

# FORUM

Bulletin of/de  
Canadian Foreign Service  
Alumni Forum  
Le Forum des anciens  
du service extérieur canadien

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## Rehabilitating the Pearson Building – A Work in Progress

By Daniel Livermore



Lester B. Pearson Building, Global Affairs Canada, under construction.

As you drive down Sussex Drive, you notice the construction site. Fifty years after it was opened, the Lester B. Pearson Building, the headquarters of Global Affairs Canada, is getting its first top-to-bottom renovation. The building was constructed between 1970 and 1973, and in 2013 (according to: Parks Canada – Lester B. Pearson Building ([pc.gc.ca](http://pc.gc.ca)) it was declared a Classified federal Heritage Building. This is the highest designation possible, and requires strict adherence to *The Standards and Guidelines for the Conservation of Historic Places in Canada*. Planning on the renovation began in 2017, and construction began in 2019. The completion of the entire building is scheduled for 2028, with each tower renovated sequentially.

The Pearson building was conceived during an intensive period of urban planning, from the 1950s through the 1970s. The process essentially transformed Ottawa from a small industrial town into a modern city and true national capital. The building was built on what is now recognized as indigenous land, the traditional, unceded territory of the Algonquin peoples. The current rehabilitation project will probably include a recommitment to indigenous art in and around the building, as well as a permanent land acknowledgement. The story is told in a Public Works website: Rehabilitation of the Lester B. Pearson Building – Federal properties and buildings – About government – Canada.ca ([tpsgc-pwgsc.gc.ca](http://tpsgc-pwgsc.gc.ca)),

Photos: Daniel Livermore

or en français: Réhabilitation de l'édifice Lester-B.-Pearson – Biens immobiliers fédéraux – À propos du gouvernement – Canada.ca (tpsgc-pwgsc.gc.ca)

The building was designed by the firm of Webb Zerafa Menkès Architects (now WZMH) in the late modern architectural style, with an influence of Brutalism. As a report by the Federal Inventory of Historic Buildings noted, “the influence of Brutalism is evident in the sense of solidity and permanence achieved through extensive and masterful use of concrete. The very good functional qualities of the interior spaces derive from the clarity of the planning of the diverse functional program, accommodating diplomatic activities along with those of the efficient modern workplace.”

The exterior of the building, which features pre-cast concrete panels, will be preserved. The structure is considered a classic example of successful massing, providing a sense of solidity and permanence that anchors the building in the landscape. The new windows, with



New security building on Sussex Drive.

enhanced energy efficiency, will look only slightly different than the original ones. The intention is to preserve the exterior design of the building and increase its energy efficiency, while providing for small new security structures in the front and back, along with a new security fence on the perimeter of the property.



Detail of the Brutalist influence through the masterful use of concrete.

Inside, each tower will be completely gutted and all of the services upgraded. Modern workstations and facilities will replace the old walled units of the past. There will apparently be new lounges, kitchens and other amenities. The upper floors of Tower A, the last to be done, in 2027-2028, have yet to be planned but are likely to involve repair and restoration more than a complete renovation. The conference facilities on the main floor will be renovated as well.

There is still considerable unease among those still working in Pearson

about the transition from walled offices to open spaces, or perhaps even to common areas without assigned workplaces. The lengthy construction phase, some nine years from start to finish, is likely to allow the department to see what works and what doesn't. Tower D is the experiment, and the way in which employees assigned to Tower D adjust to its new configuration as of 2021 could affect and refine the plans for Towers C and A. Tower B is next in line for renovation, as Tower D opens. Tower A is last in line, involving the most work and the most creative use of swing space for ministerial and other offices.

In the meantime, not many people are currently at work at the Lester B. Pearson building. That will change as a vaccination program takes hold, the pandemic ends, and the one-year experiment in work at home comes to its logical conclusion. In seven more years, the renovation of the Pearson building will also end. A lot of speculation surrounds the question of office accommodation in the future. How many employees want to work at home? How do you reconcile working at home with the classified environment of most of the building? All good questions as the government considers workplace 2.0.

*Daniel Livermore first entered the Pearson building in 1975; he left in 2007.*

# FORUM

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# Membership in the Forum

Welcome to the second issue of Forum, and we hope you enjoy it. Since the first issue, we have been able to confirm some of the executive leadership of our new organization. Gérald Cossette and Daniel Livermore are now the Founding Co-Presidents. Shelley Whiting has become Treasurer, and Eric Pelletier is our Secretary.

We are now beginning to confirm directors to the Board that will assist in managing our affairs. We want to have a diverse, broadly-based group, representative of all streams, all occupational groups, and all departments that make up the Canadian foreign service. Board members need not reside in the National Capital Region. We would welcome hearing from members, and we encourage nominations. Contact us at [edit.forum99@gmail.com](mailto:edit.forum99@gmail.com). We look forward to our first Annual General Meeting at some point in the Fall of this year.

## Joining the Canadian Foreign Service Alumni Forum (CFSAF)

We have also decided that we need to have a modest level of funding to support the publication of Forum, as well as any other future activities. We are therefore asking our readers, as well as other persons interested in the Canadian foreign service, to join the Canadian Foreign Service Alumni Forum. In order to join, we have set an annual membership fee of \$25.00. We are also asking friends and colleagues to consider a life-time membership in the Forum. This is open to those who contribute a one-time fee of \$200.00 or more. Those who become life-time members this year will be honoured by having their names on a list as the Founding Life Members of the Canadian Foreign Service Alumni Forum (CFSAF), 2021. Life-time members will not need to pay any further annual fee, even if annual fees are raised in the future.

There are two ways to pay the annual or life-time fees. First, and our preferred method, is to do so by electronic means, via an Interac transfer, from your bank account to the bank account of the Forum. To do so, please use our finance email address ([finance.forum99@gmail.com](mailto:finance.forum99@gmail.com)) as the payee. Your monies will be deposited automatically (no need for a security question), and we will receive an email alerting us to your payment. You can also pay us by cheque, payable to CFSAF/FASEC. Cheques may be sent to the following address:

CFSAF/FASEC  
c/o 127 Keefer Street,  
Ottawa, ON K1M 1T6

Receipts will be issued for all fees and donations received.

In the meantime, our work goes on. We are already working on the next issue of FORUM and would welcome your reactions and suggestions. We are also beginning to work on benefits for members. If you have ideas, contact us at [edit-forum99@gmail.com](mailto:edit-forum99@gmail.com).

Enjoy this issue!



**BRING THEM HOME**  
**OUR FRIEND AND COLLEAGUE MICHAEL KOVRIG**  
**HAS BEEN DETAINED ALONG WITH FELLOW CANADIAN,**  
**MICHAEL SPAVOR, SINCE DECEMBER 10, 2018.**



THE PROFESSIONAL ASSOCIATION  
OF FOREIGN SERVICE OFFICERS  
L'ASSOCIATION PROFESSIONNELLE  
DES AGENTS DU SERVICE EXTRÉMIER

# Adhésion au Forum

Bienvenue à la deuxième édition de Forum. Nous espérons que vous l'apprécierez. Depuis le premier numéro, nous avons confirmé certains dirigeants de notre nouvelle organisation. Gérald Cossette et Daniel Livermore en sont aujourd'hui les co-présidents fondateurs. Shelley Whiting agit à titre de trésorière, et Éric Pelletier est notre secrétaire.

Nous commençons maintenant à constituer le conseil d'administration qui aidera à gérer les affaires de l'organisation. Nous voulons un groupe diversifié et large, représentatif de tous les courants, de tous les groupes professionnels et de tous les ministères qui composent le service extérieur canadien. Les membres du conseil d'administration n'ont pas besoin de résider dans la région de la capitale nationale. Nous voulons être à l'écoute de tous et nous encourageons d'autres candidatures. Contactez-nous à : [edit.forum99@gmail.com](mailto:edit.forum99@gmail.com). Nous attendons avec impatience la tenue de notre première assemblée générale annuelle cet automne.

## Comment se joindre au Forum des anciens du service extérieur canadien (FASEC)

Nous avons besoin d'un niveau modeste de financement pour soutenir la publication de Forum, ainsi que toute autre activité future. Nous demandons donc à nos lecteurs, ainsi qu'à personnes intéressées, à se joindre au Forum des anciens du service extérieur canadien. Nous avons fixé les frais d'adhésion annuels à 25 \$. Nous demandons également à nos amis et collègues d'envisager une adhésion à vie au Forum. Cette option est disponible à ceux qui cotisent des frais uniques de 200 \$ ou plus. Ceux qui deviendront membres à vie cette année seront honorés par l'ajout de leur nom sur notre liste de membres fondateurs du Forum des anciens du service extérieur canadien (FASEC), 2021. Les membres à vie n'auront plus à verser d'autres cotisations annuelles, même si celles-ci devaient augmenter.

Il y a deux façons de verser votre cotisation annuelle ou à vie. Tout d'abord, notre méthode préférée

de paiement consiste à verser votre cotisation par voie électronique via un virement Interac, de votre compte bancaire au compte bancaire du Forum. Pour ce faire, veuillez utiliser notre adresse électronique ([finance.forum99@gmail.com](mailto:finance.forum99@gmail.com)) comme destinataire. Votre contribution sera déposée automatiquement (pas besoin de répondre à une question de sécurité) et nous recevrons un courriel nous alertant de votre paiement. Vous pouvez également nous envoyer un chèque, payable à CFSAF/FASEC. Les chèques peuvent être envoyés à l'adresse suivante :

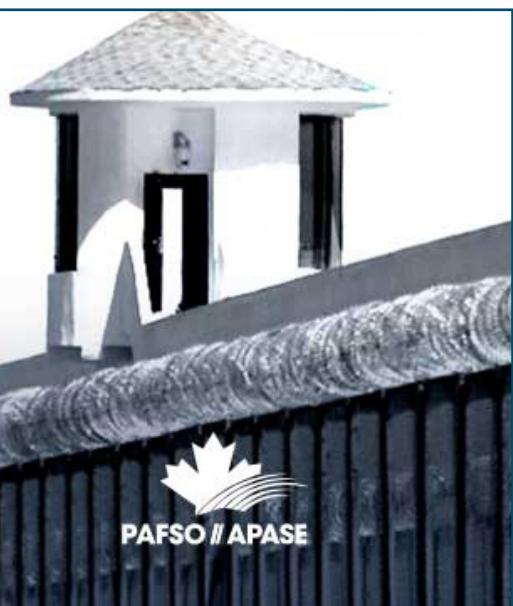
CFSAF/FASEC  
a/s 127, rue Keefer  
Ottawa, ON K1M 1T6

Des reçus seront remis pour tous les dons et cotisations.

