



# THE PROCESS

*“Up to now, the debate on Canada’s place in the world has been generated by ad hoc groups or government watchdogs or parliamentary committees, usually confined to one area, such as aid or trade. What remains missing is an assessment of all the elements of our internationalism, together rather than separately, and how they affect each other.”*

Andrew Cohen, 2003

The Canada25 *From Middle to Model Power* project evolved out of an interest among our membership to contribute to the type of assessment that Andrew Cohen suggests has been lacking in Canada.

As an organizer of international consultations on several pressing policy topics, Canada25 has come to realize that understanding the dreams of young Canadians is key to developing good policy. Canada25’s early consultations on foreign policy—which officially began in the fall of 2002—proved that young people, just like the Canadians that Andrew Cohen describes, are susceptible to getting bogged down within particular foreign policy “instruments” and their limitations. We now appreciate that although understanding Canada’s ability to influence foreign affairs through aid, trade, military and diplomacy is essential, it is not the place where one should begin. It is far more productive to start with visions for the future and work backwards, asking ourselves “Where do we want this country to be, and how do we get there?”

In January 2003, Canada25 sent out a “call to action” to young Canadians living all over the world to get their input on how to recharge Canada’s role in the World. Nearly 400 people responded to a web survey, and more than 300 attended one of 11 Regional Roundtables held across the country and around the world. Roundtables were held in:

Calgary	Montreal	Ottawa
Toronto	Saint John	Vancouver
Boston	London, England	New York City
San Francisco	Washington, D.C.	

A summary of each Regional Roundtable discussion can be found in Appendix II.

Each of the delegates who attended Regional Roundtables during the fall of 2003 submitted a vision for Canada’s role in the world in 2025. They were instructed to provide: (1) a summary; (2) a paragraph describing their vision and the rationale behind it; and (3) policy ideas that would help to transform the vision into reality. From these applications, 22 outstanding individuals attended our 2004 National Forum, held in Gatineau, Québec.

In order to come to agreement on a comprehensive vision for Canada’s role in world the National Forum delegates were teamed into seven “issue groups” (Health, Prosperity, Security, Governance, Environment, Media & Culture, and Society). Prior to the Forum itself, these groups were asked to mesh together visions put forth by delegates at Regional Roundtables into a national vision for their particular issue. This work was achieved through hundreds of conference calls and intense research in the months leading up to the forum. As part of this research, each delegate also interviewed several experts (see Appendix IV). Each “issue group” brought a wealth of ideas to the Forum and presented to their peers.

Once delegates developed a general understanding about where they wanted Canada to be, they turned to figuring out how to get there. They shifted from the issues of Canada's role in the world to thinking about how various "instruments" such as aid, trade, military and diplomacy could be used to reach our goals. They also looked at our relationship to the actors Canada must influence to become a global Model Power—actors like the states, multinational corporations, international NGOs, foreign governments and multilateral institutions.

This report reflects the process described above, and goes one dimension further, reflecting an interest on the part of delegates to convey why they are so dedicated to the issue of "Canada and the World."

Finally, one of the key tools developed to help delegates think about such complex global issues was the implementation of what we have lovingly called "the Matrix." This diagram represents, at least partially, a visual description of the process:

