

bout de papier

\$4.50



1999 Vol. 16 No. 2

**The Upper
North Side:
Canada in
New York**

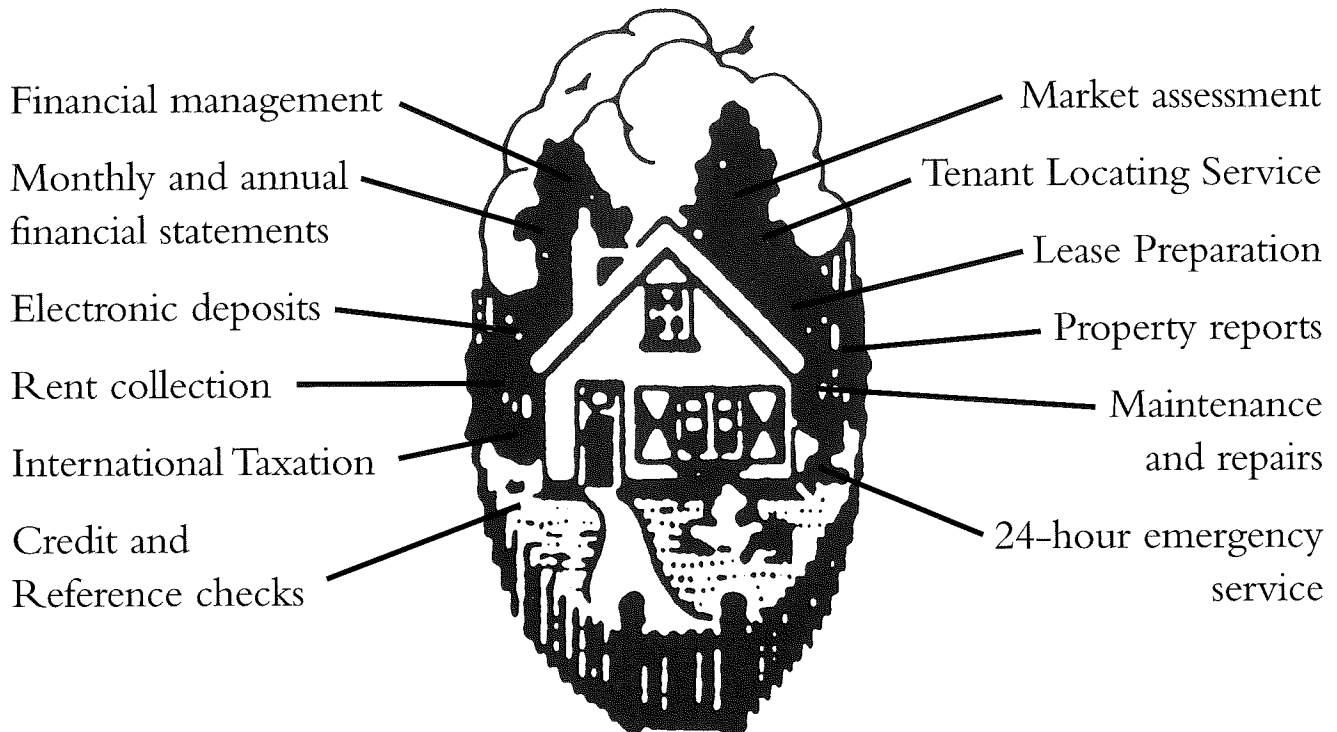
**Public
Diplomacy
in the
21st Century**

**1999 PAFSO
FS Awards**



The Thomas Group Ltd.

Residential Property Management
Personalized Service



The founding partner of TMS West and TMS Associates continues to provide the high level of professionalism and integrity of service appreciated by TMS clients for over a decade.

*The Thomas
Group Ltd.*

RESIDENTIAL
PROPERTY
MANAGEMENT

Phone: (613) 728-7000 • Fax: (613) 728-0071 • E-mail: tmswest@istar.ca

bout de papier

Canada's Magazine of Diplomacy and Foreign Service
Le magazine canadien de la diplomatie et du service extérieur

SUMMER / ÉTÉ 1999

Vol. 16 No. 2



Public Diplomacy... page 6

Features / Reportages

Public Diplomacy in the 21st Century

Hugh Stephens describes how public diplomacy has become an integral part of Canada's foreign and trade policy 'tool box'

The 1999 PAFSO Awards

PAFSO celebrates the 10th Anniversary of the Canadian Foreign Service Officer Awards Program

Presenting Credentials in Moscow

Correspondence from Geoffrey and Landon Pearson relating to life in Moscow during the Cold War

Managing Foreign Affairs at the Millenium – the Kiwi Revolution

Wendell Sanford examines how New Zealand practices small state diplomacy and considers lessons for Canada

Trudeaumania in Jakarta

T. A. Keenleyside provides a humorous account of events surrounding the 1971 Trudeau visit to Jakarta

The Upper North Side: Canada in New York

Kevin O'Shea and Bernard Etzinger describe how our New York consulate took the Big Apple by storm

Departments / Chroniques

Editor's Notebook /
Carnet du rédacteur2

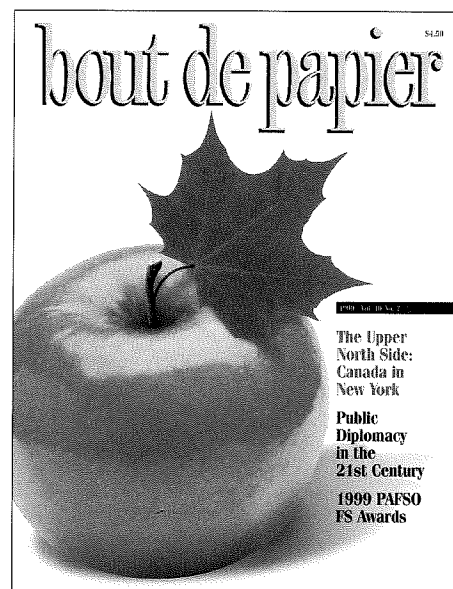
Commentary / Opinion libre3
The Life of the Trailing Spouse
by Andrew Caddell

From the Archives /
Extrait des archives36
Gould in Moscow

Some Very Foreign Affairs /
Des affaires si étrangères39
The Fairey Firefly File
by Michael Kaduck

Books in Review /
Critiques de livres41

Entertainment /
Divertissement42



Our cover image, the apple with the maple leaf, is the logo for the Canadian Consulate General in New York.

The knock on DFAIT has often been that it's a Department that faces the world but 'has its back to downtown' Ottawa. That Foreign Service Officers who achieve such remarkable success overseas through adept networking and use of their diplomatic skills fail to do the same in Ottawa; not reaching out to promote DFAIT's interests and agenda with political Ottawa, with the key central agencies, or with other government departments. That the Department spends too much time talking to policy elites and too little time engaging with grassroots Canadians, many of whom have only a vague notion of what it even does (signal successes like the landmines convention notwithstanding).

Two feature articles this issue discuss how DFAIT is seeking to better communicate its key messages and build support for Canada's international agenda among both domestic and foreign audiences. In "Public Diplomacy in the 21st Century", Hugh Stephens describes how our public diplomacy programs are rebuilding through local initiatives, expanded cultural and academic activities, domestic outreach to Canadians and more aggressive media outreach. In "The Upper North Side", Kevin O'Shea and Bernard Etzinger review how the New York consulate successfully brought together public diplomacy, business development and cultural promotion activities to 'brand' the image of Canada in one of the toughest markets in the world.

This issue also highlights the sold-out 10th annual PAFSO Awards Dinner which took place in June, and which this year recognized Kathryn Aleong, Éloi Arsenault, Don Myatt and James L. Bissett, and Shelly Whiting. Also announced that evening was the RHOMA prize winner for best article in **bout**, Renata Wielgosz.

In "From the Archives", Hector Mackenzie also highlights the public diplomacy theme, providing excerpts from diplomatic correspondence relating to one of the DFAIT's early forays into cultural diplomacy — pianist Glenn Gould's first-ever European tour to Cold War Moscow and Leningrad, in 1957.

Another feature article, by Wendell Sanford, describes his experiences as an exchange officer with the New Zealand foreign ministry, including lessons Canada can learn from the Kiwis — how through a sound management model implemented with rigour and constant improvement, a small foreign ministry can be highly effective in international affairs. The challenges faced by Canadian diplomats serving in

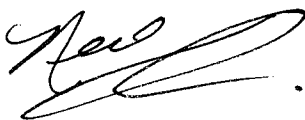
the former Soviet Union during the Cold War are reflected in "Presenting Credentials in Moscow", based on Geoffrey Pearson's first reporting telegram back to HQ after presenting his letters of credential in 1980, and a personal letter home written by Landon Pearson describing the post-credentials reception at the Embassy.

In our "Commentary" section this issue, Andrew Caddell examines the "state of the spouse", putting forth a number of suggestions on how DFAIT might improve the quality of life and career opportunities for foreign service spouses, building upon the discussion of spousal issues in the last issue of **bout**.

In a lighter vein, resident FS comedy writer Michael Kaduck is back to grace our pages with "The Fairey Firefly File". T.A. Keenleyside has also provided a delightful recollection of events surrounding a dinner for Prime Minister Trudeau during his 1971 visit to Indonesia.

For "Books in Review" we thank regular **bout** contributor Nicholas Coghlan, who looks at a recent book examining the lives of Miles and Beryl Smeeton, "the greatest Canadian adventurers of this century". A Aalto is back in fine form as always, this time with a "lyrical labyrinth" entitled "Up the Creeque". Go figure and good luck.

Finally, as I prepare to leave on posting overseas, I bid farewell to **bout** readers with this issue. I had a wonderful year at the helm of **bout**, working with my fine colleagues on the **bout** Editorial and Senior Editorial Boards, with **bout** Managing Editor Debra Hulley, and with Acart Graphics. I also thank all those who have contributed to **bout** over the past year. May your pens never run dry. I am delighted to pass my Editor's pen on to Robert Peck, who has had a close association with **bout** over the years. I wish Robert every success and would ask **bout** readers to provide him the same strong support that was shown to me over the past year.



Editorial Board / Équipe de rédaction :

Neil Reeder
Editor / Rédacteur
Debra Hulley
Managing Editor / Advertising
David Anido
Alan Bones
Catherine Boucher
Bob Burchill
Susan Courville
Marie-Louise Hannan
Sophie Legendre
Hector Mackenzie
Carol Markham
Robert Peck
Colin Robertson
Louis Simard
Michael Small

Senior Editorial Board / Conseil de rédaction senior :

Bill Barton
Arthur Blanchette
Georges Blouin
Ross Campbell
Randolph Gherson
George Grande
John Hadwen
Jim Langley
Arthur Menzies
Jim S. Nutt
Alfred Pick
Pauline Sabourin
Douglas Small
John Starnes
Si Taylor
Elmo Thibault

Technical Consultants / Conseillers techniques :

Acart Communications Inc.

All contents © PAFSO, 1999 **bout de papier** is published quarterly by the Professional Association of Foreign Service Officers, Suite 412, 47 Clarence Street, Ottawa, Canada K1N 9K1 (613) 241-1391. FAX (613) 241-5911. E-mail: boutdepapier@pafso.com Opinions expressed in **bout de papier** are not necessarily those of PAFSO.

Tout contenu © APASE, 1999. **bout de papier** est une publication trimestrielle de l'Association professionnelle des agents du Service extérieur, pièce 412, 47 rue Clarence, Ottawa, Canada K1N 9K1 (613) 241-1391, Téléc (613) 241-5911. Courriel électronique : boutdepapier@pafso.com Les opinions exprimées dans **bout de papier** ne sont pas nécessairement celles de l'APASE.

Articles

Manuscripts are welcome in double-spaced format, preferably in WordPerfect, with a short biographical note about the author(s). Features are normally around 2,500 words. **bout de papier** publishes all articles in their original language. Send articles to **bout de papier**, c/o PAFSO (see address above). Manuscripts accepted à double espace, de préférence dans WordPerfect, accompagnés d'une brève notice biographique sur l'auteur. Les articles comptent habituellement environ 2500 mots. **bout de papier** publie tous les articles dans leur langue d'origine. Envoyer les articles à **bout de papier**, a/s APASE (voir adresse ci-dessus).

Subscriptions / Abonnements :

One year \$16; two years, \$30; Overseas add \$6 per year; USA add \$4 per year. Please advise of change of address. Un an, 16 \$; deux ans, 30 \$; outre-mer, ajouter 6 \$ par année; É.-U., ajouter 4 \$ par année. Prière d'avertir de tout changement d'adresse. ISBN/ISSN 305500

THE LIFE OF THE TRAILING SPOUSE: SOMETHING HAS GOT TO GIVE

by Andrew Caddell

Just prior to the recent rash of articles on the problems of retaining personnel at DFAIT, I picked up "Shadow of Heaven", the excellent first volume of John English's biography of "Mike" Pearson. I had set it aside a while back, promising to return, but other projects and more simple fare resulted in procrastination. It was an appropriate moment to start anew, given articles in the *Globe and Mail* and *Ottawa Citizen* about the current "exodus" of Foreign Service officers from the department, as it made for valuable comparisons between life in the Foreign Service, then and now.

The descriptions of travelling the oceans to far off meetings in exotic places or

lengthy stays in Geneva to negotiate at the League of Nations, sound very glamorous compared to the whirlwind visits to and from Canada that occur with tedious regularity today. As well, for those in the era of the Skeltons, Willgresses and Pearsons, the prospect of working in the Department of External Affairs was reserved for but a few handpicked staff, who saw the Foreign Service as a vocation, and not a job like any other.

One theme hit very close to home: the description of the life of Maryon Pearson, whom I had known previously only by her reputation as a sometime caustic and perhaps even "undiplomatic" wife. In English's analysis, it was her role as the "surprised woman behind the successful man" who

became Prime Minister, that inspired her abrasiveness. Instead of being a success in her own right, this quite brilliant woman would be remembered only as the wife of the Ambassador, High Commissioner, Undersecretary and later, Minister and Prime Minister:

"Success came for Mike, but the surprise was that the success was so much his and not hers. Her career hopes withered, and her Christian faith waned quickly after marriage — perhaps because of marriage. Her desire for independence, so strongly asserted, remained in the vigour with which she expressed her opinions, which, alas, were not always taken as seriously as she had hoped."

I can identify with Maryon Pearson, for I, too, am a "trailing spouse". It is one of life's ironies that I should end up as the "trailer". In my early university career, my International Relations professor took me aside and encouraged me to join the Foreign Service, as he and many of his peers had done. I never followed up on that advice and instead, 25 years later, I have ended up as the partner to a career Foreign Service officer. I have always maintained an interest in the Foreign Service, however, and after three years abroad, I have some thoughts on the "state of the spouse", which has a significant impact on DFAIT as a whole.

First off, the Foreign Service is no longer the priesthood-like "vocation" that it once was, not because its officers are less dedicated, but because circumstances have changed. In a modern world, women have senior posts, men and women have partners with careers in their own right, frequent travel is not as attractive as it once might have been and can be a serious impediment to effective child-rearing on the part of both parents.

Combine that with the problems of obtaining promotions or getting greater responsibility on the job, and it is no wonder that morale is described as "very low" in the press. That adds up to serious difficulty in keeping Foreign Service officers.

IF YOU THINK A 30% TAX CREDIT IS THE ONLY REASON TO INVEST IN CAPITAL ALLIANCE VENTURES, READ ON.

Investing in Capital Alliance Ventures means you can

- increase the foreign content of your RRSP above the 20% maximum,
- invest in high-potential technology companies you can't otherwise invest in yet,
- benefit from the experience of sector-knowledgeable fund managers,
- and more!

Ask your broker about Capital Alliance Ventures.
Or contact us to receive a detailed prospectus.

Tel.: (613) 567-3225

Fax: (613) 567-3979

E-mail: info@cavi.com

Web site: www.cavi.com



CAPITAL ALLIANCE VENTURES INC.

This fund is available to Ontario residents only. Important information is contained in the prospectus, which should be read carefully before investing. Share value and investment return will fluctuate.

Then there is the area of remuneration, which is blamed by the media for most of the problems of retaining staff. This is where I think the journalists get it wrong: throwing money at this problem is not going to make it go away. I have rarely read a serious study or survey that suggests money is the most important aspect of any job. Normally it ranks far behind issues like responsibility, recognition, promotion and family.

In short, if the powers-that-be at DFAIT want to keep current staff and recruit others, there has to be a sea change in attitude as to how other personnel issues are managed. One of those key issues is the way that spouses and families are viewed and how postings are organized.

As a result, fundamental changes are necessary to modernize personnel policy in the Foreign Service as it relates to family. I will list a few changes that could be undertaken very quickly and make a significant change to the lives of the so-called "trailing spouse".

Currently, spouses to Foreign Service officers are treated much the same way that children once learned to swim: by being thrown into deep water and told to fend for themselves. This is nothing if not a new form of aversion therapy. After several years of this experience, anyone with his or her own career figures out that there are few options:

stay at home; struggle to find work — probably not in a chosen field; leave their respective partner or encourage the partner to leave the Foreign Service.

DFAIT and the Foreign Service Community Association has in the past offered some support — in the form of a data base that focuses on employment in Ottawa or at the Missions — mostly as clerical staff. A few years ago I worked as a receptionist for several months to keep busy and make some extra cash, but it was a bit galling to be working the telephone when a minister or a former Parliament Hill colleague walked in and asked me what I was doing there!

So — how to deal with this problem. I have a few modest suggestions: first of all, someone within the post should be tasked with the job of co-ordinating employment opportunities in the community at large. Obviously, that will be a much easier job in Geneva or New York than in Abidjan or Bogotá. But in each of these places the job of finding workplace contacts is made easier by the talents and ability of Canadian spouses; the simple fact that they speak English or French makes them very "marketable" within the business, international or expatriate communities.

Once job opportunities have been identified, the head of post should take it upon

himself or herself to support the candidacies of spouses one hundred per cent. This should not be a problem for the head of post: the calibre of people coming in to the service is equaled and sometimes surpassed by the calibre of the spouses.

In its wisdom, the department created a position that is supposed to assist families in making the transition in living abroad, but it is not viewed seriously. The Community Co-ordinator is supposed to support families and spouses in becoming comfortable in a new setting. It is not an easy job, and yet the remuneration and recognition for the task is a bad joke. Paid less than the average Ottawa newspaper carrier, the person chosen to undertake the job is very often asked to perform far more than the job description. Whether being a welcome wagon, friendly ear, newspaper editor and intermediary for the mission, the job should pay at least the "in-country" minimum wage, instead of the paltry \$4,500 currently offered.

Education is one thing that people can do while abroad. But while the education of children is taken care of, there is no means to support spousal education. The average posting period of four years is just right to obtain a degree. Depending on the location, there is a likelihood of a post secondary institution where one could

PAGIC PROPERTY MANAGEMENT INC. GESTION IMMOBILIÈRE PAGIC INC.

BILINGUAL SERVICES/SERVICES BILINGUES

WE OFFER/NOUS OFFRONS

PROPERTY MANAGEMENT (ONTARIO/QUÉBEC)

rental/lease
maintenance/renovation
regular inspections
pre-departure counselling
resident/non-resident
monthly & annual
financial statements

GESTION COMPLÈTE (QUÉBEC/ONTARIO)

location/bail
entretien/rénovation
visites régulières
conseils avant départ
résident/non-résident
états financiers
mensuels & annuels

C.P. Minto Place P.O. 56015
355 Slater Street
Ottawa, Ontario K1R 7Z1
Tel & fax: (613) 860-0959
pagic@sympatico.ca

LEMIRE + MORIN

Comptables agréés
Chartered Accountants

Jacques Morin, c.a.
Associé / Partner

174, rue Isabelle
Hull (Québec) J8Y 5H8

Tél: (819) 775-3306
Fax: (819) 775-3396

The chance of remaining in a post or a region longer than the assigned four years should be encouraged, as it is useful to the department to have someone who is an experienced hand in place for an extended period; for a family it is especially valuable. The Americans have a trade policy expert in Geneva who has, with two short breaks, been here for 17 years. He is a val-

These ideas are simple beginnings; I have no doubt that many of my fellow spouses

“Our strength is people” says a well-known advertisement for a steel making firm. The strength of Canada’s reputation abroad is based on the quality of people in its high commissions, and missions everywhere, or so we are told time and again. Then why not recognize that, and adapt personnel policy to the next century rather than keeping to the last. The belief in the “vocation” of DFAIT is still there, but times change: the desire to maintain the same system today as in the 1930s would be ridiculed in any other business or profession. Let DFAIT catch up with the times. In its early days, its work was seen as groundbreaking. By changing its approach now, DFAIT can give real meaning to the work of people like Skelton, Willgress and Pearson, who thought of the Foreign Service as “superior” in many ways to the rest of government. They, more than any, would understand the drive for change to bring the department into a new century. ☺

Andrew Caddell is a former broadcaster, senior ministerial advisor and public servant who has worked for the World Health Organization in Geneva. He is married to Elaine Feldman (Minister, Geneva) and is currently working as a communications officer with UNICEF, based in Skopje, Macedonia.

INTERART EVALUATION
1981 - 1996

ASSOCIATE MEMBER
INTERNATIONAL SOCIETY OF APPRAISERS
personal property specialists

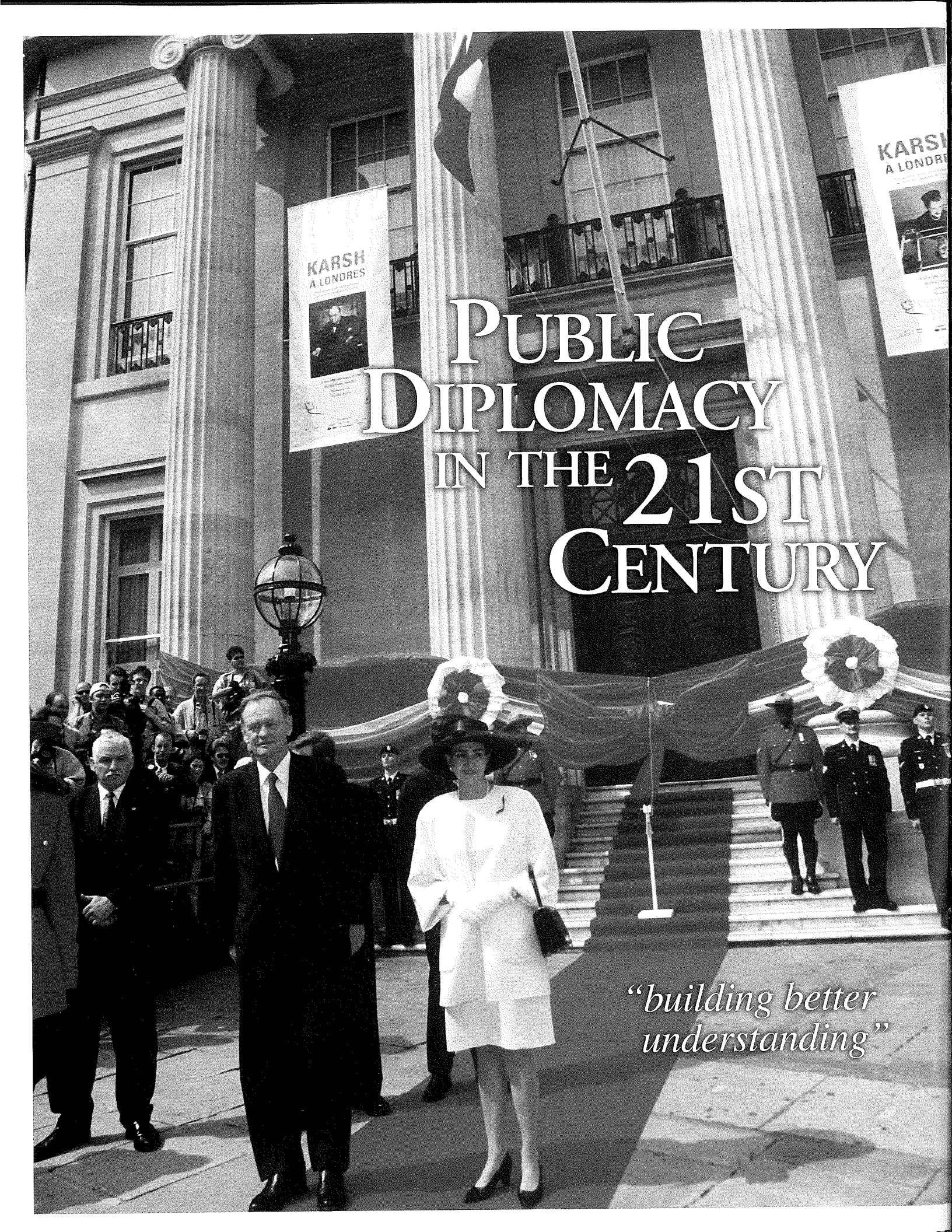
PROTECT THE INVESTMENT IN YOUR VALUABLES

NOW !

