh. It's a perfect aperitif on a hot day and great served with greens topped with fresh strawberries.

ROSÉ "LADYBUG" MALIVOIRE VQA NIAGARA 2004 \$15: Mostly Gamay based, this is a great earth and raspberry-flavoured rosé done in the classical old-world style. I enjoyed this recently with a duo of scallops and pork belly.

GEWURZTRAMINER "LATE HARVEST" REIF, VQA NIAGARA 2004 \$18.95: This one is luscious, rich and round with loads of exotic fruit and only a little off-dry. The "Late Harvest" tag is a misnomer – this is not a dessert wine. It's great when you are looking for a bigger, more unctuous experience.

CHARDONNAY, NORMAN HARDIE, VQA ONTARIO 2004 \$29: This is the newest winery on the block. Norman's first re-



PHOTO: PAUL COUVRETTE

lease under his own label is very Burgundian, with savoury minerals and new world fruit. It has nicely balanced oak, not to much, not too little. Great alongside roast pork with savoury herbs.

Red Wines

GAMAY NOIR "COURTNEY VINEYARD" MALIVOIRE, VQA NIAGARA 2004 \$26: Gamay Noir is quite possibly Ontario's greatest red grape. This Gamay is a serious, concentrated style that is more like a Oregon Pinot Noir than a Beaujolais. Smokey, bright and accessible. Great with BBQ ribs.

PINOT NOIR "BUTLER'S GRANT" LAKEVIEW CELLARS, VQA NIAGARA 2002 \$14.95: This Pinot is light and elegant with a great strawberry-rhubarb thing going on. It's delicate and balanced. Great value.

PINOT NOIR, CARMELA ESTATES, VQA ONTARIO \$19.95: A little richer than the Lakeview, this Pinot is brimming with sweet cherries, earth and spice. It's velvety and delicious. Try it when you need to bridge a variety of dishes and flavours. The winery is in Prince Edward County but the grapes are all Niagara.

SYRAH, CAVE SPRING, VQA NIAGARA 2002 \$24.95: The biggest red of the bunch, this reminds me of a great Crozes-Hermitage from France because of its gamey qualities. Balanced and elegant for its size, just serve it with a steak or lamb on the grill.

Dessert Wine

RIESLING ICEWINE, HENRY OF PELHAM, VQA NIAGARA 2004 \$54.95: Save this for when your favourite guests come by. The perfect balance of intense sweetness and fresh acidity. Serve it with a sweet, fruit-based dessert or on its own.

Stephen Beckta is the owner and sommelier at Beckta dining & wine.

Diplomacy's dos and don'ts

Regardless of our backgrounds and experience, we can still learn – even when we think we know it all. Whether it be for fun or as a serious exercise, test your social skills with my list of dos and don'ts.

Dos

1. Respond to RSVP invitations promptly. If you can't attend and space is limited, the host/hostess can invite others.
2. With the exception of cocktail events, guests should arrive slightly after the time indicated on the invitation.
3. Turn off cell phones and hand-held devices before arriving.
4. If you are organizing a receiving line, keep it short.
5. When going through a receiving line, the diplomat/officer goes first with the spouse/partner following.
6. If your boss is the host, you may be expected to ensure guests have drinks, are happy, meet strategic contacts and engage in conversation.
7. If someone is introduced to you, you should extend your hand first.
8. Always ask if a person has a business card before offering yours with the print facing the recipient.
9. Prompt thank yous (in writing or by telephone) are required for dinners, very special invitations (e.g., reception and theater) or when you are the guest of honour.
10. Hold your glass in your left hand so your right is free to shake hands, receive business cards and enjoy canapés.
11. At the table, a person's name should



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appear on both sides of a name/place card thus allowing it to be conveniently read from across the table.

12. In general, lunch should be served within 30 minutes after the arrival time indicated on the invitation (or even earlier if all guests are present) and dinner within one hour.
13. If you are the host/hostess, do not wait for tardy guests before going to the

**WHEN INTRODUCING
PEOPLE YOU KNOW
BUT CANNOT
REMEMBER THEIR
NAMES, DON'T GUESS.
SIMPLY SAY "HAVE YOU
TWO MET?" AND LET
THEM INTRODUCE
THEMSELVES.**

table at a lunch/dinner as those guests may not show up and it becomes impo-

- lite to keep prompt guests waiting.
14. Place candles on a dining table only at night. If candles are on the table, they should be lit.
 15. As a comfortable and practical guideline for hostess gifts, give items which wilt, can be eaten or drunk.
 16. During a meal if your napkin falls on the floor, pick it up.
 17. At the table, serve food and drinks to women first with the hostess being served last (just before the men are served).
 18. Once the host/hostess begin to eat a particular course, so may the guests.
 19. When wine is offered, wait until everyone has been served and even then hesitate slightly because a first toast of the meal could be made by the host at this time.
 20. When eating a roll or piece of bread, break off a piece, butter it and eat it before breaking off another piece.
 21. Cut pieces of food as you eat them.

