



Annual Report

2015

CENTRE FOR INTERNATIONAL GOVERNANCE INNOVATION

ANNUAL REPORT 2015



Copyright © 2015 by the Centre for International Governance Innovation

Photo and image credits: Associated Press (Mark Schiefelbein, Markus Schreiber, Kostas Tsironis); CIGI staff Trevor Hunsberger, Fred Kuntz and Kristopher Young; Columbia University; Institute for New Economic Thinking; Lisa Malleck; Oxygen Group (Khaled Haik); Shutterstock; South African Institute of International Affairs; TEPAV.



This work is licensed under a Creative Commons Attribution, Non-commercial, No Derivatives License. To view this license, visit:

www.creativecommons.org/licenses/by-nc-nd/3.0/

For re-use or distribution, please include this copyright notice.

ABOUT CIGI

The Centre for International Governance Innovation (CIGI) is an independent, non-partisan think tank on international governance. Led by experienced practitioners and distinguished academics, CIGI supports research, forms networks, advances policy debate and generates ideas for multilateral governance improvements. With an active agenda of research, events and publications, CIGI's interdisciplinary work includes collaboration with policy, business and academic communities around the world. CIGI was founded in 2001 by Jim Balsillie, then Co-CEO of Research In Motion (BlackBerry), and collaborates with and gratefully acknowledges support from a number of strategic partners, in particular the Government of Canada and the Government of Ontario. For more information, please visit www.cigionline.org.

Vision

CIGI strives to be the world's leading think tank on international governance, with recognized impact on significant global problems.

Mission

CIGI will build bridges from knowledge to power, conducting world-leading research and analysis and influencing policy makers to innovate.

Beliefs

CIGI believes that better international governance can improve the lives of people everywhere, by increasing prosperity, ensuring global sustainability, addressing inequality and safeguarding human rights, and promoting a more secure world.



A young man protests austerity measures at the Greek Parliament. CIGI's Global Economy Program is developing ideas for sovereign debt restructuring to address debt crises such as those troubling the euro zone in recent years.



Climate change is a growing concern around the world. CIGI's research programs tackle the issue through a variety of frameworks including financial sustainability, political negotiations and international environmental law.



An investor monitors volatile markets at a Beijing brokerage in July 2015. CIGI's researchers are exploring the policy implications of China's increasing importance in the global economy.



CIGI Chair Jim Balsillie, left, at a CIGI round table in March 2015 with Johan Rockström, executive director of the Stockholm Resilience Centre. The meeting in Waterloo, Canada, explored climate change issues.



At the CIGI Campus, CIGI President Rohinton P. Medhora engages in an onstage discussion with Ontario Premier Kathleen Wynne in March 2015, on the topic of "Ontario in the World: Prosperity & Sustainability."



Carl Bildt, chair of the CIGI-founded Global Commission on Internet Governance, listens to remarks by CIGI Senior Fellow Laura DeNardis at the commission's October 2014 meeting in Seoul, South Korea.

TABLE OF CONTENTS

About CIGI	ii
Table of Contents	1
Chair's Message	2
President's Message	3
Research Programs	4
Overview and Partnerships	5
Global Economy Program	6
Global Security & Politics Program	7
International Law Research Program	8
Themes and Projects	9
Communications and Digital Media	18
Publications	20
Events	26
Financial Statements	34
CIGI People	36
CIGI Campus	38

CHAIR'S MESSAGE

The CIGI Board of Directors is pleased to recognize substantial progress for CIGI in 2014-2015, both in the advancement of its global policy work, and within its own governance.

Across its ambitious program of research and policy work, CIGI demonstrated growing traction for its ideas, gaining influence in global circles and policy-making centres. A notable example is in the critically important field of Internet governance, where forces ranging from cybercrime to repressive dictatorships threaten to disrupt the World Wide Web's use for peaceful free expression and secure economic transactions. CIGI, in partnership with other organizations such as Chatham House in the United Kingdom and the Organisation for Economic Co-operation and Development, launched the Global Commission on Internet Governance in early 2014. Through this past year, the commission made great strides in its two-year effort to produce a comprehensive framework to protect the security and accessibility of world's most important technology infrastructure. The commission received tangible support for its work from governments in Canada, the United Kingdom and the Netherlands, as well as from private sector and non-governmental bodies in multiple countries, demonstrating international interest in its mission.

This was also the first full year of operation for CIGI's newest research program, the International Law Research Program, co-funded by the Government of Ontario. In this formative stage, a series of consultation workshops with legal experts offered thoughtful proposals for the law program's work in intellectual property law, environmental law and international economic law — fields offering the prospect of valuable advances for Canada's longer-term economic prosperity and sustainability. With the first fellows now engaged and projects underway, the law program offers great promise for ground-breaking research and policy ideas in the years ahead.

While CIGI aims to improve governance on the world stage, it is also enjoying the benefits of recent improvements in its own governance arrangements. Its directors began to meet this past year as a newly unified Board of Directors, combining the financial and strategic mandate of the previous Operating Board with the research advisory role of the former International Board of Governors. For their years of service to the advisory group, CIGI thanked outgoing governors Jorge Braga de Macedo and Diana Tussie, both of whom continue as CIGI fellows.

The newly constituted Board of Directors was also pleased to welcome Taylor Owen as a member. A leading expert, author and teacher in digital media, Taylor is also the editor-in-chief of OpenCanada.org, a portal for online commentary on Canada's role in global affairs. CIGI will gain from his strategic insights into digital media to help expand its reach globally.

This past year, the board was pleased to see the think tank's staff move into their new home in the South Wing of the award-winning CIGI Campus building, vacating the historic former Seagram distillery warehouse that had served it so well for more than a decade.

On behalf of the board, I wish to thank CIGI's valued partners — the Governments of Canada and Ontario, the City of Waterloo and our many associates in the local and global communities — for their continuing support of CIGI's work.

Jim Balsillie

Chair, CIGI Board of Directors





PRESIDENT'S MESSAGE

“People make the world go round” — that adage and lyric is especially true of global policy research and development. One of the most important measures of a think tank is the people who produce its work and extend its networks among policy-making circles. I am, therefore, pleased to report that experienced policy practitioners and distinguished academics joined CIGI as fellows in record numbers this past year, with 46 new faces in the ranks. While a handful of our colleagues departed on completion of their projects, the swell of added talent in 2014-2015 almost doubled our ranks by the end of the fiscal year to 83 fellows.

Many of these new fellows were appointed in the International Law Research Program, founded the previous year and now ramping up to full capacity; others joined the Global Economy Program and Global Security & Politics Program. While all fellows are listed in this Annual Report, a few can be cited here as exemplars of the diversity and excellence of the group as a whole: Bianca Jagger, who has been an effective campaigner for human rights, social justice and environmental protection throughout the world, joined the law program as a senior fellow to champion CIGI's work on climate change; Carl Bildt, former prime minister and foreign affairs minister of Sweden, was already leading the CIGI-founded Global Commission on Internet Governance and has now joined us as a distinguished fellow to highlight the importance of that project; and economist Ezra Suruma, former finance minister of Uganda and now chair of the Uganda Debt Network, joined as a distinguished fellow to support our work in sovereign debt restructuring.

