The Canadian International Council (CIC) is Canada’s foreign relations council. It is an independent, member-based council established to strengthen Canada’s role in global affairs. The CIC is generously supported by a network of Canadian business leaders from all economic sectors. Our corporate sponsors recognize that the CIC’s mission to advance Canadian global engagement and to generate innovative policy ideas aligns with their agendas for strategic and sustainable growth. The CIC is further supported by a large constituency of Canadians who believe that Canada’s foreign policy directly impacts the lives and prosperity of its citizens. The CIC’s digital media platform, OpenCanada.org, is Canada’s hub for international affairs, linking our stakeholders in Canada and beyond.

Download a copy of this annual report at OpenCanada.org/about

To join the CIC mailing list, or if you have any questions, contact info@opencanada.org

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Overview
Letters from the CIC's Chair and President

Message from the Chair

I am proud to have assumed the CIC's Chairmanship in 2013, the Council's most accomplished year to date.

In 2012-2013, we focused on strengthening links between academia, media, government and industry through traditional and innovative platforms and projects.

The CIC's highly acclaimed report, *9 Habits of Highly Effective Resource Economies: Lessons for Canada*, demonstrated the CIC's continued leadership in producing research on global issues that affect the Canadian public and private sectors. New initiatives like the International Relations and Digital Technology Project and the revival of *International Journal* have added to the CIC's robust research portfolio.

*OpenCanada.org*, the CIC's digital media platform, is Canada's hub for international affairs and has become widely recognized in Canadian online publishing for its high-quality, accessible content and creative infographics. *OpenCanada.org* is at the forefront of the Canadian foreign policy conversation and is rapidly extending its reach into global discussions of international affairs.

The CIC has proved itself to be a policy influencer through its capacity to leverage our network of experts that actively engage with and contribute to our content. All CIC publications, articles and multimedia content are open and free to the public.

I invite you to explore our annual report, our digital media platform, and our academic journal and thank you for your support of the CIC.

Hon. Bill Graham
Chair, CIC
In recent years, the Canadian International Council has dedicated itself to expanding our communications platform to ensure rapid and relevant digital outputs that connect our work with our members and with the Canadian public at large. In 2012-2013, the CIC became a virtual think tank, and has been recognized as such in Canada and abroad.

Many accomplishments have made this possible. OpenCanada.org celebrated its second year. We published hundreds of articles, added dozens more contributors, partnered with organizations from all sectors, and distinguished ourselves by winning two significant Canadian Online Publishing Awards, including best overall content for one of our In-Depth series. In late 2012, OpenCanada.org launched a redesigned digital media platform that is cleaner and easier to navigate.

In 2012, the International Relations and Digital Technology Project took shape—a joint initiative with the University of British Columbia’s Graduate School of Journalism and the Liu Institute for Global Issues. We are grateful for the generous funding from the Social Sciences and Humanities Research Council that is allowing us to explore the intersection of digital technologies and theorization of international relations.

The CIC’s longstanding academic publication, International Journal (IJ), was reissued under partnership with the Bill Graham Centre for Contemporary International History. CIC membership includes free digital access to the current and all archived issues of IJ.

CIC’s research report, 9 Habits of Highly Effective Resource Economies: Lessons for Canada, has received wide recognition since its publication. Author Madelaine Drohan, Canada’s correspondent for The Economist, has testified before the House of Commons Standing Committee on Natural Resources, led policy workshops, participated in online chats, and toured the country to discuss the report’s recommendations.

The CIC’s network of branches held over 150 events over the course of the past year, including conferences, seminars, and workshops. These events bring together Canadians to discuss global issues, and would not be possible without our network of dedicated branch presidents and volunteers across the country.

Looking to 2013-2014, the CIC will continue to break new ground both in its published research reports, and its curation of digitally produced content on global issues. We look forward to engaging with you online and at CIC events across the country.

Dr. Jennifer A. Jeffs
President, CIC
In 2012-2013, OpenCanada.org established itself as Canada’s online hub for international affairs, publishing 300 articles and producing 20 In Depth series with live discussion and video components. We have collaborated with media organizations, universities, think tanks, and non-profit institutions across the country and around the globe to produce original analysis and disseminate research. Our articles have been re-printed in numerous national publications, including The Globe and Mail and Maclean’s. Our In Depth series have brought the top international relations academics and foreign policy practitioners together and extended their influence in international networks.

Our editorial and design team continues to experiment with new content forms and styles, including interactive data visualisation. We also continue to lead the social media conversation on international affairs in Canada, with an audience of over 20,000 on Twitter, Facebook, LinkedIn, Google+, and YouTube.

OpenCanada.org provides a unique and effective communications and research tool for policy and academic experts as well as students working on foreign policy issues. In fall 2012, the CIC hosted a series exploring the military, surveillance and humanitarian dimensions of the rise of unmanned aerial vehicles (UAVs). “Drone Week: Kill. Watch. Aid.” featured analytical essays and op-eds by experts from government, academia, and Canadian and international think tanks. Experts also joined online debates on the issues. This series garnered
significant international and Canadian attention, and won OpenCanada.org the “Best of Canada” content prize at the Canadian Online Publishing Awards, as well as the gold medal for best online series of articles.