En attendant, le travail continue. Nous œuvrons déjà à la publication du prochain numéro de FORUM. Nous serions heureux de recevoir vos réactions et suggestions. Nous commençons également à explorer les avantages que nous pourrions offrir aux membres. Si vous avez des idées, contactez-nous à : [edit.forum99@gmail.com](mailto:edit.forum99@gmail.com).

Profitez de cette deuxième édition !

**NOTRE AMI ET COLLÈGUE,  
MICHAEL KOVRIG, EST DÉTENU  
AVEC SON COMPATRIOTE CANADIEN,  
MICHAEL SPAVOR, DEPUIS  
LE 10 DÉCEMBRE 2018.**



# Hostage Rescue Iraq, 2005-6

By Stewart Henderson

I remember a party in Toronto. When I mentioned that I was in the foreign service, someone thought I said Foreign Legion. He asked if I was worried about being shot at. We all laughed when I told them that, in External Affairs (as it then was), the worst thing I had to worry about was back pain from standing in endless receptions. The sad and often tragic events in places as far afield as Afghanistan and Kenya have brought home the very real dangers that GAC personnel often face.

In November, 2005, some sixteen years ago – a generation in the Foreign Service - two Canadians, a Briton, and an American from the Christian Peacemaker Team (CPT) were kidnapped in Iraq, outside a Baghdad mosque. Other members of the CPT reported the kidnapping to the UN office in Baghdad. Word spread quickly to Washington, London and Ottawa. As the resident Chargé in Iraq, I was soon in touch with my US and UK colleagues, and I attended an interview with the group's driver and interpreter,

who had not been taken by the kidnappers. The description of the abduction was graphic.

Three days later, Al Jazeera showed a video of the CPT4 in chains. By this time, international and Canadian media were doing their best to get a handle on the story. In the absence of hard information, they were left to speculate, comparing this kidnapping with earlier ones in Iraq - most of which ended in tragedy.

Within hours of the kidnapping, London had dispatched a team

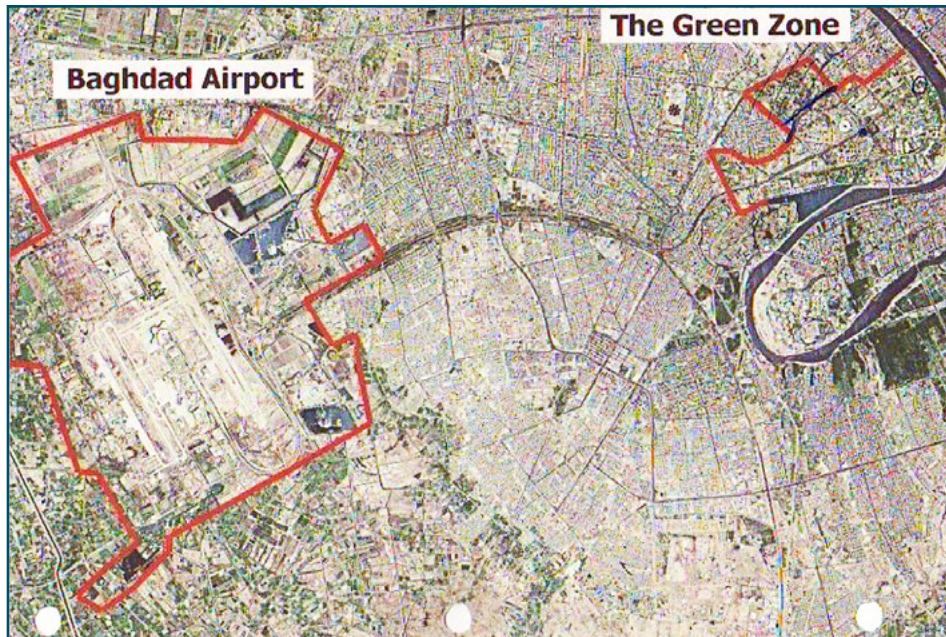
from the Metropolitan Police and MI5. The much larger US Embassy relied on resident staff from State and the FBI, supported by Coalition intelligence and military resources.

Canada had closed its embassy in Iraq in 1990, at the time of the first Gulf War, and since 2004, two Canadians (DFAIT and CIDA) worked out of a pooled office in the US Embassy (the Republican Palace) and were billeted in the British Embassy compound in pods, one-person hardened accommodations (read: bomb shelters) or in the evocatively-named “Red Sea Units,” which were containers protected by sandbags on the roofs. The small Green Zone villa that we used for



An unappealing exterior view of the pods in the British embassy compound, Baghdad.

Photos: Stewart Henderson



A map of Baghdad, showing the Green Zone, where the US and UK embassies were located.

informal meetings had no running water or reliable electricity. It was too close to the outer edge of the Green Zone to be secure.

We immediately made arrangements with the British Embassy, who evicted an entire section of staff to provide us with a makeshift operations centre. Days later, the first of what would be five teams of Canadian “specialists” from DFAIT, DND/CAF, RCMP, and later CSIS, arrived. What followed was four months of 24/7 work, in which each day seemed to bring us no closer to finding the hostages.

We had enlarged passport photos of the CPT4 members posted on the ops centre walls. We looked at those photos every day, comparing

them to how the CPT4 looked on Al Jazeera on December 6<sup>th</sup> and 10th, on January 28<sup>th</sup>, and in early March. Each time, we made detailed notes on physical changes, postures and gestures – trying to determine if they indicated fear, loss of hope, exhaustion. It was the only way we had to gauge how the captives were being treated.

The RCMP were investigating a crime in a war zone, an almost counter-intuitive task. Although limited in what they could do, they collected every scrap of information, meticulously preparing a case file to Canadian standards. Their guiding principle was to prepare for prosecution, assuming that charges would be laid and that evidence would be admissible in a Canadian or Iraqi court.

Other elements of the team focussed on their own areas of responsibility and worked with their UK and US counterparts. Consular officers drafted contingency plans for release and repatriation; analysts and planners worked together to determine who the kidnappers were and where the CPT4 might be hidden.

There were days on end when there was simply no new information. The kidnappers made no demands. There were no videos on Al-Jazeera. The ongoing violence (there were at least six different conflicts in Iraq) drew away Coalition resources. The absence



*Just another bad day in Baghdad.*

of a functioning Iraqi police service made local consultation difficult.

Incoming mortar rounds and rocket strikes (some of which narrowly missed striking Canadian staff), constant small arms fire from the Green Zone checkpoints (500 metres from our operations centre) and the restriction on physical movement should have led to strains and complications. Amazingly, they did not. I was constantly surprised that the Canadian team remained calm and methodical. Specialists with considerable experience, their training allowed the team to function at full capacity. New team members rotated in periodically. I was happy to see that some had volunteered for a second (and third) tour, allowing us to benefit from both experience and fresh faces.

One serious distraction did occur. One January afternoon, 2006, I was driving three visiting Canadians from the UK Embassy compound to the Canadian villa. We were passing an

off-road US Humvee convoy when I heard loud explosions. I thought it was an improvised explosive device (IED), and that the soldiers in their Humvees would think we had something to do with it. I stopped the car, rolled down the window, and put out my hands in plain sight. A burst of three 7.76 mm shells flew from the turret-mounted machine gun on the last Humvee in line. Two shells hit our car's engine block. The third came through the windshield and into the passenger compartment, where it ricocheted and splintered around our heads, grazing the forehead of the front seat passenger. Friendly fire: just another bad day in Baghdad, a US soldier said to me.

Almost before I could report the incident to Ottawa, the US Army went on a media offensive, portraying the incident as self-defence in the face of a threat (us) that did not obey clear indications to halt (there were none). The situation was reported in the international media, and Defense Secretary Rumsfeld was questioned during a press conference. Many weeks later, an internal US report showed that fault was on the US side. A heavily-redacted version of the report has pride of place among my Baghdad souvenirs.

While the Canadian and UK teams each had its own operations centre in the British Embassy, we combined our efforts, with full information-sharing and brain-storming. The US team ran its own operation, though there was constant communication and consultation. There was also close consultation with Coalition military forces, whose strategic and tactical intelligence collection was essential to our collective efforts.

In early March, an Iraqi security patrol discovered the body of the American CPT member, Tom Fox. He had been shot. I was obliged to review the post mortem photos. It was explained to me in detail how the shooting occurred. This was not a political act – it was murder.

## The Hostages



James Loney, 41



Harmeet Singh Sooden, 32



Norman Kember, 74



Tom Fox, 54



*Inside the Ops Centre the team posted photos of the four hostages.*

We were now left with three photographs on the ops centre wall. It was the worst time for the team. We had gone as far as we could and had obtained no new leads for over a week. We were concerned that the UK national would be killed, most likely within a few weeks and with no prior warning. We went back to the investigation file, reviewing each line and every event, looking for any fact, name or kernel of information that might have been overlooked.

In the early morning hours of March 23<sup>rd</sup>, a Coalition operation rounded up a number of suspected insurgents. One of them identified the building where the three CPT members were being held. The decision was made to launch an extraction operation. Although similar attempts had come up empty, this time the intelligence was better. I asked an RCMP team heading for the airport at the end of their rotation to return to the British Embassy.

Things went very quickly after that. Months of contingency planning were now put into action. Medical facilities were readied and various repatriation arrangements were made.

In a short period of time, I received a call saying that the three had been found alive. We were relieved, but “alive” did not mean safe. We still had to get them back into the Green Zone. I made my way to the US Army Combat Surgical Hospital near the US Embassy to meet the two Canadians as they were brought in by helicopter. They were dazed and disoriented. They had been found chained together in a house in an old neighbourhood in Baghdad. They had then been put into an armoured personnel carrier - flanked by an Abrams tank and several Bradley Fighting Vehicles - and taken to a special operations helipad, and then to the Green Zone hospital. Only three hours had passed since the discovery of the house where they had been imprisoned.