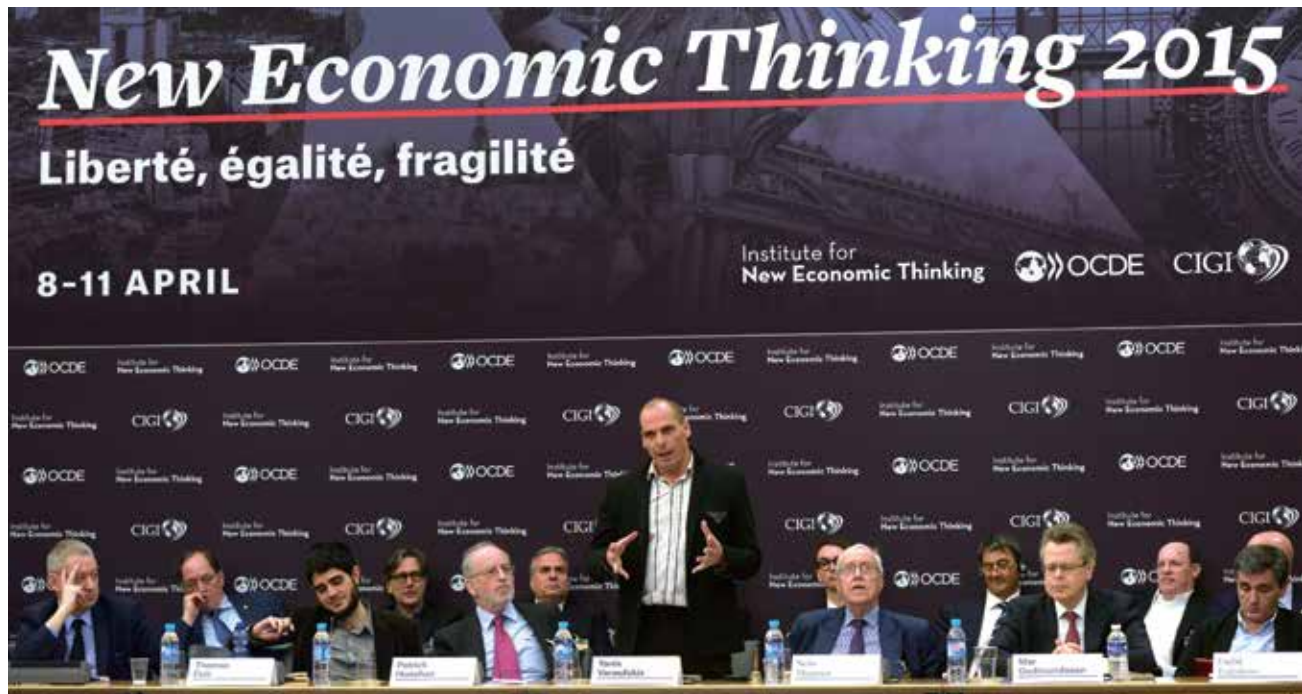
With its team expanding so prodigiously, CIGI naturally produced a higher volume of publications in 2014-2015 than in any year prior — a total of 140, including four books, 66 policy papers and 37 policy briefs. These included the first 15 policy papers in a series that will eventually include 40 papers in support of the Internet governance commission.

CIGI also staged, co-organized, sponsored or participated substantially in a record number of events — 192 in total, in countries around the world. Highlights included: a September 2014 meeting in Ottawa of the Council of Councils, a network of global think tanks founded by the US-based Council on Foreign Relations and in which CIGI is the only Canadian member; a February 2015 public celebration of the discovery by a Canadian team of the wreck of HMS *Erebus*, one of the long-lost ships of Arctic explorer Captain Sir John Franklin, accompanied by a round table discussion of business, academic and government participants on future directions for CIGI's Arctic governance research project; and an April 2015 conference in Paris, co-organized by CIGI's partner the Institute for New Economic Thinking, on the barriers to greater global prosperity that are posed by economic inequality.

Amid this unprecedented level of activity at CIGI, I offer my sincere thanks to the CIGI Board of Directors for its continuing guidance, to CIGI staff and fellows for their excellent work, and to CIGI's global network of partners and associates for supporting our mission to make the world a better place.

Rohinton P. Medhora
President, CIGI

RESEARCH PROGRAMS AND PARTNERSHIPS



Speakers address the opening session of *Liberté, Égalité, Fragilité* – the sixth annual plenary meeting of the Institute for New Economic Thinking (INET), held in Paris in April 2015. CIGI, a partner with INET since 2011, co-sponsored and participated in the conference on the impact of economic inequality.

Research Overview

Trends in world affairs can be viewed to suit the optimist or the pessimist. Hope that humanity is making progress can be found in advances in science and technology, the growth of a global middle class and long-term reductions in violent deaths due to major armed conflict. At the same time, cause for concern arises from the growing danger of climate change, new tides of refugee migrations, and global economic and political power shifts. More than ever, the world needs effective approaches to shared problems that transcend national boundaries — and developing those ideas has been CIGI's research mandate since its inception in 2001.

In January 2015, CIGI's Board of Directors approved an updated CIGI Strategic Plan, for the period 2015–2020. It endorsed the existing research mandate of the think tank — to identify challenges, gaps and opportunities in governance in the core areas of the global economy, global security and politics, and international law. As the plan states, “CIGI believes that new and collaborative ways of thinking about governance are required to improve arrangements and policies. The results should address global governance challenges which aim to reduce inequalities and create opportunities for shared prosperity.”

To achieve this ambitious result, CIGI engages in policy research to contribute to new thinking about policy in global arenas. It convenes meetings such as private round tables or public conferences, to engage policy makers with other experts in discussions about these emerging ideas — and to consult on future directions for policy research. In this way, CIGI obtains influence in policy-making circles, with real and positive impact on decisions.

CIGI's three research programs are each led by a director and manager, with an in-house team of researchers based at the CIGI Campus in Waterloo, Canada, and a network of research fellows around the world, including in Canada, the United States, Latin America, Europe, Asia and Africa.

Global Economy

Macroeconomics were core to CIGI's founding and remain a vital concern today — particularly in light of the 2008–2009 financial crisis, from which the global economy has yet to fully recover. In a more interconnected world, governments and institutions, such as central banks, the Group of Twenty (G20) and the International Monetary Fund, have been challenged by both managing and growing the global economy, while dealing with failed banks, sovereign debt crises and conflicting fiscal and monetary policies of nations. The Global Economy

Program's reputation grew internationally this year, as its experts were consulted by governments and requested by media on a range of issues, most notably sovereign debt.

Global Security & Politics

CIGI's focus on security issues is based on the premise that the world of conflict management is increasingly one of "messy multilateralism." With regional and sub-regional institutions and players becoming increasingly important, governance innovations are needed to deal with the world's security challenges, from age-old problems such as war to new threats such as cybercrime. This past year was one of notable success for key initiatives of the Global Security & Politics Program, particularly its Global Commission on Internet Governance, which received tangible support from governments and organizations worldwide and is due to report in 2016.

International Law Research Program

Globalization calls for a reassessment of the international rule of law, amid increasing integration of environments, economies and technologies. Founded in 2013, CIGI's International Law Research Program (ILRP) is unique in straddling and leveraging academic, business and government perspectives, and focuses on an understanding of international law for better global governance. In its first full year of operation in 2014-2015, the ILRP grew rapidly, appointing many new fellows and issuing its first research publications.

Partnerships

CIGI engages in both formal and informal partnerships with scores of other think tanks and policy institutes, to extend the reach of its ideas and to plug into wider networks of influence. These may be one-off collaborations to co-host a particular conference or co-publish a paper or book, or they may be ongoing partnerships to develop longer-term initiatives for lasting impact. Key partnerships in 2014-2015 included:

Institute for New Economic Thinking

CIGI has been a partner of the Institute for New Economic Thinking (INET) since January 2011. Based in New York, INET is a global economic research and education foundation designed to broaden and accelerate the development of a new field of economic thought that will lead to real-world solutions to critical societal challenges. In April 2015, CIGI participated in INET's sixth annual plenary meeting, titled *Liberté, Égalité, Fragilité*. Held in Paris, France, in collaboration with the Organisation for Economic Co-operation and Development, the conference focused on inequality as a continuing barrier to economic growth.