The site’s signature blog, Roundtable, expanded its roster of dynamic Canadian thinkers on international affairs from John Hancock (World Trade Organization), Roland Paris (University of Ottawa), Jennifer Welsh (University of Oxford), and Steve Saideman (Norman Paterson School of International Affairs), to include Bessma Momani (Brookings, Centre for International Governance Innovation), Madelaine Drohan (The Economist), Danielle Goldfarb (Conference Board of Canada), Brett House (CIGI), John McArthur (Brookings), Kyle Matthews (Concordia University), Robert Muggah (Igarapé Institute), and Duncan Wood (Wilson Center).

Our Rapid Response section profiled the reactions of a group of eminent Canadians to breaking international news stories, giving readers real-time access to the opinions of policy makers, corporate leaders, academics, and journalists. Our Rapid Responders group includes: Sally Armstrong, Roméo Dallaire, Dominic D’Alessandro, Louise Fréchette, Bill Graham, Alex Himelfarb, John Manley, Don Newman, Indira Samarasekera, Janice Stein, and Stephen Toope, among others.

Looking ahead to 2013-2014, the CIC will continue to grow Canada’s hub for international affairs, by harnessing innovative new digital technologies to broaden and deepen the online Canadian foreign affairs conversation. We will also continue to offer a platform for Canadians to join global conversations on pressing international issues. We hope you will join us online.
CIC Research and Publications

Global Challenges, Canadian Solutions

The CIC's research program generates recommendations to strengthen Canada's strategic position on major foreign policy issues. CIC research makes the connection between good foreign policy and good national outcomes.

Natural Resources and Foreign Policy Project

9 Habits of Highly Effective Resource Economies: Lessons for Canada tackled one of the most important questions facing the country: how can we be smart about developing our abundant energy, mineral, and forest resources?

The voracious appetite of emerging economies for natural resources presents Canada with key foreign policy challenges in the coming years. The resources boom—forecast to continue for at least a decade—offers Canada opportunities to reposition itself globally through new trade and investment alliances. But it also presents new threats. How can Canada, for example, expand its trade with Asia while ensuring that it continues to move up the value chain? How can we resist the pressure to ship raw materials as fast as possible and instead become more deliberative about extracting value from our resources by building complementary knowledge- and technology-based industries? How should Canada structure its foreign investment regime? What impact will new alliances and the growing role of resources in the economy have on Canada’s global brand? This research project sought fresh perspectives on these issues through broad consultations within Canada and by looking at whether countries such as Australia, Norway, Finland, Chile, and others hold any lessons for Canada. The study produced a multimedia report with specific and targeted policy recommendations.

The project was co-directed by Jennifer Jeffs, CIC President, and Madelaine Drohan, The Economist’s Canada correspondent. The project report, 9 Habits of Highly Effective Resource Economies: Lessons for Canada, was released in October 2012 and continued to gain traction in both government and industry circles well into 2013, with high demand for briefings and policy dialogues across the country.

**Featured Speaking Engagements**

<table>
<thead>
<tr>
<th>Event</th>
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<tr>
<td>Canadian Energy Strategy Stakeholder Workshop</td>
<td>June 2013</td>
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<tr>
<td>The House of Commons Standing Committee on Natural Resources</td>
<td>May 2013</td>
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<td>CIDA and the Privy Council Office</td>
<td>February 2013</td>
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<td>Calgary Chamber of Commerce</td>
<td>February 2013</td>
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<td>Alberta Innovates</td>
<td>February 2013</td>
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<tr>
<td>Literary Review of Canada</td>
<td>Jan 2013</td>
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<td>CIC Branch Tour</td>
<td>Dec 2012-Jan 2013</td>
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<td>Government of Alberta</td>
<td>December 2012</td>
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<tr>
<td>Ontario Policy Forum</td>
<td>November 2012</td>
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<tr>
<td>DFAIT</td>
<td>October 2012</td>
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The International Relations and Digital Technology Project (IRDTP) is a new and innovative research initiative analyzing the impact of digital technology on the theory and practice of International Relations. The project was conceptualized by the CIC in partnership with the University of British Columbia’s Graduate School of Journalism, and the Liu Institute of Global Issues, with funding from the Social Sciences and Humanities Research Council. As the boundaries between the theory and practice of international affairs blur, and technology further transforms how we interact across borders, there is a need for projects that push the boundaries of technological innovation.

IRDTP’s core objectives are two-fold: (i) to analyze how digital technology has challenged the underlying assumptions and distribution of actors in International Relations, as well as the wider social sciences context; and, (ii) to experiment with ways in which digital technologies actualize and push the discipline of International Relations forward.