...OR AFTER

MONTRÉAL: 214-5115 TRANS-ISLAND
AYLMER: 1404 CHEMIN D'AYLMER
OTTAWA: 112 SPARKS STREET

H3W Z29 (514) 286-ARTS
J9H 5E1 (819) 776-ARTS
K1P 5A5 (613) 761-ARTS



PUBLIC DIPLOMACY IN THE 21ST CENTURY

*“building better
understanding”*

Although Public Diplomacy is a relatively new term, having come into the Department's parlance as a "Business Line" through the amalgamation of Public Affairs and Culture and Communications a couple of years ago, it is by no means a totally new concept. For many years, DFAIT (or the old Department of External Affairs) has recognized the need to communicate Canada's role in the world community to domestic audiences and to project Canada's image and messages to key audiences abroad. At one time we had a "New Information Strategy" and there was an Information Bureau, stocked with publications, videos and other promotional items that conveyed Canadian messages. Indeed, the formal academic and cultural relations programs within the Department date back a quarter of a century, and were built on earlier ad hoc activities.

Public Diplomacy is also the stuff and substance of what many of our diplomatic staff abroad do on a daily basis, particularly at the Head of Mission level. Representation, advocacy, image-building, delivering messages, (both pointed and subliminal) and interpreting and explaining are activities that are inter-woven into the daily routine of missions abroad. A relationship needs to be developed and nurtured and the old saying of "building better understanding" still rings true. A relationship with a solid foundation is one that will better stand the stress when interests diverge. It is a relationship that will be more reliable when the chips are down. And one of the best ways to foster a relationship in a non-threatening way is to engage in public diplomacy. Indeed, public diplomacy becomes an investment in the future.

So if Public Diplomacy has been around so long in so many forms, what is new about today's Public Diplomacy in DFAIT? The first point is that Public Diplomacy is here to stay as an integral part of our foreign and trade policy tool box. During the 1995 review of Canadian foreign policy, "Canada in the World", the role of what was described as the "Third Pillar" was clearly brought forward. The need for Canada to be more active in projecting its voice and its image was eloquently put forth by a number of advocates — among them John Ralston Saul, the Honourable Serge Joyal and others. The cultural and academic programs, which were on their way out of DFAIT as the Department "slimmed down", were retained. Unfortunately, this occurred just at the time that Program Review was cutting a swath through government operations, and DFAIT was no exception.

Rather than growing, the issue became one of survival. But these programs did survive despite the pressure on resources. For example, Canada House in London and the Canadian Cultural Centre in Paris were refurbished and given new life. Despite the pressure to cut and eliminate, the Department's cultural grants program was protected, given the priority accorded it by successive ministers. Today DFAIT administers a cultural program of approximately \$4.7 million which assists both established and emerging artists and cultural groups to perform and display abroad, supports visits to Canada by curators, film and book distributors and agents and undertakes specific cultural projects that promote key foreign policy themes, such as the "Children and War" project. In the coming year, these funds will go to support 400-500 cultural projects abroad ranging from well-established musical and dance groups to lesser known individual artists.

DFAIT's funding rarely exceeds 25% of the total cost of a tour and helps more established groups maintain a touring program so necessary to the building of an international reputation, while giving emerging groups the opportunity for international exposure. But, while helping Canadian artists to market themselves is a legitimate departmental objective (culture is, after all, a multi-billion dollar business and a growing export, supporting over 50,000 jobs from exports alone), such support goes well beyond commercial objectives. It is an essential element in the projection of Canadian values and messages.

Many people in the world may not be able to name more than one or two Canadian political or business leaders, but chances are they will have read a Canadian novel or listened to a Canadian performer. Whether it is in pop, classical or Celtic music, novels, animation or film, Canadian culture is thriving and is a product that Canada can use to deliver its message; we are an ethnically rich, culturally diverse and technologically sophisticated nation that is very much a part of the world community. Indeed, it has been argued that in a world now populated by only one true superpower, Canada's "soft-power" assets — its ability to pursue its objectives through persuasion rather than coercion, through attracting support rather than using economic, military or political levers, is more important than ever. Public diplomacy is an important element in developing these softpower assets.

Within Public Diplomacy, academic relations is one of the keystones. For almost a quarter of a century, DFAIT has worked with the international academic community to foster an informed knowledge of Canada

and things Canadian. Today, more than 7000 "Canadianists" in over 30 countries participate in formal Canadian Studies programs, either as teachers, researchers or students. The International Council of Canadian Studies (ICCS) is made up of national associations in 19 countries, as wide ranging as the United States, China, Australia, Israel, India, France, Japan and Mexico, to name but a few. The ICCS, with Departmental support, administers Faculty Research and Enrichment grants, Library Support Programs, and a scholarly journal. Combined with the influence that Canada generates through scholarships and educational exchanges, also supported and encouraged by the Department, the Canadian Studies network ensures that knowledge and understanding of Canada reaches present and future elites and decision-makers abroad. The scholarship programs have an added benefit of facilitating the study abroad of young Canadians, given the reciprocal nature of many of these programs. The broadening effect resulting from study abroad results in a better informed citizenry and a richer civil society. The \$12 million spent annually on academic and education programs represents less than one percent of DFAIT's annual budget, but is one of the best investments the Department can make.

Public Diplomacy can also be effectively used to complement other program objectives, whether these be to gain access to key decision makers or to help promote the export of Canadian goods, technology and expertise. Experienced Heads of Mission know well how to combine the attraction of a Canadian cultural activity with representational and promotional objectives. My personal experiences with "cultural diplomacy" range from the ground-breaking tour of the Toronto Symphony Orchestra in China in 1978 to more recent manifestations where Canadian artists have been used to raise Canada's profile as an attractive investment destination and an exporter of high quality goods and services. The TSO tour took place shortly after Mao Tse Tung's death and at a time when China was just beginning to emerge from more than a decade of xenophobia and inward introspection. That tour, to Beijing, Shanghai and Guangzhou, helped open the doors to fresh breezes of new ideas and contact with the West. It was an important element in reaffirming Canada's special interest in China and the Chinese people, a special relationship that has continued to this day. Other significant elements of our cultural diplomacy in China in those days were tours by the Cape Breton coalminer's choir "Men of the Deeps" and master ballet classes by Celia Franca, Karen Kain and Frank Augustyn.

More recently, the combination of cultural, business, political and academic activities in a packaged operation to showcase Canadian capabilities has been mounted successfully by a number of missions. Whether called "Canada Week", "Festival Canada", "Showcase Canada" or some other name (New York recently developed an integrated cultural and business promotion called "the Upper North Side", putting Canada into terms New Yorkers could relate to), these promotions, exhausting though they can be for staff at posts, bring together the range of our interests to target specific audiences. Often it is the cultural element that provides the cornerstone of this promotion, and Public Diplomacy the glue that holds it all together.

While many of the cultural and academic elements of Public Diplomacy are focussed on foreign audiences, there is an equally important domestic constituency. Canadians are growing increasingly aware of the interdependent nature of global affairs and the impact of globalization on their lives. They want a voice in how Canada fulfils its role on the world stage. They need the opportunity to be exposed to foreign policy issues and to be informed about Canadian initiatives. Three years ago, the Canadian Centre for Foreign Policy Development (CCFPD) was established and since then has conducted 43 Ottawa roundtables, 75 co-sponsored seminars across Canada, with approximately

80 policy options and reports over the last two years. In the last three years, 18 meetings of the National Forum were conducted in 15 cities. Some of the results of the policy work are published regularly in Canadian Foreign Policy, *Études Internationales* and by the CCFPD in newspapers, and its own occasional papers. The activities of the Centre complement the Department's own domestic outreach programs. These include speaking engagements by Departmental officers (from both missions abroad and headquarters) with business, academic and NGO groups, publication of CanadExport and the new Canada World View magazine aimed at the informed general public, maintenance of an up-to-date web site, video conferencing with contact groups and a broad program of media relations which includes reaching out to ethnic media and community newspapers. Use of modern technology — the internet, interactive information kiosks, video conferencing — is employed to reach audiences in a contemporary fashion, but more traditional means, media interviews, publications and public speaking engagements will continue to be important. In 1999, to the end of March, 89 departmental officers based in Missions or at Headquarters were involved in outreach activities in 46 cities across the country.

Last fall the Department held its first Open House. This allowed departmental employ-

ees to showcase for the public the many activities undertaken to serve Canadians and advance and protect Canadian interests. Between 2,500 and 3,000 members of the public visited over 50 kiosks set up throughout the Pearson Building, covering everything from consular services to the landmine initiative, Team Canada Inc. and other business development services to youth exchanges; from how a geographic desk works, to the Department's rich history and heritage. This event also allowed us to mark the 25th anniversary of our accommodation in the Lester B. Pearson Building.

These outreach activities constitute an important element of Canada's foreign policy strategy. A well informed, engaged civil society strengthens the will and ability to achieve foreign policy objectives; an active and vibrant projection of cultural expression can underpin and support an active foreign policy; and a network of academic and scholarly linkages can help build a network of comprehension and knowledge to build alliances of the like-minded in Canada and abroad. This is the essence of soft power, an asset that Canada has employed, most successfully during the Land Mines campaign, but more generally in support of an international order that respects the rule of law, tolerance of diversity, human rights, peacebuilding, open and fair trading systems; all values that reflect the fundamental elements of Canadian foreign policy.

Among Canada's Public Diplomacy assets are not only jewels like the refurbished Canada House in London, the renovated Cultural Centre in Paris, and magnificent facilities in Washington and Tokyo, but also to greater or lesser degrees, the other 150 or so diplomatic points of service abroad, and, more important, the people that staff them, both Canadians and locally engaged. Effective public diplomacy is a combination of a clear vision, dedicated and creative people, adequate funding and, where appropriate, showcase facilities. We have the vision and the people, although funding still remains a challenge. Nevertheless, public diplomacy has survived the tough times and is rebuilding through local initiatives and centrally directed programs, cultural representations and academic networks, domestic outreach and media contact. In short Public Diplomacy is alive and well in DFAIT. ☺

Hugh Stephens is currently Assistant Deputy Minister (Communications, Culture and Policy Planning) at DFAIT. He has served in a number of HQ positions including as Director General, Resource Planning and Management. His previous postings include Seoul, Islamabad, Beijing, Hong Kong and Beirut.



Rental
Management
for the
Foreign Service
Community

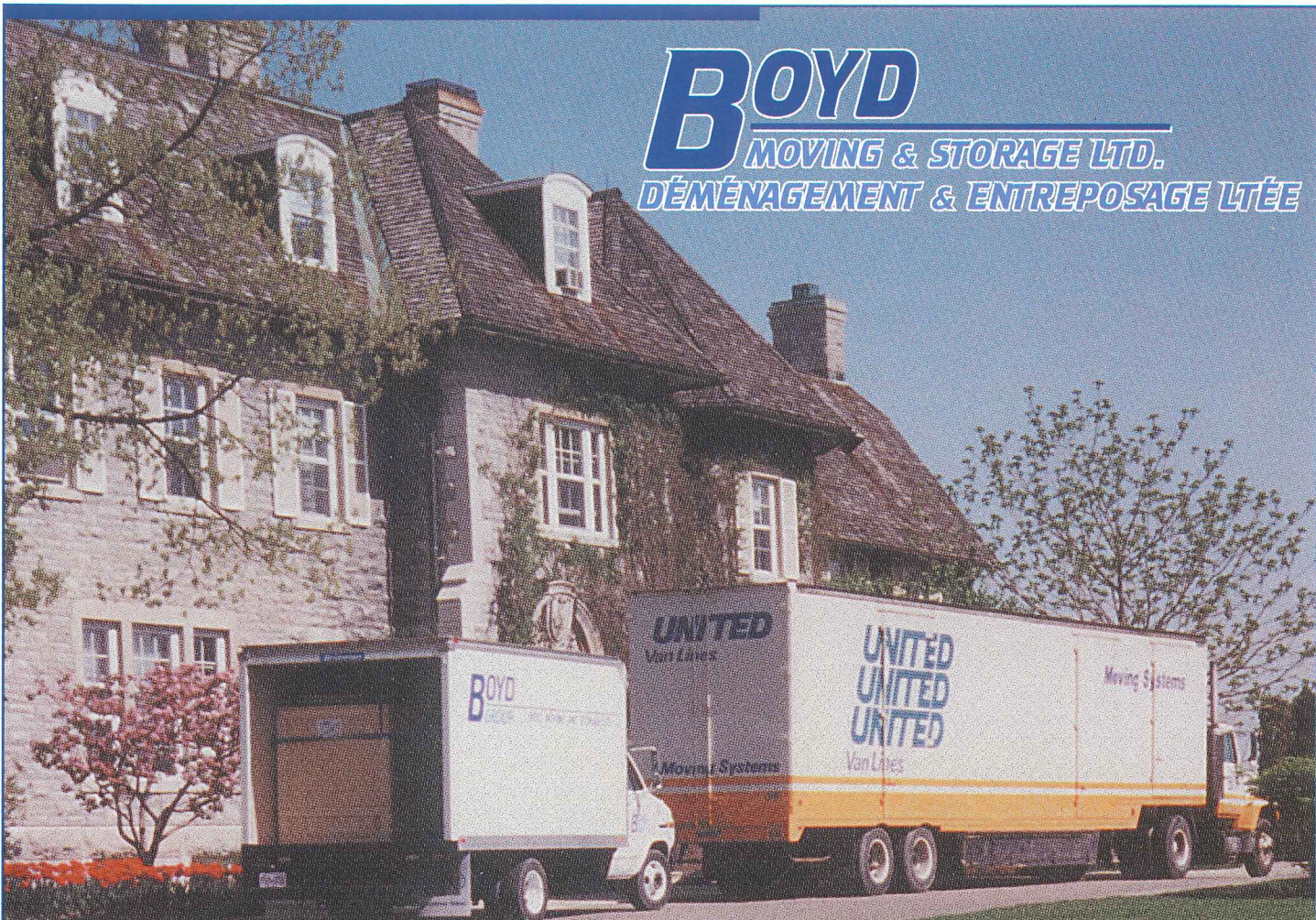
Our services include:

- market analysis
- preparation of documents
- reporting
- maintenance
- regular inspections
- simplified & competitive fees

We've been there...we care!

Mary Ellen Boomgaardt
Representative
Tel: 1-613-746-2367
Fax: 1-613-746-3050
E-mail: boomgaardt@synapse.net

390 Rideau Street E.P.O.
P.O. Box 20118
Ottawa, Ontario K1N 9N5



BOYD

MOVING & STORAGE LTD.
D'ÉMÉNAGEMENT & ENTREPOSAGE LTÉE

Quality service you can trust!
Des services de qualité auxquels vous pouvez vous fier

Since 1947, Boyd Moving & Storage Ltd. has been providing Department of Foreign Affairs and International Trade with quality relocation services. When it comes to your air, sea, long term household and vehicle storage requirements, you can trust the seasoned professionals at Boyd Moving & Storage Ltd. To receive your no obligation information package or to arrange your personal tour of our crating, storage and vehicle storage facilities contact:

Brad Wilson
DFAIT Project Director
Tel.: (613) 244-5818
E-Mail: bradw@boydgroup.on.ca

Depuis 1947, Boyd Moving & Storage Ltd., fournit au Ministère des Affaires étrangères et du Commerce international (MAECI) des services de déménagement de première qualité. Que ce soit par voie terrestre, aérienne ou maritime, vous pouvez toujours compter sur les professionnels qualifiés de Boyd Moving & Storage Ltd. Pour de plus amples renseignements, ou si vous désirez faire un tour de nos installations d'emballage et d'entreposage, y compris entreposage de voitures, veuillez contacter :

Brad Wilson
Directeur de projet, chargé du MAECI
Tél. : (613) 244-5818
C. électronique : bradw@boydgroup.on.ca

1999 PAFSO Award Winners

The 10th anniversary of the PAFSO Awards program was an evening to remember. On June 10, over 250 guests filled the Panorama Room at the National Arts Centre in Ottawa. Kevin McLeod's bag pipes signaled the start of another outstanding dinner at the NAC. PAFSO's President, Peter Price, welcomed all and introduced the Chair of the Awards Committee and master-of-ceremonies, Alan Kessel.

The winning tickets for the draw prizes from Canadian Airlines, Corel and The Albert at Bay Suite Hotel were selected by the Hon. Flora Macdonald. Roland Dorsey, from Canadian Airlines, presented two economy class airline tickets from Ottawa to any destination serviced by Canadian Airlines to the winner. Books prizes provided by Canadian authors and publishers were also drawn at each table. All those who attended the dinner benefitted from table gifts from the following sponsors: Inniskillin Wines, MBNA Canada, Teleglobe and Tradex Mutual Funds.

The first Award of the evening was presented to **Kathryn Aleong** (Canadian Embassy, Washington, DC.) who received an award for an exceptional record in promoting Canadian environmental services and technologies in the US market leading to enhanced levels of trade, investment and business partnerships; her creation, development and implementation of an "Environmental Market Newsletter" that attracted 1000 subscribers; and, her pivotal role in the staging of the highly successful, first-ever Canada-United States Businesswomen's Trade Summit.

Ken Taylor, former Canadian Ambassador and Chairman of Global Public Affairs presented Kathryn with her award.

Éloi Arsenault, ambassade du Canada, Paris (France), a reçu un prix pour souligner

une carrière de plus de 25 ans au cours de laquelle il a révélé qu'il possédait toutes les qualités qui font l'agent du service extérieur idéal dans le domaine de l'immigration, faisant preuve de grandes qualités

Photo: Gordon King



Photo: Gordon King



Top: Ken Taylor (left) presenting FS Award to Kathryn Aleong
Ci-dessous: Mel Cappe (à droite), greffier du Bureau du Conseil privé, a présenté son prix à Éloi Arsenault

10th Anniversary Celebration

de leadership, d'un discernement infaillible au sujet des gens et des questions et d'une intégrité à toute épreuve, tout en ne perdant jamais de vue les intérêts du Canada.

Mel Cappe, greffier du Bureau du Conseil privé, a présenté son prix à Éloi.

Don Myatt and **James L. Bissett**, (Business Immigration Programme, Ottawa), received a joint award for their

remarkable achievement in building an integrated and effective Division with limited resources during a rigorous downsizing period, working with a group of persons of widely differing backgrounds and skills, and thereafter going on to design and launch a new immigrant investor programme that has found acceptance from federal, provincial and private sector interests alike.

Meriel Bradford (Vice President, Government & External Relations, Teleglobe) presented Don and James with their Awards.

Shelley Whiting, (Canadian Embassy, Bangkok, Thailand) received an award for her outstanding performance in securing support for the anti-personnel landmines convention in Thailand and Laos, and for demonstrating her dedication to Canada and Canadians by spearheading the efforts to locate and recover the remains of six Canadian airmen who died in a plane crash in northern Burma in the final days of World War II.

Huguette Labelle, President of the Canadian International Development Agency presented Shelley with her Award.

The panel of five judges which selected the five winners was composed of people who themselves had achieved distinction in their various fields. The panel included former HOMs **Joe Bissett**, **Leonard Legault**, and **David Winfield**, CBC Radio broadcaster **Mary Lou Finlay**, and Secretary to the Treasury Board, **Peter Harder**.

Each year the Retired Heads of Mission Association (RHOMA) gives a prize for the best article in *bout de papier* by an FS officer



Photo: Gordon King



Photo: Gordon King

Top: Meriel Bradford (right) presenting FS Award to Don Myatt (left) and James L. Bissett (centre)

Bottom: Huguette Labelle (left) presenting FS Award to Shelley Whiting

or spouse. Each winner receives a framed copy of his/her article along with a cash prize. The purpose is to encourage the maintenance of a high standard of writing in the Foreign Service and to provide an additional incentive to contribute to **bout de papier**.

This year the winner was **Renata Wielgosz**, currently at the OAS in

Washington, DC. Renata's article "Diary of a Tropical Storm" appeared in the winter edition of **bout de papier**, Vol. 15 no. 4. The article describes the devastation in Honduras in the aftermath of Hurricane Mitch. Accepting on her behalf was David Duinker whose photographs were published with the article. In his remarks conveying Renata's thanks, David said that Renata

would donate the prize money to help the people of Honduras. The Selection Committee was comprised of: **Joe Bissett**, **Paul Lapointe** and **Michael Shenstone**.

We would like to acknowledge and thank our Ambassador and Diplomat Sponsors who have played an important part in the continuing success of PAFSO's Awards program. ☺

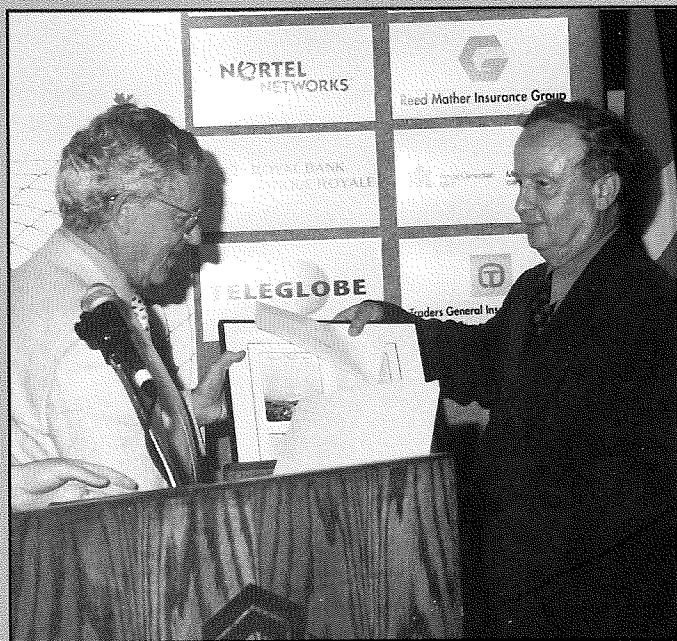


Photo: Gordon King

Above: David Duinker (right) accepting RHOMA prize from Douglas Small (Chairman of RHOMA) on behalf of winner Renata Wielgosz



Photo: Gordon King

Above: Roland Dorsey from Canadian Airlines presenting tickets to Mariev Wade

Below: Special Inniskillin presentation by Debbie Rodwin to Award Winners



Photo: Gordon King



Ambassador Sponsors:

Allan Bonner Communications Management Inc.

