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<v SPEAKER\_1>Hello again, and welcome to Global Exchange, part of the Canadian Global Affairs Institute's Podcast Network.

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<v SPEAKER\_1>I'm your host Colin Robertson.

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<v SPEAKER\_1>On this episode, recorded on November the 4th, we talk about positioning Canada in our changing world with Ann Fitz-Gerald, Don McCutchan, Ben Rowswell, Guy St.

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<v SPEAKER\_1>Jacques, and Thomas Timmins.

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<v SPEAKER\_1>Ann Fitz-Gerald is a Professor of International Security and the Director of the Balsillie School of International Affairs in Waterloo.

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<v SPEAKER\_1>Don McCutchan serves on the Canadian Ditchley Foundation.

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<v SPEAKER\_1>Formerly an Officer in the Department of Finance, he is now a Partner and Policy Advisor with Gowling WLG.

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<v SPEAKER\_1>Ben Rowswell is a Principal with Catalyze4, which undertakes high-impact projects for this hinge moment that Canada is undergoing.

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<v SPEAKER\_1>He served as our Ambassador to Venezuela and was an early Architect of Digital Diplomacy in Global Affairs Canada.

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<v SPEAKER\_1>Guy St.

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<v SPEAKER\_1>Jacques is former Canadian Ambassador to China and a Fellow at the China Institute of the University of Alberta.

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<v SPEAKER\_1>He is also a Member of the Order of Canada.

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<v SPEAKER\_1>Thomas Timmins is the Leader of Gowling WLG's Canadian

Energy Practice.

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<v SPEAKER\_1>Serving on the Board of the Canadian Ditchley Foundation, he was the Conference Committee Chair for this year's Ditchley Conference.

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<v SPEAKER\_1>Welcome, Ann, Don, Ben, Guy and Tom.

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<v SPEAKER\_1>For listeners, Canada is entering a period of major foreign policy re-evaluation.

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<v SPEAKER\_1>The Carney government has promised a foreign policy review, a national security review, and both national industrial and defence industrial policies.

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<v SPEAKER\_1>It does so against a backdrop of a suspension in our trade talks with the Trump administration.

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<v SPEAKER\_1>Prime Minister Carney is on the road selling Canada as a trade and investment partner in Europe, Mexico, and in Asia.

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<v SPEAKER\_1>This includes a restart in relations with India and China, and the promise of new Team Canada missions in 2026.

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<v SPEAKER\_1>Against this backdrop, Ditchley Canada hosted a conference titled Soft Power, Hard Power, Middle Power, Navigating a Complex and Changing Global Landscape.

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<v SPEAKER\_1>Working Groups examined national credibility as the foundational asset, building and defending soft power for the long term, the Middle Power Playbook, from good international citizen to smart power strategist, wielding influence in the age of AI and sharp power.

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<v SPEAKER\_1>So let's begin, and I'm going to ask you for your takeaways from this conference.

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<v SPEAKER\_1>Don, why don't you lead off?

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<v SPEAKER\_2>So first of all, thank you Colin, and it was good to see you at the conference.

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<v SPEAKER\_2>I think my takeaway was that Canada has lost a step in our global reach and our voice internationally.

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<v SPEAKER\_2>This hasn't happened quickly, but it reminds me of Ernest Hemingway, how did you go broke gradually at first and then quickly?

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<v SPEAKER\_2>But there was some optimism.

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<v SPEAKER\_2>I'm not sure I share it, but we are now aware of the lost position and are working hard to re-establish ourselves.

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<v SPEAKER\_2>The challenge is going to be is that it's expensive and we are facing a huge increase in defense expenditure, which will maybe enhance our hard power.

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<v SPEAKER\_2>But how we rejuvenate our soft power, that's going to be a challenge.

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<v SPEAKER\_1>Okay, we'll get more into the soft power or the hard power stuff a bit later.

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<v SPEAKER\_1>Ben, what about your takeaways?

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<v SPEAKER\_3>Well, I agree with Don that the timing of this conference is really interesting because it follows what I would describe as a tremendous loss of power by Canada, not through any fault of our own necessarily, but through the dramatic changes in the international arena with the United States turning from an ally to an adversary.

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<v SPEAKER\_3>We've banked everything on the United States.

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<v SPEAKER\_3>For that sudden shift, we've lost power.

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<v SPEAKER\_3>We get together, we have a discussion about power, and in

some sense, to characterize the very different world that we're in, we're gone from trying to punch against our own weight to being punched repeatedly by those with a whole lot more weight than us.

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<v SPEAKER\_3>In the discussion, I would say there was actually some tension in the framing and in the discussion, particularly the emphasis on soft power.

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<v SPEAKER\_3>We were speaking of soft power, hard power, brisk, no, it was sharp power, I think.

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<v SPEAKER\_1>Smart power, I think, was part of it too.

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<v SPEAKER\_3>Smart power too, that's right.

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<v SPEAKER\_3>And for the most part, I think it was discussion about how we project power outside of our borders towards others.

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<v SPEAKER\_3>And I think some of the tension was then about, well, how do we take account of the fact that others have done harm to us and how does soft power protect us when we've, you know, our economy is being devastated by tariffs and we might be losing our collective security protection under NATO.

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<v SPEAKER\_3>It was most evident in the subgroup that I participated in, which was on digital power, where some of the CEOs in the room, some of these effective explanations about how we have lost any ability to control the digital space in our country.

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<v SPEAKER\_3>And so for us to actually build power, we're actually starting from considerably behind.

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<v SPEAKER\_3>And so the one fifth category we were trying to put on the radar was digital power, given that that's where the modern economy lies on, where much of our 21st century security is going to lie as well.

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<v SPEAKER\_1>And where you've put certainly digital power is something that you've done a lot when you were at Global Affairs.

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<v SPEAKER\_1>As I said, one of our early architects, remember the work you were doing around Egypt and the Arab Spring and things.

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<v SPEAKER\_3>Yeah, during the Arab Spring, that's right.

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<v SPEAKER\_3>Our ability, I mean, in this case, digital power being our ability to control the information environment on which Canadians rely to make sense of the world and to make decisions collectively as a nation.

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<v SPEAKER\_3>That's fundamentally under threat if we don't have any say over the companies that provide the software that Canadians use.

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<v SPEAKER\_3>And these systems are now vectors of hostile foreign actors trying to divide us and set us against one another.

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<v SPEAKER\_3>That's an area of power that we didn't have to consider in previous foreign policy reviews in the 20th century, but is suddenly acutely relevant to Canadians today.

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<v SPEAKER\_1>Thanks, Ben.

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<v SPEAKER\_1>Kee, I'm interested in your takeaways from the conference.

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<v SPEAKER\_1>And also, as Ben raised digital power, when you're in China, did we use that at all?