IRDTP is a virtual hub for research and experimentation, innovating new ways and methods through which we can study international phenomena. The theoretical aspects of the project are grounded in the discipline of International Relations, seeking to provide a robust theoretical framework within which scholars can adequately and rigorously study digital technology. In 2012-2013, IRDTP initiated several research projects, including an Annotated Lecture Series, a Crowd-Sourced Bibliography, and the IRDTP Collective, a network of academics and practitioners that will undertake the core objectives of the project by producing a long-form academic article.
The Strategic Studies Working Group (SSWG) is a partnership between the Canadian Defence and Foreign Affairs Institute (CDFAI) and the CIC, and incorporates the former Canadian Institute of Strategic Studies (CISS). SSWG produces and promotes research, conferences, seminars, and publications addressing defence and security issues within the context of Canada’s international relations and foreign defence policies. It endeavours to inform the Canadian public, relevant policy makers, and stakeholders of Canada’s vital interests and values about the threats or the potential threats to their agendas.

This year, SSWG digitized the “Canadian Forces Strategic Profile,” a statistical scorecard first produced by CISS in 1976, which now takes the form of an online infographic. Through the Working Group, CDFAI partnered on OpenCanada.org’s award-winning e-conference, “Drone Week: Kill, Watch, Aid.” In addition to its series of papers, the SSWG also released an e-book, The Canadian Forces in 2025: Prospects and Problems, edited by J. L. Granatstein.

**Papers**

Can We Ever Have Technological Security?  
Thomas Keenan | October 2013

Shutting the Backdoor: The Perils of National Security and Digital Surveillance Programs  
Ronald Deibert | October 2013

The Future of Drones in Canada: Perspectives from a Former RCAF Fighter Pilot  
DF Holman | August 2013

The Future of Foreign Military Training  
Mike Jeffery | March 2013

The National Shipbuilding Procurement Strategy: An Update  
Eric Lerhe | February 2013

Canada and the Five Eyes Intelligence Community  
James Cox | December 2012

Recapitalizing the Canadian Forces’ Major Fleets: Assessing Lingering Controversies and Challenges  
Philippe Lagassé | December 2012

F-35 and the Future of Canadian Security  
Richard Shimooka | November 2012

**Books**

The Canadian Forces in 2025: Prospects and Problems  
Edited by J.L. Granatstein | February 2013
Since its inception in 1946, *International Journal* (IJ) has been recognized as Canada’s pre-eminent journal of global policy analysis. It combines brief, policy-relevant articles with longer, peer-reviewed, scholarly assessments of interest to foreign policy-makers, analysts and academics in Canada and around the world. IJ is cross-disciplinary, combining the insights of history, political science and economics with anthropology and other social sciences to advance research and dialogue on issues of global significance.

In April 2013, the CIC, the Bill Graham Centre for Contemporary International History (CCH) and SAGE Publications joined together to publish *International Journal*. IJ is guided under this partnership by an advisory board comprised of leaders from the Canadian academic community, and managed by a new roster of editors.

### 2012-2013 Issues

**The International Politics of the F-35 Joint Strike Fighter**
*International Journal* | Winter 2012-13
Volume 68 | Issue 1

**Canada after 9/11**
*International Journal* | December 2012
Volume 67 | Issue 4

**Canada and the Americas: Making a difference?**
*International Journal* | September 2012
Volume 67 | Issue 3

**A New Agenda for Peace**
*International Journal* | June 2012
Volume 67 | Issue 2

### Editors

**Adam Chapnick**  
Canadian Forces College and Royal Military College of Canada

**Mairi MacDonald**  
University of Toronto, Canada

**‘Lessons of History’ Editor**

**David Webster**  
Bishop's University, Canada

**Book Reviews Editor**

**Stéfanie von Hlatky**  
Queen's University, Canada

**Managing Editor**

**Naomi Miller**

### Editorial Advisory Board

**Erin Baines**  
University of British Columbia, Canada

**John English**  
University of Toronto, Canada

**John Hancock**  
World Trade Organisation, Switzerland

**Jennifer Jeffs**  
Canadian International Council, Canada

**Brian Job**  
University of British Columbia, Canada

**Margaret MacMillan**  
University of Oxford, UK

**David M. Malone**  
United Nations University, Japan

**Kim Richard Nossal**  
Queen's University, Canada

**Taylor Owen**  
Columbia University, USA

**Roland Paris**  
University of Ottawa, Canada

**Vincent Pouliot**  
McGill University, Canada

**Stéphane Roussel**  
Université de Québec à Montréal, Canada

**Steve Saideman**  
Carleton University, Canada

**Denis Stairs**  
Dalhousie University, Canada

**Jennifer Welsh**  
University of Oxford, UK
Open Networks

Events across the country

The CIC regularly convenes corporate, government, academic, and media leaders to discuss and debate international developments and their implications for Canadian foreign policy. High-level meetings, off-the-record briefings, workshops, and special events bring together multiple sectors and communities to amplify the Canadian voice. In addition to CIC events, OpenCanada.org develops online content for major international events hosted by Canadian partners.

Annual CIC Globalist of the Year Gala

Each fall, the Annual CIC Gala honours a distinguished international figure with the CIC Globalist of the Year Award. This award is presented to an individual who has shown leadership and innovation on the international stage throughout his or her career.