Balsillie School of International Affairs

A graduate school offering two master's degree programs and a Ph.D. program, the Balsillie School of International Affairs is a unique three-way partnership among CIGI, Wilfrid Laurier University and the University of Waterloo. It is a model of innovation, fostering the highest quality of academic experience and affording faculty and students the opportunity



David Dewitt, who retired this past year as CIGI's vice president of programs, addresses the Council of Councils conference co-hosted by CIGI in Ottawa in September 2014.

to work with the expertise and resources available at a private think tank. The university partners are solely responsible for the academic programs, assessments and decisions about faculty and students, while CIGI brings contributions of institutional management, policy linkages and techniques of knowledge mobilization.

Open Canada

CIGI entered an agreement with the Canadian International Council (CIC) in April 2015 to become a partner in Open Canada, a website created by the CIC and devoted entirely to Canadian perspectives on international affairs. In October, a redesigned Open Canada site launched, independent from the CIC site and managed by CIGI's Digital Media team. Open Canada has outlined a long-term and ambitious vision for the site: to create a digital native publication intersecting journalism, scholarship and policy making. CIGI microsites such as this are an emerging force in the digital space, one that CIGI is well suited to harness for the organization's objectives.

Think 20

Think tanks and academia from G20 countries make an important contribution to the G20 dialogue via the Think 20. As the founding driver of the G20, CIGI is well-placed to foster this ideas bank for the G20, providing rich and detailed content on pressing issues — most notably sovereign debt restructuring — and institutional reform mechanisms, delivering sustainable policy measures for action by the G20.

Council of Councils

In 2012, CIGI joined with the Council on Foreign Relations (CFR) and an array of other premier international think tanks from around the world to establish the Council of Councils (CoC). The CoC "looks to provide informed, policy-relevant research and analysis that can inform governments and international institutions." In September 2014, CIGI co-hosted with CFR a meeting of the CoC in Ottawa, Canada, with sessions attended by senior Canadian policy makers and a reception co-hosted by the minister of foreign affairs, trade and development. CFR and CIGI co-published a report on the discussions, which included panels on Internet governance and Arctic governance.

GLOBAL ECONOMY PROGRAM



From left, Domenico Lombardi, director of the Global Economy Program, listens as Canadian economist Chris Ragan addresses a May 2015 panel on climate inertia; participants included Dale Beguin of the International Institute for Sustainable Development, CIGI Senior Fellow Olaf Weber and Sarah Brown of Sustainable Waterloo Region.

CIGI's Global Economy Program has achieved a steady flow of high-quality research and activities over the past year. The program focuses on developing innovative policy strategies and solutions to existing and emerging global economic issues, aiming to address pressing governance gaps and further increasing international recognition for its work.

Seven research streams in the program include:

- management of severe sovereign debt crises;
- central banking and international financial regulation;
- China's role in the world economy;
- governance and policies of the Bretton Woods institutions;
- Group of Twenty (G20);
- financing sustainable development — part of CIGI's wider work on climate change; and
- global, plurilateral and regional trade agreements.

The Global Economy Program's leaders in 2014–2015 were Director Domenico Lombardi and Manager Alisha Clancy, with an in-house team of research associates and assistants, and a growing global network of fellows and consultants. The Global Economy Program consists of about 40 fellows, consultants and visiting scholars, ranging from new emerging scholars to globally recognized experts. New fellow appointments in 2014–2015 included Distinguished

Fellow Ezra Suruma and Senior Fellows Céline Bak, Joël Blit, Sarah Burch, Kevin Carmichael, Barry Eichengreen, Martin Guzman, James Haley, Patrick Leblond, Gregory Makoff and Olaf Weber.

Through continued outreach, the program has built a network of partnerships with other leading global think tanks. Accomplishments of the Global Economy Program over the past year include: solidifying a reputation for high-quality original research, timely presentations worldwide to decision makers and media, and growing recognition of CIGI globally.

Over the course of the fiscal year 2014–2015, the Global Economy Program published about 180 analytical papers, policy briefs, op-eds, blogs and commentaries, and presented its research at over 100 events worldwide. The increasing quality of the program's research is represented in the growing number of academic publications in highly rated political science and economics journals.

As evidenced by its partnerships, appearances at major conferences, citations in media and consultations by policy makers, the Global Economy Program is garnering a reputation as a leading authority on sovereign debt restructuring, the G20, international financial regulation and macroprudential policy. Its experts are regularly requested to engage with top academics, cabinet and government officials worldwide, the boards of international organizations and other top international fora.

GLOBAL SECURITY & POLITICS PROGRAM



Columbia University, with CIGI support, hosted a May 2015 conference in New York on cybersecurity. Participants in the first session included, from left, Merit Janow of Columbia, Vint Cerf of Google, Lawrence Strickling of the US Department of Commerce and CIGI Senior Fellow Laura DeNardis, research director for the Global Commission on Internet Governance.

CIGI's Global Security & Politics program focuses on a range of issues in global security, conflict management and international governance — a landscape that continues to change dramatically. Such changes are widely evident in: the growing rivalry between China and the United States in the Asia-Pacific and the emergence of new economic powers in the region, such as Indonesia; the divergent ways Canada, Russia and the United States perceive Arctic security as melting ice opens up the Northwest Passage; continuing debates about the humanitarian imperative as the world confronts new crises in Africa and the Middle East; and new areas of concern such as cyber warfare and the security of the Internet.

The six research themes in the program are:

- Arctic governance;
- Asia and the Pacific — regional security;
- fixing climate governance — part of CIGI's wider work on climate change;
- governance of conflict management, with a focus on Africa;
- global politics and foreign policy; and
- Internet governance.

The Global Security & Politics Program's leaders in 2014-2015 were Director Fen Osler Hampson and Manager Brenda Woods, with an in-house team of research associates and assistants, and a growing global network of fellows. The Global

Security & Politics Program consists of about 20 fellows; new appointments in 2014-2015 included Distinguished Fellow Carl Bildt — who is also chair of the CIGI-founded Global Commission on Internet Governance (GCIG) — and Senior Fellows Rob McRae, Csonger Nagy, Margaret Skok and Andrew Thompson.

The Global Security & Politics Program had some notable successes over the past year in developing strong programming initiatives, most notably in the work of the GCIG on a new framework for Internet governance. The commission's ongoing deliberations and consultations have won tangible and unconditional support from governments, non-governmental organizations and the private sector in North America, Europe and Asia, as it drives toward its culminating report in 2016.

Other successes occurred in the program's new regional security and Democracies 10 (D-10) initiatives, where workshops and conferences have attracted high levels of engagement from the national and international applied research and policy-making communities. Amid these efforts, the program has developed a series of effective working partnerships with other think tanks. These include the International Development Research Centre in Ottawa, Canada; Centre for Strategic and International Studies in Jakarta, Indonesia; the Institute for Security Studies in Pretoria, South Africa; Chatham House in London, England; and the Atlantic Council and the United States Institute of Peace, both of which are in Washington, DC.

INTERNATIONAL LAW RESEARCH PROGRAM



Oonagh Fitzgerald, director of the International Law Research Program at CIGI, addresses an April 2015 public panel in Ottawa on Canada's foreign investment policy. The event was held in partnership with the University of Ottawa's Faculty of Law and the University of Bern's World Trade Institute.