I spoke with each of them. They had no idea who I was, but I felt that



Henderson travelling into the Green Zone from the airport in an RAF Merlin helicopter.

I had known them for years. I had been looking at their photos every day for months. I had been reading about them, listening to interviews by friends and colleagues, and hearing about them from other CPT members in Baghdad.

The three were released from the hospital, and we brought them to the British Embassy compound for some quiet time in the open air. By the time we reached the compound, Ottawa had been informed of the rescue, and I was told that the Prime Minister wanted to speak with the two Canadians. When I relayed the request, I had to explain that it was Mr. Harper, not Mr. Martin, who had asked (of course, neither had heard that there had been an election in Canada since their kidnapping). There was a slight glitch. The PM was put through to my cell phone (it was supposed to be the switchboard, to allow me a few minutes to get to the former hostages). This meant that I had to speak to the PM while running the length of the British Embassy compound to where the two Canadians were sitting. When each had exchanged remarks, they returned the phone to me, and I checked to make sure the line was disconnected. To my surprise, the PM was still on the line, and he

spent a few minutes expressing his appreciation to the team and asked that I pass on his thanks.

We arranged for special transport to take the two Canadians out of Iraq. We flew to Dubai, where Harmeet Singh left with a colleague for New Zealand. I and other colleagues flew with James Loney to Frankfurt and then Toronto. After a brief visit to Ottawa, I returned to Baghdad.

I had worked with the RCMP and the Canadian Forces in earlier postings, doing police and defence reporting. I had also been a consular officer earlier in my career, and had had my share of prison, hospital and morgue visits. I had been on murder scenes with the New Delhi police, had done crematorium duty in Nepal, and had viewed autopsy photos in Japan. But I suspect nothing could have prepared me for what happened one November afternoon in Baghdad, and continued for 117 days and nights. James Loney wrote a book about the experience, and some years later Netflix ran a documentary about the kidnapping. Neither mentioned the “friendly fire” incident, which was fine by me.

*Stewart Henderson served in Baghdad from 2005 to 2007. He also had postings in New Delhi, Tokyo, Manila, The Hague and Brussels (EU).*

# Ambassadrice du Canada...

Par Isabelle Roy

Quel titre sur ma carte d'affaires ?

Ambassador, en anglais, facile.

En français ? Ambassadrice, tout naturellement, s'est imposé pour moi.

Comme ce titre a suscité des commentaires et des questions, autant pendant mon poste au Mali que pendant mon poste en Algérie !

Ces questions m'ont été posées non par les autorités du pays où je me trouvais, non par la plupart de mes collègues — environ 45 au Mali et 90 chancelleries en Algérie — mais par... mes collègues français, en grande majorité !

Combien de discussions ont-elles porté sur ce sujet, lors de réceptions, dîners ou rencontres entre collègues !

Heureusement, toujours de façon amicale, et souvent amusante.

Florilège des quelques questions-réponses les plus fréquentes :

**Q.** Pourquoi ambassadrice, et pas ambassadeure ou ambassadeur ?

**R.** Chez nous au Canada les femmes qui occupent cette fonction peuvent choisir leur titre ; j'ai des collègues qui se font appeler ambassadeure, d'autres ambassadeur. Pour moi, c'est un choix naturel, parce qu'en français les mots en — deur font — drice au féminin...

**Q.** Mais une ambassadrice c'est l'épouse d'un ambassadeur !

**R.** Certes, selon l'usage que la France a consacré et adopté depuis plus d'un siècle, et que nombre de pays européens et autres ont adopté. Mais chez nous au Canada les femmes n'ont pas l'habitude de se définir par le métier de leur mari...

De plus, comment alors appeler mon mari ? M. l'ambassadeur ?... !

**Q.** Vous ne craignez pas d'être confondue avec une épouse d'ambassadeur ?

**R.** Je n'ai aucun problème à être confondue avec l'épouse d'un ambassadeur, ce n'est pas une tare, elles travaillent beaucoup

elles aussi (regards doublement amicaux de plusieurs épouses, dont l'épouse de l'ambassadeur de France...). Cependant, si on cherche l'ambassadeur derrière moi, on ne le trouvera pas... (rires...).

Ironiquement, récemment en France un décret a été adopté, confirmant le titre d'ambassadrice pour les femmes occupant cette fonction. Je pense que, petit à petit, ce titre s'imposera de plus en plus, dans une fonction auparavant exercée exclusivement par des hommes, dont les épouses travaillaient sans relâche, surtout pour les fonctions d'accueil à la résidence officielle, sans toujours obtenir la reconnaissance qui leur était due. Aujourd'hui au Canada, avec 50 % des chefs de mission qui sont des femmes, le contexte a bien changé, et il y a autant d'époux que d'épouses que de chefs de mission célibataires. Le mot ambassadrice, du reste, sonne mieux à mes oreilles. Parions que dans 50 ans il ne suscitera plus aucun commentaire.

*Isabelle Roy était chef de mission et ambassadrice au Mali de 2005 à 2008, et en Algérie de 2015 à 2017. Elle est aujourd'hui à la retraite.*

# Formation diplomatique sur le tas : Mots et prononciations qui fâchent !

Par Eric Pelletier

Je me suis joint au ministère des Affaires extérieures en août 1982. Je faisais partie de ce recrutement historique «en masse» de plus ou moins 125 agents(e)s FS1D recruté(e)s, une première et dernière, si j'ose dire. Nous nous joinions à un ministère en «réorganisation» avec un recrutement simultané des trois grandes filières (politique/économique, commerce, et immigration).

Quoique nous avions eu quelques séances communes de familiarisation avec les Affaires extérieures et

le gouvernement du Canada, notre formation et apprentissage dépendaient surtout du bon vouloir, de la patience et des habiletés de «mentoring» des collègues des directions dans lesquelles nous atterrissions.

Après deux années à la centrale, une grande tournée du Canada en deux phases, et un devoir temporaire à la mission canadienne auprès de l'ONU à New York, le moment était venu d'envisager une première affectation à l'étranger.

Le poste proposé : Londres !

Petit souci, natif de Québec, mon anglais parlé n'était pas, disons, «my cup of tea».

Même mon agent d'affectation avait câblé à la mission que je devais «polir» mon anglais. C'est presque une exagération !

Heureusement, dans le cadre de mes études universitaires, j'avais développé une certaine capacité à lire en anglais. Par conséquent, j'avais acquis une connaissance passive de la langue

de Shakespeare. Après deux courts mois de formation linguistique au centre Bisson et l'obtention d'un niveau de passage minimum de «BBC», je débarque à Londres en septembre 1984.

C'est un euphémisme de prétendre que j'étais bilingue.

Dès mes premiers pas dans les rues de Londres, j'ai réalisé que je ne maîtrisais pas entièrement la langue anglaise et que l'accent canadien n'était surtout pas la norme dans le monde anglo-saxon ... Parlez-en à des Écossais, Australiens et Néo-Zélandais, vous verrez !

Alors, avouons-le candidement, ma première rencontre avec un fonctionnaire du Foreign Office n'a pas été «routine as usual».

La pureté des lignes architecturales et l'histoire qui se dégageaient de l'édifice où se tenait la rencontre étaient déjà intimidantes. Accueilli par une adjointe, j'avais été escorté vers le service de mon interlocuteur. Confortablement installé derrière son bureau, il m'attendait. De prime abord, ce n'était pas une personne très souriante et je semblais l'interrompre dans une tâche importante.

Ce front froid allait soudain se dégrader et passer à des conditions arctiques.

Après les salutations d'usage, il m'invita à m'asseoir en face de lui.

Pour détendre l'atmosphère, j'ai pensé partager mes impressions sur «Green Park» que j'avais traversé pour me rendre à pied à Whitehall, ainsi que sur «Clarence House», à l'époque résidence de la Reine-Mère.

Dans mon anglais approximatif, loin d'être «poli», c'est sorti «tout croche».

“I walked across Green Park, and I saw the Queen Mother ‘asse’; it is a big ‘asse’.”

Le visage de mon interlocuteur s'est empourpré d'un coup. J'ai senti son grand malaise avec effroi.

- “What do you mean?” dit-il ?



*Petit souci, natif de Québec, mon anglais parlé n'était pas, disons, «my cup of tea».*

Comme je ne savais pas trop ce que j'avais dit de provocant ..., j'ai donc répété mon petit lapsus de façon identique, mettant en exergue, peut-être même trop, ledit “big asse” ...

Même réaction catastrophée !

Ses yeux noirs, grands ouverts et sans sourire, il répliqua sèchement après un long silence lourd et pénible — “You mean ‘house’ ???”

Inutile d'ajouter que mon visage s'est vidé de toute couleur.

J'ai alors réalisé l'ampleur de l'imbroglio. Horreur, il croyait avoir affaire à un Canadien français antimonarchiste qui sciemment insultait la mère de la souveraine ...

Les périls du satané “h” en anglais.

Pas le genre de début diplomatique que je recommande ...

Quelques jours plus tard, j'ai rencontré la responsable du pupitre — Canada — au “Foreign Office” pour la première fois. J'ai rougi lorsqu'elle a dit, avec un petit sourire en coin, qu'elle avait entendu parler de mon arrivée à Londres ...

Hélas, mes déboires linguistiques n'étaient pas terminés.

Quelques mois plus tard, lors d'une discussion avec un responsable du dossier des Îles Malouines, au lieu d'utiliser en anglais le terme “Falkland”, c'est le mot “Malvinas” qui me glisse des lèvres ; mes babines n'étaient manifestement pas synchronisées avec ma pensée.

L'effet n'a pas tardé. Je faisais face à un autre visage empourpré.

La discussion s'est conclue froidement.

Plusieurs semaines après cet incident, la tâche ingrate m'incombe de livrer, en main propre, une note diplomatique au FCO informant les autorités britanniques que le Canada changeait son vote touchant la résolution de l'Assemblé générale des Nations-Unies sur la question des Îles Malouines.

J'étais plutôt vexé, lorsque moins de deux heures plus tard, mon superviseur mi-amusé, relatait à la section politique du haut-commissariat qu'un haut responsable du “Foreign Office” avait téléphoné au haut-commissaire pour lui demander s'il était au courant qu'un francophone avait livré une note diplomatique plus tôt en matinée ...