At the sixth Annual Gala Dinner, the CIC presented Christine Lagarde, Managing Director of the International Monetary Fund (IMF), with the CIC Globalist of the Year award. Mark Carney, then-Governor of the Bank of Canada, introduced Mme. Lagarde before she gave a keynote speech, her first in Canada since assuming her leadership of the IMF. Amanda Lang, Senior Business Correspondent for CBC News, interviewed Mme. Lagarde on stage. The event was livestreamed and the recording can be found on OpenCanada.org.

OpenCanada.org/2012-globalist-of-the-year
National Office Events

March 2013

In partnership with the Canadian Council of Chief Executives, the CIC hosted a conference titled, “Canada in the Pacific Century.” The event assessed the adaptability of Canada’s education system in light of rapid transformations in the global economy. Steve Paikin, host of TVO’s the Agenda, moderated the conference panels, which consisted of leaders in corporate, academic and educational institutions from across the country.

April 2013

The CIC provided online coverage in the lead-up to the 2013 Canada-Asia Trade Symposium, hosted by the Canadian Chamber of Commerce and the Asia Pacific Foundation of Canada. The online series analyzed the future of the Canada-Japan trade relationship and discussed the value of a potential Economic Partnership Agreement. Contributors included Perrin Beatty, President and CEO of the Canadian Chamber of Commerce, Sadaaki Numata, Former Ambassador of Japan to Canada, and Len Edwards, the former Deputy Minister of Trade and former personal representative of the Prime Minister to the G8 and G20 Summits.

June 2013

The CIC was an Institutional Knowledge Partner of the International Economic Forum of the Americas for their annual Conférence de Montréal. The CIC produced an online series featuring interviews with participating global leaders including Dominic Barton, Managing Director of McKinsey & Company, Jean Claude Trichet, Former President of the European Central Bank, Maria van der Hoeven, Executive Director of the International Energy Agency, and more. The series was named, “The New Global Economy: Managing Risk, Leveraging Opportunity”.

National Capital Branch Conference - Canada-China: Opportunities in Transition

China’s new leadership underscores exciting opportunities and challenges for Canada’s future. Our foreign policy is pivoting in response to China’s growing economic and political influence, but Canada’s competitors have been moving faster. The CIC National Capital branch hosted a sold-out conference to explore the relationship in its entirety.

The event, held in March 2013, included seven sessions, a speakers’ dinner, and a reception at the Chinese embassy. To view the conference agenda, documents and video coverage, visit:

OpenCanada.org/indepth/opportunities-in-transition
Branch Events

With a membership spanning the country, the CIC’s 16 volunteer-run branches hold meetings, workshops and conferences that feature guest speakers, including eminent scholars, diplomats, government officials, business leaders and foreign dignitaries addressing important international economic, political and social issues. More information on individual branches, including upcoming events and news, is available at OpenCanada.org.

Calgary
President: Duane Bratt

The Crisis in Sudan
May 16, 2013 | Mukesh Kapila; Aly Verjee

A Conversation about Canada-British Bilateral Relations
April 29, 2013 | Tony Kay

The Fourth Stage of the Arab-Israeli Conflict
March 18, 2013 | Alan Dowty

The 9 Habits of Highly Effective Resource Economies: Lessons for Canada
February 7, 2013 | Madelaine Drohan

Iran's Nuclear Gamble: Canada and Obama's Second Term
January 21, 2013 | John Mundy

Journalists for Human Rights: Telling Stories from the Field
November 27, 2012 | Erin Collins, Laurel Clark

Edmonton
President: Grant Winton

The Fourth Stage of the Arab-Israeli Conflict
March 19, 2013 | Alan Dowty

Israel and Iran: Understanding the Looming Crisis
March 19, 2013 | Alan Dowty

U.S.-Canada Relations in President Obama's Second Administration: The next 4 years
January 29, 2013 | Peter Kujawinski

International Affairs Speed Networking
January 22, 2013

Halifax
President: Paul Bennett

The Founding of Halifax: Cornwallis and Imperial Relations
May 29, 2013 | Jon Tattrie

The U.S. Political Class and U.S. – Canadian Relations: What's the Problem?
March 28, 2013 | Christopher Sands

Disunited Kingdom? The 2014 Scottish Independence Referendum
February 14, 2013 | John Elvidge

CUBA NIGHT: Annual Reception and Dinner; Panel Discussion on “Tales and Terror: the U.S. War on Cuba”
February 7, 2013 | Keith Bolender, Stephen Kimber; John Kirk

The Glyn R. Berry Memorial Lecture: The UN Security Council: Boom or Bust?
January 28, 2013 | David M. Malone
The Trudeau Foundation Lecture: An Academic and Conflict Resolution: Northern Ireland and Other Hard Cases
January 17, 2013 | John McGarry

Going Global: Toward a Sustainable Resource Strategy
December 5, 2012 | Madelaine Drohan

Politics at the Pub: “Iran and the Nuclear Threat”
November 29, 2012 | Frank Harvey