Boyd Moving & Storage Ltd.

Canada Post International

Canadian Airlines

Chubb Insurance

Corel Corporation

EICON Technology

Great-West Life Assurance Company

IKON Office Solutions

Inniskillin Wines

MBNA Canada

Marsh Canada Limited

Nortel Networks

Reed Mather Insurance Group

Royal Bank of Canada

Royal Canadian Mint/Monnaie royale canadienne

Teleglobe

Traders General Insurance

Diplomat Sponsors:

Albert at Bay Suite Hotel

Chicken Farmers of Canada

Global Public Affairs

Lemmex and Associates

Les Suites

MKI Travel and Conference Management Ltd.

William M. Mercer Ltd.

Tradex Mutual Funds



EDUCATION



... for life!

*A Shawnigan education
gives students the basis to
prepare for the rest of
their lives.*

Why Shawnigan?

- One of the top boarding schools in North America
- Small classes
- SAT prep courses and testing
- Personal attention to students through an advisor system
- Advanced Placement courses
- Personal development through academics, sports and fine arts
- A safe, family environment

For more information, contact:

Admissions Office
Shawnigan Lake School,
1975 Renfrew Road,
Shawnigan Lake, BC,
Canada V0R 2W0



tel (250) 743-6207 fax (250) 743-6200

email rhl@sls.bc.ca website www.sls.bc.ca

SHAWNIGAN LAKE SCHOOL

Check Here... Cochez ici...

For Improved Coverage and Better Rates.

Our Basic Term Life Insurance plan has been designed to provide a level of coverage which meets the varying needs of our members. The plan provides for high amounts of low cost coverage.

- The Term Life Insurance Plans provide improved levels of coverage combined with competitive rates.
- The Group Auto and Home Insurance plan provides an excellent product with the convenience of monthly payments.

To receive more information about the plans available to you, please complete the coupon below or call us directly.

pour une meilleure couverture et de meilleurs taux.

Notre Régime d'assurance-vie de base a été conçu de manière à offrir un degré de couverture adapté aux besoins propres à nos membres. Il prévoit une couverture étendue avec primes très modiques.

- Les Régimes d'assurance-vie offrent une couverture plus étendue avec primes concurrentielles.
- Le Régime d'assurance-automobile et domiciliaire collective assure une excellente couverture et vous permet de pratiquer versements mensuels des primes.

Pour obtenir des renseignements complémentaires au sujet des régimes qui vous sont offerts, il suffit de remplir le bon ci-dessous ou de nous appeler directement.

TO/À: PAFSO Group Insurance Plan/Programme d'assurance collective de l'APASE
412-47 rue Clarence Street, Ottawa, Canada K1N 9K1 (613) 241-1391

Please send application forms for/prière de me faire parvenir les formulaires suivants:

☐ Term Life/Assurance-vie

☐ Auto and Home Insurance/Assurance automobile et propriété

Toll Free Hot Line/Ligne directe sans frais d'interurbain: 1-800-268-3336

Name/Nom:

Address/Adresse:

Code/Code postal:

YES
PAFSO
Members
Deserve
Special
Rates!



Another PAFSO member
benefit providing strength,
reliability and experience
through partnership.

CALL NOW & SAVE
1-800-268-3336
in the Toronto Area (416) 441-7000
You'll be glad you did!



PAFSO **Auto/Home** Group Insurance Plan

Auto and Home Insurance Benefits designed specifically for the unique
needs of members of the Professional Association of Foreign Service Officers

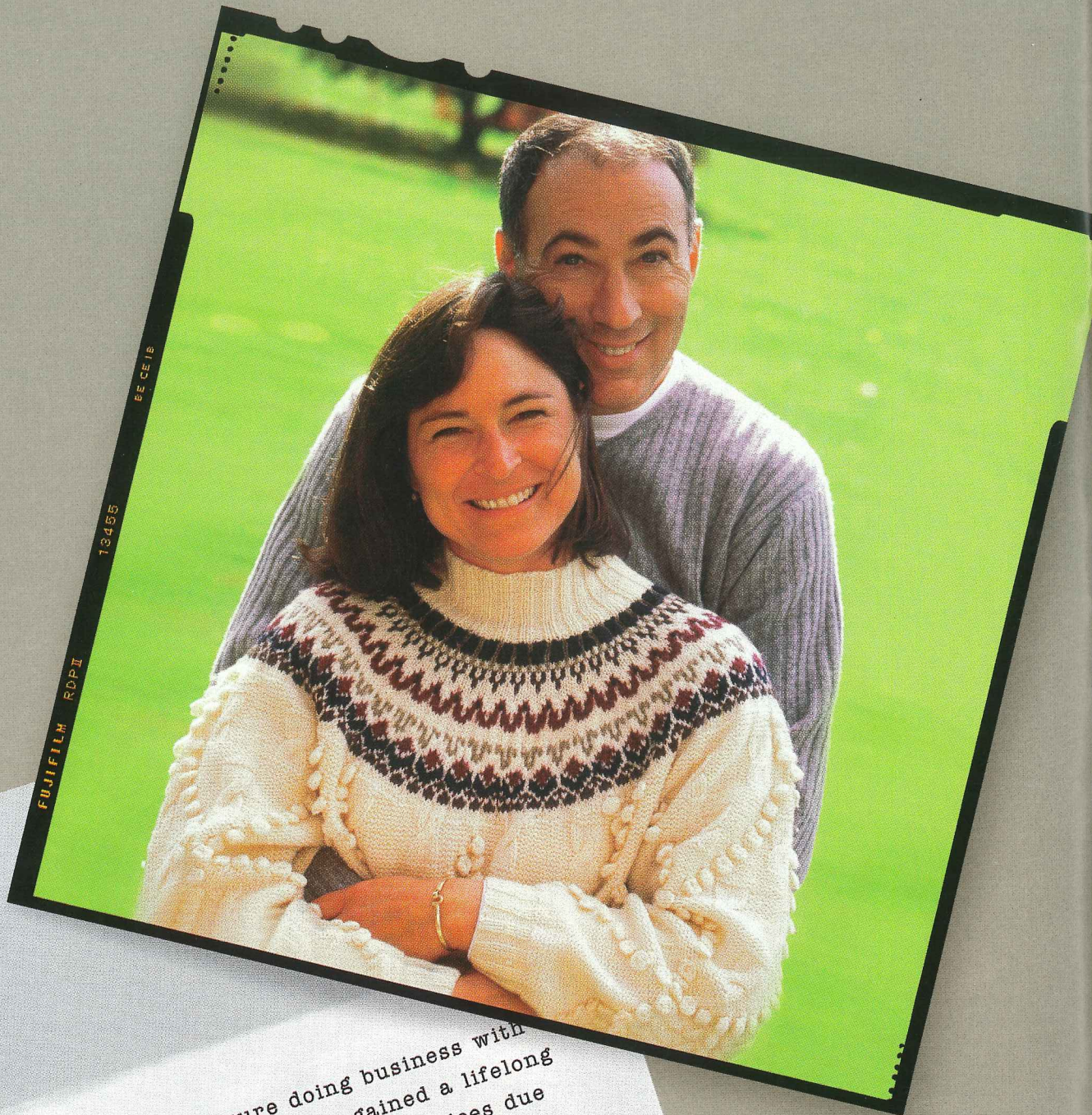
- **Great group rates**
- **Personal service**
- **Road side assistance**
- **Instant claims response**
- **Accident forgiveness**
- **Convenient payment plans**
- **5-10% Multi policy *discount***
- **10% Multi vehicle *discount***
- **20% Mature driver *discount***
- **Special landlord protection**



Group Services
Insurance Brokers Ltd.



Traders General
Insurance Company



It has been a real pleasure doing business with
Clements & Company. You have gained a lifelong
client and vocal supporter of your services due
to the manner in which our claim was handled.

Thank you again for your time and courteous
attention.



CLEMENTS & COMPANY
Insurance Worldwide.

1660 L Street, NW, 9th Floor
Washington, DC 20036
TELEPHONE 202-872-0060 or 800-872-0067
FACSIMILE 202-466-9064
E-MAIL info@clements.com
WEBSITE www.clements.com

EXPORT DEPOT

SUPPLYING THE WORLD WITH QUALITY 220V APPLIANCES AND ELECTRONICS

MONTREAL: 8100 Transcanada Highway, St.-Laurent, Tel: (514) 745-9999

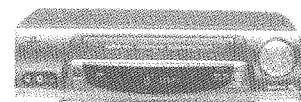
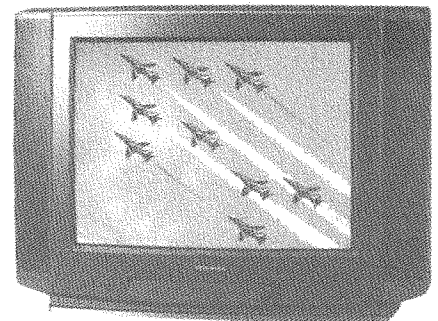
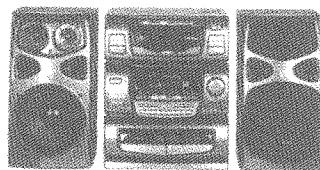
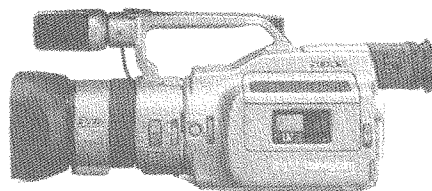
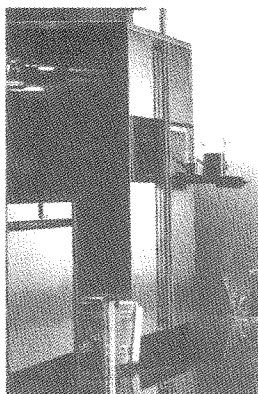
TORONTO: 2782 Dufferin St., Ontario, Tel: (416) 787-2990

BUY DIRECTLY FROM THE DISTRIBUTOR

\$\$\$ AND SAVE \$\$\$

110-220 VOLT **FRIGIDAIRE • SONY**
MAYTAG • Tecnogas • JVC
MULTI SYSTEM **Panasonic • White-Westinghouse**

EVERYTHING UNDER ONE ROOF



EXPORT PRICES ON FURNITURE



**DOOR TO DOOR CONTAINERS
INSURANCE**



INTERNET ADDRESS: WWW.EXPORTDEPOT.COM

Presenting Credentials in Moscow

Geoffrey Pearson served as Canada's Ambassador to Moscow from 1980 to 1983. Following is the text of his reporting telegram to Ottawa on his presentation of letters of credential ceremony, and Landon Pearson's letter home on the post-credentials reception. Viewed through the prism of 1999 and the loosening of relations with the Russians in the post Cold War-period, these reports provide interesting insight into the temperature of the times, in terms of Soviet relations with the West and Western diplomats, about dealing with Soviet bureaucrats, and about the challenges inevitably faced by Canadians on a Moscow posting at the time.

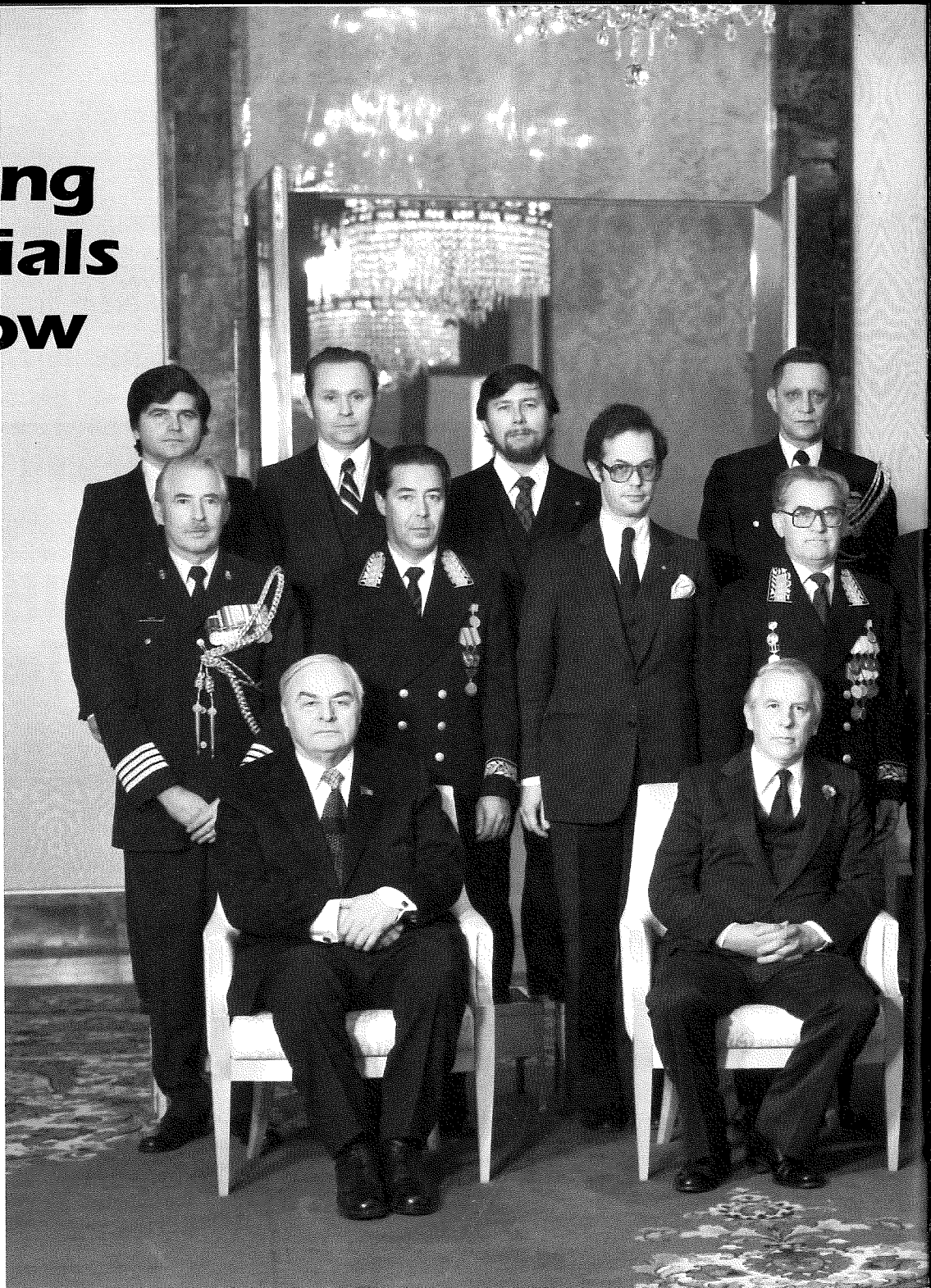
Pearson communication to DFAIT:

1. Presented credentials yesterday to First Deputy Chairman Kuznetsov, who was accompanied by the Secretary to the Presidium and Dr. Zemskov. As per custom, I handed over my statement, intoning first and last sentences and short summary of it as follows: Quote My Gov't has sent me to Moscow with the sincere wish that relations between CDA and the USSR be strengthened on the basis of mutual interest and of greater trust and confidence between nations. Unquote.
2. Above three and interpreter then spent about 35/35 minutes with me in earnest conversation, or rather Kuznetsov and I exchanged stiff but friendly remarks, mostly on disarmament, punctuated by one interjection from Zemskov (who eyed me the whole time rather as a cat

must contemplate an inexperienced mouse) about how he would be glad to follow up with me on any of the subjects raised. Secretary to the Presidium, who attends about thirty of these ceremonies a year, betrayed no/no sign of interest at any stage.

3. Summary of discussion follows in separate tel. Deputy Chief of Protocol (his boss was occupied with visiting Ethiopian leader) accompanied me back to Emb in very large Kremlin car and stayed for

Coupe de Champagne. Members of Second European Division, two Foreign Trade Officials, two members of USA/CDA Institute and DM of Fisheries also attended reception, Deputy Chief and Sukhodrev of MFA resplendent in diplomatic uniforms. The head of Second European Division, Suslov, was absent due to illness (some said a heart attack). I was informed with satisfaction by Zolotov of MFA that my interview with Kyznetsov lasted five minutes longer than



Geoffrey Pearson (1st row second from left) at presentation of credentials with the officers of the Embassy, 1980.

*"ambassador,
extraordinary and
plenipotentiary"*

that I would have to postpone the reception until the next day and they just laughed! "Nitchevo" they said, it doesn't matter. And, apparently people really do get used to these last minute changes and do not worry about them because they happen all the time. Anyway, he (Geoffrey) is now an "ambassador, extraordinary and plenipotentiary" properly accredited. They tell me that the ceremony was quite impressive although I was not allowed to attend. Geoffrey and his officers all looked extremely proper in their pin-stripped suits except for Ann Leahy who rejected pin stripes in favour of a dark blue knit. The rest of the Embassy staff crowded around to see them off to the Kremlin in the official cars... After all, it is the first time in 17 years that a Canadian Ambassador has presented his credentials here! He looked in fact, very distinguished. There was some comment because he had at least 5 minutes longer with Mr. Kutnetzov, (the deputy chairman of the Praesidium to whom he actually made his presentation because he accepts most of the ceremonial tasks of Chief of State) in private conversation than had had the American Ambassador... and that's what people speculate about in Moscow, a sort of reading of the entrails, as it were, in the absence of other more solid information. I am showing you a copy of the article as it

appeared in Ivestia to show that the "truth" occasionally appears in that newspaper. In fact we, at the Embassy, sometimes get checked for accuracy. They sent Geoffrey's biography over to protocol who sent back a correction. The Embassy had given his birth date as Dec. 27 and they knew better. Anyway, after the "coupe de champagne" to which I was invited after all, because it was in the Embassy and at which we met quite a few Soviet officials we went off to the Turkish National Day, flying the flag for the first time." ☺

Landon Pearson's letter home:

"However, let me tell you about the presentation of credentials which was the big event of last week. It was supposed to be last Wednesday at 11 and then it was postponed at the last minute to four in the afternoon which threw everything out because the ceremony has to be followed by a "coupe de champagne", for the Russian officials and we were also planning to have a big reception that evening at five for all the staff, Canadian and Russian, and that meant a lot of people. So I told Tamara and Nikolai

similar talk with USA Amb last year. All in all, and considering my chat with Gromyko last week, Sovs clearly interested in pursuing better relations with CDA. From our point of view, now may be a good time to extract whatever advantage we can from situation. Sovs must know too that if international weather closes in again (and I have made point to them that they exercise far more control over this than we do), fine words now will count for little.
Pearson.

Managing Foreign Affairs at the Millennium – *The Kiwi Revolution*

by Wendell Sandford

At 03:59:46 AM Chatham Island time Saturday 1 January, 2000 the first rays of the millennium will be seen from atop Mount Hokipa, Chatham Island, New Zealand. Given the island's unique location east of 180 east longitude but west of the International Date Line (GMT + 1245) the mountain will be illuminated earlier than even those Pacific islands which straddle the date line. The millennium will reach mainland New Zealand two hours ahead of Canberra, four hours ahead of Tokyo, twelve hours ahead of London and Paris and eighteen hours before Ottawa and Washington. The first light of the millennium in fact represents an apt analogy to the management of foreign policy around the globe. For each and every day New Zealand gets a head start on the rest of the world. To their credit they also remain well ahead.

There are important political reasons for this to have occurred. In 1984 New Zealand suffered the most severe financial crisis of any OECD member state prior to South Korea in 1997. A new Labour government on taking office found that the country's foreign reserves and credit were exhausted. Drastic measures were called for to bring under control an economy and government which was so highly regulated and protectionist that New Zealand commentators in recent years, most notably Dr. Graham Scott who was Secretary of The Treasury throughout the period, have described it as akin to socialist Eastern Europe in its rigour and penetration of society. An assertive government supported by senior officials in the core ministries — Department of the Prime Minister, Treasury (Finance), and State Services Commission (Public Service Commission) set about remodelling the government in a totally revolutionary fashion.



New Zealand delegation at the Central & Western Pacific Fisheries Negotiation in Tokyo. Left to right: Tim Caughley, Director Legal MFAT, Grant Bryden & Dr. Talbot Murrey, NZ Fisheries, the author, Peter Kell, NZHC Solomon Islands, Andrew Bedford, NZ Fisheries.

Their goal was to establish the most efficient and cost effective system possible for the taxpayer. Fifteen years later this lean and clean system (some would say lean and mean but I would not agree) is still being fine tuned. Most importantly the major reforms of government process were placed in statutes by the Labour governments (1984-1990) and re-enforced by legislation introduced by National (conservative) governments (1990-present). The result is a comprehensive approach to effective management of government directed clearly from the political leadership throughout the bureaucracy for the best part of a generation. Unlike the many swings in government and civil service policy which we have seen in Canada in the same time period, New Zealand has set its course and stuck firmly to it. Of equal importance is the rigorous theoretical base on which the New Zealand model of government is based. Public Choice Theory, Agency Theory, Transaction Cost Analysis and New Public Management have each been woven into the fabric to produce

a unique approach to governance. It is of interest to note that there is a consistent focus on economic theory and "best practice" business methods in managing government. New Zealand officials at all levels of government are well versed in these concepts and constantly involved in a lively debate with respect to their application.

How have the kiwis gone about this process? Can valid comparisons be drawn for Canada foreign policy management from their experience?

To begin a consideration of these questions we must first examine just how the Ministry of Foreign Affairs and Trade goes about the tasks of managing foreign policy and the personnel who are its principal input. The first issue to address is the "size thing." Every Canadian I speak to about the New Zealand revolution always immediately says that it is much easier for New Zealand because they are a small state. New Zealanders recall in mantra-like fashion at every international meeting that is a small country (3.7 million) with limited interests in the world. Canada, as we are quick to note is eight times as large (30 million) with a wider range of concerns. But, as anyone who has watched Wayne Gretzky or Theo Fleury play hockey knows full well, in the big leagues of hockey or diplomacy being small in stature demands greater not less talent from the individual. Colin Keating, New Zealand Ambassador to the United Nations during their recent Security Council tenure, put it succinctly when he told me "A small country such as new Zealand is unable to set the international agenda and must therefore extend linkages, take risks, and seize opportunities in order to have any influence." What he is in fact saying is that New Zealand's foreign ministry must be very well managed to be effective.

Managing Foreign Policy

How do they go about it? To begin with New Zealand has developed a very focussed, management-oriented planning process throughout government. In addition to the campaign manifestos of political parties (akin to the "Red Books" of the last two Canadian governments), and Speeches from the Throne (similar in both form and content in both countries), New Zealand governments establish, in accordance with legislation, a series of Strategic Result Areas or SRAs. These are an expression by the government of what it intends to accomplish over a three to five year time horizon in terms of outcomes. In a remarkable display of brevity the current SRA related to foreign policy read as follows:

Enhancing New Zealand's position as a successful open and secure trading nation by strengthening economic linkages with international markets and countries and enhancing New Zealand's overall security.