The International Law Research Program (ILRP) at CIGI is an integrated multidisciplinary research program that provides leading academics, government and private sector legal experts, as well as students from Canada and abroad, with the opportunity to contribute to advancements in international law. The ILRP strives to be the world's leading international law research program, with recognized impact on how international law is brought to bear on significant global issues. Founded in 2013, the ILRP is jointly supported by the Government of Ontario and CIGI.

The 2014–2015 year was the ILRP's first full year of operation, as it developed its research agenda across three themes:

- international economic law;
- international environmental law — part of CIGI's wider work on climate change; and
- international intellectual property law.

The ILRP's leaders in 2014–2015 were Director Oonagh Fitzgerald and Manager Mona Davies, with an in-house team of research associates and assistants. The program grew rapidly with 32 fellows by year-end. New appointments in the year included: Senior Fellows Andrea Bjorklund, Mark Bungenberg, Peter Burn, Wil Burns, Charles-Emmanuel Côté, Neil Craik, Armand de Mestral, David Estrin, David Gantz, Shotaro Hamamoto, Bianca Jagger, Marcus Jewett, Younsik Kim, Howard Mann, Luke Nottage, Ucheora Onwuamaegbu, Hugo Perezcano, August Reinisch, David Schneiderman,

Steven Schwarcz and Sara Seck; Research Fellows Bassem Awad and Ana Cristina Carvalho; and Post-Doctoral Fellows Enrique Boone Barrera, Patrícia Galvão Ferreira and Basil Oguchukwu.

The ILRP has been successful in cultivating and building a diverse network of partners to extend its growing in-house expertise. Its members participated in high-level United Nations meetings such as the UN Ad Hoc Committee on sovereign debt restructuring processes, United Nations Conference on Trade and Development Consultation on Investor State Arbitration and the United Nations Framework Convention on Climate Change meetings. It was also a key sponsor and co-organizer for the 2014 Canadian Council on International Law Annual Conference and the 2015 American Society of International Law Annual Conference.

The ILRP completed the first round of its series of consultation workshops in 2014–2015. In planning these workshops, the ILRP ensured a robust cross-section of participants from academia, provincial and federal government, practitioners, non-governmental organizations and other research institutes.

The ILRP's first cohort of 28 scholarship students completed their residence periods at the CIGI Campus, with a second cohort pending. The program continues to leverage its partnerships with universities and institutions in Ontario, Canada and around the world.

RESEARCH THEMES AND PROJECTS

CIGI's three research programs organize their work under themes that describe areas of global policy governance concern and guide the think tank's work over multiple years. These themes may each involve one or more research projects, engaging experts as CIGI fellows to produce original research publications and to help run conferences at which policy makers are present to hear the new ideas. If a theme is particularly broad in scope, such as the Group of Twenty (G20) or climate change, it may involve two or all three research programs working in collaboration. The following are the themes in which CIGI was active in 2014-2015:

Saving the Internet from Security and Accessibility Risks

Amid widespread concerns about cybercrime, hacking and other threats to the Internet — including from oppressive regimes who seek to fragment the system — the Global Commission on Internet Governance (GCIG) was established in January 2014, to articulate and advance a strategic vision for the future of Internet governance. Chaired by CIGI Distinguished Fellow and former Swedish Prime Minister and Foreign Minister, Carl Bildt, the commission is co-directed by CIGI Global Security & Politics Program Director Fen Osler Hampson in collaboration with commission co-chair and Distinguished Fellow Gordon Smith. Senior Fellow Laura DeNardis is overseeing the work of the GCIG's research advisory network, which will feed into the commission's findings and recommendations. With work commencing in May 2014, the two-year project is conducting and supporting independent research on the Internet-related dimensions of global public policy that will culminate in an official report in 2016.

The commission is offering concrete policy recommendations for the future of Internet governance, by providing a framework both for coordination among Internet users and for addressing the key interests and values of states that are uncertain about the future of the so-called "multi-stakeholder" governance that involves a wide array of interested parties. Issues the commission will address include governance, legitimacy and regulation, innovation, access, online rights and systemic risk. To this end, the GCIG held four meetings in the 2014-2015 fiscal year: in Seoul, Korea (October 2014); Ottawa, Canada (November 2014); Wilton Park, UK (February 2015); and The Hague, Netherlands (May 2015). These meetings enjoyed generous levels of financial support from the Canadian, British and Dutch governments respectively, as well as the Maekyung Media Group and its chair, Dae-Whan Chang, who is a member of the commission. The work of the GCIG



Fen Osler Hampson, director of CIGI's Global Security & Politics Program, speaks at a November 2014 news conference in Ottawa following a two-day meeting of the Global Commission on Internet Governance.

is also being supported by McKinsey & Company, the Organisation for Economic Co-operation and Development, the John D. and Catherine T. MacArthur Foundation, Google Foundation, the International Development Research Centre, Synergia and the Copyright Collective of Canada.

The project continues to produce high-quality research papers (15 papers in 2014-2015 alone), attracting widespread attention in policy-making and media circles. The commission's major interim statement, *Toward a Social Compact on Digital Privacy and Security*, was released on April 15, 2015, in conjunction with the Global Conference on Cyberspace in The Hague. The statement was welcomed by a number of Western governments and in the conference chair's final statement. The commission's innovative proposal for a new social compact has also attracted widespread attention in the global media.

In addition, CIGI, in collaboration with global market research company Ipsos, conducted a major international survey of public attitudes toward the Internet and the issue of trust in 24 countries, publishing the results in November 2014. The survey was reported by the media in 94 countries including *The New York Times*, Reuters, *Newsweek* and *The Guardian*. Findings included that 83 percent of Internet users believe affordable access to the Internet should be a basic human right.



Johan Rockström, executive director of the Stockholm Resilience Centre, delivers a public lecture at CIGI in March 2015 titled "Big World, Small Planet: Abundance Within Planetary Boundaries." Rejecting the idea that humanity can achieve economic growth only at the expense of the environment, Rockström argues that sustainable prosperity is possible.

Tackling Climate Change on Multiple Fronts

Given the enormity of its potential impact on humanity, climate change presents a wide range of policy challenges that are being investigated by all of CIGI's research programs, in the realms of the economy, politics and international law. Such cross-cutting work enables diverse experts to draw on each others' knowledge and networks, and to present a coordinated CIGI approach at major gatherings such as the annual Conference of the Parties (COP) under the United Nations Framework Convention on Climate Change (UNFCCC). At the same time, each program also conducts deep-dive policy analysis within its specialized expertise. Projects include:

Financing Sustainable Development

The Global Economy Program in 2014-2015 increased its activities on the financing of sustainable development. Program Director Domenico Lombardi spoke on the issue in Rimini, Italy, in 2014, with the Italian minister of environment. The focus continued with a CIGI-hosted workshop, Design Options for a Sustainable Financial System, with the United Nations Environment Programme inquiry, in Waterloo; this event included representatives from CIGI, partner universities, and the public and private sector, and helped to shape ensuing work in this research theme.

With the recent appointment of Senior Fellow Olaf Weber, the Global Economy Program is investigating proposals for green banking and voluntary sustainability guidelines for the banking sector. This work reviews existing voluntary guidelines and codes of conduct in banking with respect to addressing

important sustainability issues such as climate change, water, energy, distribution of wealth and education. Weber presented his first CIGI paper, *Development of Sustainability and Green Banking Regulations: Existing Codes and Practices*, at the workshop on Global Sustainability, Climate Change and Finance Policy, co-sponsored by CIGI and the South African Institute of International Affairs.

Financing sustainable development is a global issue that CIGI Visiting Scholar Alex He discusses in his recent work on China and global energy governance. He's paper was presented under the G20 framework at the CIGI-sponsored Think 20 (T20) event on The Impact of Low Oil Prices and the Role of the G20 in Global Energy Governance.