Resilience through the Arts
September 28, 2012

Canada and War: Reflections on War and Canadian Culture
September 20, 2012 | Noah Richler

Montréal
President: Kyle Matthews

Alternative North Americas
June 5, 2013 | David T. Jones

Against a Tide of Evil: Can We Learn Lessons from the First Genocide of the 21st Century?
May 7, 2013 | Mukesh Kapila

Turkey’s Rise as a New Regional Power and Global Player
April 29, 2013 | Tuncay Babalı

Will Canada and the European Union Sign a Free Trade Agreement in 2013?
March 4, 2013 | Alexander von Lingen

Canada’s Declining Role on the International Stage
February 19, 2013 | Hélène Laverdière

China-Canada Trade Relations and Human Rights
February 13, 2013 | David Kilgour

CIC International 5 à 7-Holiday Edition
December 20, 2012

Understanding the Crisis in Syria
November 13, 2012 | Rafal Rohozinski, Agnes Gruda, Afra Jalabi

Key Races and States in the 2012 U.S. Presidential Elections
September 25, 2012 | John Parisella, David Lublin

CIC International 5 à 7
August 29, 2012

Hamilton
President: Mark Williams
Incoming President: Colin Campbell (term beginning June 2013)

“Diamonds Really Are Forever” and AGM
June 27, 2013 | Adam Straker

Revolution and Counter-Revolution in Syria
March 11, 2013 | Jonathan Spyer

From Global to Local: Global Standard Setting and Mining in Developing Countries
February 25, 2013 | Hevina Dashwood

Cuba Under Siege—American policy and the impact on Revolutionary Society
December 4, 2012 | Keith Bolender

Recent Developments in the European Currency Zone and the Impact on Canadian investors
November 20, 2012 | Paul Lee-Chin

Tecumseh & Brock: The War of 1812
October 23, 2012 | James Laxer

Book Launch: The Ugly Canadian – Stephen Harper’s Foreign Policy
October 18, 2012 | Yves Engler

The Arab Spring: Seasonal or More Permanent
September 18, 2012 | Atif Kubursi

Politics at the Pub: Global Politics and the Olympics
September 11, 2012 | Liam Stockdale

Montreal
President: Mark Williams

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National Capital (Ottawa)
President: John Noble
Incoming President: David Dyment (term beginning June 2013)

The Middle East is Still on Fire
June 11, 2013 | Ferry de Kerckhove and Michael Bell

Challenges to Corporate Statecraft and the UN Global Compact
May 15, 2013 | George Haynal, Helle Bank Jorgensen

Politics @ The Pub: The Evolving Role of International Aid Agencies
April 8, 2013 | Scott Gilmore, Tobias Nussbaum, Jim MacKinnon

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April 8, 2013 | Scott Gilmore, Tobias Nussbaum, Jim MacKinnon
After the Euro Crisis: Prospects for Europe and Beyond
April 8, 2013 | Daniela Schwarzer; Patrick Leblond

Conference: Canada – China Opportunities in Transition

Politics@The Pub: Canada’s Evolving Refugee Role
March 18, 2013 | Peter Showler, Heather Neufeld, Madut Majok, Kristen Shane

International Affairs Career Expo
March 4, 2013

Genocide Prevention Initiative
February 28, 2013 | Senator Roméo Dallaire, Tibi Galis, Stephen Rapp

Foreign Policy Initiative
February 6, 2013 | Invitation-only seminar

The 9 Habits of Highly Effective Resource Economies: Lessons for Canada
January 29, 2013 | Madelaine Drohan

Could Mali be the Next Afghanistan?
December 12, 2012 | Robert R. Fowler; Robert I. Rotberg

Canada, China and Winning in Emerging Markets: Why the Time is Now
November 29, 2012 | Len Edwards, Michael Hart

Kenya, Pakistan & Afghanistan: Experiences of Women, Violence and Democracy
November 8, 2012 | Flora Terah, Saver Khan, Nipa Banerjee

US Election Night Party
November 6, 2012

Politics@The Pub: Policy – from Theory to Practice
November 5, 2012 | Alan Neal

U.S. Foreign Policy After the Election
October 16, 2012 | Steve Clemens, John Curtis, Joel Sokolsky

Roundtable on Economic Development and Governance in the Arctic: Challenges for Europe and Canada
September 27, 2012

Politics@The Pub: Do International Social Movements Have a Real Impact on Policy and Achieving Intended Results?
September 24, 2012 | Justin Paulson, Raywat Deonandan

Challenges to the United Nations: Russia, China, Syria and the Responsibility to Protect
September 20, 2012 | Paul Heinbecker, Errol Mendes

Nipissing (North Bay)
President: Robin Gendron
Incoming President: John Allison (term beginning June 2013)

AGM and Pints and Politics: Syria
June 12, 2013

The Great War as Experienced, Not Imagined
April 9, 2013 | Andy Robertshaw

Pints and Politics: Attack of the Drones
February 27, 2013 | John Allison, Robin Gendron, David Tabachnick