Le haut-commissaire avait bien rigolé.

Malgré ces faux pas linguistiques, j'ai adoré vivre à Londres et au Royaume-Uni. La riche offre culturelle, les institutions politiques et académiques, les groupes de réflexion, etc., en font une place stimulante, vibrante et enrichissante.

Côté positif, grâce à mon atroce accent en anglais, j'ai rapidement découvert que beaucoup de mes interlocuteurs au “Foreign Office” avaient une meilleure maîtrise de la langue de Molière que moi de la langue de Shakespeare.

Tout compte fait, le “Foreign Office” a constitué une occasion extraordinaire de formation !

*Eric Pelletier a terminé son affectation à Londres en 1986; il a été réadmis au Royaume-Uni à plusieurs reprises depuis.*

# What Happened to the Cheque?

By Ron Pearce

It was a Wednesday or Thursday in the fall of 1973, the first year we moved into the L.B. Pearson Building. Harry Matthews, the Director of Finance Division, got a telephone call from Angus Matheson, who was in the Canadian Permanent Mission to the United Nations in New York. Matheson explained that Canada had been the first to present its contribution to the United Nations for the past 11 years in a row, and, as such, he had a bet of a fine bottle of wine with the Belgian Ambassador that, next year Canada could again be first, for the 12th year in a row.

Harry explained to Angus that Ron Pearce was responsible for the payment of all Grants and Contributions and other Supplier Account Payables and he should contact me to see what could be arranged.

Angus immediately called me, and I explained that, if he called me with the dollar figures for the payment and then sent me the documentation by diplomatic bag, I would arrange to have a cheque issued and sent to New York as soon as possible.

He called me early on Friday of the same week with the figures, which at the time included not only the annual Contribution of about \$28 or \$29 million U.S. but also the annual payment of the United Nations Bonds, which Canada had purchased many years previously. It should be noted that, for 2020-2021, the current contribution now is approximately \$82 million U.S. With the figures in hand, I was able to get the cheque issued and received in my office by Wednesday of the following week.

The covering letter to the Permanent Mission New York was then prepared and signed by my Director, and the letter with the cheque was sent to the mail room in plenty of time to be included in that week's



Canada's cheque for \$28 or \$29 million U.S. was "NSF".

"dip bag" to New York. The cheque arrived on Friday, and Angus waltzed it over to the U.N. and presented it to U.N. officials. Canada gained the distinction of being first in presenting its contribution 12 years in a row, and Angus won his bet with the Belgian Ambassador.

Later that Friday afternoon, before I finished work, I got a call from Angus in New York, and he was not pleased. Evidently, as soon as the U.N. got the cheque and went to the bank to deposit it, the bank refused it, because the Bank of Montreal, the bank on which the cheque was drawn, had insufficient funds to cover it. Canada's cheque for \$28 or \$29 million U.S. was "NSF". I told him to calm down, as we were still first, 12 years in a row, and he had won his bet and the bottle of wine. But the problem would have to wait until the following Monday to be straightened out.

On Monday, I phoned the Department of Supply & Services Cash Management, the office responsible for ensuring that funds were available in the foreign banks to cover any cheques departments requisitioned. They explained that, since the cheque was issued on

Wednesday and had to be sent to New York, they did not think that it would be cashed before the following week. So they only arranged the funding for Monday and our cheque went NSF on Friday.

I assured Angus on Monday that, if he told the U.N. to re-present the cheque for deposit, the funds would now be there to honour the cheque. This they did, and the cheque was deposited in good order. Angus had 1 or 2 years left on his posting in New York, and for the duration of his posting he relished in giving me an annual dig of telling me to make sure that there would be funds available to cover our annual contribution to the U.N. so that the cheque would not go NSF again.

It should be noted that back then all payments were handled by cheque, as there were no electronic bank transfers, PayPal, Direct deposit, etc., so there was always the risk of having cheques getting lost, delayed by the postal service or going NSF.

*At the time of this story, Ron Pearce was in the Finance Division, External Affairs, as Supervisor Accounts Payable.*

# Groupes de discussion sur les enjeux internationaux

Par Jean Riopel et François LaRochelle

Au cours des dernières années, des retraités francophones du ministère des Affaires étrangères et du Commerce international (maintenant les Affaires mondiales Canada) ont eu l'idée de mettre sur pied dans les régions d'Ottawa-Gatineau et du Grand Montréal des groupes de discussion portant sur des enjeux internationaux importants pour le Canada. Ces groupes permettent de maintenir des relations sociales actives entre ex-collègues, tout en offrant des occasions intéressantes d'échanger sur des questions, parfois anciennes mais toujours d'actualité, qui ont animé notre univers de travail pendant de nombreuses années.

Le groupe le plus ancien, celui d'Ottawa/Gatineau, existe depuis cinq ans et est ouvert sans restriction à tous les retraités francophones d'Affaires mondiales Canada établis dans la région, y compris les ex-collègues anglophones à l'aise dans la langue de Molière. Les rencontres ont lieu chaque mois, de septembre à juin. En raison de la pandémie, les rencontres se tiennent depuis septembre 2020 sur la plateforme Zoom et connaissent un vif succès. À chaque rencontre, un lanceur de discussion, qui peut être soit un ex-collègue membre du groupe, soit un invité externe comme un professeur d'université, traite pendant une vingtaine de minutes du thème retenu pour la rencontre. Vient ensuite une période de discussion et d'échanges, souvent fort animée, d'une durée de cinquante à soixante minutes.

Pour la saison 2020-2021, le groupe d'Ottawa/Gatineau a programmé une grande variété de sujets de discussion. Le groupe a reçu à l'automne le Sénateur Peter Boehm sur la gestion des

relations internationales en temps de pandémie; Daniel Caron sur l'Ukraine, écartelée entre la Russie et l'Union européenne; Marie-Lucie Morin et Claude Laverdure sur l'impact des élections américaines sur les relations entre le Canada et les États-Unis; et le Professeur Alexander Macleod de l'UQÀM sur les implications du Brexit sur l'avenir du Royaume-Uni. La programmation de l'hiver 2021 propose les sujets suivants: les ambitions régionales de la Turquie d'Erdogan; les priorités internationales de l'administration Biden; les enjeux de la Francophonie internationale; et la politique étrangère du Canada et le renouvellement du multilatéralisme.

Inspiré par celui d'Ottawa/Gatineau, un groupe francophone semblable a été mis en place depuis l'automne 2019 dans la région de Montréal: le Groupe de discussion diplomatique de Montréal (GDDM). On y retrouve des anciens des Affaires extérieures mais aussi du secteur commercial, de l'ACDI et de l'Immigration. Il opère en partenariat et avec le soutien de l'Institut d'études internationales de Montréal (IEIM) de l'Université du Québec à Montréal (UQÀM). Le groupe invite aussi des étudiant.e.s au niveau des études supérieures en relations internationales de cette institution offrant ainsi une formule originale s'ouvrant à la formation de la relève dans un contexte de "Chatham House Rule" pour encourager à la franchise des échanges.

Depuis sa création le groupe de Montréal a tenu quatre rencontres, en présentiel d'abord puis, pandémie oblige, sur la plateforme Zoom. Il a ainsi reçu Guy Saint-Jacques pour parler de la relation entre le Canada

et la Chine, Raymond Chrétien sur les relations canado-américaines, Louis de Lorimier sur la crise politique au Liban et enfin la vie de députée au fédéral d'une ex-diplomate, Hélène Laverdière. La prochaine rencontre est prévue pour février 2021, avec Gérald Cossette qui abordera la question suivante : le gouvernement Harper a-t-il tué la politique étrangère du Canada?

Les deux groupes se coordonnent pour éviter de planifier les mêmes sujets de discussion et pour que leurs rencontres se tiennent à des dates différentes, assurant ainsi à leurs membres la possibilité de participer s'ils le souhaitent aux rencontres de l'autre groupe. De plus, les rencontres sur Zoom ont permis à ces groupes d'élargir le champ géographique des invités et des participants. Toutefois, plusieurs participants espèrent que la fin de la pandémie, quand elle viendra, permettra de reprendre comme autrefois les rencontres «en présentiel», qui sont normalement suivies de moments conviviaux au restaurant pour partager un bon repas et le verre de l'amitié. Il faudra donc se pencher sur une formule mixte qui permettra de garder les acquis des rencontres en ligne avec les avantages des rencontres en personne. À suivre.

Pour adhérer à l'un de ces groupes, ou pour offrir votre candidature pour faire une présentation sur un sujet donné, veuillez contacter :

- pour Ottawa/Gatineau: Jacqueline Caron ([jacquelinecaron3@gmail.com](mailto:jacquelinecaron3@gmail.com))
- pour le Grand Montréal : François LaRochelle ([gautron55@gmail.com](mailto:gautron55@gmail.com)) ou Guy Archambault ([archambault.guy@gmail.com](mailto:archambault.guy@gmail.com))

# A New Resource for the Study of Foreign Intelligence in Canada

By Alan Barnes

Few Canadians are aware of the various Canadian departments and agencies that are involved in the collection and analysis of “foreign intelligence” to support Canada’s foreign and defence policies. Canada’s involvement in foreign intelligence is rarely the subject of media reports, and few academics are actively involved in researching the history of Canada’s foreign intelligence activities. This is not because of a lack of interest. The small number of academic programs in intelligence studies being offered in Canadian universities are highly popular with students.

The principal reason that the serious study of foreign intelligence in Canada remains in its infancy is the lack of access to archival sources. Unlike in the United States, which has an active program for declassifying records dealing with intelligence matters, intelligence documents in Canada remain locked up in the vaults of Library and Archives Canada and in “special registries” in various departments. Even the United Kingdom, with its earlier strong culture of intelligence secrecy, has started to open up, with the release of archival documents and the publishing of official histories of its intelligence agencies. But in Canada, any graduate student contemplating writing a thesis on post-war foreign intelligence must consider whether the sclerotic Access to Information process will produce the necessary archival documents in the time available. For most, this is just too great a gamble, and a promising thesis topic must be abandoned.