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<v SPEAKER\_4>Yes.

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<v SPEAKER\_4>Well, first I would say that the participants agreed that there's no time for nostalgia or mourning of a world order that served us very well for so many years.

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<v SPEAKER\_4>And in fact, I think that the conference started on the right foot with a great presentation by Jim Balsillie, who basically said, look, we have to regain control of our innovation, master artificial intelligence and get the full benefits of intellectual

property, enjoy the rents coming from that.

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<v SPEAKER\_4>And there were many views expressed on how Canada needs to invest in research and development, how we should aim at digital sovereignty, and that in fact, we are not starting from scratch.

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<v SPEAKER\_4>There is a good basis, there are a number of assets that we can build on.

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<v SPEAKER\_4>In terms of digital diplomacy, when I was in China the last time, we started to use the Chinese social media, I would say to, with good results, there was a technical challenge in as much as we were having BlackBerry's as our official phones, and we cannot go on WeChat with that, but eventually we got also a second set of phones.

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<v SPEAKER\_4>This was used to good effect to promote our views on a number of subject, and we had a good outreach throughout those years.

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<v SPEAKER\_1>Thanks, Guy.

00:09:01.040 --> 00:09:04.900

<v SPEAKER\_1>Ann, I've been interested, what are your takeaways from the conference?

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<v SPEAKER\_5>Thanks very much, Colin.

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<v SPEAKER\_5>The key takeaway for me, I think, was that there is a clear lack of proficiency and literacy in the policy and governance frameworks, and orientations that we need for a digital era, and an era where the main value of the global wealth is based on intangibles value.

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<v SPEAKER\_5>I think that was one of my main takeaways.

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<v SPEAKER\_5>Related to that was a second takeaway, that we require capacity building for this era.

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<v SPEAKER\_5>We require a recognition that effecting every sector of society, even the most traditional sectors are new factors of production, and a new general purpose infrastructure that is made up

primarily of four key components, data and artificial intelligence, compute capacity, and secure cyber systems.

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<v SPEAKER\_5>One can look at it like a car.

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<v SPEAKER\_5>You need data as fuel, particularly metadata sets to put into the car.

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<v SPEAKER\_5>You need an intelligent driver in the form of AI to drive and navigate the car.

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<v SPEAKER\_5>You need an engine in the form of compute capacity, because speed of decision-making is what is driving everything.

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<v SPEAKER\_5>Platforms, military operations, how wars are fought, and that is the trajectory for quantum computing in the future.

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<v SPEAKER\_5>And then the last thing is cyber systems, because that's the shell of the car.

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<v SPEAKER\_5>You need to protect the engine and the data and the artificial intelligence, everything on the inside.

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<v SPEAKER\_5>So for me, they were the two key takeaways.

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<v SPEAKER\_1>Well, thank you, Ann, that you framed that very well.

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<v SPEAKER\_1>And it builds on what Guy was saying about what Jim Balsillie told us.

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<v SPEAKER\_1>And of course, there you are at the Balsillie School.

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<v SPEAKER\_1>So I think it's appropriate that you give us the car analogy.

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<v SPEAKER\_1>Tom, let me turn to you to finish off.

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<v SPEAKER\_1>You were both conference chair and you roamed between, I think, sessions.

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<v SPEAKER\_1>What were your takeaways?

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<v SPEAKER\_6>Well, thanks, Colin.

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<v SPEAKER\_6>I hate to do this, but I was a little bit more optimistic coming out of the conference.

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<v SPEAKER\_6>So I come at this from very much a private sector lens.

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<v SPEAKER\_6>And so when I work here at Gowling WLG, which is a very large law firm, and I look at our monthly numbers.

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<v SPEAKER\_6>And at the end of the day, Canada is sitting pretty right now.

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<v SPEAKER\_6>I'm sorry to say that, like we really are.

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<v SPEAKER\_6>From the point of view that it's a great place to invest.

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<v SPEAKER\_6>The rule of law, strong civil society, stable, predictable governments, plural on governments.

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<v SPEAKER\_6>And really our federal system does work.

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<v SPEAKER\_6>It has quirks and it has flaws.

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<v SPEAKER\_6>But it actually does work and it gives businesses optionality in terms of their ability to move across the country.

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<v SPEAKER\_6>Freedom of speech, strong academic institutions.

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<v SPEAKER\_6>All of these things from a private sector lens are very

attractive.

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<v SPEAKER\_6>And businesses, if they're looking for a place to go, and individuals who are looking, are being forced by the circumstances in their native land to emigrate, Canada ranks quite highly.

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<v SPEAKER\_6>It was a really good piece in the Financial Times this weekend by John Byrne Murdoch.

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<v SPEAKER\_6>It was a piece about the US and the UK, but what went unsaid in the article was where Canada basically is on a steep trajectory upwards in terms of its attractiveness as a place to immigrate.

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<v SPEAKER\_6>Same thing goes, and Don McCutchan, actually my federal panelist here, actually had shared this piece with me, the Simon Enolt's New Nation Brands Index, and covered by Jeremy Kinsman in the Policy Magazine.

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<v SPEAKER\_6>Canada is making remarkable changes because this is an attractive place.

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<v SPEAKER\_6>This is a stable place for both businesses and individuals.

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<v SPEAKER\_6>From the point of view of one of the other themes that came out of the conference, was yes, Canada has been punched in the face, and yes, there's been a bit of a wake up call.

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<v SPEAKER\_6>So digital sovereignty, absolutely.

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<v SPEAKER\_6>There's been a realization there, and sovereignty across a lot of different verticals in our economy, and in our social sectors, absolutely.

00:13:46.440 --> 00:13:54.960

<v SPEAKER\_6>But I came out quite optimistic about Canada and about the trajectory that we're on, Colin.

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<v SPEAKER\_1>Thanks, Tom, and I confess I shared your optimism.

00:13:57.320 --> 00:14:13.480

<v SPEAKER\_1>If nothing else, being around all the people at the conference, just because I thought it was a very smart, experienced group of people who are all very interested in the future of our country, and they were all determined to spend the time, Sunday, Monday, Tuesday, that Ditchley had made possible.

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<v SPEAKER\_1>So thank you for your organization of the conference.

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<v SPEAKER\_1>And with your regard to your reference to Jeremy Kinsman's piece in Policy Magazine and the FT piece, we'll link to those in the program notes.

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<v SPEAKER\_1>My next question, and I'm going to let you lead on this one, Anne.

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<v SPEAKER\_1>Your advice to the Carney government as to priorities for its foreign policy and national security reviews and industrial strategies, both defence and broad-based.

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<v SPEAKER\_1>I thought your car analogy was quite good, and you might want to use that in responding to this question as to what advice you'd give, as I say, to the Carney government for their priorities for these major reviews that are taking place.