The Global Economy Program continues to focus on approaches to climate change that will engage the private sector. Fellow Jason Thistlethwaite discusses the environmental risks the international financial system is facing as well as the domestic risks that Canada is facing in the next decade in his CIGI paper, *The Environmental Risk Disclosure Regime: Navigating Complexity in Global Financial Markets*.

International Environmental Law

The International Law Research Program's (ILRP's) work on environmental law seeks to advance the effective use of science-based international, transnational and domestic law to protect the environment, reverse climate change and achieve sustainable prosperity. In 2014-2015, the ILRP held three consultation workshops to elaborate its research agenda in this area: on international and transnational law in February 2015; on international, transnational and domestic issues in the relationship between extractive industries and indigenous

peoples in June 2015; and on best practices for consultation with indigenous peoples in July 2015.

Senior Research Fellow David Estrin and ILRP Director Oonagh Fitzgerald attended the COP 20 meeting of the UNFCCC in Lima, Peru, and established a partnership with the Centre for International Sustainable Development Law to co-sponsor a Climate Law and Governance Day. Through its consultation workshops and networking activities, the ILRP developed a program of action to prepare policy-relevant international law research on climate change for domestic and international stakeholders. The ILRP has several fellows working on aspects of international law and climate change. These include: Estrin on litigation, loss and damages; Research Fellow Bassem Awad on clean technology transfer and incentives; Senior Fellow Bianca Jagger on human rights and indigenous peoples; Post-Doctoral Fellow Patricia Ferreira on the UN Reducing Emissions from Deforestation and Forest Degradation safeguards and governance; Post-Doctoral Fellow Ana Cristina Carvalho on access to environmental information; Senior Fellows Will Burns and Neil Craik on the human rights and legal framework aspects of geoengineering; Senior Fellow Peter Burn on trade and energy; and Senior Fellow Sara Seck on business and human rights. This developing research agenda was highlighted at side events at the UNFCCC intersessional meetings in Bonn, Germany, in June 2015 and were to be brought forward to the UNFCCC meeting in Paris (COP 21) in December 2015.

Aspects of the ILRP environmental agenda were brought to bear in preparing a submission to the Ontario Ministry of the Environment and Climate Change on its climate change consultation document. The ILRP response addressed these themes: indigenous peoples and risk to communities; actions in key sectors; putting a price on carbon; and science and technology. Based on this submission and continued proactive engagement with the province, the ILRP was given the opportunity to participate in the Government of Ontario's Climate Summit of the Americas in July 2015.

Fixing Climate Governance

CIGI's Global Security & Politics Program is exploring innovative solutions to the climate change problem in the context of international negotiations. The project is led by Senior Fellow John Odell in collaboration with Distinguished Fellow David Runnalls. Environmentalists have been campaigning for effective policy changes for more than two decades and the world's governments have been negotiating since 1995 as parties to the UNFCCC, but these talks have not yet produced agreements that are sufficiently effective in curbing greenhouse gas emissions or helping the world adapt to climate impacts.

The Fixing Climate Governance project is designed to generate some fresh ideas. First, a public forum was held in November 2014. High-level workshops then developed a set of policy briefs and short papers written by experts. Several of these publications offer original concrete recommendations for making the UNFCCC more effective.



The T20 process for the 2015 G20 presidency of Turkey was launched at a meeting in Istanbul in February 2015 by CIGI and TEPAV.

Improving the Policy Focus of the Group of Twenty (G20)

In its early years of 2001 to 2007, CIGI helped to develop the rationale for the creation of a G20 Leaders' Summit. Spurred by the global financial crisis, those national leaders first met as the G20 in 2008, in Washington, DC. Since then, the G20 has continued to be a core theme of CIGI's ongoing policy research, led by the Global Economy Program with participation from the think tank's other program areas. CIGI has had significant opportunities — including in the past year — to help guide and shape G20 agendas through the T20 initiative, a network of global think tanks based in G20 countries. In October 2014, Global Economy Program Director Domenico Lombardi made a presentation, at the Center for Strategic and International Studies in Washington, DC, regarding the outlook for the 2014 Brisbane G20 Summit. As well, Senior Fellow Barry Carin attended a T20 meeting in October. At the summit itself in November 2014, Distinguished Fellow Thomas A. Bernes and Senior Fellow Bessma Momani staged a press briefing and offered multiple interviews at the International Media Centre, and also presented at a press summit panel discussion hosted by Griffith University.

In October 2014, in anticipation of the 2015 G20 Leaders' Summit, a CIGI delegation travelled to Ankara and Istanbul, Turkey, to take part in public and private events, and high-level meetings with Turkish officials. The delegation gained considerable traction with the Turkish officials and built a strong relationship with the 2015 T20's lead, the Economic Policy Research Foundation of Turkey (TEPAV). Based on this relationship, CIGI's Global Economy Program was

asked to send a representative to the T20 planning meeting in Istanbul in December 2014 and subsequently co-hosted the T20 launch in February 2015 in Istanbul. In May 2015, CIGI hosted the T20 in Ottawa for the first time at a conference on Prioritizing International Monetary and Financial Cooperation for the G20; it included high-ranking officials from government, think tanks and the private sector. In June 2015, Distinguished Fellow Malcolm Knight presented the results of Ottawa's T20 workshop to the G20's Sherpas (government officials who spearhead the G20 file for their national leaders) and finance deputies meeting in Bodrum, Turkey. In July 2015, Carin, Senior Fellow Céline Bak and Visiting Scholar Alex He presented their research on financing sustainable development at a T20 meeting in Shanghai, China, co-hosted by CIGI with three other organizations.

Managing Severe Sovereign Debt Crises

CIGI's Global Economy Program is earning a global reputation as a leading institution on Sovereign Debt Restructuring (SDR). CIGI scholars are active in publications, op-eds, media outreach and taking on advisory roles to governments and multilateral organizations. As part of its global consultations, CIGI began the fiscal year with a high-level conference on SDR in Kampala, Uganda, in August 2014, co-hosted with the Uganda Debt Network through the support of CIGI's Africa Initiative. The series of regional workshops concluded in May 2015, with an event in Mexico City on Latin American perspectives on SDR co-hosted with the Mexican Council on Foreign Relations (COMEXI), with the participation of Mexico's finance minister. In partnership with the New Rules for Global Finance Committee, the Global Economy



CIGI Senior Fellow Susan Schadler presented her views at a panel on Ukraine's economic future, amid the April 2015 meetings of the International Monetary Fund in Washington, DC.

Program's consultations aimed to provide an inclusive forum in which civil society actors could contribute to the ongoing discussion on debt restructuring, while affording CIGI an opportunity to channel fresh insights into the broader stream of debate that informs the International Monetary Fund (IMF) decision making.

In the sovereign debt work stream, the euro zone crisis has been a region of focus; Senior Fellow Miranda Xafa presented research on the Greek crisis in many venues and was frequently interviewed by media for expert comment. Another area of particular interest is sovereign debt in Ukraine; Senior Fellow Susan Schadler published on this issue and presented at the IMF Annual Meetings in October 2014 and the European Central Bank in December 2014.

In addition, Global Economy Program Director Domenico Lombardi has been an adviser on SDR worldwide. In March 2015, he was invited to Kiev, Ukraine, to advise the Ukrainian government on their sovereign debt. Also in March, he was invited by the G-24 Technical Group to address the shortcomings in SDR at its annual meeting in Beirut, Lebanon. His views have been solicited by the IMF, World Bank, Inter-American Development Bank, the United States Treasury, Central Bank of Argentina, US Congressional Research Service, the United Nations, PIIE, T20, Canadian Council of International Law and Columbia University, among others.