*The principal reason that the serious study of foreign intelligence in Canada remains in its infancy is the lack of access to archival sources.*

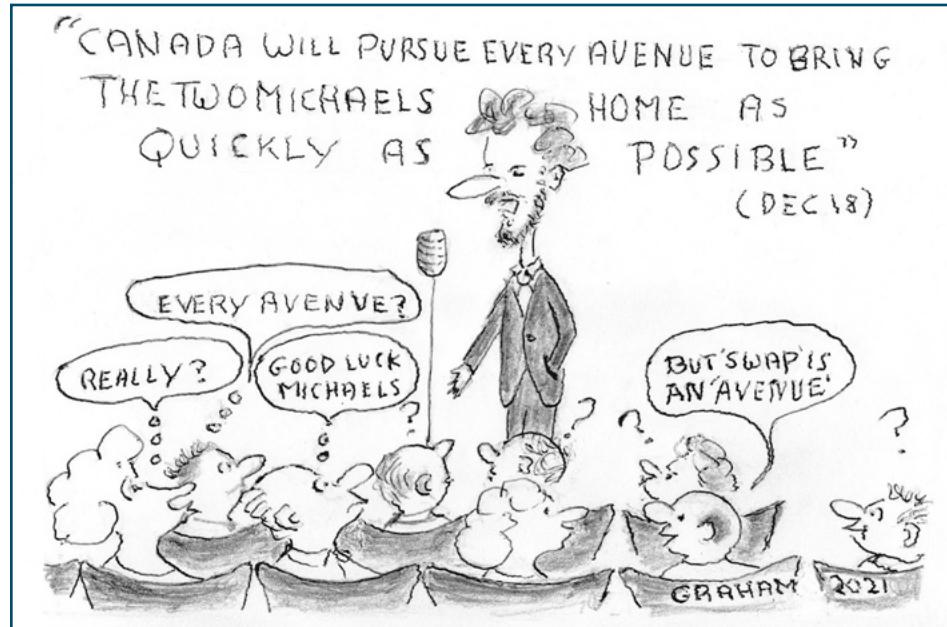
Recognizing this problem, a number of researchers have recently come together to create the Canadian Foreign Intelligence History Project (CFIHP). The Project is a collaborative effort that seeks to encourage the study of the history of foreign intelligence activities in Canada by facilitating the exchange of information among researchers and by providing a forum for formal

and informal collaboration. Given the challenges of researching this subject, Project Partners understand the need to share the fruits of their labours rather than squirrel away released documents in their private files.

The centrepiece of the work of the CFIHP is a growing digital database of thousands of documents dealing with Canadian foreign intelligence matters. Some of these documents come from the open files in Library and Archives Canada (yes, there are a few if you look hard enough). The great majority of these records, however, have been obtained through an ongoing campaign of Access to Information requests to LAC, the Privy Council Office, Global Affairs Canada, the Department of National Defence, and other departments and agencies. CFIHP Partners have access to the database, and in turn contribute ATI releases that they have received.

The greatest availability of documents in the database is for the Cold War period. There are hundreds of assessments prepared by the Canadian Joint Intelligence Committee and its successor, the Intelligence Advisory Committee. There is a wide range of documents

## Special Cartoon, by John Graham



dealing with the management of the Canadian intelligence community, including the Interdepartmental Committee on Security and Intelligence, the Intelligence Policy Committee and other bodies. The database also has an extensive collection of assessments prepared by the DEA Foreign Intelligence Bureau in the 1980s. More recent decades are not quite as well endowed, but the database nevertheless contains several hundred documents for that period that would be difficult or impossible to obtain elsewhere. The CFIHP webpage has more details on the contents of the database (as well as other information on the Project),

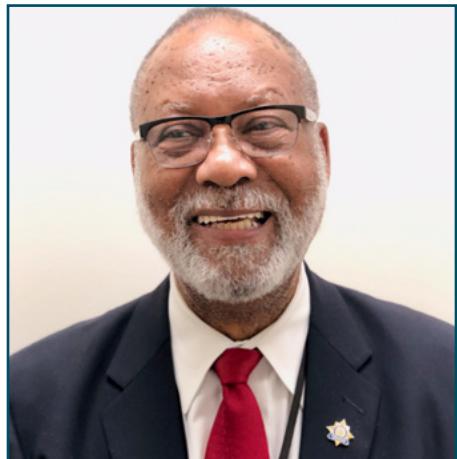
although it does not reflect all of the new documents that are continually added (<https://carleton.ca/csids/canadian-foreign-intelligence-history-project/>). For the first time, a student planning to write a thesis on a Canadian foreign intelligence topic can be assured of having access to sufficient archival material to complete the research.

A principal aim of the CFIHP is to encourage the greater integration of the history of foreign intelligence into the broader study of Canadian foreign and defence policy in order to inform students, scholars and policy-makers. Intelligence is, of course, only one of the many inputs that go

into the formulation of policy, and it is rarely the most important one. But the role of intelligence in these decisions is often overlooked because researchers have lacked access to archival documentation. The resources of the CFIHP have helped to overcome this challenge in the case of the role of intelligence in Canada's decision not to join the US invasion of Iraq in 2003, as I have described in a recent article. (<https://doi.org/10.1080/02684527.2020.1771934>).

Graduate students and other researchers interested in becoming involved in the work of the CFIHP are encouraged to contact me at alan.barnes@rogers.com.

## Passages/passages



### George A. Dawkins

George A. Dawkins passed away on Sunday, 24 January, 2021. George succumbed to Covid-19 after being hospitalized with the virus, and its complications, for three weeks.

George joined the Canadian Embassy in 1972 as a driver for the Canadian Defence Liaison Staff (CDLS-W). He had been working in various jobs in the hospitality industry and was interested in a steadier line of work. He was instantly popular with everyone on the staff. Friendly, dependable, charming and always kind, he became a comrade to all,

from the most senior military attaché down to every rank-and-file member of the staff, in every department. A few years before the Washington mission amalgamated from three separate locations into the new Chancery on Pennsylvania Avenue, George progressed to being the Senior Driver and Chauffeur to the Head of Mission, Allan Gotlieb. With the move into the new building in 1989, George was Chauffeur for Ambassador Derek Burney and later for six other HOMs. He officially retired in 2012, after a career that spanned forty years. After retiring, George continued to drive for the embassy under various emergency contract arrangements until March 2020, when the Covid virus closed the chancery.

George "the chauffeur" was but a small part of what George "our friend" meant to his embassy colleagues. George married Wanda DeShields of Philadelphia in 1985, and their thirty-five years together were a constant expression of love and commitment that everyone admired. They shared their joy and devotion with all of their friends and families.

Of George's many interests, a few stand out. Travel: George and Wanda loved to go on cruises, often

to destinations that allowed them to visit friends; Art: George collected paintings and objects d'art from many cultures; Food: George loved to cook and enjoyed experimenting with dishes from different places; and, Style: George was always immaculately dressed, and his fashion sense was pure class. George's pet grievances were racial inequality and intolerance.

The annual 'Everyone Is Welcome' party that Wanda and George held at their home was legendary and will always be remembered for the limitless food (George's Jamaican heritage on full display), with entertainment and fellowship for all to enjoy.

George was proud and loving of his children and their families, and that affection was reciprocal. Wanda lovingly called George "Bunny", and she said that his passing was peaceful.

We are all better people for having the privilege to have known George, and we can continue his legacy by trying to live our lives as kindly and thoughtfully as he lived his. May he forever Rest In Peace.

*By Glen Bullard, who worked at the Canadian Embassy for more than 40 years.*

# On Photography

By Victor Rakmil

It's true that you can take great pictures with any camera, but inexpensive cameras have compromises and often limit flexibility with focus and lighting. When I give talks about photography, the first questions are usually about cameras. I prefer to write and talk about technique, but it is hard to do without talking about gear.

The answer to what camera gear to buy depends on what you want to shoot, your budget and often what cameras your friends use. But these discussions often end in a discussion of cost. What I recommend for people starting out is that they spend enough to have flexibility with focus, with lighting and options for other lenses; when they discover the kind of photography they like best, they can build on their initial investment. Given their flexibility, I think detachable-lens cameras are most likely to encourage people to explore photography. It's a wonderful selling point for some cameras, like bridge cameras, to say that all the lenses you need and all the various tools are built in. What isn't said is that the decision of what is in focus is influenced by the camera, as is how you expose your subject and in some cases your ability to edit the final file.

I settled on Nikon decades ago basically because of comfort. I have run several Nikon film cameras and early digital cameras into the ground. Today I still shoot Nikon, but I also shoot with a Fuji mirrorless (the latter is a great walk-around camera, but it doesn't yet have the lenses for birding). Nikon, Canon and Sony and some other brands have the advantage of accepting third-party lenses that may be better and cheaper.

Many people starting out in photography don't realize what goes into the photography they see on-line



Kodak bellows camera from the 1900s.

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***One thing I learned is  
that the existence of a  
specialized solution does  
not necessarily dictate the  
need for specialized gear.  
Let me give an example...***

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and in magazines by pro or advanced photographers. I believe some people think quality photography comes out of the camera perfectly and gets framed or put on the web by magic. They don't see the craft involved and the cost of good photography. Lenses need protective filters, cameras need bags, you need cards to hold your shots, a computer to process the shots (hopefully one that is colour calibrated), software to develop the photographs and often a printer or website to see and preserve your work. You also need the patience to realize photography has a learning curve.

In my view, a detachable-lens camera is the steppingstone to good quality and fun photography. You get to

choose your lenses and even the cheapest of this kind of camera body usually has enough controls to let you be creative. There are fewer compromises than on bridge or point-and-shoot cameras.

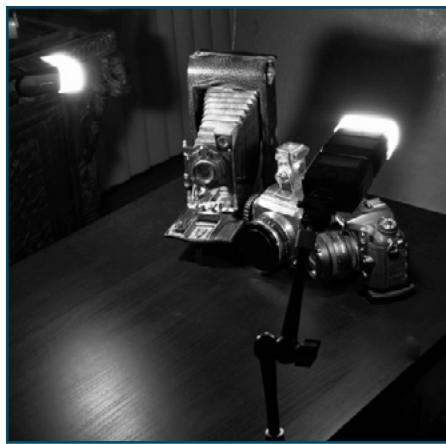
I spend a bit more on good top-of-the-line lenses that allow me to control what is or isn't in focus. High-end full-frame cameras have their advantages but also create huge files that eat up computer disk space. There are always caveats.