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<v SPEAKER\_5>Thanks very much for that question.

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<v SPEAKER\_5>I think I would start by saying that this is all very, very complex, and at the highest level, there needs to be a framework, right?

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<v SPEAKER\_5>We lead by example.

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<v SPEAKER\_5>So the top of the tree leads other departments and other functions of government by example.

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<v SPEAKER\_5>So there has to be something at the top of the tree.

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<v SPEAKER\_5>And sometimes in the past, we have led by way of a foreign policy, we have led by way of a defense policy, but without what I would refer to as a macro-strategic policy or strategy.

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<v SPEAKER\_5>And different countries around the world use those words differently.

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<v SPEAKER\_5>Some use policy, some use strategy.

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<v SPEAKER\_5>Let's, for the purposes of this conversation, use the word policy.

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<v SPEAKER\_5>In an era where there is a blurred distinction or even no distinction between economic security and national security, there needs to be some sort of macro-strategic framework, high-level cross-cabinet structure.

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<v SPEAKER\_5>Whether you call it a national security council, whether you call it a cross-government national council, we do not have that cross-government macro-strategic framework at the moment.

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<v SPEAKER\_5>I would say that's critically important.

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<v SPEAKER\_5>Supporting that cross-government macro-strategic framework should be, in my view, external expert advisory capacity.

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<v SPEAKER\_5>Across European countries, to the south of us, in the United States, in the United Kingdom, all those countries have formalized expert advisory committees, and Canada did have them until 2015, and they were disbanded at that point.

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<v SPEAKER\_5>And the fact of the matter is busy, busy civil servants trying to do their job for the country on a daily basis just don't have the time nor the mandate to put into tracking important trends, doing longitudinal analysis, but there are people out there who are mandated to do that, such as industry experts and leaders, civil society leaders, academic researchers.

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<v SPEAKER\_5>So I think there's a lot of scope in Canada to bring together under key topics and themes that are important to the defence

of Canada's interests, expert advisory committees that have a two-way relationship with government and that continue to nurture a relationship with government.

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<v SPEAKER\_5>So that macro-strategic framework, I would say, is necessary and something at the top of the tree, before we filter down to policies for each of the national instruments of power, like defence, like foreign affairs and other areas.

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<v SPEAKER\_5>Because that national strategy will give broader implications for each of those cabinet-level strategies and policies.

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<v SPEAKER\_5>And then I think we have to make bold choices where, and as somebody who has done a lot of research that has reviewed such documents as national security strategies and national policies, and I've also facilitated talks in other countries to generate these kinds of documents, you have to make choices.

00:18:32.380 --> 00:18:53.040

<v SPEAKER\_5>And that's what leaders are for, to make bold choices and say what we're going to do and what we're not going to do, because drilling down into three or four key areas means, you know, an explosion of tasks across government in those three to four key areas.

00:18:53.040 --> 00:18:58.400

<v SPEAKER\_5>And they become your strategic priorities for, you know, the next three to four years.

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<v SPEAKER\_5>And we have to recognize with these policy and strategy processes that we have to do a number of things in order to get to another level, and then another number of things in order to get to the next level.

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<v SPEAKER\_5>So I would also encourage some bold choices to be made in terms of what we are going to do and what we are going to resource and what we're not going to do and not going to resource at this time.

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<v SPEAKER\_5>The last thing that I would say is that this macro-strategic policy framework needs to acknowledge that however vitally important our energy exports and the development of our critical infrastructure around those exports are and the use of that energy here in the country as well.

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<v SPEAKER\_5>We also need to focus our industrial strategy on and dual usage, national security and economic prosperity strategies on high-value added output from the country.

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<v SPEAKER\_5>Because if we don't do that, we will continue to see a lot of unrefined, natural raw materials being taken out of the country and others around the world building value on top of them, using them to create value for their societies, critical intellectual property, patents and royalties for their societies, and reaping the passive revenue and IP royalty income in perpetuity on those ideas.

00:20:40.120 --> 00:20:46.540

<v SPEAKER\_5>Canada, as Tom said, has a fantastic and strong higher education system.

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<v SPEAKER\_5>That is the foundation for ideas, ideas that need to be captured, that need to stay here in the country and locked down with vital critical protections like intellectual property.

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<v SPEAKER\_5>Because if they are fantastic ideas which the country is capable of developing, the rest of the world will want them.

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<v SPEAKER\_5>So the rest of the world will not only want our natural resources, but our more sophisticated, high-value ad product development and services development.

00:21:19.000 --> 00:21:22.080

<v SPEAKER\_5>And that is what's going to make the country prosperous.

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<v SPEAKER\_1>Ann, thank you.

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<v SPEAKER\_1>You've laid out a very coherent macro-strategic policy framework with, as you said, the emphasis on expertise, the instruments to go with it.

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<v SPEAKER\_1>It's just a prioritization to take full advantage.

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<v SPEAKER\_1>It makes a lot of sense.

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<v SPEAKER\_1>Tom, what about you?

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<v SPEAKER\_1>What would be your advice to the Carney government as to their priorities for our policy reviews and strategies?

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<v SPEAKER\_6>Well, I think Ann brought out a lot.

00:21:47.820 --> 00:21:49.740

<v SPEAKER\_6>And there's obviously a lot to think of.

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<v SPEAKER\_6>But my main advice to the Carney government would be for Canada, and to all governments in Canada, Canada to stick to its knitting.

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<v SPEAKER\_6>What we're doing and what we've done has worked really well.

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<v SPEAKER\_6>It's borne out.

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<v SPEAKER\_6>We are one of the world's largest economies.

00:22:05.160 --> 00:22:11.340

<v SPEAKER\_6>And that means there are roughly 180 countries around the world who might envy where we are.

00:22:11.340 --> 00:22:14.540

<v SPEAKER\_6>And we have good standard of living.

00:22:14.560 --> 00:22:18.480

<v SPEAKER\_6>When it comes to our defence, I completely agree with what a lot of Ann has said.

00:22:18.480 --> 00:22:20.260

<v SPEAKER\_6>The game has changed.

00:22:20.260 --> 00:22:27.240

<v SPEAKER\_6>I hate to suggest that we're moving into a gaullist defence strategy, but that might be where we're going.

00:22:27.240 --> 00:22:37.160

<v SPEAKER\_6>At the end of the day, and a lot of it does have to do with technology and data, data sovereignty and energy security and energy sovereignty and a lot of moving pieces.

00:22:38.200 --> 00:22:39.920

<v SPEAKER\_6>We have to make choices.

00:22:39.920 --> 00:22:47.260

<v SPEAKER\_6>But as my son Aidan likes to say, you miss 99% of the shots you don't take on net, not 100%.