Elevating Intellectual Property Law

Intellectual property law — as a key to capturing the economic gains from innovations in technology and other fields — is one of the core areas of focus for CIGI's ILRP. To develop its program of research, the program held a consultation workshop on international intellectual property (IP) law in August 2014, and one on biodiversity, traditional knowledge and cultural expression and IP law in April 2015. As a result, the ILRP is focusing its research in the following areas: developing case studies to explore the link between international IP law and innovation; reconciling international trade and IP law to promote clean technology innovation; best practices for commercialization and optimization of Canadian university-developed IP; exploring strategies to deliver cost-effective international IP legal services for start-ups and entrepreneurs in Ontario; and traditional knowledge and innovation.

In January 2015, ILRP Research Fellows Karima Bawa, Myra Tawfik and Bassem Awad, Research Associate Jim Hinton and Program Director Oonagh Fitzgerald helped organize and attended a workshop at Harvard University with several partner organizations on Governing Innovation: The Law, Economics, and Political Economy of Patent Systems. The gathering of 30 experts from the private sector, academia and international governmental organizations examined the global environment for patents as a networked set of complex public-private ecosystems operating under diverse technologies, business practices, markets, political interests and national laws. Participants put forward recommendations



CIGI researchers and law students participated in the CIGI ILRP's International Intellectual Property Law Clinic, in July 2015, in partnership with the University of Windsor. From left, Kent Howe, Olivia Du, Wissam Aoun, Amritpal Kaur Sandhu and Syed Bilal Mustafa Rizvi.

for an interdisciplinary research agenda extending from knowledge underlying individual patents to the international political economy of trade and global value chains, with an emphasis on emerging and understudied issues. As a result of this workshop, the ILRP commenced planning for an annual CIGI Conference on International IP and Innovation, beginning in 2016.

Following the evaluation of the 2014 pilot summer International Intellectual Property Law Clinic, contained in the CIGI report *The New Innovator's Commercialization Dilemma*, a second International IP Law Clinic was held in the summer of 2015. This was led by Tawfik in partnership with the Law, Technology and Entrepreneurship Clinic (LTEC) at the University of Windsor Law School, and Communitech, an industry-founded technology association in Waterloo. The ILRP also began to explore a continued relationship with LTEC, which has evolved into a cross-border business and IP law clinic as a result of a collaboration between the deans of Detroit Mercy University Law School and Windsor University Law School. The initiative is also the starting point for the ILRP's exploration of sustainable ways to connect university-run IP law clinics with innovation hubs.

In 2014-2015, Bawa researched strategies for optimization and commercialization of university innovation and IP; Bawa and Tawfik developed plans for a Massive Open Online Course project on IP strategy, using case studies identified through their research phase.

Strengthening Central Banking and Financial Regulation

Systemically important central banks have been subject to intensified scrutiny since the height of the 2008-2009 international financial crisis, as they enacted a range of conventional and unconventional monetary policy measures of unprecedented scope and magnitude. CIGI's Global Economy Program has been actively researching this area through the work of Director Domenico Lombardi, Senior Fellow Pierre Siklos and Research Associate Samantha St. Amand. In May 2015, their work to date was presented in a panel at the Rimini Centre for Economic Analysis and at the Canadian Economics Association annual conference.

Lombardi and Distinguished Fellow Malcolm Knight co-produced the upcoming annual report of the Committee on International Economic and Policy Reform, which draws from an ongoing partnership with the Brookings Institution; CIGI's involvement is funded through CIGI's partnership with the Institute for New Economic Thinking (INET). The committee attempts to identify areas in which the global economy architecture should be strengthened and recommends solutions intended to reconcile national interests with broader global interests.

The Global Economy Program increased its collaboration with the Peterson Institute for International Economics (PIIE), through support for a project on Transforming Central Banks, looking at the governance of central banks. Also funded through the INET partnership, this project will develop ideas for new institutional arrangements to enhance central banks' accountability and adaptability.

A further undertaking this past year has been the work on a scholarly book on policy issues surrounding post-crisis macroprudential regulation and the role and influence of central banks. The research project, led by Lombardi and Senior Fellow Manuela Moschella, analyzes how macroprudential regulation is conducted within the US Federal Reserve, the Bank of England and the European Central Bank.



CIGI Senior Fellow Richard Gitlin, centre, chairs an April 2015 discussion in Washington, DC, on sovereign debt, accompanied by Matthew Martin of New Rules for Global Finance, left, and Robert Kahn of the Council on Foreign Relations.



As China's global economic role continues to grow, Chinese President Xi Jinping, left, met Australian Prime Minister Tony Abbott in Canberra, before the November 2014 G20 Leaders' Summit in Brisbane.

Unpacking China's Role in the Global Economy

Through 2014-2015, Senior Fellow Hongying Wang and Global Economy Program Director Domenico Lombardi organized and co-edited a CIGI book titled *Enter the Dragon*, on policy areas in which China's international role is expected to grow: the international monetary system and the IMF; the international financial regulatory domain; and international trade and the broader international economic regime. The book — which includes chapters by Senior Fellow Barry Eichengreen, Visiting Scholar Alex He, Research Consultant Hailong Jin, and a number of Chinese scholars from the Chinese Academy of Social Sciences (CASS) — will be presented during a CIGI mission to China in preparation for the 2016 G20 Leaders' Summit in China.

In addition to the book project, Eichengreen, Wang and Lombardi worked on an interdisciplinary research project aimed at exploring and comparing the relative importance of, and the economic and political forces that may push toward, a regionalization of China's currency, the renminbi (RMB), versus a full-fledged internationalization. Complementing this effort is the work of CASS's He during his stay at CIGI, focused on the domestic political forces shaping the internationalization of the RMB, including the impact of political lobbies. He presented his research at various venues including the Munk School of Global Affairs and the Shanghai Institutes for International Studies. In 2014-2015, the Global Economy Program signed an agreement with CASS to bring additional scholars to CIGI in the coming fiscal year to continue this partnership.

Modernizing the Policies of the Bretton Woods Institutions

At the end of World War II, the Bretton Woods system of monetary management established the rules for commercial and financial relations among the United States, Canada, Western Europe, Australasia and Japan, but 70 years later, its institutions, such as the IMF, are in need of reform, as the G20 leaders have agreed but not implemented. CIGI's Global Economy Program explores the issues, and presents ideas at IMF and World Bank meetings.

In October 2014 at the IMF Annual Meetings in Washington, DC, CIGI's presence was bolstered by a growing number of notable CIGI publications and by the think tank's partnerships with the PIIE, New Rules for Global Finance Committee and the Reinventing Bretton Woods Committee. CIGI also co-organized outreach events with the German Marshall Fund of the United States and the Center for Strategic and International Studies. Global Economy Program Director Domenico Lombardi was invited to address the Macroeconomic and Financial Management Institute of Eastern and Southern Africa as a keynote speaker to a forum of African ministers of finance and planning, secretaries of finance and central bank governors. Lombardi also spoke at the Congressional Research Service. In all, at the IMF Annual Meetings, the CIGI program co-hosted six events and contributed to 19 events where nine CIGI scholars were listed as speakers.

At the subsequent IMF Spring Meetings in April 2015, the Global Economy Program co-hosted five events and CIGI experts attended additional events. A project co-sponsored by CIGI and its partner the INET, called New Thinking and the New G20, presented 11 CIGI papers at an all-day event.

Focusing Economic Law on Key Global Issues

International economic law is a vast field that includes international trade and investment law, public international law, private international law, and an array of international standards and practices affecting transnational business. CIGI's ILRP in 2014-2015 identified three distinct subthemes as its grounds for focus, and launched consultation workshops to further refine its focus in these areas: international and transnational governance and regulation of cross-border insolvency and sovereign debt; multilateral harmonization of local regulations in the global value chain, including developments in private international law and adoption of the Ruggie Principles on business and human rights; and emerging issues in international trade and investment law.