Don't be fooled by merchants and companies that tell you cropped-frame sensor lenses are the equivalent of a full frame lens. A 300 mm lens designed for a cropped-frame camera is not the equivalent of a 450 mm full frame lens; that is true only with respect to the field of view and not magnification. Since the digital age began, I have only used cropped-frame cameras with full-frame lenses. Most professional photographers would tell you to spend more on glass.

Every type of photography from landscape to insect photography has specialized gear. One thing I learned

is that the existence of a specialized solution does not necessarily dictate the need for specialized gear. Let me give an example. Nikon's mid-range cameras (approx. \$800) with Nikon's 200-500 F5.6 lens (approx. \$1800) is great for shooting many insects, most birds and a lot of other nature subjects, as well as outdoor daytime events. Upgrade the body and focus is faster and surer. You can get by without a tripod in most cases, as the lens has built-in stabilization. Cheaper solutions may exist with third party lenses, but generally speaking good telephoto lenses are very expensive. The Nikon lens above is considered one of the better birding lenses.

A starter DSLR or mirrorless with a 50mm lens is a great way to decide where you want to go. Or buy a kit (camera and lens); it may not be a



*How I took the image, with very inexpensive Godox flashes.*

quality lens, but it will be a pretty good start. In future articles I plan to write about how to approach different types of photography to do different things, and for each I will most likely talk about what gear might be needed. You can spend a

lot of money on close-up filters only to discover that putting extension tubes between the lens and camera is cheaper and works better.

The first photograph in this article is of a Kodak bellows camera from the 1900s, a post-war 7 cm tall Japanese Steki, a medium format Bronica and my Nikon D7200. The Kodak still works with film you can buy at any camera store. The Steki requires specialized film, but it's still made; the Bronica has given up the ghost, and my D7200 is a workhorse. The second photo shows how I took the image, with very inexpensive Godox flashes. Both photos were taken with a Fuji mirrorless camera.

*Victor Rakmil now exhibits his work on his website: <https://rakmilphotography.wordpress.com>*

## Tax-Efficient Investing

*By Robert Todd*

Philosophers may debate the inevitability of Death and Taxes, but retired Foreign Service Community members prepare for these with knowledge and planning. While inevitable, taxes may be flexible, depending on your situation, so tax planning advice can be beneficial if your situation is even mildly complicated. Tax planning also allows you to identify ways to reduce your total tax through investing in instruments that attract a lower tax charge, that is by 'tax efficient investing'.

Three well known means to reduce taxes owed are generally available:

1. Pension income splitting with your spouse, available once you receive a pension;
2. Registered Retirement Savings Plan (**RRSP**) contributions until age 71 (up to a calculated annual maximum) defer tax until

Registered Retirement Income Fund (**RRIF**) income is received as the RRSP investment fund is wound down;

3. Tax Free Savings Account (**TFSA**) tax paid annual contributions (up to a fixed maximum) including reinvested dividends and capital gains, can be withdrawn tax free.

A financial adviser can determine whether an RRSP or TFSA is more advantageous, based on your personal situation. Factors can include your age, life expectancy, life projects, etc.

Taxable income is treated differently, depending on its source. Knowing this, you can manage your tax liability from different investment types. A dollar earned as **interest** (from savings, bonds or GICs) is taxed at a higher rate than a dollar earned as an eligible **dividend** from a Canadian

stock or mutual fund. If the dollar of interest or dividends is earned from **non-Canadian sources**, then it has no favourable tax treatment. More 'efficient' (for taxable income over \$98,040) may be the dollar earned from **capital gains** arising from the sale of stocks or mutual funds or similar investments included at 50%. The most efficient dollar is that from '**Return of Capital**' (ROC) - in other words, a dollar that was part of your original investment rather than its increase in value (capital gain). This dollar has a zero tax rate under certain conditions: ROC reduces the 'Adjusted Cost Base' (ACB) of your investment (original investment plus reinvested dividend). Once the ACB has been reduced to zero, ROC payment are taxed at the full rate.

For tax efficiency, to protect future growth, 'registered' plans are recommended over 'non-registered' investment accounts. Canada Revenue Agency limits permitted investment types in registered plans to cash, GICs, bonds, mutual funds, securities listed on a designated stock

exchange, and “certain shares of small business corporations”. There are also two other registered savings plans: for persons with disabilities, and for post-secondary education.

For purposes of capital preservation or income, interest-bearing investments (GICs, bonds) are an important element of a diversified portfolio. Placed in an RRSP/RRIF, they are least impacted by taxes, as all eventual withdrawals are fully taxed regardless of taxable income type. Investment growth (dividends and capital gains) is protected from taxation while within a TFSA, and as such highest expected return investments should be held first in TFSA to maximize lifetime tax savings.

If you have more to invest than is allowed in your ‘registered’ accounts, the choice is to seek the most tax efficient investments, such as certain types of mutual funds designed to offer higher levels of tax efficiency called ‘Corporate Class’ funds in contrast to most mutual funds that are legally established as *trusts*. Corporate class funds are held inside a mutual fund *corporation*, which provides additional tax benefits for

investors. Although each corporate class fund within the corporation has its own investment objective and strategy, together they are treated as a single entity for tax purposes.

A mutual fund trust will make distributions to its investors that could include interest and foreign income which are the least favourable from a tax perspective. A Corporate Class Structure does not distribute interest or foreign income to its investors and is able to offset any income or gains earned within the Corporate Class Structure against expenses from anywhere within the mutual fund corporation. The Corporate Class Structure is able to further offset any remaining income or gains against loss carry-forwards of the mutual fund corporation.

To further improve the tax efficiency of non-registered investments, a ‘T Class’ fund is offered by many firms within their range of corporate class mutual funds. This allows for the regular withdrawal of income from the original capital amount (ROC) that is not liable to taxation, since it arises from funds for which tax had originally been paid

before the investment had been made. You can switch from the non-distributing version held during asset accumulation to ‘T Class’ without triggering a taxable capital gain without cost, depending on the dealer you choose. The amounts paid out monthly can be adjusted to reflect need or capacity.

There are various ways to produce tax efficiency while respecting your risk tolerance and your investment objectives. You should seek advice from a financial adviser on the best way to make your personal investment situation efficient for you. ■

Robert Todd started with External Affairs in 1973. He was a Director of Tradex, an Ottawa-based mutual fund company. Tradex was established in 1960 by employees of the Departments of Trade and Commerce and of External Affairs. <http://www.tradex.ca>

For more information, the Mutual Fund Dealers Association, the industry’s self-regulating organization, offers a range of educational links and documents: <https://mfda.ca/investors/investor-education/>

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# On the Web:

## Confronting Migration History

Daniel Russ, ed., *Confronting Canadian Migration History: Active History*, 2019. 104 pp. (e-book series)

The book grew out of the debate surrounding the 2015 acceptance of Syrian refugees into Canada. The fifteen articles in the book seek to correct the “Lies, mythologies and stereotypes about migrants circulating on social media and in political discourse.” (1-2) The book is organized around three themes: refugees, migration experience and representations, and nativism. Each chapter presents insightful views on a wide range of issues.

## Coming Home/ Retour au pays:

There have been numerous media examinations of Canada’s extraordinary consular efforts as of mid-March, 2020 as the COVID19 crisis began to envelop the world. One of the most comprehensive reports is the one hyperlinked below, by Kathryn May, as of 23 September, 2020, and released by the Public Policy Forum/ Forum des politiques publiques :

Coming Home: Global Affairs’ Quest to Repatriate Canadians – Public Policy Forum ([ppforum.ca](http://ppforum.ca))

Retour au pays : les efforts de rapatriement d’Affaires mondiales Canada – Forum des politiques publiques ([ppforum.ca](http://ppforum.ca))

## A History in Documents, 1909-2009

In the first issue of FORUM, we drew on an early document relating to the history of the Department of External Affairs. The document was published in a hard-cover book, Foreign Affairs and International Trade Canada, A History in Documents, 1909-2009, edited by Janice Cavell, which was published in 2009 as part of the Department’s centenary celebrations (which included the issuance of a stamp by Canada Post). Unfortunately, few copies of the book now remain, because a huge quantity was inadvertently ordered for destruction. The book is available online, however, at the following link:

[FR5-43 2009 \(publications.gc.ca\)](http://publications.gc.ca)

## Announcements/ Annonces

If you have ‘announceables’, let us know, at [edit.forum99@gmail.com](mailto:edit.forum99@gmail.com).

Si vous avez des ‘annonces’, faites-le nous savoir à [edit-forum99@gmail.com](mailto:edit-forum99@gmail.com).

## New Head of Historical Section in GAC

Dr. Brendan Kelly has recently been confirmed as the new “Head of Historical Section and Deputy Director of the Foreign Policy Research and Foresight Division.” His book on Marcel Cadieux, which won the J. W. Dafoe Prize for the best book on Canada’s place in the world in 2020, was reviewed in the first issue of *FORUM*. Brendan joins GAC from the University of Toronto, where he taught the history of Canadian foreign policy. He is also a co-editor of the *International Journal*, a publication of the

Canadian International Council and one of the most respected international relations journals in the world.

## Supplementary Ministerial Mandate letters

On 15 January, the Prime Minister sent supplementary mandate letters to ministers, including the three ministers of Global Affairs Canada, as well the Minister of Immigration, Refugees and Citizenship. The intentions of the supplementary letters are to add to commitments stated earlier, outline further responsibilities, and prioritize key areas of focus for the government. They can be found at: [Mandate Letters | Prime Minister of Canada \(pm.gc.ca\)](https://pm.gc.ca) in English or [Lettres de mandat | Premier ministre du Canada \(pm.gc.ca\)](https://pm.gc.ca) in French.

## Two US reports on the “Havana syndrome”

The US National Academies of Sciences, Engineering and Medicine has completed a consensus study of several foreign service families posted at US embassies in Havana, Cuba, and Beijing, China, on what is now called the “Havana syndrome.” The complete report is available at the following link: [An Assessment of Illness in U.S. Government Employees and Their Families at Overseas Embassies | The National Academies Press \(nap.edu\)](https://www.nap.edu). Also released recently was a heavily-redacted report by the State Department Accountability Review board of June, 2018, on the systems and procedures used by the State Department in responding to these incidents in Havana, which the report characterizes as “a targeted action, even though the mechanism of injury, the perpetrator, and the motive remain unknown.” It can be found at: [The National Security Archive \(gwu.edu\)](https://www.gwu.edu).

## **Books in Revue/ Critiques de livres**

### **Canada's Department of External Affairs. Vol III: Innovation and Adaptation 1968-1984.**

By John Hilliker, Mary Halloran and Greg Donaghy. Toronto. University of Toronto Press, 2017. Pp. xvii, 606..

**By Kurt Jensen**

This third volume on the history of Canada's foreign ministry, covering 1968-84, may be described as belonging to the generation of the FORUM membership. The book reflects a period of "innovation and adaptation" as the department, sometimes reluctantly, sought to reconcile its traditional global outlook with the more focused preoccupations found in domestic departments, which were increasingly woven into Canada's international relations. From this grew Under-Secretary Allan Gotlieb's concept of External Affairs as a central agency, a position not universally accepted within the Canadian bureaucracy.

The volume is also the story of Pierre Trudeau's role in Canada's foreign policy, as he was prime minister throughout most of this era. Canada's foreign policy, forged in the postwar years under the tutelage of Mike Pearson, had become stuffy by the 1960s, and was now questioned by a much younger body of political leaders.

Trudeau's approach to diplomacy differed from the existing conventions, although his respect for the foreign service clearly increased during his tenure. He introduced dramatic operational changes in the management of government policies, with a profound and lingering, impact on centralization. Foreign

policy became a greater component of Cabinet and even more so of the PMO and PCO, as Trudeau used his close advisor, Ivan Head, as a personal diplomatic envoy. The impact was a diminished stature for External Affairs, something which many might argue has not been reversed.

The book covers a generation of significant change in foreign relations. Launching Foreign policy for Canadians was the beginning, followed by the Third Option, and concluding with Trudeau's peace initiative. The department worked hard on these events but often seemed uncertain of the path or the destination. These were years when the department was unhappy. The focus on "big ticket" foreign policy issues was increasingly being challenged by procedural tasks. Administrative activities, consular assistance, logistical support to domestic departments with international interests, projection of Canadian culture abroad – all of these drew resources from defining Canadian foreign policy. Heartache ensued, and morale plummeted. The growing public affairs program – information, cultural affairs, and Canadian studies – was viewed by many ambitious Foreign Service Officers assigned these duties as a form of penance.

This was a time which saw change in political conduct, from the traditional nation-to-nation large issues to those reflecting the complexity of modern states, where domestic departments manage sectors with direct impact on traditional international relations. This was particularly true in Canada-USA relations, where negotiation of bilateral sector agreements by domestic departments, sometimes with few or no consultations, became a recurring cause of heartache at External Affairs.

The book also details the various centralizations of foreign service units (DEA, ITC, Immigration and CIDA), increasing provincial engagement

in foreign affairs, and the growing importance of *La Francophonie*.

In reaction to all of this, the book records the department's shift to act more strategically. Diplomatic focus became broader to embrace science, energy, the environment, sports, culture, and human rights. Most significantly, global economics under-pinned an increasing focus on economic diplomacy and trade.

This is a long book, a wonderful resource for delving into the minutiae of Canadian international interests. Inevitably with an official history, it is rather dry – an unavoidable consequence of all such syntheses. The book faithfully recounts all events of note, with relatively little historical analysis. It is a delightful recording of great and small details of interest to specialists in Canada's foreign relations. It is also a wonderful book for recalling and debating the great events that took place during our careers.

*Kurt Jensen worked in the Foreign Service during 1972-2005, with postings to Stockholm, Bonn, Port of Spain, and Boston. Following retirement, he became an Adjunct Professor at Carleton University.*

### **Collapse of a Country: a Diplomat's Memoirs of South Sudan**

By Nicholas Coghlan. McGill-Queens University Press, 2017, 283pp.

**By Sam Hanson**

At one point in this book, Nick Coghlan describes a 2015 visit to South Sudan by General Romeo Dallaire, and quotes him as saying: "You know, there is a smell here in South Sudan ... I just can't get away from it. It reminds me of Rwanda, before hell broke loose." At the end, Coghlan returns to this memory: "This place smells bad".

That is about as far as Coghlan will go in sharing his opinions and feelings about South Sudan and its people.

A diary might be more personal, a political analysis more explanatory. This, a memoir, is something in between. Coghlan describes places, personalities, and events, and lets readers come to their own opinions and emotional responses. For South Sudan, this is more than sufficient.

During my own time in the Sudan I would sometimes take a leaf out of the late Paddy Ashdown's book and ask political leaders and officials what they hoped to achieve for their country in ten years' time. Most of them seemed puzzled by the question. I concluded that they were primarily concerned with getting power and keeping both it and the corrupt wealth that came with it. *Collapse of a Country* amply confirms this impression.

Coghlan opens his notebooks and lets us accompany him on visits and meetings in all parts of South Sudan. A picture emerges of a country largely by-passed by the Twentieth Century: a place of tribal conflicts, cattle raids, arranged marriages with bride prices calculated in cows, and even a naked prophetess who communes with the Sky God. There are petty officials, "Big Men" who hold court in their courtyards like colonial district commissioners. When it comes to civil war and humanitarian assistance, however, both death and sustenance fall from the sky in the modern way; they have done so for so long that traditional agricultural skills have been lost.

After a referendum on independence in January 2011 which went overwhelmingly in favour of secession, South Sudan became independent in July 2011. Coghlan arrived in Juba a year later to take charge of an embassy located in the converted garage of a residential villa.

The core of this book deals with the civil war that began in December 2013. Although it had its origin in rivalry between President Salva Kiir and Vice-President Riek Machar, it was apparently sparked by an

altercation between two members of the Presidential Guard. It quickly blew up into a full-scale tribal conflict between Salva Kiir's Dinka and Riek Machar's Nuer. Before it died down, at least 50,000 would be dead.

Coghlan's principal duty is this situation was to arrange the evacuation of Canadian citizens, including Canadian-South Sudanese dual nationals, when there was space available on USA, UK, Netherlands, German, Italian, and EU flights. According to Coghlan, Canada's Department of National Defence offered to make a C-130 available. But this was declined by Foreign Minister Baird – an embarrassment that merits more of an explanation than Coghlan was given.

Coghlan says little about his working relationship with Headquarters, but it seems to have had its ups and downs. There is an early reference to "naïve" instructions which he nevertheless executes faithfully. On his final visit to Foreign Affairs "everyone listened politely, attentively even. But they inadvertently confirmed my impression that I was seen as slightly eccentric, oddly attached to a place that seemed to generate only horror".

East Africa has fascinated many people since the days of Stanley and Livingstone, Gordon and the Mahdi; this book is for them. For practitioners, this is a detailed portrait of modern diplomatic practice out where the grass is long and the mud is deep. It should be required reading for those who imagine that diplomacy is nothing more than pushing cookies and canapés at conferences in places whose names appear on perfume bottles.

I hope that Coghlan, now living on his boat half a world away from the Sudan and South Sudan, will continue to write about the places that left such an imprint on his career. Riek Machar, having fled the country in 2016, has now returned, and in February 2020 formed yet another national unity government with Salva Kiir. In

Khartoum, Omar-Hassan al-Bashir has been removed from power, and his rivals Hassan al-Turabi and Sadiq al-Mahdi have passed away. History is on the move again.

*Sam Hanson was Head of Mission in the Sudan from 2007 to 2009.*

## Passeport diplomatique, Quarante ans au Quai D'Orsay

Par Gérard Araud,  
Grasset, 2019, 382 p.

By Gérald Cossette

Polytechnicien et énarque, Gérard Araud ne se destinait pas à une carrière diplomatique. Peu tourné vers les sciences, ennuyé pas ses études à l'ÉNA, il choisit d'être diplomate «par désir d'exil». L'aube de la retraite ne le prédisposait pas plus à écrire ses mémoires. Mais l'arrivée de Donald Trump à la présidence américaine marque la fin de ce qu'il appelle l'ère du néo-libéralisme qui débute sous Reagan. Cette fin d'époque provoque le besoin d'éclairer «les tensions et les évolutions de notre temps; une interrogation sur l'ordre ou le désordre du monde, qui adviendra de la crise que nous vivons». Contemporain, il sert au Quay D'Orsay de 1982 à 2019.

Sensible, intelligent, irrévérencieux, il pose un regard très critique sur la rigidité de la pensée française qu'il caractérise de «peu ouverte aux idées du monde». Lors de son premier poste en Israël, son ambassadeur, bien qu'en accord avec lui, avait refusé d'envoyer un de ses rapports à Paris convaincu que la divergence de vues entre l'ambassade et le Quay serait perçue comme une provocation. Quelques années plus tard, alors qu'il travaille au Centre d'analyse et de prévision comme chargé des dossiers, il s'interroge sur l'absence de débats d'idées qu'il attribue «à l'arrogance d'un pays (la France) qui se croit toujours être

le centre intellectuel du monde... ou à l'imperméabilité française au pragmatisme anglo-saxon». Il n'est pas plus indulgent pour la politique française envers l'OTAN alors que la France, deuxième contributeur aux opérations aériennes au Kosovo, ne participait pas à la chaîne de commandement. Il dira : «Nous fûmes obligés d'en revenir à nos exercices de funambulisme pour avoir notre mot à dire dans des opérations auxquelles nous apportions souvent une contribution essentielle.»

Araud consacre une bonne partie de sa biographie aux enjeux du Moyen-Orient. Il a servi deux fois en Israël, dont un terme à titre d'ambassadeur, et il a participé aux négociations sur l'accord nucléaire avec l'Iran alors qu'il occupait le poste de directeur politique, sans parler de son poste d'ambassadeur à l'ONU. Selon lui, malgré les efforts déployés par les E-U pour faciliter le rapprochement entre Palestiniens et Israéliens, les Américains n'ont pas compris qu'Israël s'est bien accommodé du statu quo, cette guerre larvée de basse intensité qui ne menace pas l'existence du pays au plan territorial, démographique ou politique. Son analyse du conflit israélo-palestinien démontre une sensibilité particulière envers l'histoire et le besoin urgent de rompre avec celle-ci. Instrumentalisée par les deux parties lorsqu'elle est renforcée par la dimension religieuse, l'histoire conduit à deux narrations qui s'ignorent mutuellement. Pour Araud, la façon d'avancer doit reposer sur l'avenir et non sur 2600 av. J.-C. ou 1948. Il argumente en faveur d'une approche réaliste, «renoncer à ce qui est juste pour atteindre ce qui est possible». Sur ce dossier son pronostic est pessimiste : «... je suis donc à peu près convaincu que jamais, il n'y aura de paix entre Israël et les Palestiniens».