Particular emphasis is to be placed on:

- a) Pursuing and enhancing the open international trading system and exploiting the successful outcome of the Uruguay Round, by addressing new forms of protectionism and moving key economic relationships to a new level;
- b) Asserting New Zealand's role in the wider Asia-Pacific region through bilateral and regional initiatives to create new regional trade and investment opportunities, and through active participation in regional security dialogue.

In addition to this strategic horizon drawn for the period of a government's mandate, the entire cabinet meets each September at a "Premier's House" session where the goals for the forthcoming twelve months are hammered out. These appear as the Key Result Areas (KRAs) for each department of government. KRAs are unique from two perspectives:

First, KRAs do not encompass the entire range of activity of the department. Rather they are expressions of particular areas of focus which are of particular interest to the minister in achieving his or her SRA goals.

Second, KRAs are accepted by the Secretary of Foreign Affairs, who is the Chief Executive of MFAT, as forming explicit links between departmental business and the government's SRAs. The substance of this linkage is formally established through the annual Purchase Agreement which the Secretary enters into with the Minister on behalf of the Ministry (more on that later).

The KRAs for the Ministry of Foreign Affairs and Trade are few in number



although broad in scope. For the most recent fiscal year (1998-1999) they are:

- pursuing and enhancing the open international trading system;
- moving key economic relationships to a new level;
- asserting a greater role for New Zealand in the wider Asia-Pacific region;
- building New Zealand's reputation as a responsible international citizen;
- acting to support New Zealand's interests in the environment and sustainable development;
- maintaining a cost-effective foreign relations capability and network.

It is of particular interest to observe within MFAT that KRAs are utilized to cut the cloth of the Ministry to fit the objectives of the government. By way of example, with a KRA which focuses on Asia-Pacific MFAT has decided that its presence in Africa, notwithstanding New Zealand's status and seniority within the Commonwealth, is limited both in terms of representation and development assistance. The resulting savings have permitted a greater focus on the islands of the South Pacific where New Zealand's influence is significant and its strategic interest paramount. Had MFAT continued to try to service both areas they would have been spread too thinly and been relatively ineffective in both regions. New Zealanders realise that to be effective managers, whether in a small state or a large one, they must pick the issues

New Zealanders are raised on team sport — a key element in developing good managers. The author's form in the annual MFAT/Embassies challenge

ROYAL LEPAGE



Margaret Forward

Award-winning sales representative

***Experienced, professional
real estate service in the
National Capital area***

**Please write or fax me for
up-to-date information
on market trends**

Royal LePage Real Estate Services
200-1335 Carling Avenue
Ottawa, Ontario K1Z 8N8
Business (613) 725-1171
Residence (613) 761-9955
Fax (613) 725-3323

of real importance to a clearly defined national interest and pursue them with maximum vigour. To ensure that Ministers and Secretaries develop rigorous KRAs the State Services Commission, on behalf of the centre of government, has set out a series of assessment criteria for well specified KRAs which are:

- strategic alignment
- strategic consistency
- continuity
- focus on results, and
- assessability

With the Key Result Areas identified, the Minister and his/her staff negotiate a Purchase Agreement with the Secretary of MFAT based on the latter's role as Chief Executive of the Ministry. The Purchase Agreement stipulates a set of outputs which the Ministry undertakes to provide to the Minister on behalf of the Government for the year ahead. It is sufficiently broad to represent a thorough outline of the Ministry's plan of work for each fiscal year. From the Purchase Agreement the Secretary's personal Performance Agreement, which is contractual in nature, is developed. Neither of these documents is in the public domain because the former indicates the relative priority which New Zealand attaches to international relationships while

the latter identifies the Chief Executive's specific areas of focus. Unique to this process is the fact that renewal of the Secretary's annual contract is based on successful completion of the outputs stipulated in the Purchase Agreement. This approach serves particularly to wonderfully focus the attention of the Secretary and the Ministry on the development and implementation of concrete outputs. Thus the Purchase Agreement process is not a shadow exercise but rather a concrete one.

By way of contrast, at DFAIT the Executive Committee established 15 Policy and Program Goals as near term objectives in September, 1998, not unlike New Zealand KRAs, but then amplified them with 44 Business Line Priorities which themselves are fleshed out by 106 Sub-Priorities. In this fashion everything DFAIT does has a place at the table but it is far from clear which issues represent the real departmental priorities. One is reminded of the sign on the desk of a naval officer I once worked for which read, "Everything is critically important except that which I am doing now which is more so."

Central to the MFAT Purchase Agreement is the fact that the budget attached to each of the outputs is costed based on accrual accounting. This means that the real costs of production, including salaries, other

personnel costs, operating costs, rentals and depreciation are fully accounted for as they are incurred and outlined on an annual basis. In addition, the Ministry pays a capital charge to Government in the order of 10% representing the return on capital investments such as chanceries and residences. The result is a realistic, close to commercial, operation conducted in real time. The contrast with the Canadian system could not be any more striking. Within Foreign Affairs and International Trade budgets, represented by reference levels, are renewed annually without review. All costs are presented on a cash basis which concentrates attention on short term expenditures rather than lifetime costs, leading to the natural tendency to develop programs with great appeal at the front end while ignoring lifetime costs in the certainty of the rotational world that the implementor will be long gone before their full impact is apparent. Without a capital charge component all monies coming into the department for use in capital investments appear as "free money." There is no incentive to determine the most cost effective approach to issues in the long term or in coordinating within or between Groups of Bureaux which are intended to be our basic management unit. It is no exaggeration to observe that outside the Corporate Service branch DFAIT only noticed the

Lakefield

C O L L E G E S C H O O L

LAKEFIELD, ONTARIO CANADA K0L 2H0

Co-ed boarding program (gr. 9 - OAC) Co-ed day program (gr. 7 - OAC)

- 1 ½ hours north east of Toronto,
3 ½ hours west of Ottawa
- High academic standards with small classes with personal attention
- 100% university placement for graduates
- 7 day-a-week residential program
- Small residences with a family-like atmosphere
- Outstanding music, drama, art, debating programs
- Unique outdoor and athletic experiences
- Over 700 connections to the Internet and Intranet
- On-line Learning Centre offers courses year round, from home and school, via computer

**Contact the Admissions Office
for more information:
phone: (705) 652-3324
fax: (705) 652-6320**

**Internet: admissions@lakefieldcs.on.ca
Visit our campus at: www.lakefieldcs.on.ca**

David Tennant
Japan

Virginia Thorpe
Barbados

Erika Zikmanis
Sri Lanka

Julian Wright
Belgium

Lena Miller
Germany

Carolyn Mondoux
Russia



impact of continually adding staff on headquarters capital asset base year after year when *The Citizen* ran an article observing that the department now rents one third of the office space at Ottawa City Hall!

To bring the New Zealand Key Result Areas into action MFAT produces an annual Operational Plan. This is developed on a coordinated basis for all missions overseas and each division at headquarters in Wellington. Output Classes which focus most specifically on bilateral and multi-lateral relations are used to set out unit objectives, action plans, performance indicators and resource allocation. Central to the process is the establishment of milestones which represent "lights along the way" in the achievement of KRAs. Milestones are reviewed every six months and "Areas of Risk", ie. significant changes which will have an impact on the direction of the Operational Plan, are reported to the Chief Executive and Minister quarterly. Thus the collapse of Asian economies or the onset of drought in Indonesia are not addressed solely from a crisis perspective. Rather MFAT within three months of the onset of a shift in the dynamic of a situation is considering how it will modify its profile with respect to that issue in the longer term both from a policy and resourcing perspective. As MFAT Secretary Richard

Nottage describes the process "We always know that we will be blown off course somewhat each year. It is the continuous assessment and half-yearly reports which permit us to deal with the 20 per cent of our work which is unpredicted and unpredictable." Just as Gretzky, when you watch him in the game, circles in anticipation of the action to "suddenly" appear behind the net picking up loose pucks and turning them into goals. DFAIT's Business Planning system, to which my colleagues in SMR/SMP have devoted great effort, has only two planning cycles under our belts and a long way to go before it can be identified as a comprehensive planning tool.

Managing Human Resources

As every foreign ministry readily concedes, human resources is by far the principal asset in the achievement of its desired outputs. This is no less the case in New Zealand. In fact with a small staff of 600 in total (200 of whom are overseas) there is a particular premium on ensuring staff commitment to the delivery of consistently high quality foreign policy advice.

Central to the New Zealand approach to management is to make it clear to staff at all levels that senior management is in charge both in both senses — authority and responsibility.

At the apex of the structure the Secretary of the Ministry is the Chief Executive Officer. As described above the Secretary is personally responsible for the delivery of the Ministry Purchase Agreement upon which his/her salary is based. He or she has complete responsibility for the Ministry and its staff. The Secretary, rather than a central agency, hires, fires, negotiates salary and working conditions and has complete control of the budget. There is no extraneous third party as we find in Canada which prevents management from acting on improvements to FSDs nor upon whom management can slough off the blame when contract negotiations prove less than satisfactory. In return for assuming the large responsibility the Secretary receives a private sector compensation package. To prevent the "Deputy Minister for Life" syndrome which existed in pre-revolutionary New Zealand, Chief Executives can not be appointed for more than 5 years or receive more than one 3 year extension. Competition for senior positions is completely open. *The Economist* of 27 March-2 April 1999 had an advertisement on the world market for the successor to Mr. Nottage which neither restricts candidates to New Zealand government officials nor indeed New Zealanders. The most recent competition for positions at the Deputy Secretary level (ADM equivalent) included short-listing individuals from the private sector. While an outsider has yet to be appointed to MFAT senior management, it is but a question of time. Meanwhile a clear signal is sent that "lateral entry" is not just an approach taken for staffing junior positions.

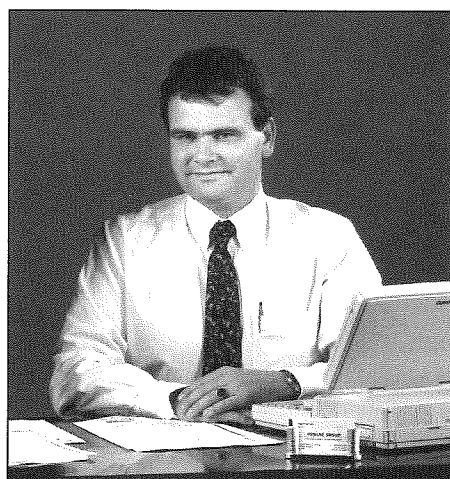
The Senior Management Group (Executive Committee) has five members, the Secretary and four Deputy Secretaries (DS). This group performs strategic planning and management functions but organizes itself in an interesting fashion. Rather than having a DS for each business line as we do in Canada, MFAT's four DS's are simply designated DS1-DS4. Their areas of overall responsibility are grouped according to the talents and backgrounds of individuals as well as the shifting burdens of workload. This approach naturally integrates geographical and functional interests as each DS has some of each and minimizes the turf wars which a "by the business line" approach creates.

Beneath the Deputy Secretary level the Assistant Deputy Secretary (Director General) has been eliminated. While this no doubt has created fierce competition amongst senior officers for scarce assignments it has devolved responsibility downwards. In the first instance Directors are generally more senior officers with

WHO IS LOOKING AFTER YOUR CONCERNS WHEN YOU'RE ABROAD?

WE OFFER...

- PROPERTY
MANAGEMENT
- REAL ESTATE
PURCHASE & SALES
- RELOCATION
PLANNING



ALL OF OUR SERVICES ARE INDIVIDUALLY TAILORED TO YOUR REQUIREMENTS.

Andre de Loë

5509 Canotek Rd., Unit 12
Gloucester, Ontario K1J 9J9
(613) 742-0221 Fax: (613) 742-7855

KENLOE REALTY CORPORATION

significant ambassadorial experience. As such they have the trust of senior management which permits them to lead directly on major issues. For example, the Director of the South Pacific Division was the principle departmental negotiator working directly with the Minister on the extremely sensitive Papua New Guinea peace negotiations.

By virtue of employing Directors in substantive roles they do not spend their days editing the work of their Deputy Directors who in turn gain supervisory experience managing staff with the steady hand of experienced Director available as required.

Desk officers benefit from this real empowerment process as well. Recruit officers routinely "draft for final" and sign their own routine correspondence within four weeks of hiring. They both organize and participate in ministerial level travel during their first year on staff. As an exchange officer, the author was given full authority to negotiate and draft positions interdepartmentally and, with negotiating instructions that I had drafted, led New Zealand delegations at international meetings. The "delaying" of authority is remarkable and results in staff at all levels taking real responsibility for their work in the manner of a law firm where each individual operates as a professional.

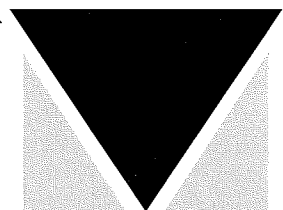
The management of both foreign policy and human resources is captured in the personnel reporting process.

The management of both foreign policy and human resources is captured in the personnel reporting process. Objectives are developed for all staff at the start of the year (no exceptions) and each staff member receives a written assessment at mid-year as well as year end (also no exceptions and no delays)! While everyone grumbles about the work involved it is clear that frequent reporting to established objectives is both easier to do for the reporting officer and more meaningful for staff. Rolling up the individual objectives also permits the creation of the milestones required for the Operational Plan. To ensure that the information flow regarding assessment permeates the system promotion board, decisions are ratified by the Senior Management Group at all levels, as is

proposed in DFAIT for FS2 to EX1. Most importantly all officers' rating and standing is conveyed back to the staff member through their Director. Once again individuals are required to assume responsibility for their standing while their managers must take responsibility for the impact of their rating reports. Finally, and critically for both the development of managers and early identification of those who seek to rise in the ranks at the expense of their own staff MFAT has a formalized "Upward Feedback" process through which staff are able to provide meaningful input on their immediate supervisor's performance to that individual's supervisor.

Conclusion — Working Hard to Make the Complex Easy

To the casual observer from outside the New Zealand Ministry of Foreign Affairs and Trade the system might well appear overly complex and impossible to implement when each and every day is filled with world crises and important work for the Minister. I for one arrived with great scepticism as to whether foreign policy could be subjected to the measurement schemes at the heart of the New Zealand model. But, having undertaken a study of "Foreign Policy Outputs — Measuring the Unmeasurable" as part of a Master's of Public Policy program which I



**MYERS
CAR
RENTALS**

SALLY BRADLEY, MANAGER

DAILY ▼ WEEKLY ▼ MONTHLY ▼ LONG TERM

We Have...

- ▼ Special Gov't Approved Rates for Business or Pleasure
- ▼ All Sizes of Cars, Vans, Minibuses
- ▼ Pre-arranged Airport and City Pick-Up
- ▼ Courtesy Baby Seats Available
- ▼ Cell Phone Rentals Available

1200 Baseline at Merivale
Ottawa, Ontario K2C 0A6
Direct Line Phone (613) 225-8006
Fax # (613) 225-6005 or 225 2231
www.myerschevolds.com

VISA ▼ MASTERCARD ▼ AMERICAN EXPRESS ▼ enROUTE

completed while on exchange with MFAT, I have been won over to the kiwi revolution. It is precisely because MFAT has developed a thorough management model which it implements with rigour and constant improvement that a foreign ministry which is small in stature can be highly effective in foreign policy while maintaining strong human resources at the same time. It follows once again from the Gretzky analogy as psychologists believe that Gretzky's superior playmaking skill lies in his ability to see patterns where everyone else sees chaos and make plays based on his foresight, integrity and work ethic. The New Zealand Ministry of Foreign Affairs and Trade too works at identifying the emerging patterns of policy and developing the staff capable of responding effectively to the first rays of each foreign policy day as they strike the slopes of Mount Hokipa in order to retain its lead on the rest of the world. ☺

Wendell Sanford is Deputy Director of the Program Analysis Division. During his most recent assignment as the last Canadian exchange officer at the New Zealand Ministry of Foreign Affairs and Trade, he completed a Masters of Public Policy degree concentrating on the application of the New Zealand model of government to foreign ministries.

Discover why PAFSO considers MKI to be the experts for postings and family reunions

234 Laurier Avenue W., Ottawa, Ontario
Fax: (613) 233-7813 Tel: (613) 234-1395

Coordinator / coordinatrice :
Astrid Ratzel
e-mail / courrier électronique :
aratzel@mkitravel.com

234, av. Laurier ouest, Ottawa (Ontario)
Télécopie : (613) 233-7813 Tél : (613) 234-1395

Découvrez pourquoi l'APASE nous
considère comme les experts en affectations et
réunions de famille



Je me sens très positif depuis que je vais à l'école à BCS. J'aime la vie ici et j'aime mes professeurs. C'est le choix que j'ai fait et c'était le bon j'en suis certain.

— Frédéric D., Grade 7

BCS is a school where the teachers and coaches really understand the students. The individual attention is great!

— Caroline C., Grade 8

Bishop's College School
Lennoxville, QC J1M 1Z8

An independent co-educational
boarding and day school for Grades 7-12.

Tel.: (819) 566-0227 • Fax: (819) 822-8917
Email: admissions@bcschool.qc.ca • Internet: www.bcschool.qc.ca

Trudeaumania in Jakarta

by T.A. Keenleyside

I don't know what came over my wife, Dot. I had never seen her like that before. Nor have I since. Normally, she is highly attentive to my needs and moods — feeding me what I crave on demand, responding to my wolf cries of pain as if she feels them too, sympathizing when I am down, and up when I am up and she is really down. But it wasn't like that when Prime Minister Trudeau visited Indonesia in January of 1971.

Beforehand, she was too excited to focus on the tedious details that concerned me. She was busy getting her hair done just right and choosing the dresses she would wear for President Suharto's dinner in the Prime Minister's honour and the return one to be hosted by Trudeau at the presidential guest house. And during the visit she was too anxious to see him — maybe have a conversation — to give much thought to what we were up to at the embassy.

*"Those eyes...
It's incredible...They're
so penetrating."*

When Trudeau and his entourage arrived at the airport and the Prime Minister was introduced to the embassy staff and their spouses, to get his attention, Dot had our three young children in tow. The girls were in white cotton dresses, studded with red maple leaves and our son in white shorts and shirt with the same shower of red. A bit much, maybe. But, in '71, post-centennial nationalism still lingered. The Prime Minister did stop to speak to them, his sharp blue eyes focussing intently, "When you're back in Ottawa," he said, "you'll have to come and see me."

Dot was ecstatic telling me afterwards. "Can you believe it? He actually invited me to come and see him?"

"Uh, honey...uh, I think he was referring to the kids!"

Dot wasn't listening. "Those eyes...It's incredible...They're so penetrating."

*I went over the
seating plan again
and again looking for
possible errors.*

Me, I saw only the back of his head, hurrying from meeting to meeting, handing him the text of a short address on development that I had drafted, passing him a memorandum of understanding to sign, and blotting his signature afterwards.

Throughout the visit, Dot looked for seemingly natural opportunities to come face to face with the Prime Minister. "You keep popping up from behind every potted palm" he joked at one point. I think it was the only remark he directed exclusively at her.

It was because Dot was so distracted that I couldn't get her to focus on the seating plan I had drafted for the dinner party Trudeau was to host. And that almost led to a major botch-up for which I would have been entirely to blame.

Much care and planning went into the guest list for the dinner, and, in the usual manner for such occasions, it was sent to the Chief of Protocol at the Foreign Ministry for vetting and for him to provide us with the order of precedence for the Indonesian invitees. It was then my responsibility to work out the precise seating-plan in the dining-room and oversee the preparation of the name cards that would go at everyone's place as well as the board at the entrance to the dining-room that guests would consult to facilitate finding their way quickly to their seats. This was not a task that came easily to me; diplomatic niceties were not my strong suit. Still, I laboured hard to get the thing right, even remembering to omit several of the embassy staff, including myself, from designated places. Some guests who had accepted their invitations would not, in the end, show up, we anticipated, and this way there would be "spares" to fill what otherwise would be awkward gaps at the tables.

I went over the seating plan again and again looking for possible errors. Then I reviewed it with the ambassador, Tom

Delworth. But he was too preoccupied with more important details of the visit to give it much thought. So I showed it to Dot. Her focus, however, was not on the essentials. "So where will I be sitting?.... Hmmm... Can't you get me any closer to Trudeau?"

Despite Dot's distracted perusal, I was, nevertheless, confident the seating plan was okay and that every detail for the dinner had been attended to. About an hour before the guests were due to arrive, half-dressed, I did a final inspection of the dining-room.

"Oh, no! What's this?" I shouted to one of the embassy staff. "We've got the two middle tables reversed." I could feel blood surging into my head and my heart racing. "That means all the tables are wrong!... Oh, my God!"

I grabbed some place cards frantically. "Come on, we've got to change everything! Hurry!"

"What do you mean?...We can't change them, there isn't time."

"We have to. And the plan at the door. Here! You do that, while I move the place cards."

"I don't see it? What the hell is the matter?"

There was a head table across the top of the room, and four long ones running at right angles to it the full length of the hall. One was directly in line with President Suharto's chair and another with the Prime Minister's. I had inadvertently reversed their order of precedence. Not that any one in the Prime Minister's entourage would likely have noticed, but the protocol-conscious diplomatic corps and other local dignitaries would have. Some guests would have been miffed, and my gaffe would have been a delicious source of local gossip — to Canada's discredit.

*Stripped to the waist,
except for the
suspenders holding up
the trousers of my tux,
I tore around the room
seemingly out of
control.*

*"It's all right.
Everything is going
to be fine. Just don't
talk to me. I've got to
concentrate. And I've
got to hurry."*

Stripped to the waist, except for the suspenders holding up the trousers of my tux, I tore around the room seemingly out of control, snatching place cards from the settings, dropping others in their places, and shouting the changes to my helper at the entrance.

Into this maelstrom 20 minutes before the guests strode the ambassador on his final inspection. When he saw me, Tom blanched and his jaw dropped.

I raised my hand. "It's all right. Everything is going to be fine. Just don't talk to me. I've got to concentrate. And I've got to hurry."

We had an excellent working relationship. Tom had confidence in me — perhaps mistakenly. So he left without saying anything. But, returning to the guests who had been assembled for drinks in an antechamber, he spoke to Dot, suggesting that

it would be a good idea if she checked on me.

"What's up?" Dot asked me cheerfully as she walking into the dining-room, looking ravishing in a long, silk evening gown.

"A problem with the seating plan."

"Oh," She sounded nonchalant. "Is it going to be okay?"

"I hope so."

"Good... Well, come and have a drink when you're free. The hors d'oeuvres are yummy."

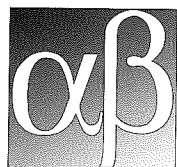
She went back to the party and her tracking of the most eligible bachelor in Canada.

Just as the guests were about to file into the dining-room, we finished rearranging the seating plan. Everything was in order once again, but still I glanced anxiously around as people took their seats, fearful there might still be a hitch.