00:22:48.260 --> 00:22:52.400

<v SPEAKER\_6>But at the end of the day, we are going to have to make some choices.

00:22:52.400 --> 00:22:54.720

<v SPEAKER\_6>Some of those choices will fail.

00:22:54.720 --> 00:23:02.240

<v SPEAKER\_6>Communicating this to the public, the word salads that we sometimes hear from public officials just don't work.

00:23:03.240 --> 00:23:03.860

<v SPEAKER\_6>I think Mr.

00:23:03.860 --> 00:23:13.260

<v SPEAKER\_6>Carney has become quite adept at communicating in both official languages, in good, clear sound bites to help bring people along.

00:23:13.260 --> 00:23:25.640

<v SPEAKER\_6>And then the other piece, and Colin, this was brought up a couple of times in your recent podcasts, the idea of de-politicizing some of this, including anything to do with procurement.

00:23:25.640 --> 00:23:42.480

<v SPEAKER\_6>Canada has some great examples of institutions that have been set up at the provincial level that are completely separate from government and the political class, including one of my favourites and what is one of the world's gold standard, IO, Infrastructure Ontario.

00:23:42.480 --> 00:23:50.020

<v SPEAKER\_6>That operates at arm's length from the government and it operates no matter who's in power, and it operates quite effectively.

00:23:50.020 --> 00:23:58.560

<v SPEAKER\_6>But if we can somehow get the politics out of some of these choices, including defence procurement, as much as possible, then that will serve all Canadians.

00:23:58.560 --> 00:24:04.140

<v SPEAKER\_6>And that's a hard thing to do in all qualities, but I think that's got to be job number one.

00:24:05.380 --> 00:24:13.240

<v SPEAKER\_6>But then, yeah, the communication is crucial, but yeah,

there are choices to be made.

00:24:13.240 --> 00:24:16.640

<v SPEAKER\_7>Hi, I'm Dave Perry, the President and CEO of the Canadian Global Affairs Institute.

00:24:16.640 --> 00:24:21.260

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00:24:21.260 --> 00:24:29.600

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00:24:30.160 --> 00:24:35.360

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00:24:37.520 --> 00:24:38.260

<v SPEAKER\_1>All right.

00:24:38.260 --> 00:24:38.700

<v SPEAKER\_1>Thanks, Tom.

00:24:38.700 --> 00:24:50.580

<v SPEAKER\_1>Now, I think the whole idea of sort of gaullist, but the emphasis on strategic autonomy, and you say stick to our knitting, makes some sense and the drawing on certainly procurement has got to be one of the things that government wants to fix.

00:24:50.580 --> 00:24:51.400

<v SPEAKER\_1>Guy, what about you?

00:24:51.400 --> 00:24:57.920

<v SPEAKER\_1>What would be your advice to the current government as to priorities for our foreign policy, and national security reviews, and industrial strategies?

00:24:58.840 --> 00:25:06.500

<v SPEAKER\_4>Well, first, on the industrial policy, a lot has been said, and I agree entirely with what Ann and Tom said.

00:25:06.500 --> 00:25:12.720

<v SPEAKER\_4>Of course, the challenge for Canada is how do we pick up the pace while being pragmatic?

00:25:12.720 --> 00:25:16.820

<v SPEAKER\_4>And the obvious response is, well, let's build on our

strength.

00:25:17.020 --> 00:25:18.700

<v SPEAKER\_4>We have many.

00:25:18.700 --> 00:25:19.720

<v SPEAKER\_4>Let's invest more.

00:25:19.720 --> 00:25:22.740

<v SPEAKER\_4>Let's aim at digital sovereignty.

00:25:22.740 --> 00:25:33.060

<v SPEAKER\_4>Of course, there might be a challenge with what some call at the conference the magnificent seven who have become feudal lords.

00:25:33.060 --> 00:25:39.640

<v SPEAKER\_4>And in terms of foreign policy, I would say, well, the government should deal with the world as it is.

00:25:40.040 --> 00:25:45.860

<v SPEAKER\_4>And we have to think of ourselves as a smart power for a hard world.

00:25:45.860 --> 00:25:47.660

<v SPEAKER\_4>And power begins at home.

00:25:47.660 --> 00:25:52.860

<v SPEAKER\_4>The more prosperous we will be, the more we will be able to invest in international relations.

00:25:52.860 --> 00:25:59.080

<v SPEAKER\_4>And in this regard, we have to deal with the US.

00:25:59.080 --> 00:26:10.260

<v SPEAKER\_4>And for that, we have to make a better use of our leverage on energy, on minerals, NORAD, the Arctic, the stability of a common border.

00:26:10.260 --> 00:26:14.360

<v SPEAKER\_4>But also we have to think about broadening the circle.

00:26:14.360 --> 00:26:16.980

<v SPEAKER\_4>And lots of effort are being made in Europe.

00:26:17.280 --> 00:26:24.300

<v SPEAKER\_4>We saw recently in Asia, with Japan, South Korea and other countries.

00:26:24.300 --> 00:26:34.660

<v SPEAKER\_4>I would say we need to deal with China, but keep in mind

it's where it wants to go and the strategy that Xi Jinping has outlined.

00:26:34.860 --> 00:26:44.540

<v SPEAKER\_4>And for that reason, we have to think about smaller, more flexible coalitions, not necessarily with like-minded.

00:26:44.740 --> 00:26:50.120

<v SPEAKER\_4>A good example was given at the conference, the CPTPP, where that involves country like Vietnam.

00:26:50.120 --> 00:26:53.120

<v SPEAKER\_4>Of course, we are not aligned very much.

00:26:53.120 --> 00:27:04.880

<v SPEAKER\_4>And the goal should be also to try to protect as much as possible elements of the international world order that Canada as a trading nation needs.

00:27:05.080 --> 00:27:15.220

<v SPEAKER\_4>And for that, maybe we're better pleased than others in as much as we have a large number of trade agreements.

00:27:15.220 --> 00:27:23.220

<v SPEAKER\_4>But as someone said at the conference, trade agreements are great, but they don't create trade.

00:27:23.220 --> 00:27:28.160

<v SPEAKER\_4>The government has to provide incentives to companies to diversify.

00:27:28.160 --> 00:27:33.100

<v SPEAKER\_4>And on this, I think we can do more.

00:27:34.940 --> 00:27:37.020

<v SPEAKER\_4>We could also look at climate change.

00:27:37.020 --> 00:27:39.100

<v SPEAKER\_4>China is a good example.

00:27:39.100 --> 00:27:47.440

<v SPEAKER\_4>They have understood a long time ago that they can bring wealth and influence by investing.