Empowering through Knowledge and Innovation
January 24, 2013 | Marc Garneau

The Intersection of Race, and the Law: an American Historical Perspective
November 20, 2012 | Laverne Lewis Gaskins

Yves Engler on Stephen Harper’s Foreign Policy
October 25, 2012 | Yves Engler

Primary Health Care and Job Creation in South Africa: Challenges and prospects
October 24, 2012 | Olagoke Akintola

Kenyan Footsteps
September 27, 2013 | Andrea Kocsis, Paige Bramer, Julie Kocsis

Policing Afghanistan
September 26, 2012 | Mike Hunter

Saskatoon
President: Daniel Sutherland

Afghanistan Beyond 2014: Three Possible Futures
June 13, 2013 | Muhammad Mustafa Mustaan

Annual General Meeting
June 13, 2013
Canada is Great: Saskatoon Welcomes Alistair Burt, British Parliamentary Undersecretary of State, Foreign and Commonwealth Office
May 24, 2013 | Alistair Burt

A CIC Interclub Social With Paul Bennett, CIC-Halifax branch
May 23, 2013 | Paul Bennett

Megatons to Megawatts: Recycling Russian Nuclear Weapons
May 1, 2013 | Ken Seitz

Why the West Must Support Mali and the African Union
March 26, 2013 | Kyle Matthews

The Fourth Stage of the Arab-Israel Conflict
March 20, 2013 | Alan Dowty

Toward Peace and Stability in Egypt: Operation CALUMET and the Role of Canadian Forces
February 7, 2013 | Michel Brisebois

Iran's Nuclear Gamble, Canada and Obama's Second Term
January 23, 2013 | John Mundy

Challenges of Water Planning in the Face of a Changing Future Climate
November 28, 2012 | Patricia Gober

Saskatchewan International: Our Oil and Gas Sector's Global Reach
November 16, 2012 | Eric Anderson, Rick Wingate, Marvin Romanow, Doug Wilkins, Bud Van Iderstine, Peter Kujawinski

Saskatchewan International: Our Mining Sector's Global Reach
October 26, 2012 | Eric Anderson, Tom MacNeill, Bill Johnson, David Doerkson, Reid McDonald

The 2012 United States Election and Its Meaning for Canada
October 23, 2012 | Colin Robertson

Hits and Misses: Introduction to International Business Culture
September 12, 2012 | Nicholas Kokkastamapoulos

South Saskatchewan (Regina)
President: Rebecca Berthiaume

Why the West Must Support Mali and the African Union
March 25, 2013 | Kyle Matthews

The Fourth Stage of the Arab-Israel Conflict
March 21, 2013 | Alan Dowty

Iran's Nuclear Gamble, Canada, and Obama's Second Term
January 24, 2013 | John Mundy

Warrior Nation: Rebranding Canada in an Age of Anxiety
November 21, 2012 | Jamie Swift

Obama vs. Romney: U.S. Election Party
November 6, 2012

A World of Possibilities: Universities and International Education
September 12, 2013 | Vianne Timmons

Thunder Bay
President: Michel Beaulieu
Incoming President: Bill King (term beginning May 2013)

AGM and Lecture “Unequal Exchange: The Realities of International Nurse Migration
May 17, 2013 | Salimah Valiani

From Civil Rights to Social Justice: An Activists Journey
February 13, 2013 | Robert King

The 9 Habits of Highly Effective Resource Economies
December 10, 2012 | Madelaine Drohan

Military Operations Achieving Humanitarian Goals
November 3, 2012 | Peter Gizewski, Mike Rostek, Trevor Bradshaw, Shekhar Gothi, Geoff Abthorpe

The Highway to Hell: The Tar Sands and the Northern Gateway Pipeline
October 23, 2012 | Peter Globensky

Warrior Nation: Rebranding Canada in an Age of Anxiety
September 18, 2012 | Jamie Swift

Toronto
President: Jo-Ann Davis

What are Canada's Development Priorities? What are the principles driving our international aid?
June 21, 2013 | Julian Fantino
Pakistan at the Crossroads: The Impact of the Election of Nawaz Sharif?  
June 13, 2013 | Mohammad Nafees Zakaria

Why do our global institutions fail to prevent & protect against mass atrocities?  
May 10, 2013 | Mukesh Kapila

What is Afghanistan's Future After 2014?  
May 8, 2013 | Brian Stewart, Sally Armstrong, Habib Qaderi

Cuba Under Siege: American Policy, the Revolution and Its People  
April 10, 2013 | Keith Bolender

Tackling Corruption: What Companies Need to Know When Doing Business Abroad  
April 3, 2013 | Peter Dent, Jim Klotz

Crisis in Mali: Local voices bring context to the current conflict  
March 27, 2013 | Patricia Luna, Kassoum Dimoutene, Fatoumata Keita

Ryerson Conference on Preventing Atrocities  
February 12, 2013 | Jeremy Kinsman, Clint Curle, Michael Abramowitz, Stefanie Frease, Jill Sinclair, Frank Chalk, Kyle Matthews