Sure enough, there was one guest who didn't show, so I plunked myself at his vacant spot — at one of the central tables. The wife of an Indonesian cabinet minister was beside me, and she eyed me suspiciously, concerned that I had seated myself there in error.

I was sweating and panting from the rescue operations and my hands were still shaking so I gulped down the glass of water at my place. And then, when the first of the wines was served — Gewurztraminer — foolishly I drained it in one go, and had to wait impatiently for a refill. My dinner

Protect your home and investment with the



CANADA

Alpha-Beta Group Inc.

E-mail: alpha-beta@intranet.ca

945 Pinewood Crescent
Ottawa, Ontario K2B 5Y3

Phone: (613) 596-5880

Facsimile: (613) 596-3019

Residential Property Management

- lease / rent your property
- tenant placement services
- security checks
- maintenance inspections

Call us for an active, professional approach to property management. We know residential & commercial construction, the Tenant Protection Act and municipal zoning regulations. We can draw up an agreement to meet your own specific needs. For more information call us at (613) 596-5880.

**Put diplomacy at
your doorstep...
subscribe
today and
save!**



**La
diplomatie à
votre porte...
abonnez-vous
aujourd'hui
et économisez!**

Simply fill in the coupon below
and mail to us with your
cheque or money order
payable to
bout de papier.

Veuillez
compléter

le coupon ci-dessous
et le retourner avec votre
paiement au bout de papier.

- | | |
|--|--|
| ☐ 1 year \$16.00/
1 an, 16 \$* | ☐ 2 years \$30.00/
2 ans, 30 \$* |
| ☐ New/
Nouveau | ☐ Renewal/
Renouvellement |
| ☐ Mr./Monsieur | ☐ Mrs./Madame |
| ☐ Ms | ☐ Miss |

*International + \$6.00/yr/année *USA + \$4.00/yr/année

Name/Nom: _____

Address/Adresse: _____

City/Ville: _____

Prov.: _____

Code: _____

Mail to: **bout de papier**
412—47 Clarence Street
Ottawa, Ontario K1N 9K1

Adressez à : **bout de papier**
412—47 rue Clarence
Ottawa (Ontario) K1N 9K1

companion looked at me aghast convinced now that there had been a terrible mistake in the seating arrangements.

"And what is your position in the Prime Minister's party?" she asked, assuming I had come from Ottawa.

"I'm First Secretary at the embassy." I shot back defiantly.

The meal was a little disappointing. Several weeks before, we had had a dry run at the official residence with Tom and his wife, Pamela.

"Oh!" She put down her soup spoon, dabbed delicately at her lips with her serviette, and turned to talk to the person on her other side.

I couldn't have cared less. Everyone but me, I knew, was where they were supposed to be.

The meal was a little disappointing. Several weeks before, we had had a dry run

at the official residence with Tom and his wife, Pamela. We had eaten our way through the entire menu and every course had been a gastronomic delight. But something happens to every recipe when you go from four to 140. And the ambience, too, was entirely different at the state dinner than at the Delworth's boisterous practice party where we had been at liberty to give close scrutiny to the wines and champagne in particular. However, I didn't much care about the food at the presidential guest house. For me, the dinner was really over the moment it started successfully. My neck had been saved. By the paper thin slice of a place card.

I've just found two of them, in fact, in our souvenir box. They're three and a half inches long and an inch and a half high and decorated with gold-embossed Canadian coats-of-arms. One says "Mrs. T. A. Keenleyside". And the other, taken at the end of the evening from the head table, "The Prime Minister of Canada."

Snatched from behind a potted palm by an infatuated guest. ☺

T.A. Keenleyside was a Foreign Service officer from 1966 to 1971, with postings in Thailand and Indonesia. From 1971 to 1996, he was a professor of political science at the University of Windsor.

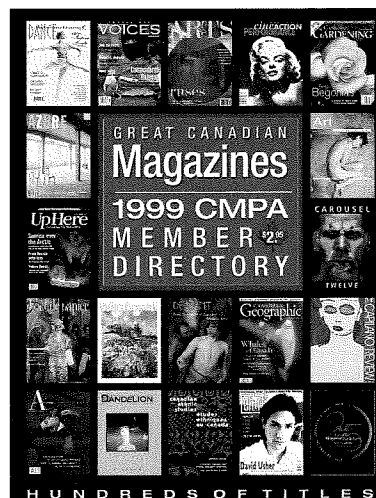
IAN H. WARREN
Barrister & Solicitor

•
Personal Service
at a Fair Price

•
Real Estate
Wills & Estates
Business Law

•
Suite 2000-150 Metcalfe St.
Ottawa, Ontario
K2P 1P1

(613) 565-3813



HUNDREDS OF TITLES



Canadian
Magazine Publishers
Association

130 Spadina Ave., #202
Toronto, ON M5V 2L4
Telephone: (416) 504-0274
Fax: (416) 504-0437

Great Canadian Magazines 1999

is a comprehensive directory of nearly 300 Canadian consumer magazines. Keep up-to-date on business, the arts, food and wine, politics, sports, hobbies, education and more. Complete address information for each title also makes it a great reference tool for anyone wanting to learn more about Canadian publications.

To receive a copy of the directory, send in your completed coupon along with \$5 (includes GST, shipping and handling). We also accept VISA or MasterCard orders by fax or phone.

Yes! Send me **Great Canadian Magazines 1999**. I am enclosing my cheque or credit card information for \$5 (GST, postage and handling are included).

Name _____

Address _____

City _____ Prov _____

Postal Code _____ Telephone _____

☐ Cheque Enclosed ☐ Visa ☐ MasterCard

_____ Expiry _____

Signature _____

Thank you for subscribing!

bdp

BDO

BDO Dunwoody
Chartered Accountants/
Financial Planners

Financial Planning for Your Future

- sell or rent your home?
- RRSP or pay down mortgage?
- debt or equity investments?
- borrow or save to invest?

For unbiased advice and guidance on a fee only basis, talk to us before you make your next important financial decision.

For further information please contact:

Mary Ellen Morris, FCA, RFP

1136 Church Street, Box 291
Manotick, Ontario K4M 1A3
Telephone: 613-692-2553
Fax: 613-692-2995

E-mail: memorris@manotick.bdo.ca

Ottawa appointments available.

The Upper North Side: Canada in New York

Market Diplomacy in a Brand-name Town

by Kevin O'Shea and Bernard Etzinger

How do you make a statement in New York City, the self-proclaimed capital of the world, of attitude, of cool?

If you are a person, you wear black and get a publicist. If you are a company, you spend millions on PR, marketing and special events. And if you are a Canadian diplomatic mission? Rescue American hostages in a distant land and make the Ambassador our Consul General? Oops, been there, done that.

So, how do you get jaded New Yorkers to think that Canada counts and that they should pay more attention to it? How do you project a dynamic image of Canada in one of the busiest, toughest but influential marketplaces in the world? And how do you do this on a budget that wouldn't rent the beach house for a Hampton wedding?

The Canadian Consulate in New York had an idea: *the Upper North Side: Canada in New York Season of Events*, a concerted effort of public diplomacy, business development and cultural promotion to project our brand image of Canada in New York. Why? To strengthen Canada's image among New York decision-makers. To highlight Canadian excellence, innovation and creativity. To advance Canadian public policy objectives. To attract investment to Canada. And to grow Canadian trade.

The New York City Setting
The *Upper North Side Season* had its origins in the work and thinking of the Consulate on the nature of Canadian diplomacy in New York. Simply put:

SEPTEMBER

- 9-13 Ronnie Burkett Theatre of Marionettes at the International Festival of Puppet Theater
- 10 Canadian Society CEO Series (Paul Teller, CN)
- 15 Inniskillin Wine and Music Series in the Canada Room at Thread Waxing Space
- 16 Beck & Al Hansen Exhibit at Thread Waxing Space
- 17 TRANSformation: Winners of the Prix Saidye Bronfman Award at the American Craft Museum opens (runs to January 10/99)
- 18 Canadian Club Conversations with... Cowboy Junkies at Beacon Theater
- 24 Michael Adams (*Sex in the Snow*)
- 25 North of the Border Concert Debut at The Bottom Line with Blue Rodeo, The Henrys & Fred Eaglesmith
- 25-27 Canada at New York is Book Country
- 26 St. Lawrence String Quartet at Merkin Concert Hall
- 30 Ben Heppner as Lohengrin opens at the Metropolitan Opera

OCTOBER

- 1 Canadian Universities Alumni Reception at the Princeton Club
- 1&3 Atlantic Arts Trio
- 3 Les Deux Mondes at the Performing Arts Center
- 3 of Purchase College
- 3 North of the Border Concert at the Bottom Line
- 3 Hockey Hall of Fame comes to midtown
- 5 Vera Frenkel at MoMA
- 5 Canadian Centre for Architecture's "The Architecture of Reassurance: Designing the Disney Theme Parks" at the Cooper-Hewitt (runs to January 10)
- 6 National Ballet of Canada at City Center
- 6 Inniskillin Wine and Music Series in the Canada Room
- 6 Mounties in Manhattan
- 6 Terry Fox Run in Central Park
- 6-11 Eliza Berry at ARF
- 13 Canadian Club Conversations with... Robert MacNeil (*Breaking News*)
- 13 Canadian Society CEO Series of Canada
- 13 Koussevitzky, Hongkong Bank of Canada
- 13 Children's Dance Project at the Joyce SoHo Theater
- 13 Montreal Symphony Orchestra at Carnegie Hall
- 13 Diane Solway (*Nureyev: His Life*) at Barnes & Noble
- 22-25 Lionel Gelber Prize Lecture
- 24-25 Aldous Huxley: The Gravity of Light at MoMA
- 26 Three Canadian Naval Frigates Salute NYC at Pier 86 (to Nov 1)

NOVEMBER

- 1 Carole Glasser Langille at Song Café
- 1 North of the Border Concert at the Bottom Line
- 1 The Maple Leaf Ball
- 12-23 Stratford Festival at City Center
- 13 Opening Night: Much Ado About Nothing
- 15 Opening Night: The Miser
- 15 Inniskillin Wine and Music Series in the Canada Room
- 17 Canadian Club Conversations with... Peter C. Newman (*Titans*)
- 18 Long Day's Journey into Night at MoMA
- 23 The 2nd Annual Glenn Gould Lecture in the Canada Room
- 23 Violinist Karen Gomyo at the 92nd Street Y
- 24 Diana Krall at the Blue Note
- 27-29

DECEMBER

- 3 Canadian Club Conversations with... Eileen Whitfield (Mary Pickford)
- 3 Conference on Universal Declaration of Human Rights at NYU
- 3 North of the Border Concert at the Bottom Line
- 3 Inniskillin Wine and Music Series in the Canada Room
- 3 Quartetto Gelato at the Metropolitan Museum
- 3 Canadian Brass at Lincoln Center

JANUARY

- 18-31 Canadian Cuisine at 57/57
- 19-24 Toronto Dance Theatre at the Joyce Theater
- 21 Canada-U.S. FTA Conference at the Americas Society
- 21 Ballet British Columbia at the Joyce Theater
- 26-31 James Houston Retrospective & Exhibit
- 28 North of the Border Concert at the Bottom Line
- 25 Sheridan Animates New York

FEBRUARY

- 5 Royal Winnipeg Ballet at Performing Arts Center of Purchase College
- 5-28 Theatre of the Film Noir at Synchronicity Space
- 6 Canadian Chefs at the James Beard Foundation
- 6 National Gallery of Canada at the Frick
- 8 (runs to April 26/99)
- 10 Angélique at MCC Theater (runs to March 7)
- 11-12 Canadian Cinema: Past and Present at NYU
- 12 Conference on The Protection of Children in Armed Conflict at Columbia University
- 17 Canadian Club Conversations with... Andrew Clark and Laurie Stone (*Stand and Deliver and Laughing in the Dark*)
- 18-20 Canadian Cinema: Past and Present at NYU (2nd week)
- 18-20 Robert Lepage/Mahler's *Kindertotenlieder* at John Jay College Theater
- 25 The Inaugural Marshall McLuhan/Fordham University Lecture at Fordham University
- 25 Fashions on Ice at Rockefeller Center
- 25 North of the Border Concert at the Bottom Line
- 25 Canadian Comics at the 92nd Street Y
- 25 Stan Douglas at DIA Center for the Arts

GET ALL THE DETAILS AT:
WWW.UPPERNORTHSIDE.ORG



THE UPPER NORTH SIDE
CANADA IN N.Y.
A SEASON OF EVENTS
SEPT. 98 - FEB. 99
THEATER • MUSIC • DANCE
VISUAL ARTS • FILM &
ANIMATION • BOOKS &
CONVERSATIONS • GLOBAL
AFFAIRS • BUSINESS
NEIGHBORHOOD EVENTS
TASTE & FASHION

- New York City is a world capital and home of global players and forces (financial markets, multinational corporations, global media, world cultural centre, ideas capital) that had the potential to exert a tremendous impact on Canada;
- Canada has enormous interests at play here but little visibility or leverage;
- our diplomacy has to vie for the attention of the financial, corporate, media and cultural elites in fierce competition with others;
- developing a brand image is a way of getting across our message;
- and public diplomacy is the critical means of getting across the brand.

The Consulate had taken a number of steps to enhance its public diplomacy: building a ground level office with a public face, establishing a web site (*Canada-ny.org*), publishing a monthly newsletter (formerly *News and Arts*, now the *Upper North Side: Canadian Events in New York*), hosting numerous events, working with Canadian institutions in New York and developing an identifiable logo.

All in all, a good start. But New York City is the toughest place in the world to make an impression. Companies pay millions to advertise on Times Square, on buses or in the media outlets, and branding is a city religion. There are buildings whose sole purpose is not to sell goods but to project a brand image. Niketown, a giant temple of 57th Street, is there for image not for sales; ABC, MTV, FOX and NBC have store-front studios and shops to let America see them.

What could we do?

The Brand of Canada

Five major Canadian cultural institutions were coming to New York in the fall and winter of 1998: the Canadian Museum of Civilization, the National Ballet of Canada, the Canadian Centre of Architecture, the Stratford Festival and the National Gallery of Canada.

We decided to see if we could package these five major events along with others we would devise and present them in a coordinated marketing program. We would also check with other Canadian institutions and corporations to see if they had events in New York. All these events together offered the opportunity to assert a strong Canadian presence and profile in New York.

Our Season would not be one of megabucks. But by bringing together a number of New York and Canadian partners we could leverage influence and project a dynamic and modern image of Canada.

We defined our own brand image of Canada around four themes: *Canada: Stable*

and Evolving (130 year success story; a living constitution; great diversity; model world citizen); *Canada: Friend and Partner* (neighbour by geography, ally by history and shared interests; partner in the largest trading relationship on earth; shared North American stewardship; complementary approaches to common social challenges); *A Canada on the Move* (the Maple Leaf Miracle; great economic fundamentals; world competitor; technological innovator; free trader; and best quality of life on earth); and *Canada: Hot and Cool* (hot culture; cool place to visit).

Thus, our Season would seek to project a modern image of a confident and vibrant Canada. It would promote trade and investment by creating awareness of the opportunities of investing in and trading with Canada. And it would promote Canadian culture, by highlighting the excellence of Canadian arts and culture.

From Brand to Plan

As a first step, the Consulate thought broadly about what kind of events, in addition to the five major ones already coming, would capture the reality of Canada.

We brainstormed about popular images of Canada and how we could exploit that interest. For example, we kicked around various ideas of how to draw attention to the 125th anniversary of the RCMP — the Mountie Hot Air Balloon over Central Park or a lecture at the New York Police Academy. We finally settled on bringing down two RCMP on horses to participate in the first Terry Fox Run in Central Park. With the NHL, we sponsored an exhibit of the Hockey Hall of Fame in one of the buildings of the Rockefeller Centre in the heart of midtown Manhattan.

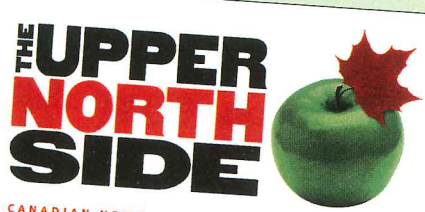
We looked for issues that would highlight Canadian public policy leadership — human security (human rights and protection of children in armed conflict) and trade liberalization were obvious choices.

For the economic angle of the Canadian image, we pushed the Canadian Society of New York to start a Canadian CEO series profiling Canadian business success stories and leaders. And we wanted to spotlight a cutting edge industry in Canada. After some thought, we decided to put together a one day conference and trade show on the Canadian animation industry involving provinces, municipalities, multi-media companies, software companies and teaching institutes.

A current snapshot of Canadian society would also need events with Canadian music, literature, personalities and cuisine. Building on earlier visits to the East Coast Music Awards in the Atlantic provinces, the Consulate and the owners of the fabled Bottom Line music club in Greenwich Village hit upon the concept of a monthly contemporary music series, featuring Canadian music groups to be called the *North of the Border Series*. We rejigged our monthly classical music recitals in the Consulate into the *Inniskillin Wine and Music Series* featuring up and coming Canadian

http://Canada-NY.org

VOLUME 12 NUMBER 7 NEWS CONFERENCES DANCE FILM MUSIC ART READING TELEVISION



THE UPPER NORTH SIDE

CANADIAN NEWS, EVENTS AND CULTURE IN NEW YORK

Nov 1998

http://Canada-NY.org





Stratford Festival at City Center

November 13-29
City Center
131 West 55th Street
Tickets: \$20-\$60
212-247-0430

North America's foremost classical theater company, the Stratford Festival, in partnership with City Center, brings to New York two outrageous and delicious comic escapades—Shakespeare's *Much Ado About Nothing* (opening November 13), and Molière's *The Misanthrope* (opening November 15). From its origins in the 1950s, the Canada's acclaimed Stratford Festival has been a national treasure, celebrated for the impressive calibre of its productions and for being home to some of the world's greatest classical actors. The two plays, performed in repertory, run until November 29.

North of the Border

Saturday November 21, 7:30 and 10:30pm
The Bottom Line
15 West 4th Street
Tickets: \$15
212-228-9880

Newfoundland's Great Big Sea brings its clear, brash, Celtic energy to the stage of The Bottom Line as the band headlines this month's North of the Border concert. Joining Great Big Sea is Mary Jane Lamond, whose emotionally-powerful, decidedly modern voice accompanied Ashley MacIsaac on his breakout single "Sleepy Maggie". The Clearly Canadian beverage company sponsors this monthly concert of three outstanding Canadian music acts at the legendary Bottom Line. The third band will be announced later in November at www.uppernorthside.org



The multi-media marketing machine of the Upper North Side Season — a nifty poster, monthly newsletters, the definitive brochure on the Canadian animation industry for Canada: the Animation Nation produced in cooperation with Sheridan College, and the Season brochure designed by Scott Thornley + Co of Toronto.

New Yorkers were bound to have heard of, for example Marshall McLuhan and Glenn Gould.

Finally, the Consulate wanted a gala event to launch a Canadian Culture Fund which would help finance major Canadian performances in New York in the future. Why not an evening on Canadian comedy?

The final step in pulling together the Upper North Side Season was to check to see if other Canadian institutions or performers were coming to New York in that

period. As usual, a large number of Canadian artists and performers were on their way here: the Cowboy Junkies, Le Théâtre des Deux Mondes, Ben Heppner, Robert Lepage and Diana Krall among others.

We also approached the provinces on their events in New York. It was important to us to project an image of all the regions of Canada. We met with Quebec House in New York to include their trade, investment and culture events as part of the Season.

We received funding from Ottawa (\$150,000) which augmented some funding from the post's public affairs and cultural affairs budgets (\$90,000). We focused on the two main components for the Upper North Side: Canada in New York Season: its packaging and promotion and the actual organization of the events.

From Plan to Package

Our primary tools would be a distinctive logo and slogan, a pamphlet and an official press event to launch the Season.

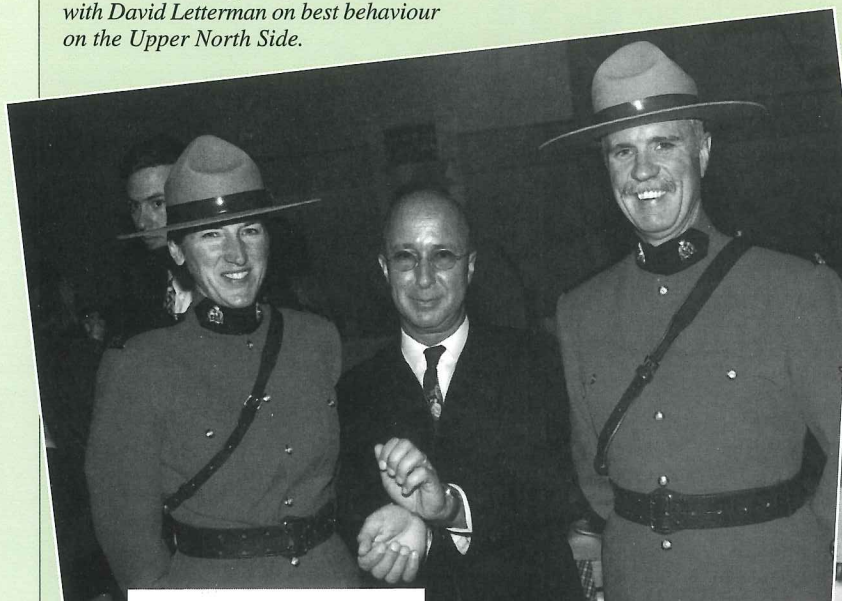
Since for most New Yorkers, their universe is New York, so accurately captured by the famous New Yorker cartoon which shows the New Yorker's world map as comprising in exquisite detail the island of Manhattan and Europe and Asia as distant dots in the horizon, we decided to try market our Canadian Season through a New York metaphor.

We rejected a number of ideas: *North of 49th* (the Canadian Consulate is located on 49th Street and it refers to the 49th parallel): We didn't think New Yorkers would get the geographic reference. *CoNoBo* (Country North of the Border), *NoCabo* (North of the Canadian border): both knock-offs on how New Yorkers shorten their neighborhood names, *SoHo* being South of Houston. *Canada Seasons* and *True North*: too boring.

The Upper North Side? This idea was a take on such well known Manhattan neighborhoods as the Upper West Side and the Upper East Side and it would show that Canadians are an important part of the city. Perfect!

A Canadian graphic agency, Scott Thornley + Co, designed our look. As the Consulate had already conceived of its

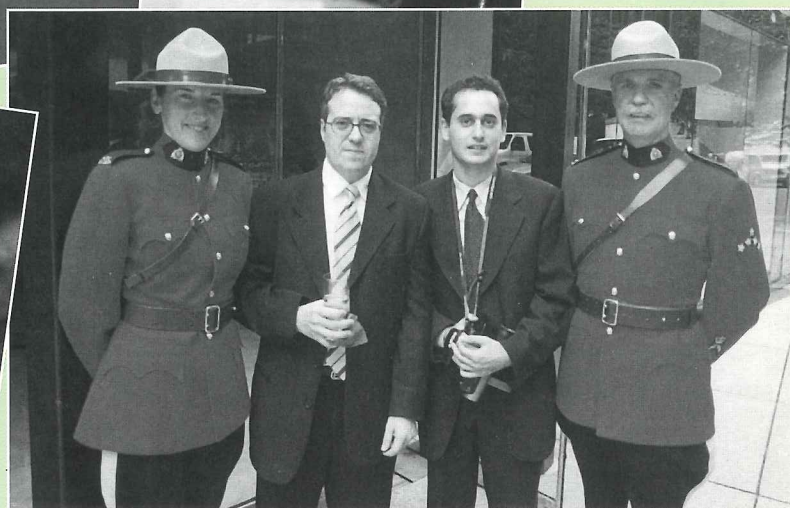
Below: Paul Schaffer of the Late Show with David Letterman on best behaviour on the Upper North Side.