00:27:48.200 --> 00:27:59.400

<v SPEAKER\_4>And that's an example where we had some lead in terms of renewable energy, but where we have to invest more to and be more proactive.

00:28:00.820 --> 00:28:01.220

<v SPEAKER\_1>Oh, good.

00:28:01.220 --> 00:28:01.880

<v SPEAKER\_1>Thank you.

00:28:01.880 --> 00:28:05.040

<v SPEAKER\_1>Don, your views on our priorities.

00:28:05.040 --> 00:28:16.260

<v SPEAKER\_2>I start this by, and I'm going to divert back very quickly to the previous question, but the notorious bear, the great economist Bill White refers to me as his bear.

00:28:16.260 --> 00:28:24.560

<v SPEAKER\_2>So I am much buoyed by hearing the positivity from Tom and from you, Colin, and from Ann.

00:28:24.560 --> 00:28:33.000

<v SPEAKER\_2>But as one of the conference participants noted, Steve Orsini, it's our inability to do big things in a timely fashion.

00:28:33.000 --> 00:28:45.180

<v SPEAKER\_2>And I, you know, an example, you know, before I think any of us other than me were born, the Seaway, we built it in five years.

00:28:45.180 --> 00:28:49.760

<v SPEAKER\_2>Carney did not come into politics to maintain the status quo.

00:28:49.760 --> 00:29:03.100

<v SPEAKER\_2>He is, he's either going to succeed or fail on trying to break out of the, near paralysis of the last 10, 15 years.

00:29:03.100 --> 00:29:10.220

<v SPEAKER\_2>And I think that, you know, we'll get an idea of what he, what his government is going to do tomorrow.

00:29:10.220 --> 00:29:13.900

<v SPEAKER\_2>But, you know, it is going to be very tough.

00:29:13.900 --> 00:29:21.180

<v SPEAKER\_2>I mean, the US and China account for nearly 45 percent of the global economy.

00:29:21.180 --> 00:29:29.160

<v SPEAKER\_2>Colin, you reminded me in the conference that we got up to 90 percent of our trade with the US.

00:29:29.160 --> 00:29:36.520

<v SPEAKER\_2>It would be Herculean to get to 70 percent, which is

where we first explored going the third option.

00:29:36.520 --> 00:29:41.240

<v SPEAKER\_2>So, you know, it's not going to be done with New Zealand and Norway.

00:29:41.240 --> 00:29:43.320

<v SPEAKER\_2>It's going to be done with China and India.

00:29:43.320 --> 00:29:48.240

<v SPEAKER\_2>And those are fraught choices because we don't have great relationships right now.

00:29:48.240 --> 00:29:55.840

<v SPEAKER\_2>But coming out of Asia Pacific, I think Carney has again signaled that he is going to do things differently.

00:29:55.840 --> 00:29:59.020

<v SPEAKER\_2>And that's what gives me some optimism.

00:29:59.020 --> 00:29:59.220

<v SPEAKER\_1>Good.

00:29:59.220 --> 00:30:00.640

<v SPEAKER\_1>Well, there's still optimism.

00:30:00.640 --> 00:30:02.620

<v SPEAKER\_1>Ben, I'm going to let you lead on the last question.

00:30:02.620 --> 00:30:08.940

<v SPEAKER\_1>You can also comment on the priorities, because my last question is, how should Canada position itself in our changing world?

00:30:08.940 --> 00:30:14.180

<v SPEAKER\_1>In the past, we've aspired to roles like the helpful fixer, linchpin, bridge builder.

00:30:14.180 --> 00:30:16.020

<v SPEAKER\_1>What do you think we should be doing now?

00:30:16.020 --> 00:30:18.300

<v SPEAKER\_1>You led the CIC for a number of years.

00:30:18.300 --> 00:30:19.420

<v SPEAKER\_1>This is something you've looked at.

00:30:19.960 --> 00:30:20.720

<v SPEAKER\_1>How do you see us?

00:30:20.780 --> 00:30:23.740

<v SPEAKER\_1>This also fits into my last question about prioritization.

00:30:25.760 --> 00:30:37.880

<v SPEAKER\_3>I think amid all the discussion about the different type power that we might wield and how we might wield it, in addition to those questions of quality, there's a question of quantity, which is just that we need more power.

00:30:37.880 --> 00:30:40.200

<v SPEAKER\_3>We are the largest economy in the world.

00:30:40.200 --> 00:30:47.220

<v SPEAKER\_3>We do have a relatively cohesive, not very polarized society compared to most.

00:30:47.220 --> 00:30:52.220

<v SPEAKER\_3>We have some elements for it, but we haven't necessarily thought in terms of power.

00:30:52.220 --> 00:30:59.060

<v SPEAKER\_3>Traditionally, up until now, we have focused on building the most cohesive set of international institutions and rules-based international order.

00:30:59.060 --> 00:31:00.760

<v SPEAKER\_3>It's all been about cooperation.

00:31:00.760 --> 00:31:06.300

<v SPEAKER\_3>Now we need to mix cooperation with coercion and co-option, the other elements of power.

00:31:06.300 --> 00:31:10.780

<v SPEAKER\_3>That will have to happen in coordination with others.

00:31:10.780 --> 00:31:16.260

<v SPEAKER\_3>One way that you build power is to build a bigger posse than anyone else.

00:31:16.260 --> 00:31:20.000

<v SPEAKER\_3>We can't do that with the United States anymore, because that's just not how the United States operates.

00:31:20.000 --> 00:31:26.600

<v SPEAKER\_3>We also have sharply declining shared interests and shared values with the United States.

00:31:26.600 --> 00:31:42.420

<v SPEAKER\_3>So it's going to have to be with whichever countries we can bind together the largest economic space, with the freest amount

of economic exchange, and the most serious and deepest commitment to mutual defence, to collective defence.

00:31:42.420 --> 00:31:53.500

<v SPEAKER\_3>There's a lot of discussion about doing it with other powers that happen to be at the same quantitative level of power, which I think is how middle power is now understood.

00:31:53.500 --> 00:31:59.280

<v SPEAKER\_3>That there's something about not being a superpower and not being completely irrelevant, that gives us something in common.

00:31:59.280 --> 00:32:00.140

<v SPEAKER\_3>I would dispute that.

00:32:00.140 --> 00:32:04.780

<v SPEAKER\_3>I would hope that we retire the concept of middle power yesterday, if possible.

00:32:04.780 --> 00:32:13.220

<v SPEAKER\_3>We should be thinking about how we can deepen our connection to advance our economic and our security interests with the most relevant powers.

00:32:13.640 --> 00:32:19.780

<v SPEAKER\_3>Those are likely to be the world's largest remaining liberal democracies and market democracies.