Dans le dossier iranien, à l'ambassadeur français à Téhéran qui souffrait du «syndrome de Stockholm

assez répandu chez les diplomates», Araud oppose la thèse voulant que l'Iran puissance nucléaire revêt une gravité particulière en raison de ses engagements dans le cadre du traité sur la non-prolifération, mais plus encore parce qu'Israël n'accepterait pas cette perspective sans réagir. La proposition d'Araud d'ouvrir une négociation reposait sur quelques éléments : l'Iran ne resterait pas insensible à l'usage de la force démontrée par les Américains dans la région ; la Chine et la Russie n'avaient aucun intérêt à voir s'effondrer le régime de non-prolifération ; les E-U n'étaient pas prêts à renouveler une opération militaire d'envergure ; et pour éviter une opération militaire israélienne, il était important de fournir à Tel-Aviv l'assurance que la communauté internationale prenait la crise au sérieux et était mobilisée. Dans un autre ordre d'idées, rétablir l'unité européenne à la suite des divergentes positions adoptées lors de la guerre d'Irak militait en faveur de la participation allemande et britannique à l'initiative. Araud consacre de longues pages au cas iranien, entre autres aux machinations qui se tiennent à l'ONU, aux négociations à l'intérieur du Groupe des cinq où se confrontent objectifs stratégiques des uns et commerciaux des autres, et aux discussions avec les Américains suite au retrait de ces derniers de l'Accord sous Trump. Sa description de la politique américaine envers l'Iran ne fait pas dans la dentelle : «... le résumé de l'approche de cette administration : annoncer une politique puis ne pas en déduire de stratégie parce qu'il n'y a pas de stratège dans l'avion. Elle compte des idéologues comme Bolton... des exécutants comme le secrétaire d'État ou des petites mains mais pas de Kissinger ou de Scowcroft.»

Au chapitre portant sur l'ONU, Araud raconte les défis logistiques reliés aux visites officielles lors de l'Assemblée générale. Il discourt également sur le métier de diplomate et la définition de la politique

étrangère. Le reste du bouquin couvre ses années à Washington alors que son affectation chevauche le deuxième mandat d'Obama, la campagne présidentielle et la première moitié du règne Trump. Son analyse de l'influence du puritanisme religieux sur la culture américaine est percutante, mais son évaluation de la complexe dynamique nationale laisse parfois poindre un certain pédantisme. Le diplomate n'est pas tendre à l'endroit des politiciens américains. Obama est décrit comme un homme «rationnel, froid, assuré de la supériorité de son intelligence et introverti... (sans) capacité à persuader les électeurs de son empathie». Hilary Clinton est une «politicienne usée par trente ans de vie publique, un orateur sec et sans élan...» Quant à Donald Trump et sa politique, ils font l'objet de près de cent pages de description desquelles ressort un portrait savant du populiste applicable à la situation de plusieurs pays occidentaux. Pour Araud la politique étrangère de Trump, quoiqu'instinctive et maladroite, s'inscrit dans la continuité d'Obama. Le retranchement de la scène internationale reflète la fatigue du peuple américain envers des années de conflits armés sans victoire définitive et sans voies de sortie élégantes.

Si la prévision d'une seconde victoire électorale de Trump s'est avérée fausse, Passeport Diplomatique n'en demeure pas moins un ouvrage de valeur, résultat d'une carrière vécue dans les hautes sphères d'une puissance nucléaire impliquée dans les dossiers les plus chauds des quarante dernières années. Analytique, critique, sensible et d'une honnêteté parfois désarmante, Araud demeure un témoin important des changements qui se sont produits dans l'environnement international.

*Lors de son dernier passage au MAECI, Gérald Cossette était sous-ministre délégué aux Affaires étrangères.*

# Planning for that final address



Have you ever spoken about your funeral or cemetery services? Do you know what you want? Do your loved ones know? Why leave the ultimate celebration of your life to the last minute? Beechwood believes that preplanning a funeral or cemetery services are an important thing to do.

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2. You want your family to have the benefit of a meaningful funeral.
3. You want your final wishes to be followed.
4. You want to be self-reliant and have your affairs in order at the end of your life.
5. You want to assume the financial responsibility for your funeral and/or cemetery services.

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However, have you ever considered it as your final address?

At Beechwood, we service many different communities who have spent their careers in service of Canada. Just like the Foreign Service, these communities are asked to move, relocate and go from deployment to deployment all over the world.

Our Canadian Armed Forces, CSIS and RCMP Members spend their careers moving, never truly settling

down. They serve because they believe in it; they don't mind the packing boxes, the storage containers and the suitcases. Every new posting seen as a challenge and opportunity in their careers.

After we work with these communities, we often hear back from their families that it's actually a relief to have that final address taken care of. It's a sense of relief to know exactly where you will be. Ultimately, it doesn't matter when they end their career, they know where they will be. It will be here in Ottawa, where they spent time, raised families and built friendships and relationships.

At Beechwood, we do understand the sacrifice of service and we are always here to help you with that final address. It's the reason

Beechwood is proud to acknowledge the contribution of Foreign Service by providing an exclusive community package with generous discounts.

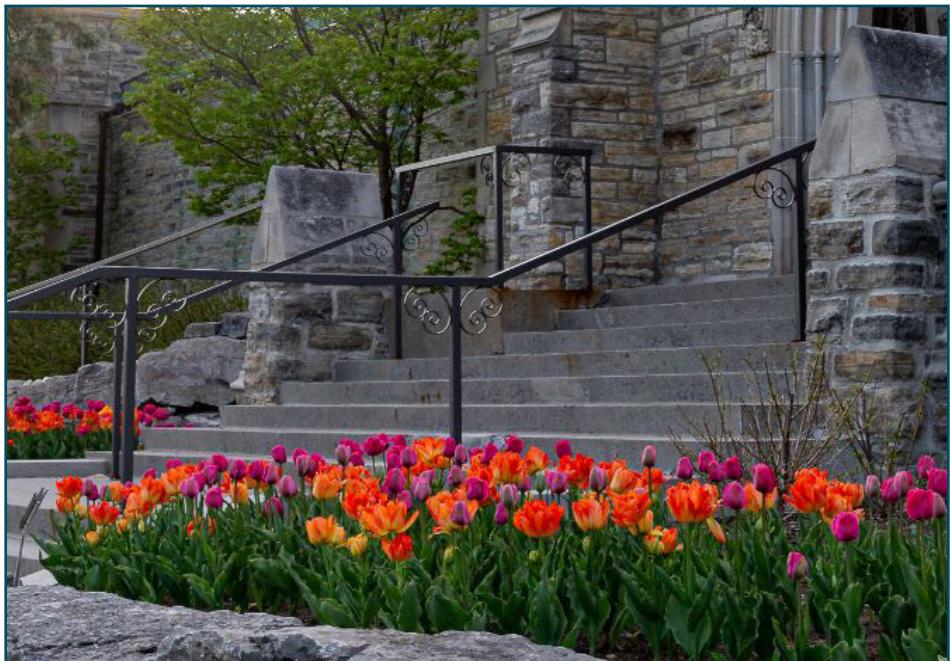
We are proud to have collaborated with the Canadian Foreign Service Alumni Forum on this new partnership. We look forward to further developing this partnership to honour those who have served Canada and those who have lost their lives in the service of our country.

As always, we are here to help start the conversation with you.

Please visit the new Canadian Foreign Service Alumni Forum community page for details.  
<https://beechwoodottawa.ca/en/communities/defence-and-security-services/canadian-foreign-service-alumni-forum>

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## **Letters to the editors / Correspondence aux rédacteurs:**



My heartiest congratulations on the establishment of the Canadian Foreign Service Alumni Forum. This is an initiative that is exceptionally timely given our current period of global difficulty and one that provides universal recognition for all who have served in the Canadian foreign service family. For those of us who have worked abroad, particularly in hardship posts and smaller missions, we know that the distinctions between employee occupational groups are not marked and that the team stretches across various government departments and agencies. All have dedicated their careers to furthering Canadian interests and influence abroad, and with the rewards there has often been a great cost to health, safety and families.

So having an inclusive Forum that provides an opportunity to compare notes or offer advice as retirees on opportunities and benefits, to provide constructive criticisms, to contribute to the new “Bulletin” or simply to reminisce about the good old days is a welcome development in uncertain times.

*Peter M. Boehm*

*Chair of the Standing Senate Committee on Foreign Affairs and International Trade*

Mes plus sincères félicitations pour la création du Forum des anciens du service extérieur canadien. Il s'agit d'une initiative qui vient à un moment exceptionnellement opportun étant donné notre période actuelle de difficultés mondiales et qui offre une reconnaissance universelle à tous ceux qui ont servi dans la famille canadienne du service extérieur. Pour ceux d'entre nous qui ont travaillé à l'étranger, en particulier dans des postes difficiles et des missions plus petites, nous savons que les distinctions entre les groupes professionnels des employés ne sont pas marquées et que l'équipe s'étend à divers ministères et organismes gouvernementaux. Tous ont consacré leur carrière à promouvoir les intérêts et l'influence du Canada à l'étranger, et avec les récompenses, il y a souvent eu un coût élevé pour la santé, la sécurité et les familles. Donc, avoir un forum inclusif qui offre l'occasion de comparer des observations ou d'offrir des conseils en tant que retraités sur les opportunités et les avantages, de fournir des critiques constructives, de contribuer au nouveau «Bulletin» ou simplement de se remémorer le bon vieux temps est une évolution bienvenue en ces temps incertains.

*Peter M. Boehm*

*Président du Comité sénatorial permanent des affaires étrangères et du commerce international*

# **FORUM**

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For any other matters relating to this issue or the association, please contact us at the same email address.

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