The ILRP co-sponsored and organized a plenary session on the North American Free Trade Agreement (NAFTA) at 20, at the Annual Conference of the Canadian Council of International Law, with Senior Fellow Hugo Perezcano among the speakers and ILRP Director Oonagh Fitzgerald moderating.

Following this event, Perezcano wrote a retrospective analysis, *Peeling NAFTA Layers: Twenty Years After*, evaluating how the NAFTA has worked, identifying its strengths and weaknesses and potential for further development to address critical issues of energy and climate change.

The ILRP established a working group on Cross-Border and Sovereign Insolvencies and is supporting research on a model law approach at both the subnational and national levels. In December 2014, the ILRP published a response document commenting on the 2014 Financial Stability Board Consultative Document, “Cross-Border Recognition of Resolution Action.”

In March 2015, the ILRP hosted a meeting in London, England, following the high-level Conference on Sovereign Debt Restructuring co-sponsored by the International Insolvency Institute. The meeting discussed sovereign debt restructuring problems, reflected on the failure of the Sovereign Debt Restructuring Mechanism and explored whether contractual or statutory approaches, including a possible model law, would be most effective to address these problems. Following the London meeting, Senior Fellow Steven Schwarcz developed a *Draft Model Law on Sovereign Debt Resolution*, which was then presented at a CIGI-sponsored workshop at the International Insolvency Institute Annual Conference in June in Naples.

This past year, the ILRP also researched investor-state arbitration between developed democracies, a project led by Senior Fellow Armand de Mestral and an international team of 12 collaborating scholars; the work led to a conference in Ottawa, Canada, in September 2015.



Crowds protest new regional trade agreements, such as the Transatlantic Trade and Investment Partnership and the Comprehensive Economic Trade Agreement, in Berlin, Germany, in 2015.

Promoting Fairness in Trade Arrangements

While trade regionalism is a long-standing phenomenon, the emergence of trade arrangements between systemic economies — including the United States and the European Union, or among the Pacific economies in the Trans-Pacific Partnership — poses new challenges for the sustainability of the existing multilateral trade framework. Over the past fiscal year, this research theme in the Global Economy Program has assessed emerging trends in international trade through the publication of CIGI papers and policy briefs. Senior Fellow Patricia Goff explored the question of whether trade agreements can help achieve environmental goals. Distinguished Fellow John Whalley continued his work focusing on China's recent trade agreements and the Trans-Pacific Partnership. Senior Fellow Patrick Leblond was appointed over the past year and will focus on the Comprehensive Economic Trade Agreement and the Transatlantic Trade and Investment Partnership in his upcoming papers.

Managing Conflict and Building Resilience

CIGI's Global Security & Politics Program is examining the governance of conflict management, with a particular focus on Africa, supported by CIGI's Africa Initiative. Led by Senior Fellow Pamela Aall and Distinguished Fellow Chester A. Crocker, the project focuses on the continent's capacity to contain and resolve conflicts, and to build resilience against the outbreak or resurgence of violence. The purpose of the project is to understand African regional conflict management capacity, identify gaps and make recommendations to bridge those divides. The project is being carried out in collaboration with the Institute for Security Studies in Pretoria and Dakar.

The first phase, completed in 2014-2015, examined how African institutions and partners in the international community cope with traditional security threats — power struggles, economic shocks, the inability of weak fragile states to assert control and provide security over their territory, terrorism, arms flows and religious extremism. The results are being published in an edited volume expected in 2016. The second phase will examine how political, governmental, educational and social institutions create and support societal resiliency against conflict onset and recurrence.

Navigating Global Politics and Foreign Policy

The world's diverse and mounting global security challenges require innovative partnerships and new models of governance, sometimes informal, to promote more effective forms of collective action and collaboration, especially among the world's advanced industrial democracies. At the same time, constructive powers such as Canada, Australia and others



Delegates convene at the D-10 Strategy Forum in June 2015. CIGI, the Atlantic Council and Institute of International Affairs in coordination with the Italian Ministry of Foreign Affairs and International Cooperation hosted the meeting in Rome, Italy, to explore common challenges and interests in economic and security matters.

have their own special role to play in meeting such challenges. CIGI's policy work in this broad field is focused in these initiatives:

D-10 Strategy Forum

From Russia's aggression in Ukraine, to China's activities in the East and South China Seas, to the spread of extremism in the Middle East and South Asia, the US-led post-World War II international order — built around democratic values, open economies and global security norms — is facing unprecedented challenges. The D-10 Strategy Forum, led by CIGI Global Security & Politics Program Director Fen Osler Hampson and CIGI Research Fellow Simon Palamar in collaboration with the US-based Atlantic Council, is a track 1.5 framework, in which official and non-official actors work together to develop solutions.

Current participants of the "Democracies 10" or D-10 — Australia, Canada, France, Germany, Italy, Japan, South Korea, the United Kingdom and the United States, plus the European Union — have demonstrated a commitment to a shared set of values and interests, and possess the resources to act on a global scale. With the endorsement of all 10 participating governments, the D-10 Strategy Forum convened in Rome in June 2015 for a highly productive strategy session. Additional states may participate in future meetings.

North American Forum

In 2014-2015, CIGI entered an agreement with the North American Forum to become its Canadian secretariat, with the group's eleventh annual meeting scheduled to be held

in Toronto, Canada, in the 2015-2016 year. The forum is a community of Canadian, Mexican and American thought leaders, whose purpose is to advance a shared vision of North America, and to contribute to improved relations among the three neighbours. Its purpose is to create the political and conceptual basis for increased cooperation among countries and across sectors. While tri-national in scope and design, the agenda each year is shaped by the organizing country. CIGI's role will be to help the Canadian co-chair assemble the Canadian contingent for upcoming meetings in the United States and Mexico, and to help co-host the next meeting in Canada in 2018.

Securing the Future of the Changing Arctic

In the context of the melting Arctic ice cap, CIGI's research work on Arctic governance focuses on the issue of North American Arctic marine corridors and sustainable economic development. Led by Senior Fellow John Higginbotham in CIGI's Global Security & Politics Program, and also touching on cross-cutting economic, environmental and international legal issues, this project theme evaluates the effectiveness of multilateral, Canada-US, national, regional and indigenous peoples' governance in addressing the emerging Arctic opportunities and challenges.

In September 2014, CIGI co-hosted a major conference attended by over 200 delegates in Washington, DC, in cooperation with the Centre for Strategic and International Studies. The Passing the Torch Conference focused on the

challenges to be faced by the Arctic Council's incoming chair, the United States. The new US Special Representative for the Arctic gave his first public speech, while two Canadian provincial premiers, Aboriginal leaders, environmental and academic representatives and senior representatives from all US departments interested in the Arctic attended. As well, CIGI and the Pacific North-West Economic Region Foundation co-organized a high-level round table on North American Arctic marine and intermodal corridors and resource development in January 2015 in Vancouver. During the year, CIGI published a policy brief on Arctic Council leadership, and a paper on a possible new Arctic Development Bank in the context of existing multilateral development governance models.

In February 2015, CIGI hosted a signature lecture in Waterloo to celebrate the discovery by a Canadian team of HMS *Erebus*, one of the long-lost ships of the 1845 exploration of the Arctic by Captain Sir John Franklin; this event was accompanied by a round table discussion of government, business, science and academic experts on future avenues of Arctic policy research for CIGI.