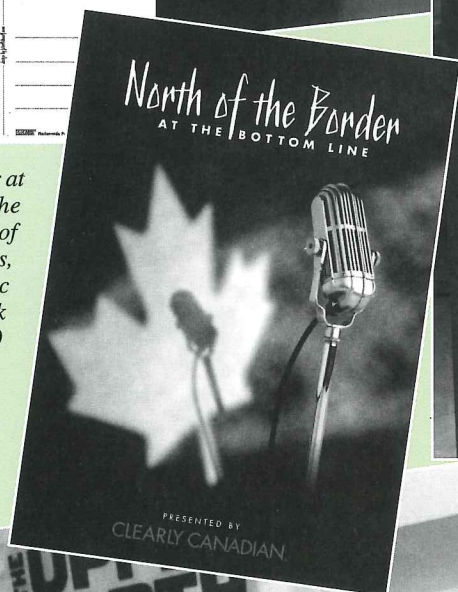
Left: Richard Monette, Artistic Director of Stratford Festival talks up the Festival's two plays at City Center.



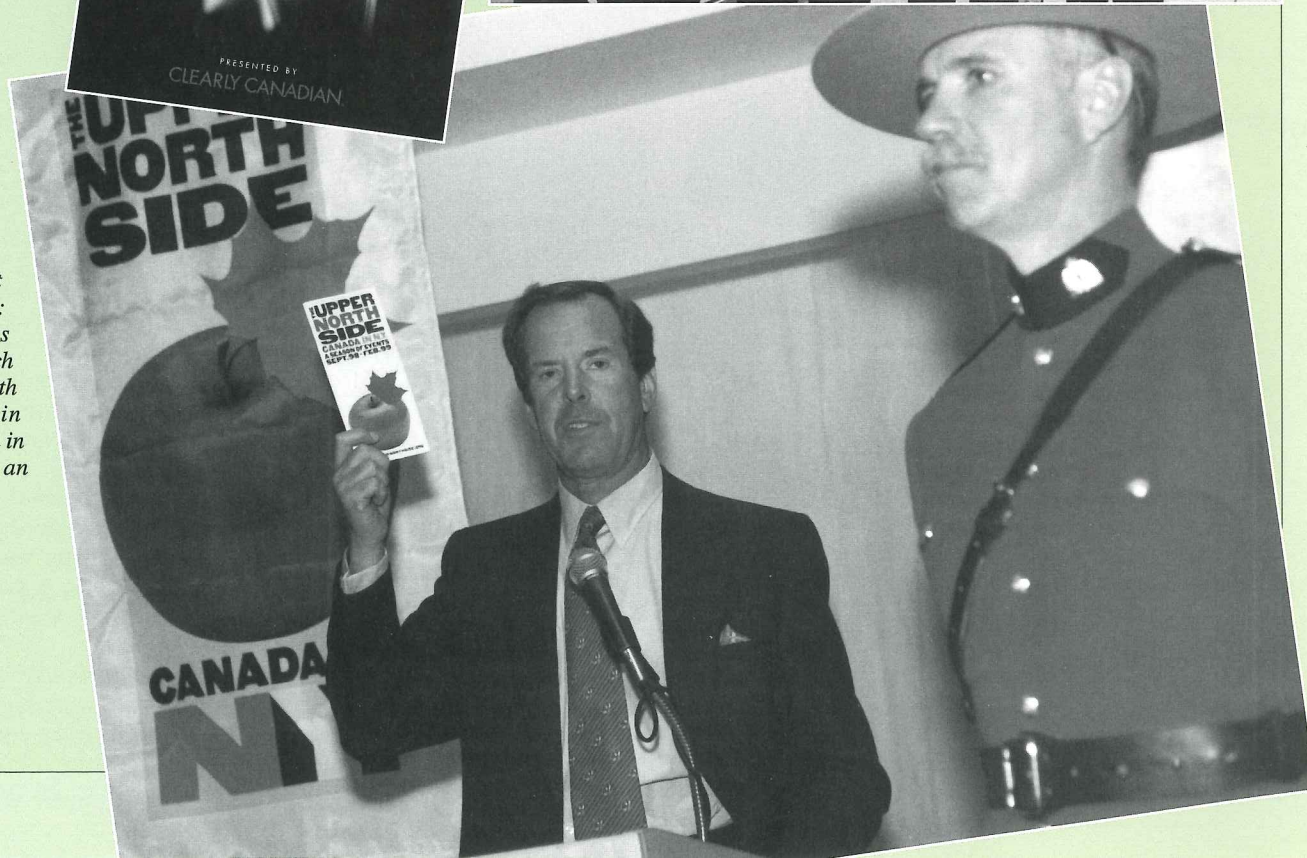
Below right: Canadian Consulate staff and RCMP officers stand on guard at the Canada Season launch at Estiatoria Milos on West 55th Street.



Right: Canada rules or at least rocks n' rolls. The postcard for the North of the Border music series, by Canadian graphic designer in New York John de Wolfe. The 5000 cards were placed in dispensers in all major NY restaurants and clubs.



Right: Two Great Canadian icons: Peter Jennings anchors the launch of the Upper North Side: Canada in New York Season in the presence of an RCMP officer.



The Events of the Canada Season.

North of the Border Series at the Bottom Line

- three sold-out Canada nights
- featured bands included The Henrys, Great Big Sea and Blue Rodeo
- featured three Canadian bands, a headliner and two lesser known bands

The Inniskillin Wine and Music Series

- featured performances by Juillard students

Three major exhibitions

- *TRANSformation: Winners of the Prix Saidye Bronfman Award*, organized the Canadian Museum of Civilization at the American Craft Museum (Sept-January)
- The Canadian Centre of Architecture's *The Architecture of Reassurance: Designing the Disney Theme Parks* at the Cooper-Hewitt (Oct-Jan)
- The National Gallery of Canada's *Collection of 18th and 19th Century English and French Drawings* (Feb-April) at the Frick Museum

The Stratford Festival at City Centre

Four Canadian dance companies

- The National Ballet, Toronto Dance Theater, Ballet British Columbia, and the Royal Winnipeg Ballet
- The National Ballet's first NY appearance in eleven years earned enormous critical acclaim with three rave reviews in the *New York Times* alone

Two weekends of Canadian films event at the Cantor Film Center

- *Such A Long Day's Journey*, *The Grey Fox*, *La Déroute* and *Un 23 août sur Terre*

Three Canadian legacy lectures

- Marshall McLuhan Lecture delivered by Tom Wolfe, one of the first journalists to bring the world's attention to Marshall McLuhan in his 1965 article "What if He's Right" in *New York* magazine and author of *A Man in Full* and *Bonfire of the Vanities*.
– covered by C-SPAN; and front page of the National Post
- the annual *Glenn Gould Lecture* hosted by the Royal Conservatory of Music
- the Lionel Gelber lecture
– featuring the winner of the prestigious Lionel Gelber Award, a major Canadian literary award and the largest juried prize of its kind in the world

Three policy conferences

- *Human Rights in Canada and the US on the 50th Anniversary of the Universal Declaration of Human Rights* at NYU
- *The Protection of Children in Armed Conflict* at Columbia University

- *Canada-US Free Trade Agreement: Ten Years Together* at the Americas Society

Canada: the Animation Nation

- highlighting excellence in Canadian animation
- included a Master Class starring Sheridan alumni who had created the special effects for blockbuster movies such as *Terminator*, *Jurassic Park*, *Stars Wars* and *Spawn*
- featured business partnering event with 21 Canadian and 10 US companies that included the production of a 24 page booklet that is now the definitive directory of Canadian Animation Resources
- produced in collaboration with Sheridan College, "the Harvard of Animation", the provinces of Quebec and Ontario, Canadian multimedia software companies, and New York digital companies

Two courses of Canadian cuisine

- special Canadian menu and products at the renowned James Beard House
- featured Canadian chefs Robert Feenie, owner of Vancouver's *Lumière* and Andrew Hewson both from the *Plaza Athénée*, Normand Laprise of New York's *Cena* and Montreal Toqué!, Thomas Haas, Daniel's pastry chef, Ellen Greaves, the executive chef at the *Tea Box* in 5th Avenue's *Takashimaya* and Louis Charest, the chef of the Official Residence
- covered by CBC and *Chatelaine*. A border snafu choked up the Food Network's planned half hour show
- two weeks of Canadian cuisine at the Four Seasons' Fifty Seven Fifty Seven

Canadian Club Conversation Series

- featuring Robert MacNeil & Morley Safer, Michael Adams, Peter C. Newman, James Houston and a serious look at Canadian & American comedy

The Canadian Society of New York Canadian CEO Series

- heard from CN's Paul Tellier and Youssef Nasr of the Hongkong Bank of Canada

"Why are Canadians So Funny?"

- A New York institution, the 92nd Street Y, for one night was transformed into an Upper North Side comedy club and celebrity symposium on Canadian popular culture
- Canadians Lorne Michaels, Martin Short and Eugene Levy joined moderator cum analyst Michael J. Fox in a play-by-play on the Canadian psyche
- evening opened with three upcoming Canadian comics — Sean Cullens, Barry Julien and Ophira Eisenberg
- 12 camera crews from all major networks, with reporters from the *Daily News*, *Time Out*, *New York Observer* and the *New York Times*

own logo, an *Apple with a Canadian Maple Leaf*, Thornley decided to build on it and modernize its design. He then conceptualized a number of promotional products which would help get out the image and slogan of the Season: magnets, posters, pins, magazine ads, and banners.

The most important promotional tool would be the pamphlet — a 24 page brochure to 70,000 addresses. We bought a mailing list of 45,000 names from a company which specialized in mixing and matching mailing lists from New York cultural organizations. And, we hired a firm to distribute brochures in the corporate headquarters of over 100 major New York multinationals.

We created a new Web site (uppernorthside.org) to serve as our virtual events newsletter to reinforce our presence at Canada-ny.org and canapple.com, our web sites.

We decided to risk a press launch when a Canadian-owned restaurant, *Estiatioio Milos*, offered to host the event. A publicist was hired and a press kit put together. Peter Jennings agreed to be the master of ceremonies.

Alas, Monica Lewinsky did us in. President Clinton showed up in New York to give his first public speech at the Council of Foreign Relations after the deposition of Monica Lewinsky before the Starr Grand Jury. Many of the TV crews we had hoped to cover our event chased the President around town.

The Season

The Season thus started in September and ran through to the end of February. On any given day there was a Canadian event on in New York. That there were probably about 500 other events on any given day was a simple fact of life in New York.

All told, the cost of the events was about half of our total budget. A number of the events had major corporate sponsors including Newcourt Credit Group for the Stratford Festival at City Centre, Seagram for the *TRANSformation* exhibition, Clearly Canadian for the North of the Border Series, CIBC Wood Gundy and the NHL for the Hockey Hall of Fame and the Four Seasons for the Terry Fox Run.

Achievements

Well, did we achieve what we wanted to? Yes and no.

While there was no Times Square billboard, *The Upper North Side; Canada in New York Season of Events* had a tremendous payoff for public diplomacy, public policy, trade and investment and cultural promotion for a modest budget.

We increased Canada's presence in New York through the pamphlet and advertising, through cooperating with so many New York institutions, through a neat logo and through the sheer volume of events and their coverage in the New York media.

We became an active player with New York cultural, business and policy institutions. We developed a broad network of contacts, both in New York and in Canada, interacting with a wide array of cultural, policy and business groups and developing a reputation as a viable partner for events, conferences and lectures.

The Season played back into Canada through extensive media coverage in the Toronto Star, the Globe and Mail, National Post, Southam Press, Radio Canada and CBC Radio as Canadian media were interested in the stories of Canadian excellence, creativity and innovation showcased abroad.

The Season was a way to target our messages on Canadian policy leadership on human security agenda, on the world leading Canadian animation industry and on the performance of the Canadian economy and corporate sector through the CEO series.

On culture, the Season established a Canadian Culture Fund for the presentation of future Canadian events at the prestigious 92nd Street Y.

The Season *created a framework*. We now have a recognizable logo, a catchy New York slogan, expertise in promoting and organizing different events for different crowds, the reputation as a reliable partner, the experience in putting together a season and new audiences.

As any effort at "branding" takes many years, the *Upper North Side* season should be seen as a first step in the continuing effort in public diplomacy to assert the Canadian presence in New York and build Canadian influence, identity and competitiveness both at home and internationally. ☺

Kevin O'Shea is Head of Political/Economic Relations and Public Affairs, Canadian Consulate General in New York. He was formerly Director of the Canadian Cooperation Program to Russia and the countries of the former Soviet Union and has served in Paris and Accra. He does not wear black but he has a publicist-Etzingers.

Bernard Etzinger is just back in Ottawa, serving as Executive Assistant to the ADM-Americas after three years as Deputy Consul, Political/Economic and Public Affairs in the Canadian Consulate in New York. He has previously worked in the US, Western Europe, and Communications Bureaux. But more importantly, his parents own a bakery north of Toronto.

Pour vos besoins financiers

SI VOUS DÉSIREZ

- ◆ Améliorer vos rendements ◆
- ◆ Diversifier votre portefeuille ◆
- ◆ Des taux garantis supérieurs aux dépôts à terme ◆
- ◆ Des stratégies profitables pour les marchés actuels ◆
- ◆ Planifier votre retraite ◆



LÉVESQUE BEAUBIEN GEOFFRION INC.

Votre partenaire financier

Jacques Filion

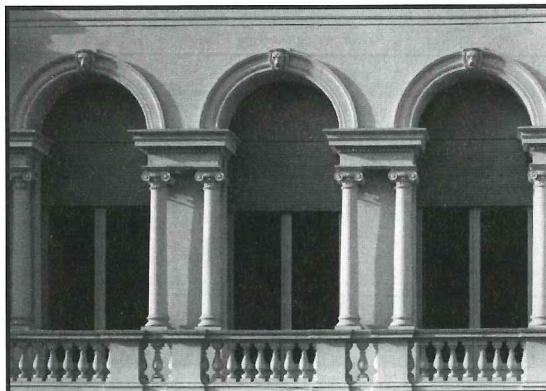
(Ex-délégué commercial 1968-86)

50 O'Connor, Bureau 1602, Ottawa, Ontario K1P 6L2

Bur.: (613) 236-0103 / Téléc.: (613) 236-5916

**REÉR autogérés * Fonds d'investissement * Placements garantis
Actions * Abris fiscaux * Gestion de portefeuilles**

CANADIAN COLLEGE ITALY



CANADA'S FIRST HIGH SCHOOL IN ITALY (Bursaries Available)

- High Academic Standard
- Co-ed semestered boarding school
- University preparation: advanced courses for entrance in North America's finest universities; taught in English: grades 10 to high school graduation
- Medieval Lanciano on the Adriatic coast in central Italy is safe, quiet, utterly charming
- Exquisite college residences
- Expert qualified teaching staff
- State-of-the-art science facilities
- Century-old art studios
- Supervised excursions to cities throughout Italy and Europe
- Study with the best of Europe and Canada in a culturally rich environment
- A unique educational experience that lasts a lifetime!



Tel: (905) 508-7108 1-800-422-0548 Fax: (905) 508-5480
e-mail: marisa.cci@sympatico.ca <http://web.idirect.com/~cci/>

Headmistress: Mrs. Janette Doupe
(former headmistress of Trafalgar School, Havergal College and St. Clement's School)

A World of Ideas

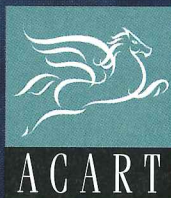


At Acart, world-class projects are not foreign to us.

Our creative services have been providing solutions
to many public and private sector clients for over 20 years.

We welcome the opportunity to assist you with your communications,
from creative concepts, writing and design to the finished product.

We bring you a world of ideas.



Suite 600, 171 Nepean Street, Ottawa, Ontario K2P 0B4
Tel: (613) 230-7944 Fax: (613) 232-5980 E-mail: results@acart.com Web: www.acart.com

Glenn Gould (1932-1982) was unquestionably one of Canada's most gifted and renowned musicians. Before Gould turned his back on touring, his piano recitals and concerts consolidated the worldwide reputation for brilliance and individuality which his early recordings had established. Gould's first European tour was arranged by Toronto impresario Walter Homburger with the co-operation of the Department of External Affairs (DEA), which displayed an interest in a nascent form of cultural diplomacy, but which had no funds for the purpose. The highlights of the tour were performances in Moscow and Leningrad. Apparently, the Soviet Ministry of Culture was so uncertain about the appeal of this Canadian visitor that it packed the hall for the first concert by distributing complimentary tickets. From the enthusiastic response to Gould's appearances, it became obvious that this tactful (or tactical) generosity had been unnecessary.

The departmental file on Glenn Gould's European tour reveals a growing appreciation of the potential value of such recitals and concerts as antidotes to the usual clichés about Canada and Canadians. As well, demonstrations of cultural achievement and international distinction were seen as useful instruments in the multi-faceted cold war. That broader political context almost scuttled the tour. The suppression of the Hungarian uprising prompted a chill in the West's dealings with the Soviet Union and its allies. Only after DEA received clarification from the State Department that the American authorities would not bar Gould from entry into the United States as a result of his travel behind the Iron Curtain did the pathbreaking journey begin.

The Canadian Embassy in Moscow struggled to devote scarce roubles to hospitality to honour Gould, with headquarters unhelpful and the Ambassador, David Johnson, more generous. However, the Embassy was able to make available the singular services of an attaché, Captain (retired) John Fast, as translator. Fast had joined DEA in December 1956 and he had been promptly posted to Moscow. Fast's brief entry in the department's biographical register indicated that he was born in Neu-Halbstadt, Russia, and that he had been educated by "private schooling, including music." Those who knew Fast later in Ottawa, where for a time he was in charge of the departmental archives for the Historical Division, recalled that he was both interested and well-informed about music and history. The memorandum reproduced below demonstrates Fast's talents as a reporter and it offers a unique glimpse of a remarkable moment during Gould's tour. This topic was suggested by Robert Desjardins. The memorandum is on departmental file 10417-S-40 at the National Archives of Canada (RG25 Box 7271). The photograph which accompanies this article was located and copied with the generous help of Tim Maloney of the Music Division of the National Library of Canada and the image of Glenn Gould is reproduced here with the kind permission of the trustees of the Estate of Glenn Gould.

Hector Mackenzie

John Fast, Glenn Gould, May 21, 1957. Restricted.

Perhaps the most interesting of all recitals which Glenn Gould gave in Moscow was his last one, the one given on Sunday morning, May 12th for the Piano Faculty and students of the Moscow Conservatory. He was asked several days beforehand whether he would consider playing for the students (I understand the concert was gratis), leaving to him the choice of programme. In my conversations with him, prior to the concert on Friday morning, he was frankly unenthusiastic and somewhat at a loss of

what to play. He finally expressed the opinion that the [Alban] Berg Sonata [Opus 1] and some Bach should fill the bill. The suggested time for the concert was a little awkward. The recital was to begin at 11:00 o'clock in the morning, and at 1:00 p.m. of the same day, he was due at the Hotel Metropole for a luncheon given in his honour by the Ministry for Culture.

2. On the evening of May 10th, at a reception for Mr. Gould at the Embassy, I met the Russian cellist [Mstislav] Rostropovich, with whom I had quite an interesting conversation on the sad state of

Soviet symphonic orchestras, which was particularly evident at Mr. Gould's appearance as soloist with the Moscow State Philharmonia, in Beethoven's 4th Piano Concerto. (During the playing of a passage in the first movement, one of the flutes came in several beats ahead of the rest and stubbornly continued playing to the bitter end despite the pronounced scowls and gymnastics of the conductor.) In the course of our conversation, I mentioned to Mr. Rostropovich that Mr. Gould shall be playing for the students of the piano faculty and that he is somewhat at a loss of what to choose for them. Rostropovich became rather interested in the "problem" and suggested that it should be something unfamiliar. I then told him that Mr. Gould had expressed to me the desire to present a programme which should include not only some Bach, but a composition, or two, of near-atonal and atonal work. However, I added, Mr. Gould was just a little apprehensive how such a programme would be received here. Rostropovich's reaction to my remarks was quite amazing, to say the least. It was his opinion that he could not choose better than suggested and he

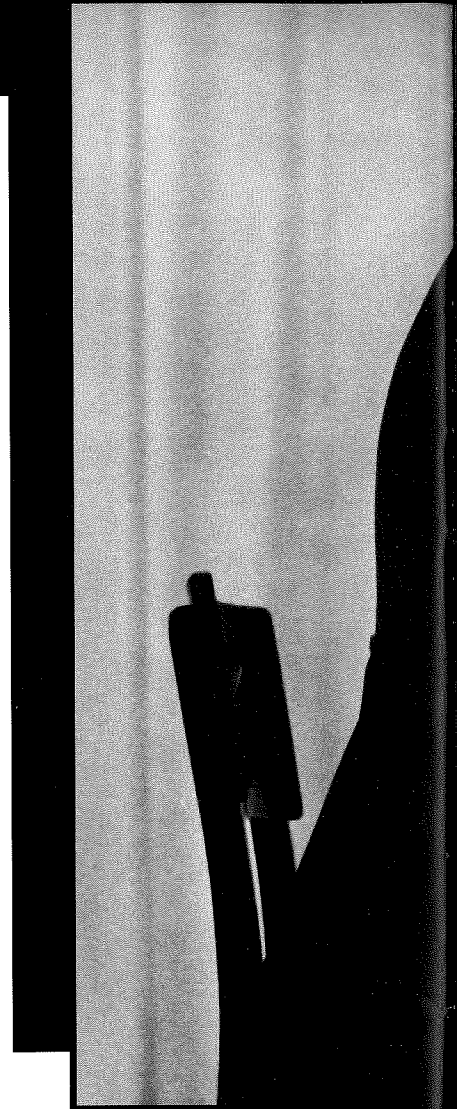




Photo: courtesy National Library of Canada

concluded his remarks by saying "as much as possible of contemporary music from which they are, unfortunately, removed.[" (His exact words were: *Kak moshno bol'she sovremennoy muzyki ot kotoroy oni k sozhaleniyu otorvany*). I was later told by Mr. Gould that he repeated substantially the same sentiments to him while leaving the Embassy.

3. The following Sunday, on arrival at the Conservatory, Mr. Gould was received at the entrance of the hall by a group of enthusiastic young students, headed by the young and very talented pianist, Lev Vlasenko [who later taught at the Moscow Conservatory]. The reception which they gave him foreshadowed what was to come.

4. The recital took place at the Small Hall of the Conservatory, with a seating capacity of 400. It was jammed to the rafters, with standers taking over every available space, and overflowing into every exit and down the staircase. Youth heavily predominated.