00:32:19.780 --> 00:32:26.940

<v SPEAKER\_3>Canada was once under under Pearson when he was the prime minister, the champion of a confederation of liberal democracies around the world.

00:32:26.940 --> 00:32:34.460

<v SPEAKER\_3>It eventually became the Article 2 of NATO, the democratic underpinning of our security commitment to one another.

00:32:34.460 --> 00:32:36.560

<v SPEAKER\_3>That then went off into a different direction.

00:32:36.560 --> 00:32:52.740

<v SPEAKER\_3>But maybe it's time for us to pick up where Lester Pearson, the previous Lester Pearson of 1947 and 1948 left off, which is as the convener of the world's largest and most powerful liberal democracies and market economies.

00:32:52.740 --> 00:32:53.820

<v SPEAKER\_1>Okay, that's not bad.

00:32:53.820 --> 00:32:57.940

<v SPEAKER\_1>Convener of the liberal democracies.

00:32:57.940 --> 00:33:00.940

<v SPEAKER\_1>Not a bad position to be in.

00:33:00.980 --> 00:33:01.280

<v SPEAKER\_1>Perfect.

00:33:01.280 --> 00:33:04.500

<v SPEAKER\_1>Well then, Don, why don't you pick up then?

00:33:04.500 --> 00:33:06.940

<v SPEAKER\_1>Where are we going to position ourselves?

00:33:06.940 --> 00:33:12.560

<v SPEAKER\_2>Well, that's the tough thing because, you know, the if you don't get the economy right, nothing else matters.

00:33:12.560 --> 00:33:15.840

<v SPEAKER\_2>And as I said, the US and China are 40 percent.

00:33:15.840 --> 00:33:21.100

<v SPEAKER\_2>I think focused effort on the EU, you know, picking up on.

00:33:21.260 --> 00:33:28.560

<v SPEAKER\_2>I think that is the place that has the, you know, that shares our values more closely.

00:33:28.680 --> 00:33:38.240

<v SPEAKER\_2>But even there, there was a sense out at the conference that France will go populist with the National Front.

00:33:39.980 --> 00:33:43.340

<v SPEAKER\_2>Stammer's government in the UK is facing difficult choices.

00:33:43.680 --> 00:33:57.640

<v SPEAKER\_2>And Germany, it's so even in the EU, the place that shares that most likely or most closely shares our values that we espouse, it's moving maybe away from where we are.

00:33:59.120 --> 00:34:09.160

<v SPEAKER\_2>So, if Canada can carve out a niche as the champion of liberal democracies, I think that would be heroic and something we should do.

00:34:09.160 --> 00:34:12.760

<v SPEAKER\_1>All right, two votes for champion or convener of the liberal democracies.

00:34:12.760 --> 00:34:14.820

<v SPEAKER\_1>Ann, where would you position us?

00:34:16.240 --> 00:34:19.880

<v SPEAKER\_5>I think I would agree with the last two speakers.

00:34:19.880 --> 00:34:36.480

<v SPEAKER\_5>And I think that given that we not only share a staunch commitment behind rights, freedoms and the democratic model, we have a lot of natural resources as well.

00:34:36.480 --> 00:34:57.840

<v SPEAKER\_5>So at a time when a lot of middle powers and like-minded middle powers are looking for a model, they're looking at how to position themselves in between two superpowers from which we are all feeling pressure to plug into, either on one end or the other in the future.

00:34:57.840 --> 00:35:16.180

<v SPEAKER\_5>And Canada has proven before and in the past that in times of global turmoil, we as well as countries like the UK and others represent a safe pair of hands, trusted, predictable society, trusted, predictable partner.

00:35:16.440 --> 00:36:09.680

<v SPEAKER\_5>So, I think even irrespective of the fact that we're never going to have the technology infrastructure to compete with either China or the United States, and we're very short on the same consumer markets that they have to test out all their technologies and extract their data from, we can stand up and have a leading voice on the rules and on the rules-based order in this profoundly different era as we have in the past, and we can have a real voice on the safe and responsible use of technologies and global governance frameworks and fair access to the new factors of production that are affecting all of our societies.

00:36:09.680 --> 00:36:13.920

<v SPEAKER\_5>So, I think that's one area that we can really go solid on.

00:36:13.980 --> 00:36:40.760

<v SPEAKER\_5>The second area would be to be a welcoming society, find a way to continue being a strongly welcoming society that will attract the best leading scientists around the world in the future, that will continue bringing people to the country to make our government services smart and digitalized.

00:36:41.280 --> 00:36:48.780

<v SPEAKER\_5>So, there's automaticity around government services as

well as that welcoming society.

00:36:48.780 --> 00:37:01.080

<v SPEAKER\_5>And lastly, I would say as a country that is moving forward in a way that pays attention to both sides of the national balance sheet.

00:37:01.080 --> 00:37:34.200

<v SPEAKER\_5>So one side that is all about revenue and GDP and how we're moving forward not only cutting up the the same pie in different pieces, but growing that pie using an emphasis on value-added productivity and not just the export and production of unrefined natural resources to boost GDP, which will boost paychecks, which will create jobs.

00:37:34.200 --> 00:37:54.040

<v SPEAKER\_5>And on the other side of the balance sheet, we have to address the affordability issue and pursue smart policies like a good competition agenda and create more choices for Canadian citizens and therefore address the costs as well as the revenue bolstering.

00:37:54.040 --> 00:37:57.700

<v SPEAKER\_5>So I would say position ourselves along those three things.

00:37:57.700 --> 00:37:58.100

<v SPEAKER\_1>All right.

00:37:58.100 --> 00:37:59.520

<v SPEAKER\_1>Those are all good suggestions.

00:37:59.520 --> 00:38:04.880

<v SPEAKER\_1>Guy, you've served in both Beijing and Washington, but you also understand Canada's place in the world.

00:38:04.880 --> 00:38:06.380

<v SPEAKER\_1>What do you think we should aspire to do?

00:38:08.080 --> 00:38:12.640

<v SPEAKER\_4>Well, there have been very good points made on coalition building and how we go about this.

00:38:12.640 --> 00:38:21.340

<v SPEAKER\_4>But I would like to come back to one point that Ann just mentioned about what makes Canada still attractive.

00:38:21.340 --> 00:38:26.400

<v SPEAKER\_4>And I think it's issues like bilingualism, multilateralism.

00:38:26.400 --> 00:38:30.180

<v SPEAKER\_4>We had a very good immigration system until a few years.

00:38:30.180 --> 00:38:32.280

<v SPEAKER\_4>It's a question of bringing it back.

00:38:32.800 --> 00:38:45.540

<v SPEAKER\_4>But also, it requires more efforts on the part of the government to treat Canadians of all origins as Canadian and to, by this, I mean to protect them from harassment or interference.