Don'ts

1. Never arrive early for an event.
2. If a finishing time is indicated on an invitation, don't stay beyond it.
3. Don't leave before the guest of honour.
4. In receiving lines, never engage in long conversations.
5. When introducing people you know but cannot remember their names, don't guess. Simply say "Have you two met?" and let them introduce themselves.
6. If you have forgotten an ambassador's name or country, don't guess. Address him/her as "ambassador" or "excellency".

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Table decorations shouldn't exceed 12 inches in height.

7. Don't accept a business card and then place it directly into your pocket/purse without looking at it.
8. Don't exchange business cards at a dining table unless it is a business event in a restaurant.
9. At receptions, don't drop empty glasses, used napkins or plates just anywhere. Generally, waiters circulate with trays to collect such items.
10. Centre pieces and decoration on a dining table should not be more than 12 inches/30 cm in height to avoid blocking sight lines.
11. Don't place napkins on the right hand side of a place setting.
12. Don't place cutlery on top of napkins at a set table.
13. Don't twist and scrunch your napkin and never place it on your plate at the end of the meal.
14. Nobody at the table should even touch their cutlery until everyone has been served and the host/hostess signals it's time to start. This applies to every course.
15. Don't remove plates from a table until everyone's cutlery has been arranged in the finished position. (The finished position for cutlery is with the handles on the rim of the plate or soup bowl in the 4 o'clock position.)
16. Don't rest used cutlery on the table, tablecloth or place mat.
17. Don't drink the wrong water, or eat the wrong bread. Remember your water is on the right hand side of your place setting and your bread is on the left.
18. Don't push your plate away when you are finished.
19. As a host/hostess, rarely apologize for any real or perceived short-comings. Such issues would otherwise go completely unnoticed.



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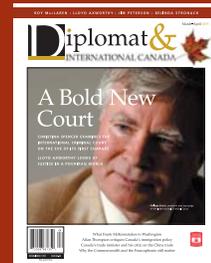
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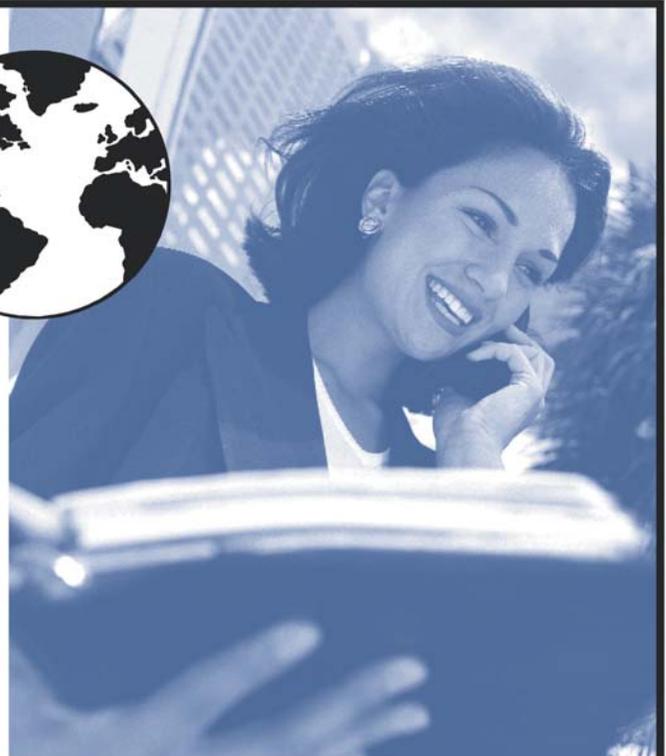
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1. Korean Ambassador Sung-joon Yim, third adult from the left, celebrates one of Korea's wins with members of Canada's Korean community during the World Cup in June. 2. Aliya Mawani, Philippine Ambassador Jose S. Brillantes, Senator Vivienne Poy; Sudanese Ambassador Faiza Hassan Taha, and Carol Reich of the HUG national advisory council, celebrate the organization's launch in June. HUG, or Helping for a United Good, aims to curb racism and violence through education. 3. Four-year-old Malin Mardi Storaas took part in Norway's national day celebrations in May. They included a parade through Rockcliffe and a reception at the home of Ambassador Tor Berntin Naess. 4. Jayantha Dhana-pala, the front-runner in the race to replace United Nations Secretary-General Kofi Annan, was in town June 26 to drum up support for his bid. 5. EU press officer Roy Christensen, left, celebrated his 60th birthday with two Ottawans who shared his unique, and perhaps ominous, date of birth. Ottawa filmmaker Randi Hansen, centre, and event promoter Stephan Klovan, right, also celebrated their June 6 (06/06/06) birthday at a fundraising bash at Helsinki, a bar in the Byward Market. 6. British High Commissioner David Reddaway, who will leave his post this summer to take up the position of ambassador to Ireland, hosted his last Earncliffe Summer Ball June 17. He's shown here with his wife Roshan, left, and daughter Touran.

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