BOOM OR BUST! Rewards and risks of greater Canadian Integration with the emerging nations of Brazil, Russia and South Africa  
February 5, 2013 | John Kirton, Aurel Braun, Tselane Mokuena

A discussion with Mr. Seth George Ramocan, Consul General of Jamaica  
January 29, 2013 | Seth George Ramocan

Can We Catch Up with Angola? A talk with Madelaine Drohan  
January 8, 2013 | Madelaine Drohan

Yuletide Gathering  
December 12, 2012

Our response to the Syrian Crisis: Success or failure? 19 months and upward of 40,000 deaths. What is our next step?  
December 6, 2012 | Mohammed Fadel, Khaled Sawaf

Canada & India: a future Bollywood-style relationship?  
November 21, 2012 | Preeti Saran, Peter Sutherland

The Next 4 Years: The Election, the U.S., & the World  
November 7, 2012 | Jeremy Kinsman, Robert Teigrob, Arne Kislenko

What Canada's Foreign Policy Priorities Should Be  
October 10, 2012 | Paul Dewar

Canada Departs Iran: Folly or Foresight?  
September 27, 2012 | John Mundy

What does October's Chinese Communist Party National Congress mean for China and the World?  
September 13, 2012 | Charles Burton, Jeremy Paltiel, William Hurst

Annual General Meeting  
September 13, 2012

6th Annual – Midsummer's Evening Get Together  
July 12, 2012 | Douglas Goold
Victoria
President: Penny Bryden
Incoming President: Hugh Stephens
(term beginning June 2013)

Politics @ The Pub: Canadians in the Global Energy Business
June 18, 2013 | Barry Greenwood, Ron Turner

Canada's Importance to India and Why it Matters
June 7, 2013 | Stewart Beck

Cambodia: A Failed State Recovers
May 15, 2013 | Gordon Longmuir

The New Leadership of China: Transitions & Challenges
May 15, 2013 | Guoguang Wu

Politics @ the Pub: Behaving Responsibly in the Global Village
April 9, 2013 | Connie Carter, Bill Pearce

Empowering Women to End Poverty, Violence and Injustice
March 26, 2013 | Sally Armstrong

Politics in the Pub: Canada's Defence Priorities
March 12, 2013 | Cam Ross, Scott Eichel, Bill Truelove

Canada's Immigration and Refugee Policy: Major Changes but are We Getting Right?
February 26, 2013 | Martin Collacott

Politics @ The Pub: Meet the Ambassadors
February 12, 2013 | Marc Lortie, Bill Ross, Simon Wade, John Treleaven

Iran's Nuclear Gamble, Canada and Obama's Second Term
January 16, 2013 | John Mundy

What Should Our Response be to Ukraine's Dirty Elections?
December 12, 2012 | Derek Fraser

Flying with the American Eagle: Challenges and Opportunities for Canada
November 21, 2012 | Colin Robertson

Will Europe bounce back from its current crisis?
A unique Canadian perspective
October 17, 2012 | Marc Lortie

Chronic Condition
October 1, 2012 | Jeffrey Simpson

Windsor-Essex
President: Marissa Younan
Past President: Arfan Ahmed (term ended January 2013)

Beyond Borders: Challenges and Opportunities of the Canada/US relationship
September 27, 2012 | David Dyment, Bill Anderson & Stephen Brook

Social and Office Holders Meeting
September 13, 2012

Waterloo Region
President: Joan Euler

Canadian International Council Members reception and dinner
June 12, 2013 | Stewart Bell, Linda Diebel, Doug Saunders, Alison Smith & Steve Paikin

Developments in Turkey
May 21, 2013 | Tuncay Babali

November 13, 2012 | Lorne L. Dawson

Pub Night: “The Surveillance State: What Can We Learn from East Germany?”
October 23, 2012 | Gary Bruce

Annual General Meeting
September 25, 2012 | Sabah Alnasseri

Winnipeg
President: Nick Hirst

Jamie Swift on “Warrior Nation: Rebranding Canada in an Age of Anxiety”
November 20, 2012 | Jamie Swift
Our Supporters

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Power Corporation of Canada  
RBC Foundation  
Teck Resources

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AGF Management

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Torys LLP

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Deborah Shields  
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Brooke Townsend
REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

To the Governors of
Canadian International Council
Conseil International du Canada

The accompanying summarized statements of financial position, operations and changes in fund balances and cash flows are derived from the complete financial statements of Canadian International Council as at June 30, 2013. We expressed an unmodified audit opinion on those financial statements in our report dated November 21, 2013. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Canadian International Council.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements."