00:38:45.840 --> 00:38:52.260

<v SPEAKER\_4>And we know, we have learned a lot about what China is doing, what Iran is doing.

00:38:52.260 --> 00:39:06.060

<v SPEAKER\_4>And so this is an era that requires more attention and we have to integrate these people better in our foreign policy and how we go about this.

00:39:06.400 --> 00:39:09.860

<v SPEAKER\_4>There were interesting points that were made during the conference.

00:39:09.860 --> 00:39:17.360

<v SPEAKER\_4>For instance, that we have to get more young Canadians to know Canada and get people to travel around to know the country.

00:39:17.360 --> 00:39:21.660

<v SPEAKER\_4>We need also to go after more top positions in international organization.

00:39:21.660 --> 00:39:25.500

<v SPEAKER\_4>There was a time when we had Canadians going and they were influential.

00:39:25.640 --> 00:39:32.760

<v SPEAKER\_4>Now, we have in many places Canadians that are in supporting role, but I think we have to go back.

00:39:32.760 --> 00:39:38.540

<v SPEAKER\_4>And one thing also that was mentioned is that we have to continue with our aid program.

00:39:38.540 --> 00:39:43.300

<v SPEAKER\_4>You know, we were very well perceived in Africa for a long time.

00:39:43.300 --> 00:39:51.460

<v SPEAKER\_4>We have lost that and we have to make consequential

choices looking to the future.

00:39:52.440 --> 00:39:53.220  
<v SPEAKER\_1>Oh, good advice.

00:39:53.220 --> 00:39:58.120  
<v SPEAKER\_1>And I think these are things we did in the past, as you pointed out, that we stopped doing what we should do.

00:39:58.120 --> 00:40:02.480  
<v SPEAKER\_1>And getting to know Canada better, especially for our younger people, makes an awful lot of sense.

00:40:02.480 --> 00:40:06.500  
<v SPEAKER\_1>Guy, stay with me for my last question, which is short answers.

00:40:06.500 --> 00:40:09.580  
<v SPEAKER\_1>But what are you reading or streaming these days that you'd recommend?

00:40:10.840 --> 00:40:21.640  
<v SPEAKER\_4>Well, I'm reading a book by Geoff Woods, the AI-Driven Leader, Harnessing AI to Make Faster, Smarter Decisions.

00:40:21.640 --> 00:40:24.920  
<v SPEAKER\_4>I heard Geoff Woods at the conference recently.

00:40:24.920 --> 00:40:32.780  
<v SPEAKER\_4>And for me, it just was shocking to understand finally what you can do with AI.

00:40:32.780 --> 00:40:36.200  
<v SPEAKER\_4>And it's something that I will try to use.

00:40:36.560 --> 00:40:40.100  
<v SPEAKER\_4>It helped to demystify what you can do with AI.

00:40:40.100 --> 00:40:40.460  
<v SPEAKER\_1>All right.

00:40:40.460 --> 00:40:41.020  
<v SPEAKER\_1>Good.

00:40:41.020 --> 00:40:42.780  
<v SPEAKER\_1>Geoff Woods, the AI-Driven Leader.

00:40:42.780 --> 00:40:44.000  
<v SPEAKER\_1>Ben, what are you reading or streaming?

00:40:46.760 --> 00:40:57.040

<v SPEAKER\_3>Well, some of you will know that long time foreign policy practitioner and influencer, David Malone, is gravely ill.

00:40:57.040 --> 00:41:01.100

<v SPEAKER\_3>He was a prolific writer as well as a very accomplished diplomat.

00:41:01.100 --> 00:41:09.140

<v SPEAKER\_3>And so I took out his 2008 book about Indian foreign policy, Does the Elephant Dance?

00:41:09.140 --> 00:41:19.160

<v SPEAKER\_3>To re-familiarize myself with just what a brilliant mind he was, he will be sorely missed in all foreign policy discussions in Canada, particularly those about global governance.

00:41:19.160 --> 00:41:20.200

<v SPEAKER\_1>Does the Elephant Dance?

00:41:20.200 --> 00:41:23.660

<v SPEAKER\_1>David Malone, who is indeed one of the greats of our Foreign Service.

00:41:23.660 --> 00:41:25.360

<v SPEAKER\_1>Don, what are you reading?

00:41:25.360 --> 00:41:26.360

<v SPEAKER\_1>You've got it.

00:41:26.360 --> 00:41:28.360

<v SPEAKER\_1>I'm sure Simone has given you books.

00:41:28.420 --> 00:41:31.680

<v SPEAKER\_2>She does, indeed, and I share.

00:41:33.100 --> 00:41:35.600

<v SPEAKER\_2>David will be a tremendous loss.

00:41:35.600 --> 00:41:44.520

<v SPEAKER\_2>A colleague of yours and Guy's, Marie-Lucie Moran says that he was without doubt the towering intellect at Fort Pearson.

00:41:44.520 --> 00:41:48.780

<v SPEAKER\_2>So I've noted the book and I will go and get it.

00:41:50.120 --> 00:41:51.760

<v SPEAKER\_2>Best wishes.

00:41:52.280 --> 00:41:58.580

<v SPEAKER\_2>I don't have words really to describe how I, you know, the loss that David will represent.

00:41:58.580 --> 00:42:02.660

<v SPEAKER\_2>I just read King of Kings by Scott Anderson.

00:42:02.660 --> 00:42:08.720

<v SPEAKER\_2>And anybody who wants to believe in the myth of a benign US should read this book.

00:42:08.720 --> 00:42:31.020

<v SPEAKER\_2>I mean, it is, and not only has the US not been a benign power, even in the so-called wonderful year, 30 years after the end of the war, the absolute ineptitude of Foggy Bottom and CIA National Security Council, it's just astounding.

00:42:31.020 --> 00:42:38.840

<v SPEAKER\_2>And it's not a page-turner, but it's a very sobering look at Pax Americana.

00:42:38.840 --> 00:42:48.280

<v SPEAKER\_2>And moving ahead, and I'm not far enough into, but Lone Wolf, better the rewilding of Europe.

00:42:48.280 --> 00:42:54.420

<v SPEAKER\_2>And the books that end up on my pillow that Simone gives me are those that I am directed to read immediately.

00:42:54.420 --> 00:42:56.840

<v SPEAKER\_2>So, so far, it's a brilliant book.

00:42:56.840 --> 00:42:57.700

<v SPEAKER\_1>All right.

00:42:57.700 --> 00:42:58.260

<v SPEAKER\_1>Good advice.

00:42:58.260 --> 00:43:00.820

<v SPEAKER\_1>The King of Kings, Scott Anderson, then Lone Wolf.

00:43:00.820 --> 00:43:02.340

<v SPEAKER\_1>Ann, what are you reading?

00:43:02.340 --> 00:43:10.020

<v SPEAKER\_5>Do you know, as a defence and security person, I am reviewing some excellent books that guided me through my PhD years.

00:43:10.220 --> 00:43:17.420

<v SPEAKER\_5>And those books are tilted towards leadership issues, important books like Sun Tzu.

00:43:17.420 --> 00:43:38.180

<v SPEAKER\_5>And I would really recommend that everybody at this critical time of Canada's history reviews principles of people like Sun Tzu, such as subdue the enemy without fighting, avoid strength, attack weakness, know where to fight and when to fight and when not to fight.

00:43:39.820 --> 00:44:02.160

<v SPEAKER\_5>Unify a disciplined army and that should resonate in this country at the moment because I don't remember a time in my history when Canada has been so unified and we need to stay unified because that will give us our greatest bow in the quiver in some respects.

00:44:02.160 --> 00:44:02.580

<v SPEAKER\_1>Excellent.

00:44:02.620 --> 00:44:05.720

<v SPEAKER\_1>Well, we'll take inspiration from Sun Tzu.

00:44:05.720 --> 00:44:06.980

<v SPEAKER\_1>Tom, are you back?

00:44:06.980 --> 00:44:08.320

<v SPEAKER\_6>Yes, I am.

00:44:08.320 --> 00:44:08.980

<v SPEAKER\_6>Thank you, Ann.

00:44:08.980 --> 00:44:10.400

<v SPEAKER\_6>What a great recommendation.

00:44:10.400 --> 00:44:13.580

<v SPEAKER\_6>Of course, that's out of copyright now, so we can get it online.

00:44:14.740 --> 00:44:18.160

<v SPEAKER\_6>Colin, I have two recommendations for you, both of which are in copyright.

00:44:18.180 --> 00:44:19.760

<v SPEAKER\_6>One is a wonderful book.

00:44:19.760 --> 00:44:28.120

<v SPEAKER\_6>I'm only about a third of the way into it, but it's by Mark Dickinson who teaches at Trent, and it's called A School for Tomorrow.

00:44:28.120 --> 00:44:48.360

<v SPEAKER\_6>It's a history of a Canadian program that existed from

the early 70s until the early 2000s called Canada World Youth, founded by the Quebec visionary Jacques Hebert, and who also founded, speaking of kind of cross-cultural exchange within Canada, Katimovic.

00:44:48.360 --> 00:44:56.140

<v SPEAKER\_6>And it's kind of a history of the program thus far, but Canada World Youth, of course, is kind of one of those classic elements of soft power.

00:44:56.140 --> 00:45:19.580

<v SPEAKER\_6>And I was thinking about it, Paul Davidson and Geoff Nakevel, Paul Davidson of Universities Canada at the time, he's now retired, Geoff Nakevel of the Asia Pacific Foundation, doing what's called the, wonderfully called the kayak conference in Singapore each year now, really gathering the university diaspora, the university graduate diaspora of the Canadian universities.

00:45:19.580 --> 00:45:28.840

<v SPEAKER\_6>Canada World Youth was a little bit like that, in that there are literally thousands of people, thousands of Canadians and people from overseas who experienced Canada in kind of the prime of their lives.

00:45:28.840 --> 00:45:30.440

<v SPEAKER\_6>So wonderful book so far.

00:45:30.440 --> 00:45:43.160

<v SPEAKER\_6>Second recommendation, it's a book that no one seems to be talking about, but I just think it was an amazing read and an amazing story by Peter Pomerantsev, How to Win an Information War.

00:45:43.160 --> 00:45:49.200

<v SPEAKER\_6>And Pomerantsev is a Ukrainian-born British journalist and professor.

00:45:49.380 --> 00:46:30.740

<v SPEAKER\_6>And How to Win an Information War is the story of Sefton Delmer, who was a BBC broadcaster, Australian, but grew up in Berlin, was broadcasting into Germany in World War II, out of like a remote castle in the UK, with a kind of an information war, running a fake radio station, a radio program called Gustav Siegfried-Einz, and basically broadcasting into Germany, somewhat misinformation combined with real information, much the same way that we're seeing the information war that's going on in the world right now.

00:46:30.740 --> 00:46:33.420

<v SPEAKER\_6>That's really Pomerantsev's point, and it's a wonderful read.

00:46:33.420 --> 00:46:36.620

<v SPEAKER\_6>I couldn't put it down, and I really can't recommend it highly enough.

00:46:36.620 --> 00:46:44.760

<v SPEAKER\_6>He's the same fellow who wrote the book earlier, Nothing is True and Everything is Possible, really once again about the information and misinformation war.

00:46:44.760 --> 00:46:50.200

<v SPEAKER\_6>So two recommendations there for you, but I'm definitely going to reread The Art of War, and thank you for that.

00:46:50.200 --> 00:46:50.640

<v SPEAKER\_6>It's a great book.

00:46:50.880 --> 00:46:55.000

<v SPEAKER\_1>Between Canada world, we're youth, and how to win the information war, Pomerantsev book.

00:46:55.000 --> 00:46:55.400

<v SPEAKER\_1>Excellent.

00:46:55.400 --> 00:46:56.400

<v SPEAKER\_1>Thank you so much.

00:46:56.400 --> 00:46:59.060

<v SPEAKER\_2>Just one quick thing here.

00:46:59.060 --> 00:47:00.460

<v SPEAKER\_2>Amazon is evil.

00:47:00.460 --> 00:47:03.740

<v SPEAKER\_2>Buy your books at the local independent bookshop.

00:47:03.740 --> 00:47:05.520

<v SPEAKER\_1>Thank you, Don.

00:47:05.520 --> 00:47:07.600

<v SPEAKER\_1>Your local bookstop.

00:47:07.600 --> 00:47:10.660

<v SPEAKER\_1>Thank you very much for joining us on this episode of The Global Exchange.

00:47:10.720 --> 00:47:17.400

<v SPEAKER\_1>We were joined today by Ann Fitz-Gerald, Don McCutchan, Ben Rowswell, Guy Saint-Jacques and Tom Timmins.

00:47:17.400 --> 00:47:21.980

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Facebook, Twitter and LinkedIn.

00:47:21.980 --> 00:47:25.640

<v SPEAKER\_1>The Global Exchange is brought to you by our team at The Canadian Global Affairs Institute.

00:47:25.640 --> 00:47:30.580

<v SPEAKER\_1>As always, my thanks go out to our producer, Jordyn Carroll and to Drew Phillips for providing our music.

00:47:30.580 --> 00:47:32.020

<v SPEAKER\_1>I'm Colin Robertson.

00:47:32.020 --> 00:47:33.840

<v SPEAKER\_1>Thanks for joining us today on The Global Exchange.