5. Mr. Gould's recital was rather unorthodox. He prefaced it with a few remarks explaining what he intended to do. The Alban Berg Sonata was to form the focal point, however, leading to it he demonstrated

with a number of short excerpts, the influence of early Arnold Schoenberg in this Sonata. The excerpts were taken from two Schoenberg song cycles: Opus 2, "Kas Knaben Wunderhorn" and Opus 3, "Verzweiflung"; still strictly diatonic and heavy with Wagnerian overtones. This was followed by Berg's Sonata, where tonal and atonal music meet, with the former perhaps dominating.

Even his well-known mannerisms seem to have added, rather than detracted from his performance.

6. After the playing of the Sonata, Mr. Gould played two pieces as an illustration of musical development since Berg's Sonata: the stark and totally atonal "Three Variations" by [Anton (Friedrich Ernst) von] Webern, and the 1st and 2nd movements of

[Ernst] Krenek's Piano Sonata [No. 3]. This last work, which Mr. Gould considers as one of the more important piano compositions of our century, he played with an unbelievable verve and intensity that swept everything and everyone along. The concert concluded with several fugues from the "Art of the Fugue", several variations of the Goldberg Variations, and several movements from the E minor Partita by Bach.

7. Mr. Gould's playing was given an unbelievable reception. The Moscow habit to applaud an excellent performance with short rhythmic clapping, became a near machine-gun staccato and quite deafening in volume. I have listened to a number of performers and witnessed some truly first class performances (including [Galina (Sergeyevna)] Ulanova's dancing), however, Mr. Gould's reception outdid them all. Even his well-known mannerisms seem to have added, rather than detracted from his performance. His behaviour was absolutely free and easy on this day. Dressed quite informally, without tie, as the concert progressed, and he began to feel warm, Mr. Gould first removed his jacket then peeled off his sweater, dropping the clothing on

the floor of the stage, finishing the concert in shirt-sleeves with part of the shirt-tail well out.

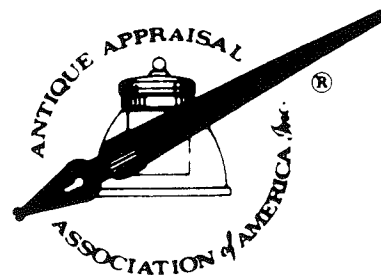
8. The getting away from the Conservatory was a veritable march of triumph. Mr. Gould's dressing room became completely jammed with people congratulating and embracing him (in the old Russian manner, and which always startled him). From dressing room, down the lengthy staircase and to the waiting car, Glenn Gould had to walk through a solid mass of wildly cheering students. This was not a carefully arranged and "spontaneously" conducted demonstration, rather the paying of due regards to a true artist.

9. However, this is still Soviet Russia, and it became quite evident just a short hour after the concert. While we were leaving the Conservatory, I was approached by Lev Vlasenko and another student with the request if Mr. Gould would accept a small present from them of some music, and if he had some preferences as to composer. I knew that Mr. Gould had shown some interest in the music of Myaskovskiy, so I suggested him as suitable. As we were on the point of departure, I left with Vlasenko the telephone number of the Embassy and told him I was prepared to come over to pick it up when ready. However, Vlasenko insisted that they shall bring it over

personally and with this I left him. Approximately an hour after we reached the Embassy, and after Mr. Gould left for his luncheon engagement, I received a telephone call from Mr. Vlasenko. He was complaining that our militia guard at the gates had refused them entry, and yet when I again suggested that I should come for it, he was quite adamant in replying that they shall try again. I promised him to receive them at the gate and that entry shall not be denied to them. I immediately went down to the militiaman and told him whom I was expecting and that he shall not detain them. To make absolutely certain, I remained at the gate. Shortly afterwards four young students, two girls and two young men, arrived with a parcel of music. This time, they were not stopped and I received them about half way up our drive; however, they declined to enter the Embassy and await Mr. Gould's return. While I was accepting the parcel and thanking them for their kindness, I observed a motorcycle with a militia officer drive up to the gate. On leaving the Embassy, the students were briefly detained by this officer and then walked away, with the officer remaining talking with our guard. I could not overhear the questions which were asked. However, I could see that the students did not produce any identification papers. ☺

Elizabeth Antiques Appraisal Service

FINE ARTS & ANTIQUES



Elizabeth Mayhew

68 Pine Glen Crescent
Nepean, Ontario
K2G 0G8

(613) 226-5915

J&H MARSH & MCLENNAN

PERSONAL INSURANCE COVERAGE WHILE ABROAD

We at J&H Marsh & McLennan, in partnership with Chubb Insurance Company of Canada, have a range of programs specifically designed to meet your overseas personal insurance needs.

At J&H Marsh & McLennan, we think you're special.

J&H Marsh & McLennan
600-1565 Carling Avenue
Ottawa, Ontario, K1Z 8R1
Tel: (613) 725-5050
Fax: (613) 725-1108

INSURE
YOUR
WORLD
WITH



THE FAIREY FIREFLY FILE

(and why I didn't get the sack)

By Michael Kaduck

Sandra had been transferred out of the division almost a month previously, so she was getting politely annoyed about my continuing to call her up about things. But this time, I believed I had a legitimate question.

"Sorry to bother you again, Sandra," I sorried, "but I have a little query."

"Go ahead."

"The Department of National Defence keeps sending me coded messages," I explained, "At least, I think they are coded. The words seem to be shortened, and there are no articles or punctuation marks. Also, do you know someone named Stan Avforlant?"

"*Standing Naval Force Atlantic*," she said, and I could hear the italics.

"Ah."

"I'll be over in a minute," Sandra sighed, "Meanwhile, pull out the Fairey Firefly File."

"Ah."

* * *

My first lesson in applied geopolitics involved neither caviar nor sanctions. It started with a referendum and ended with a soirée, but in between it was about a carrier-based combat aircraft called the Fairey Firefly. Canada used to own several of these planes back when we had an aircraft carrier, but long ago sold or retired them. Some ended up in Ethiopia. Bits of Ethiopia became Eritrea. That's where we come in.

On a hot day in a hot month in the Horn of Africa, when Sandra was the desk officer for the region, a Canadian Forces officer made a discovery. At an airfield near the Eritrean capital, Asmara, he found five Fairey Fireflies. From their markings, he was able to determine that these aircraft had once been flown by the Royal Canadian Navy. And here they were, collecting dust in eastern Africa. Something had to be done.

After a race against military museums in Britain and Australia, but without a spy mission or a curator's scuffle, Canada won the generous approval of the Eritreans to repatriate two Fireflies. My sister's Air Force wing took part in the recovery, which involved three Hercules transport aircraft flying to Eritrea. Our division, Eastern and Southern Africa Relations, had a role in loading some relief supplies from a Canadian NGO on to one of the transports.

The NGO was headed by Eritrea's Honorary Consul-designate in Canada, with whom I spoke on a daily basis for several weeks (and who is an all-around good guy).

This happened at the same time that Eritrea was preparing to send its first-ever Ambassador to Canada. We officially recognized the state of Eritrea in April, 1993, after the civil war had ended and a referendum on separation from Ethiopia had been overwhelmingly approved by Eritreans. The Ambassador, based in Washington, would be accredited also to Canada and to the United Nations.

The new Ambassador had a successful first day in Canada. In the morning he received his accreditation, and was told by the Secretary of State (Latin America and Africa) that Canada would provide \$5.5 million in emergency humanitarian assistance to the people of his country. Our CIDA colleagues deserve credit for having moved up the schedule of one of their announcements to coincide with the Ambassador's arrival in Ottawa.

To mark the occasion of the Ambassador presenting his credentials, the chargé d'affaires of a certain Embassy hosted a small reception at his residence in Ottawa. To represent Canada at the soirée, the chargé invited Ed my boss, a reformed CIDA guy named Chris, and the chap who worked across the hall from me, Sparky. The chargé would have asked Sandra to come, but she was busy with peace talks, and her predecessor was in Addis Ababa, and the electrician had the 'flu, so they had to settle for me, instead.

There are three main approaches one can take to diplomatic receptions: wittiness, flirtatiousness and quiet erudition.

When my wife Leslie and I were on our way home from work that evening, I rolled down the fogged-up passenger side window of our old-but-still-hale Chevrolet Cavalier

wagon. The window would not roll back up again. Given the prevailing rain and wind in the Nation's Capital, and our need of the car to take us to the dinner party, this posed a bit of a problem. Fortunately, my vast, previously unheralded background in engineering (I once went to happy hour at an Engineers' campus pub), meant I soon had a solution. We drove the rest of the way with a raincoat slammed into the car door.

It would be imprecise to say, therefore, that we arrived at the dinner in style. Rather, we arrived in the style to which we had become accustomed — in an eleven-year-old Chevy with a raincoat hanging out of the window. We deftly parked the car with the raincoat facing Island Park Drive, and away from the residence of the chargé. Had our dangle windbreaker been from L.L. Bean or Roots, nobody would have minded. It was so obviously from Zellers, however, that the neighbourhood watch tried to have our vehicle towed away and buried.

We were on time, which meant we were among the first guests to get there (only Sparky pre-arrived us). An ancient butler butled us into a well-appointed drawing room with plaster mouldings, lots of oak and utterly non-IKEA furniture. Subsequent guests sat down in the two separate conversation areas of the room. By statistical fluke, there were no two guests seated next to each other who spoke the same language fluently. The couple nearest me, on a broad, flowery sofa, were a handsome First Secretary and his silent spouse. We waxed eloquent for minutes on end about Fairey Fireflies, Ottawa summer weather and Ottawa winter weather. I regretted that Leslie was in the other conversation area, because a) unlike me, she normally has something intelligent to say; and b) I do not have to work as hard, because people prefer to talk to her.

There are three main approaches one can take to diplomatic receptions: wittiness, flirtatiousness and quiet erudition. I would love to be witty, but I can't seem to think up anything clever to say until after someone else says it first, or until at least two hours after the party is over. I have tried being flirtatious, but this came across as obvious and icky (mental note: don't try to chat up the wives of Kuwaiti diplomats). Quiet erudition has also been a non-starter. While guests and hosts alike are delighted by my silence, I can only sustain it for so

long. Inevitably, I am overcome by the desire to misquote Papa Hemingway or to share some deeply obscure fact about fungus or the inventor of the torque wrench.

The food, elegantly laid out in the next room, was marvellous if somewhat incendiary. The only things I recognized were the flatbread and the napkins, so I just took one serving of every dish. Following the example of my pal from the sofa, I ladled on a generous portion of a thick brown sauce. This was a mistake. The sauce was made from the same substance they use to make emergency road flares, but I could not very well be seen not to eat the food I had selected. For the next hour, I was preoccupied by thoughts of spontaneous human combustion.

Things were tranquil for my sweetie on the other side of the room. Leslie had been up late every night for a week, writing essays for graduate seminars in semiotics, hermeneutics and other light topics of conversation. While she looked great, she was totally exhausted. Our hostess seated Leslie in a plush armchair between the new Ambassador and the fireplace, with a good view of the gigantic flower arrangements and no view of her floundering husband.

When asked by the prehistoric butler if she wanted something to drink, Leslie said, "Could I just have some water, please?"

"Yes, madam." She received scotch on the rocks.

With all her experience in teaching English as a Second Language, Leslie should probably have seen this coming. In an ESL environment, "yes" does not mean "yes, I understand". It means, "yes, I understand that you just said something." She accepted her Johnny Walker in lieu of water, and did not make a fuss. The scorching vittles meant she had to drink something, however. Now, this is not the sort of lady who would ordinarily partake of a chug-a-lug contest, even if she wasn't sleep-deprived and seated in a luxuriously comfortable chair next to a roaring fire. So an ounce of Johnny Red might have been a fistful of Sominex for the effect that it had on her.

The conversational environment, which had been relaxed and friendly, took a turn for the drowsy after dinner. While the plates were being cleared away, the hostess had the furniture in the drawing room rearranged. Instead of two rectangular talking zones, we now had a large oval of chairs and sofas, where everyone could see everyone else. This did not facilitate dialogue in quite the way the hostess intended.

Instead of the guests chatting away in broken English or French with one another, only one person would talk at a time. The conversation became a series of largely

unrelated, but warm and laudatory speeches. First Ed spoke, then the chargé, then the Honorary Consul, then Chris, and so systematically around the oval. With broad terms and philosophical did each speaker speechify, until nothing, and everything, remained to be said.

Leslie insists that she did not actually fall asleep. Well, she wasn't snoring, anyway. So when the hostess stuck a fork in her knee and asked if she was a little tired, dear, Leslie did not shout or leap out of her comfy chair. A momentary the-house-is-on-fire look flashed across her face, replaced by I'm-late-for-work, and finally her usual, gentle smile. My wife graciously admitted that she was a trifle tired, and asked by the way what was the Amharic word for "water". She then tried this new vocabulary on the ancient butler, who brought her gin.

While the handsome First Secretary was holding forth about the structure of the United Nations Security Council, I was trying to reconstruct the original intent of the previous speech, which had included a number of two-dollar terms such as "ex post facto" and "pusillanimous". And then, abruptly, the First Secretary came to his conclusion. They all started to look at me. It was my turn to make a speech. But what would I make my speech about? Fairey Fireflies? Ottawa weather? Torque

wrenches? The First Secretary looked at me intelligently. Ed smiled at me encouragingly. Leslie was nodding off again. I looked for the exit.

And then somebody stood up.

I don't remember who it was, or why, but they rescued me. One person on his or her feet meant it was time for everyone to go, and I did not have to make a speech, after all. My career was saved. Not saved for much, as is demonstrated by my singularly unmeteoric rise through the ranks. But at least I survived to push paper another day.

For Leslie, this was her first official function as wife-of. Unfortunately, it was as wife of a laughably minor government official who could not even afford an L.L. Bean windbreaker to put in the car window. But she loves me, which I will never understand. Then again, I do not understand black holes or Caramilk bars or spontaneous human combustion, but I believe in them, anyway.

As for the Fairey Fireflies, my brother later saw one of them being prepared for display at the National Aviation Museum. That file is closed, and whether DND has lost it or shredded it is none of my beeswax. ☹

Michael Kaduck is a political officer. He knows the words to every Sears jingle introduced since 1972.

New York



*We cater to diplomats moving to New York
... or anywhere in the world.*

AMJ CAMPBELL

INTERNATIONAL MOVERS

(613) 737-0000

OTTAWA, ONTARIO



Books in Review / Critiques de livres

HIGH ENDEAVOURS by Miles Clark, Greystone Books (Douglas & McIntyre) 1991. \$24.95

Reviewed by Nicholas Coghlan

Nicholas Coghlan, with his wife Jenny, sailed around the world before joining the Foreign Service; he has anchored many times off the Smeeton's former home at Musgrave Landing. He is currently First Secretary at the Canadian Embassy, Bogotá.

Nevil Shute, in his introduction to one of Miles Smeeton's sailing books, wrote thus about Miles and his wife Beryl: "These people are quite unusual, and anyone reading this had better realise that."

The Smeetons were in fact the greatest Canadian adventurers of this century. They are known in sailing circles for a series of hair-raising exploits, recounted in an amusing and understated fashion in Miles' various books. The most famous of these (described in *Once is Enough*) was a double attempt in 1957-58 to round Cape Horn in their 46 ft ketch *Tzu Hang*, undertaken when both Beryl and Miles were already in their fifties: the first voyage was marked, and nearly ended, by a disastrous pitchpole (head-over-heels capsized) and dismasting in the Roaring Forties, 1500 hundred miles off the Chilean coast, the second by another dismasting a year later in Force 10 winds rather closer to the Cape. The book was a best-seller, and not just in the international sailing fraternity: readers also enjoyed Miles' accounts of Beryl's cooking (tinned cat food was served on more than one occasion when supplies ran low, and Miles describes eating what he thought was a cold rice dish on a late-night watch, only to find he had consumed a bowl full of maggots...) and of the adventures of their intrepid cat Pwe, who once fell overboard in the Southern Ocean and had to be rescued by Beryl diving in.

Miles Clark's *High Endeavours*, a life of Miles and Beryl Smeeton, wisely attempts neither to re-tell these stories nor *Tzu Hang's* subsequent 1959-67 circumnavigation of the globe (this time with a successful rounding of the Horn). Instead Clark, who is the Smeetons' godson, concentrates on Miles' and Beryl's youth in England, their early lives travelling the world and their sunset years spent in their adopted Canada, first on Saltspring Island B.C. then running a wildlife trust at Cochrane, Alberta.

Beryl's early life alone would merit a book, but sadly she was not endowed with any great literary talent and kept only a few rough notes on her journeys. These included an ascent with the then-unknown Sherpa Tensing to 23,000 ft in the Hindu Kush (the highest altitude then reached by a woman), an overland journey from Delhi to Europe in 1935, another overland journey from Hong Kong to Burma in 1937 and a 1000-mile solo horseback ride through Southern Patagonia in 1937-38. Miles meanwhile earned himself a reputation as a dashing but somewhat eccentric young cavalry officer with Probyn's Horse in the last days of the Raj and then as a war hero at the Battle of Imphal. Following their sailing exploits in the fifties and sixties, the Smeetons took up pioneer-style farming (with often hilarious results) at Musgrave's Landing on Saltspring Island and, finally, in company with their daughter Clio, the running of an ill-conceived but well-intentioned wildlife trust, catering to orphaned moose and foxes inter alia, at Cochrane. Beryl died in 1979, Miles in 1988.

Clark, as well as being Miles and Beryl's godson, was their friend and this closeness to his subjects occasionally detracts from this account of their lives. The tone is sometimes hagiographic, and the author is particularly coy about Miles' supposed extra-marital wanderings. The reader infers, too, that both Miles and Beryl could at times be unbearably snobbish and that their alternate spoiling and utter neglect of daughter Clio was by no means in the latter's best interests: Clark is too respectful to make anything but the most oblique reference to this.

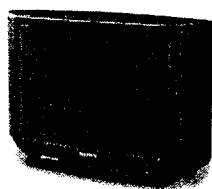
But Miles and Beryl Smeeton, for all their imperfections, were towering figures. An awed Dorothy Innes, wife of the novelist and sailor Hammond Innes, once described Miles as "an Odysseus", but *High Endeavours* rightly puts Beryl at his side, not in his shadow. As such, this is an inspiring read and calculated to make even the most casual reader shuck off their office job and take to the sea or to the hills.



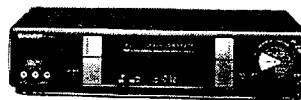
OVERSEAS ELECTRONICS

WORLD WIDE COMPATIBILITY

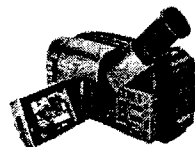
✿ PAL~SECAM~NTSC Television Systems ✿ PAL System Camcorder ✿



✿ 110~220 Volts 50/60Hz ✿



Multisystem VCR's

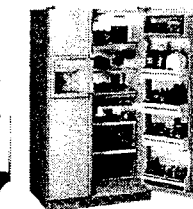
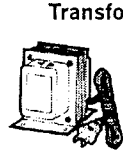


✿ 220 Volt 50 Hz Appliances ✿ 110~220 Volt Transformers ✿

Tools



Transformers



Telephones

✿ Mini Hi Fi Stereos ✿ We Do Video Conversions & Copies ✿

Tel: (613) 235-4414 Fax: (613) 235-2485
584 Gladstone Avenue, Ottawa, Ontario K1R 5P3

Up the Creeque

A lyrical labyrinth by A Aalto

As summer wore on, events in disparate parts of the continent began to converge. In York, Rialto Sleazewagon celebrated his re-election as Premier, based on electoral lists consisting entirely of his relatives, left-over clones from the Centre's First Generation program and the population of every graveyard in the province. Pledging to make his second term a cinch for the Simon Legree Award in Caring Government, he also had other goals. One was to lead the Popular Assembly for the Patriarchal Ascendancy (PAPA) to new heights, despite his handicap as a closet egalitarian. (He toadied to the rich and powerful while treating everyone else as slime, but without discrimination by age, class, race, creed or gender.) His second goal was to block the threatened merger of two automotive firms, Amalgamated Fender and Generalissimo Motors. Both had branches in the province and he saw no reason to be paid off by one instead of two.

*After waiting
pointlessly for a tip,
the messenger
trudged wearily away
over the tundra,
cursing loudly and
pursued by a bear.*

Meanwhile in Boca Grande, Generalissimo Don Gordo Ballena de Puerco y Frejoles was putting the final touches on a wedding cake design. That he did so in Castle Escorial's subterranean torture chamber, during a pause in the proceedings, was classic Don Gordo. Also, of course, the man on the rack was the castle's pastry chef (suspected of using fat-free ingredients). "Listen, Diego," he bellowed, "the cake must speak about my daughter and this car-maker she's marrying. But it must also say something about me. So here we have a pool of live miniature piranha around the base, then tiers of skulls and crossbones on a background of mangrove swamps, all topped — you'll

love this, Diego — with models of myself and the lucky couple seated in an open hearse running over a woman in a large hat with flowers and fruit! Fantastico, no?" Diego smiled weakly and (of course) agreed. In the shadows, a young woman shuddered and turned to go, a resolute look in her eyes.

At the same time, deep in the jungles of Manhattan, Don Gordo's estranged wife Faith Catastro, who no longer wore large hats with flowers and fruit, pondered her next move. Mothers Against Macho Aggression (MAMA) needed a coup to recover from its fruitless showing against PAPA's recruiting drive in the Chicago meat-packing district (which gained the Assembly hundreds of bovine new members and an utterly redundant lifetime supply of bologna). And she was not prepared to see her only child marry Throckmorton Fender MacEdsel III, once voted Manager of the (15th) Century for his response to wage demands from his workers ("you're all fired"). Don Gordo's enthusiasm just cemented Faith's opposition — the man had an instinctive genius for egregious catastrophe.

Segue to a lonely garret in a mobile home overlooking the Tuktoyaktuk fairground, where Ragtag Brothers Bunkum and Oily was playing its northernmost stand. Having quit his job at the Centre and run away to the circus after a disastrous strip poker game with a fiery Latin beauty, Attila McGee gazed forlornly at her silver-framed photo as he dressed for his 3 pm performance as a human cannonball. He only hoped the gunners missed the iceberg this time. Suddenly the door burst open and a messenger staggered out of the icy blasts. Sweeping off his sombrero, he handed McGee a fragrant letter, in which the ex-agent was soon lost (a not unfamiliar condition). After waiting pointlessly for a tip, the messenger trudged wearily away over the tundra, cursing loudly and pursued by a bear.

* * * * *

"Enough!" shouted ace logician Ludwig Liebnitz. "I know you're confused why we care about this wedding, but it's vital to future relations with our southern allies." Dead silence in the conference room. "OK, it's vital to our future paychecks." Enthusiastic expressions of concern. "Right. We've been tasked by PMO to counter a Canadian threat against a wedding in the

States between Esmeralda Ballena of Escorial and Throckmorton MacEdsel of Amalgamated Fender. Although there isn't enough evidence to move against him openly, we know that Rialto Sleazewagon and PAPA plan to break up the ceremony, kidnap the bride and halt the corporate merger behind it. Our job is to stop them."

Felix Africa's voice came from the back of the room. "Throckmorton Fender MacEdsel III? The poor kid. I'm not sure Sleazewagon would be worse." The ace logician shook his head. "I sympathize, but our orders are clear. The problem is that the groom is taking his own precautions and refuses to tell anyone where or when next week the wedding is taking place. And we don't know Sleazewagon's plans. Fortunately, we have a secret helper. This just arrived by postal tapir." So saying, he unrolled a maze on the table.