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Canadian International Council for the year ended June 30, 2013 are a fair summary of those financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Collins Barrow Toronto LLP
Licensed Public Accountants
Chartered Accountants
Toronto, Ontario
December 23, 2013
### Summarized Financial Statements

#### Summary Statement of Financial Position as at June 30, 2013 and June 30, 2012

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$120,767</td>
<td>$81,813</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>17,893</td>
<td>21,586</td>
</tr>
<tr>
<td>HST receivable</td>
<td>54,899</td>
<td>72,586</td>
</tr>
<tr>
<td>Deposits and prepaid expenses</td>
<td>8,206</td>
<td>19,790</td>
</tr>
<tr>
<td>Guaranteed investment certificates</td>
<td>1,129,956</td>
<td>1,488,583</td>
</tr>
<tr>
<td>Capital assets</td>
<td>26,568</td>
<td>32,603</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>1,358,289</td>
<td>1,716,961</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$98,465</td>
<td>$92,090</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>42,345</td>
<td>46,509</td>
</tr>
<tr>
<td>Accounts held in trust</td>
<td>20,488</td>
<td>61,509</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>161,298</td>
<td>218,636</td>
</tr>
<tr>
<td>Deferred Contributions</td>
<td>18,528</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fund Balances</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>1,168,668</td>
<td>1,466,295</td>
</tr>
<tr>
<td>Externally restricted</td>
<td>28,323</td>
<td>32,030</td>
</tr>
<tr>
<td><strong>Total Fund Balances</strong></td>
<td>1,196,991</td>
<td>1,498,325</td>
</tr>
</tbody>
</table>

**Total Liabilities**            | $1,358,289 | $1,716,961 |
Summary Statement of Operations and Change in Fund Balances
Years Ended June 30, 2013 and June 30, 2012

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations</td>
<td>$946,237</td>
<td>$1,207,649</td>
</tr>
<tr>
<td>Publications</td>
<td>89,124</td>
<td>82,319</td>
</tr>
<tr>
<td>Membership fees</td>
<td>34,308</td>
<td>36,394</td>
</tr>
<tr>
<td>Investment</td>
<td>15,454</td>
<td>20,656</td>
</tr>
<tr>
<td>Other</td>
<td>314</td>
<td>740</td>
</tr>
<tr>
<td>Programs</td>
<td>-</td>
<td>27,921</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,085,437</strong></td>
<td><strong>1,375,679</strong></td>
</tr>
</tbody>
</table>

|                |         |         |
| EXPENDITURE    |         |         |
| Programs       | 629,954 | 753,158 |
| Publications   | 95,757  | 118,102 |
| Membership     | 46,592  | 57,270  |
| Administration | 604,301 | 663,787 |
| Amortization   | 10,167  | 8,285   |
| **Total**      | **1,386,771** | **1,600,602** |

Excess of expenditures over revenue  
(301,334)  (224,923)

FUND BALANCE, beginning of year  
1,498,325  1,723,248

**FUND BALANCE, end of year**  
$1,196,991  $1,498,325
Summary Statement of Cash Flows
Years ended June 30, 2013 and June 30, 2012

<table>
<thead>
<tr>
<th>Cash provided by (used in) operations</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net surplus (expenditure)</td>
<td>$(301,334)</td>
<td>$(224,923)</td>
</tr>
<tr>
<td>Items not involving cash</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization</td>
<td>10,167</td>
<td>8,285</td>
</tr>
<tr>
<td>Accrued interest on guaranteed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>investment certificates</td>
<td>(8,070)</td>
<td>(9,527)</td>
</tr>
<tr>
<td></td>
<td><strong>(299,237)</strong></td>
<td><strong>(216,638)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net change in non-cash working capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts receivable</td>
</tr>
<tr>
<td>HST receivable</td>
</tr>
<tr>
<td>Deposits and prepaid expenses</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
</tr>
<tr>
<td>Unearned revenue</td>
</tr>
<tr>
<td>Amounts held in trust</td>
</tr>
<tr>
<td>Deferred contributions</td>
</tr>
<tr>
<td>Cash used in operations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition of guaranteed investment certificates</td>
</tr>
<tr>
<td>Proceeds on redemption of guaranteed investment certificates</td>
</tr>
<tr>
<td>Purchase of capital assets</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Net change in cash
Cash, beginning of year
Cash, end of year

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net change in cash</td>
<td>38,954</td>
<td>(52,302)</td>
</tr>
<tr>
<td>Cash, beginning of year</td>
<td>81,813</td>
<td>134,115</td>
</tr>
<tr>
<td>Cash, end of year</td>
<td><strong>$120,767</strong></td>
<td><strong>$81,813</strong></td>
</tr>
</tbody>
</table>
The CIC’s People
Personnel as of June 30, 2013

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Vice-Chair
Perrin Beatty, President and CEO, Canadian Chamber of Commerce

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Jennifer Jeffs, President, CIC
David Bercuson, Director, Centre for Military and Strategic Studies, University of Calgary
Scott Burk, President, Wealhouse Capital Management
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Edward Goldenberg, Partner, Bennett Jones LLP
Nicholas Hirst, President, CIC-Winnipeg Branch
Doug Horswill, Senior Vice President, Teck Resources Ltd.
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Janice Stein, Director, Munk School of Global Affairs
Jodi White, Distinguished Senior Fellow, Norman Patterson School of International Affairs and Arthur Kroeger College of Public Affairs

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Shannon Snow, Programs Coordinator
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1 Devonshire Place, Room 064S
Toronto, ON
M5S 3K7