"This is an odd form of cipher, called a Lyrical Labyrinth. The framework of the maze follows the lyrics of a popular song. These wide empty "alleys" running all or most of the way across the page represent breaks between verses of the song, moving from bottom to top. The letters at the bottom are the initials of people mentioned in the lyrics. The words in CAPITALS in the maze are linked in the song to one or more of those people. To solve the cipher, start at one person's initials and work up the maze, passing through the areas containing all the capitalized words that relate to that person (but none that don't) and finishing at the last such word. Along the way, you pass through areas containing other words, not capitalized. Those uncapitalized words form a clue based on the lyrics of another song by the same artist or group. Repeat the process for each starting initial, five of them in this case. Two or more paths starting from different initials can follow the same route in part of the maze, but you can't backtrack along a path already drawn from the same initial. Once you've entered an alley you can't re-enter the previous 'verse' section, and once you've left an alley you can't return to it."

He continued, "Our helper gave us another clue: "www.mathematik.uni-ulm.de/paul/lyrics". With that, I solved the labyrinth. The five clues give us the week-day and time of the ceremony, the city, Sleazewagon's disguise and the code-word he will use to set the kidnapping in motion." Inspector Wa chimed in. "That's great, Ludwig, but who did this come from?"

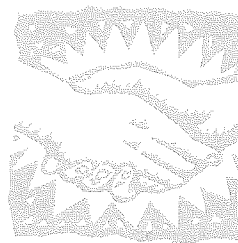
Replied the ace logician, "I don't know. Clearly someone who can penetrate both MacEdsel's plans and Sleazewagon's, and who knows our codes. But the results check out. We aren't invited to the wedding, but we need to catch Sleazewagon red-handed when he makes his move. So we'll have to disguise ourselves too....."

A week later, Ludwig and Felix were hidden in a gallery, scanning the congregation that filled the cathedral and exchanging nods with a stocky collection of ushers scattered around the nave, all sporting hearing aids

(despite their youth) and gun-shaped bulges under their arms. The bride was beautiful and surprisingly calm beside a groom who closely resembled a fossilized haggis. The rotund father of the bride stood bestowing prouder smiles on a singularly ghastly wedding cake, visible through an archway, than he did on his daughter.

The women's choir had finished a psalm (to the relief of the congregation) and the preacher was asking about just cause or impediment, when a grim procession appeared from a side chapel. Figures in dark monkish garb advanced with solemn tread, hand-bells ringing and censors wafting smoke, a black-draped coffin borne on six

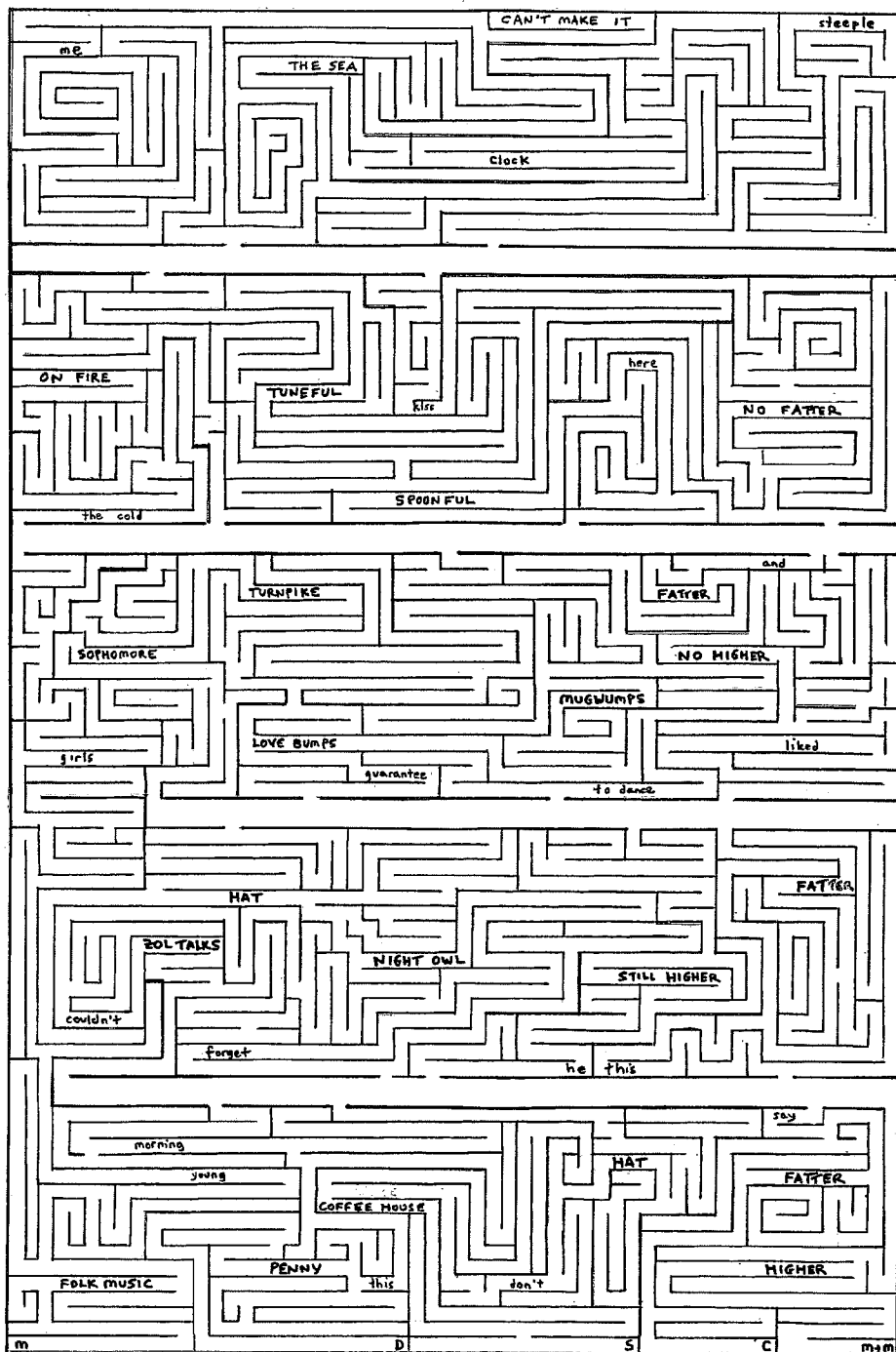
Support our advertisers



Appuyez nos annonceurs

List of Advertisers

Acart.....	p. 35
Alpha-Beta Group	p. 27
AMJ Campbell	p. 40
BDO Dunwoody	p. 28
Bishop's College School	p. 25
bout de papier subscription ..	p. 27
Boyd Moving & Storage Ltd. ...	p. 9
Canadian College Italy	p. 34
Canadian Magazines Publishers Association	p. 28
Capital Alliance Ventures	p. 3
Clements & Company	p. 16
Elizabeth Antiques Appraisal Service	p. 38
Export Depot	p. 17
Greentree & Company	p. 8
Group Services Insurance Brokers Ltd.	p. 15
Interart Evaluation	p. 5
J&H Marsh & McLennan	p. 38
Kenloe Group	p. 23
Lakefield College.....	p. 22
Lemire + Morin	p. 4
Lévesque Beaubien Geoffrion Inc.	p. 34
MBNA Canada	OBC
MKI Travel & Conference Management	p. 25
Myers Chev-Olds	p. 24
Overseas Electronics	p. 41
PAFSO Insurance Plan	p. 14
Pagic Property Management..	p. 4
Royal LePage	p. 21
Shawnigan Lake School.....	p. 13
The Thomas Group Ltd.	IFC
TMS Associates (EAST) Ltd. .	IBC
Ian Warren, Barr. & Sol.	p. 28



broad shoulders. A beaming Don Gordo wrung the groom's hand warmly and said, "What a wonderful, tasteful surprise, Throckmorton! I can't thank you enough!" As the procession neared the altar, however, Rialto Sleazewagon suddenly threw off his disguise, spoke the anticipated code-word, set off a small smoke-bomb and disappeared, coughing.

The monks rapidly disrobed to reveal the distressed black leather uniforms of PAPA commandos. Pepper spray in hand, they corralled the congregation. Felix leapt to the radio to marshal the Centre's agents, but they were abruptly flattened by 120-decibels of Edible Granite's "Oratorio for the Immanently Deaf" blasted through their earpieces from an all-frequency jammer manned by Sleazewagon in the pulpit. Chaos prevailed. But then the choir tore off its own vestments to reveal the svelte suede and ostrich plume uniforms of the MAMAs. Led by an exultant Faith Catastro, they unholstered high-pressure soakers and began to spray their black-clad opponents with a steaming yellow liquid. The congregation took cover as one.

Terrorized by the unexpected attack, the PAPAs were in full retreat until Don Gordo suddenly lifted his face from a pool of spray and stumbled to his feet. Swaying toward the MAMA leader, he crooned, "Faith, my little fruitbat, this is wonderful chicken soup!" Replying only, "Gordo, your timing was always appalling," she demonstrated just how forceful a mother's soup could be, especially delivered at 200 pounds pressure on a floor coated with chicken fat. Leaving him flat (or as flat as he got), she and her troops returned to confront the rallying PAPAs.

With everyone else's eyes riveted on the battle, only Liebnitz saw the coffin silently

open and disgorge Papa Jack Paridy, Sleazewagon's sinister sidekick. Creeping around Don Gordo's recumbent form, he snatched Esmeralda from a sputtering MacEdsel, pulled her by main force behind the altar and handcuffed her to a pillar. Raising the trapdoor to the crypt, he extracted a complicated contraption of titanium poles and fabric, which he rapidly assembled into a small but powerful gyrocopter. Turning back to Esmeralda, he found her to his confusion murmuring calmly into her bridal bouquet, "Now might be a good time."

From outside the cathedral came the boom of a heavy howitzer. On all sides, weapons were dropped and people looked around in shock. And then, resplendent in his rhinestone uniform and neon-lit helmet, Attila McGee came crashing through the eastern rose window. Executing a triple somersault, he caromed off Don Gordo, who rolled like a bowling ball through the arch and crashed into the cake table, bringing it down on his head. Rebounding, Attila slammed MacEdsel into the unwelcoming arms of Faith Catastro before leaping over the altar to knock Papa Jack casually aside, uncuff Esmeralda and lift her gently to her feet. "Cool entrance, lover. Now let's split before people get it together," she breathed, kissing him lightly. "Your steed awaits," he replied, as the tall doors of the cathedral burst open and an elephant walked in. Followed by the rest of the circus.

Pausing only to thank Liebnitz for coming — they hadn't been sure how much chaos they would need — Attila and Esmeralda mounted the great pachyderm, which ambled back into the sunlight, leaving the congregation agape. Except for Don Gordo, who was bouncing frantically up and down trying to get the piranhas out of his underwear. Overhead, a gyrocopter with

the insignia of a pencil thin moustache bore two bickering figures away to the north.

Can you duplicate Liebnitz' feat by working your way through the maze and determining the weekday, time and US city for the wedding, as well as Sleazewagon's false identity and the codeword he used? **bout de papier** will decide the winner by drawing from a box containing all correct entries received by October 24. The winner will receive a book prize autographed by A Aalto.

Freelance prestidigitator A Aalto is a great fan of sixties music and also goes for baroque. Mrs Aalto prefers opera and the tango, regarding the baroque as "tight underwear music". Don Gordo likes Edible Granite, but only with oyster sauce. Faith Catastro prefers the "Ride of the Valkyries" as performed by Anna Russell. Attila and Esmeralda are off to make beautiful music together, and may be back for an encore. Sleazewagon and Paridy are both tone-deaf, but then what would you expect?

LIEBNITZ AND THE DOUBLE HELIX: ANSWERS

The full details on the occupants of each room is as below.

Sleazewagon's mole is IGNARRO. Jimmy the Turk's clue works out to PEACE NOBEL EXCEPTION. All the names except Ignarro's are Nobel Peace Prize winners. Ignarro was one of the 1998 Nobel Prize winners for Medicine and is thus out of place. (There are no Peace Prize winners whose name begins with I.)

The winner is...

M. Waine McQuinn, Nepean, Ontario

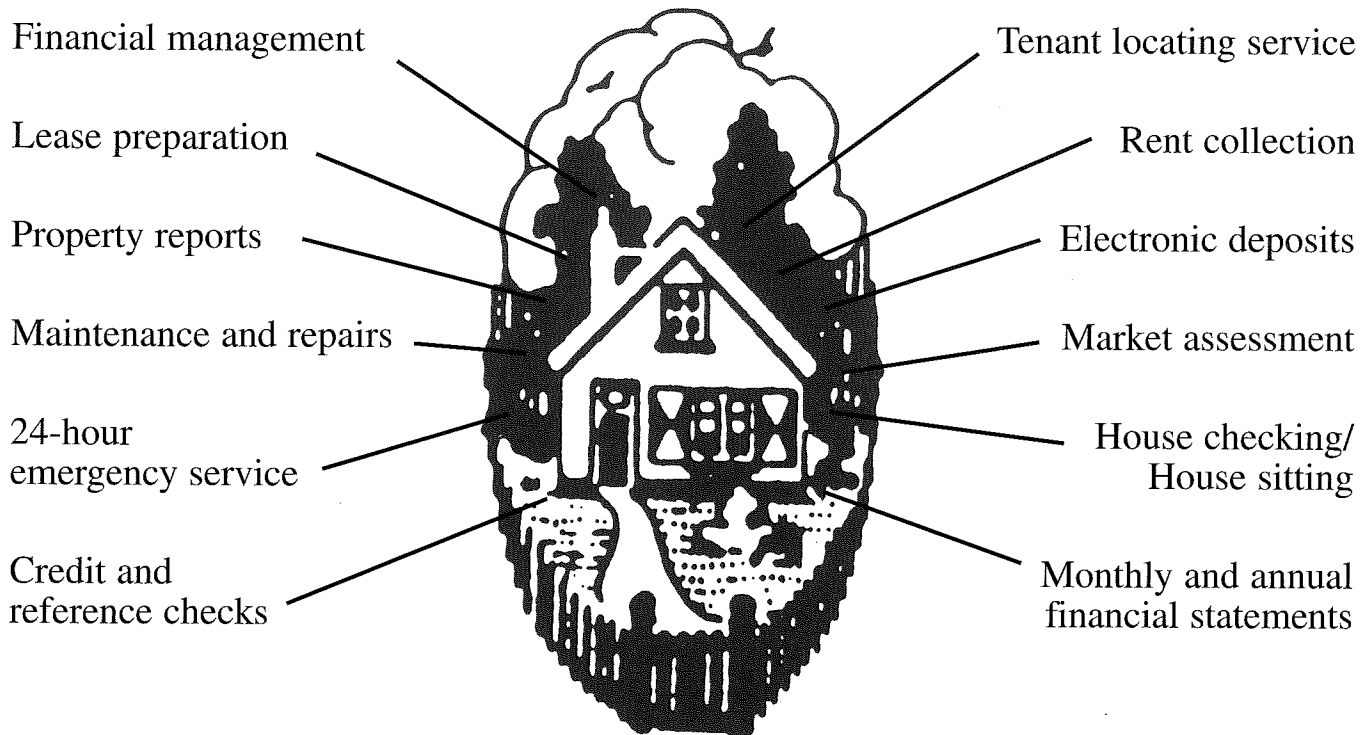
ROOM #	NAME	GENDER	AMI(E)	HERITAGE	FEATURE
101	LANGE	♀	GOBAT	BISMARCK	EYES
101	GOBAT	♂	LANGE	METTERNICH	LIPS
102	FRIED	♀	—	BISMARCK	EARS
102	HUME	♀	—	TALLEYRAND	CHIN
201	DeKLERK	♂	IGNARRO	BISMARCK	NOSE
201	IGNARRO	♀	DE KLERK	PEARSON	HAIR
202	CECIL	♂	MOTT	PEARSON	CHIN
202	MOTT	♀	CECIL	KISSINGER	EYES
203	JOUHAUX	♂	KELLOGG	TALLEYRAND	LIPS
203	KELLOGG	♂	JOUHAUX	ZHOU	HAIR
204	BRANDT	♂	QUIDDE	KISSINGER	HAIR
204	QUIDDE	♀	BRANDT	METTERNICH	NOSE
301	TUTU	♀	OSSIETZKY	KISSINGER	EARS
301	OSSIETZKY	♂	TUTU	BISMARCK	CHIN
302	PAULING	♂	ADDAMS	METTERNICH	EYES
302	ADDAMS	♀	PAULING	TALLEYRAND	NOSE
303	SATO	♂	ESQUIVEL	PEARSON	EARS
303	NANSEN	♀	ROTBLAT	ZHOU	EYES
304	ROTBLAT	♂	NANSEN	KISSINGER	NOSE
304	ESQUIVEL	♀	SATO	ZHOU	LIPS

TMS Associates (EAST) Ltd.

Residential Property Management

GUARANTEED RENTS

COMPETITIVE RATES



TMS Associates (EAST) Ltd. continues to provide the high level of professionalism and integrity of service appreciated by our clients for over a decade.

TMS

ASSOCIATES
(EAST) LTD.

RESIDENTIAL
PROPERTY
MANAGEMENT

TMS Associates (EAST) Ltd.
Phone: (613) 834-7213
Fax: (613) 834-6838

E-Mail: tmseast@homes-for-rent.com
Web Site: www.homes-for-rent.com

Est. 1985



ENJOY THE REWARDS PROFITEZ DE NOS RÉCOMPENSES

**NO ANNUAL FEE • 5.9% INTRODUCTORY
ANNUAL INTEREST RATE†**

THE PAFSO MBNA PLATINUM PLUS™ CREDIT CARD

- ▶ No Annual Fee
- ▶ Low introductory 5.9% annual interest rate for cash advance cheques and balance transfers†
- ▶ High credit line, up to \$100,000 with the MBNA *Platinum Plus*™ MasterCard® credit card
- ▶ Common Carrier Travel Accident Insurance at no additional cost—up to \$1,000,000 for *Platinum Plus* Customers*
- ▶ Toll-free MBNA Canada™ Customer satisfaction, 24 hours a day, 365 days a year
- ▶ Fast credit line increase decisions within one hour
- ▶ Immediate cash access at more than 325,000 ABMs worldwide
- ▶ Optional MBNA *Platinum Plus* Coverage Protection can provide extra security (subject to certain costs)
- ▶ Around-the-clock fraud protection
- ▶ Privacy Protection
- ▶ A contribution to PAFSO will be made by MBNA Canada each time you use the card to make a retail purchase
- ▶ Automatic purchase protection for up to 90 days

**Call 1-800-328-0535 to request your
PAFSO MBNA *Platinum Plus* credit card
or 1-613-742-3543 for collect calls from abroad.**

**AUCUNS FRAIS ANNUELS • TAUX D'INTÉRÊT
ANNUEL DE LANCEMENT DE 5,9%†**

LA CARTE APASE PLATINE PLUS DE MBNA^{MC}

- ▶ Aucuns frais annuels
- ▶ Taux d'intérêt annuel de lancement de 5,9 % sur les avances de fonds par chèque et les transferts de solde†
- ▶ Ligne de crédit élevée pouvant atteindre 100 000 \$ avec la carte de crédit MasterCard^{MD} *Platine Plus* de MBNA^{MC}
- ▶ Assurance accident véhicule de transport public sans frais supplémentaires, pouvant atteindre 1 000 000 \$ pour les titulaires de la carte *Platine Plus* de MBNA
- ▶ Service à la Clientèle MBNA Canada^{MC}, accessible par le biais d'un numéro sans frais 24 heures sur 24, 365 jours par an
- ▶ Décisions rapides pour l'augmentation de la ligne de crédit, rendues en une heure ou moins
- ▶ Accès à plus de 325 000 guichets automatiques partout dans le monde
- ▶ Plan de protection optionnel MBNA *Platine Plus*, pour plus de sécurité (sujet à certains frais)
- ▶ Protection contre la fraude, 24 heures sur 24, à l'échelle mondiale
- ▶ Respect de la vie privée
- ▶ MBNA Canada versera un don à l'APASE pour chaque achat effectué avec votre carte
- ▶ Protection d'achat automatique allant jusqu'à 90 jours

**Du Canada, composez le 1 800 506-6338 pour demander
votre carte de crédit APASE *Platine Plus* de MBNA.
De l'étranger, appelez à frais virés au 1 613 742-3544.**

Please mention priority code AIPQ / Veuillez indiquer le code prioritaire AIPQ

† The current annual interest rate for cash advance cheques and balance transfers is 5.9% through your fifth statement closing date, commencing on the month after your account is opened. Thereafter, the annual interest rate for both new and outstanding cash advance balances (consisting of cash advance cheque and balance transfer transactions) will be 16.99%. For purchases and other cash advances, the annual interest rate is 16.99%. At a 5.9% annual interest rate, a \$100 balance would accrue a monthly interest charge of \$0.50. At 16.99%, the monthly interest charge would be \$1.45. Some transaction charges may apply. MBNA Canada may allocate your payments to balances (including new transactions) with lower annual interest rates before balances with higher annual interest rates.

* Certain restrictions apply to these and other benefits described in the benefits brochures sent soon after your account is opened. Benefits for other types of cards may differ. MBNA, MBNA Canada, MBNA *Platinum Plus* and *Platine Plus* are trademarks of MBNA America Bank, N.A. used pursuant to licence by MBNA Canada Bank. MasterCard is a registered trademark of MasterCard International Inc., used pursuant to licence. ©1999 MBNA Canada Bank

† Le taux d'intérêt annuel actuel sur les avances de fonds par chèque et les transferts de solde est de 5,9 % jusqu'à la date de clôture du cinquième relevé, à compter du mois suivant l'ouverture du compte. Par la suite, le taux d'intérêt annuel s'appliquant aux nouveaux soldes, de même qu'aux soldes impayés (soit les avances de fonds par chèque ou les opérations de transferts de solde) sera de 16,99 %. Le taux d'intérêt annuel s'appliquant aux achats et autres avances de fonds est de 16,99 %. À un taux d'intérêt annuel de 5,9 %, un solde de 100 \$ entraînerait des frais d'intérêt mensuels de 0,50 \$. À un taux de 16,99 %, les frais d'intérêt mensuels s'élèveraient à 1,45 \$. Des frais de transaction peuvent s'appliquer. MBNA Canada peut imputer vos paiements aux soldes (y compris les nouvelles transactions) faisant l'objet de faibles taux d'intérêt annuel avant de les imputer aux soldes à taux d'intérêt annuels élevés.

* Certaines restrictions s'appliquent à ces avantages ainsi qu'à tout autre bénéfice, tels que décrits dans les dépliant envoyés après l'ouverture de votre compte. Les avantages associés aux autres cartes peuvent différer.

MBNA, MBNA Canada, MBNA *Platine Plus* et *Platine Plus* sont des marques de commerce de MBNA America Bank N.A. dont l'utilisation par la Banque MBNA du Canada est régie par une licence. MasterCard est une marque de commerce déposée de MasterCard International inc. dont l'utilisation est régie par une licence. © 1999 Banque MBNA Canada