Increasing Cooperation in Asia and the Pacific

CIGI's research theme on Asia and the Pacific focuses on the security issues in key parts of a geographically vast and culturally diverse continent. Under the auspices of the Global Security & Politics Program, Asia-Pacific researchers examine how to increase security cooperation and reduce tensions in some of the most densely populated regions of the world.

Canada-Indonesia Forum

Canada and Indonesia have enjoyed strong ties since Indonesia's independence in 1945. Progress has been evident in engagement on political and security matters, commercial growth, and development cooperation. It is against this backdrop that CIGI and Indonesia's Centre for Strategic and International Studies convened a forum in May 2015 in Jakarta on the future of Canada-Indonesia relations. The forum attracted a high-level group of some 70 business executives, government officials and leaders in the academic and research community from both Canada and Indonesia. The program was supplemented by a workshop co-organized by CIGI and the International Development Research Centre attended by 30 participants from Indonesian and Canadian non-governmental organizations and universities including the Habibie Center, Open Data Labs, the Conference Board of Canada and the Parliamentary Centre. The dialogue explored how Indonesian and Canadian innovations, research and development cooperation efforts might help to meet shared challenges on enhanced democratic accountability, the rule of law, transparency and support for entrepreneurship and trade capacity. In addition, a special dialogue was held with Canadian businesses active in Indonesia on the challenges and opportunities they face in such sectors as agriculture, energy, information and communications technologies, financial services, transportation industries and infrastructure.



CIGI Distinguished Fellow Leonard (Len) Edwards, left, greets Lee Hong-Koo, chairman of the Seoul Forum for International Affairs, at the Canada-Korea Forum in Busan, South Korea, in October 2014.

Canada-Korea Forum

In 2014, the Canadian and Korean governments signed the long-anticipated Canada-Korea Free Trade Agreement, following eight years of on-off negotiations. This pact came into effect in early 2015. Amid this development, in October 2014, CIGI Distinguished Fellows Len Edwards and David Runnalls and Senior Fellow David Welch participated in the Canada-Korea Forum in Busan, South Korea — a high-level, track two dialogue on issues important to both countries including economics, energy and climate, and cultural cooperation. Plans were also developed for CIGI to host the annual forum in Waterloo Region in 2015-2016.

Confidence, Trust and Empathy in Asia-Pacific Security

Led by Senior Fellow David Welch with the assistance of CIGI Research Associate Benoit Hardy-Chartrand, this project explores the processes of security governance in the Asia-Pacific by designing and demonstrating the utility of empathy-building measures to resolve deep-rooted territorial conflicts in the region, including in the East and South China Seas. Through a series of workshops and research papers, the project is exploring practical mechanisms for promoting confidence, trust and empathy in multilateral dialogues.

Security Issues and Responses in Central Asia

Launched in spring 2015, CIGI's project on Central Asia explores regional security issues and governance approaches, focusing on such major challenges as antiterrorism, border management, human and narco-trafficking, in addition to energy, water and nuclear security. The project leader, Senior Fellow Margaret Skok, is developing a series of workshops and expert panels for the coming year.

COMMUNICATIONS AND DIGITAL MEDIA



From left, CIGI Vice President of Public Affairs Fred Kuntz, Distinguished Fellow Thomas A. Bernes and Senior Fellow Bessma Momani address a briefing for international media at the G20 Leaders' Summit in Brisbane, Australia, in November 2014. CIGI experts' presence at the summit resulted in over 800 citations in media worldwide.

CIGI teams in Communications and Digital Media reach out to the public, media and key policy and academic communities through a variety of channels, to inform global policy discussions with ideas emerging from CIGI's experts and their ongoing programs of research. The results of these efforts are measured in various ways, as indicators of CIGI's reach and, by implication, its influence.

Communications

Mentions of CIGI in the media are tracked by third-party services as well as through CIGI's own use of search applications. Measured using these same methods year over year, CIGI and its experts accumulated just over 8,700 mentions in broadcast, print and online media worldwide in 2014-2015 (actual mentions are likely significantly higher than measured mentions, as many radio and television items elude online search tools). This represented an increase of more than 47 percent over the previous year's level of 5,900. Events that garnered particularly wide news coverage (more than 800 mentions each) were: CIGI's presence at news briefings at the November 2014 G20 summit in Brisbane, Australia, and the meeting of the CIGI-founded Global Commission on Internet Governance, in Ottawa, Canada, in November 2014, which included the release of a CIGI-Ipsos global survey on Internet security. Significant media interest also focused on the commission's meeting in The Hague in April 2015, where the group issued a proposed new social compact on Internet governance.

Around the world, CIGI had media mentions in outlets such as the *Financial Times*, Associated Press, Bloomberg, Agence France-Press, *The Guardian*, *Il Foglio*, *The Wall Street Journal*, Reuters, *The Washington Post*, *Die Zeit*, *Los Angeles Times*, *The New York Times*, BBC World News, *Forbes*, Agencia EFE, Xinhua, *The Telegraph*, *Australian Financial Review* and Al Jazeera. CIGI also had a strong presence in Canadian media with mentions in The Canadian Press, *The Globe and Mail*, CBC, CTV, *Maclean's*, TVO's *The Agenda with Steve Paikin*, and others.

Outreach to media included a growing emphasis on the availability of CIGI experts to comment on breaking news events in its realms of expertise, such as the crisis in the euro zone related to Greek's sovereign debt. Experts from CIGI's Global Economy Program were frequent commentators on the policy responses to the Greek, German and other European Union positions as they unfolded. As well, over the past year CIGI Communications initiated more structured distributions of new CIGI publications to key stakeholders in the relevant policy communities. These special bulletins now supplement the regular *CIGI Worldwide* e-newsletter, which was relaunched in 2015 with a new format and issued more frequently — biweekly rather than quarterly — to keep up with CIGI's increased output of publications and events. At year-end, *CIGI Worldwide* had about 2,500 subscribers, up from 1,700 the year before.

CIGI experts in 2014-2015 published more than 104 unique op-eds accredited to their CIGI affiliation. Many of the CIGI

experts' live appearances on television and radio were enabled through the use of the state-of-the-art CIGI Broadcast Studio, which in the past year moved to a new location in the South Wing of the CIGI Campus building.

Digital Media

Traditional methods of information dissemination are no longer sufficient to maintain a competitive edge among global think tanks. CIGI is spearheading a digital-first strategy in 2016 that will prioritize the digital presentation of research through infographics, short films, blog posts and other formats. A digital-first strategy can provide critical tools to researchers to assist in research direction and effectiveness. Metrics can include measures not only of traffic quantities, but also quality, as indicated by levels of engagement (downloads of publications, time on page and social network reach) and the traffic's distribution geographically. Digital-first analytics in real-time provide instant feedback on the effectiveness of a strategy, to evaluate research and communications.

The foundation for CIGI's digital-first strategy is strong. It is based on CIGI's new partnership in Open Canada, Canada's online hub for international affairs commentary and discussion, as well as the think tank's partnership with the Institute for New Economic Thinking, its successful development and relaunch of the Africa Portal, new portal partnerships in the making for India, Development, Ideas and the Think20, and the launch of a new platform in late 2015, Arctic Deeply, a microsite focused on Arctic governance issues.

This past year, CIGI's digital presence enjoyed continued growth in audience. The CIGI website had 574,927 visits from users in more than 230 countries, contributing to its breakthrough level of just over one million page views.

Reflecting the world's changing online habits, referral traffic to the CIGI website from social media sites increased by 30 percent this year, with Twitter and Facebook leading the pack. CIGI's own presence on social media saw strong growth, with a more than doubling of Twitter followers and 24 percent growth in Facebook fans. Over 40 of CIGI's researchers and

experts are now active on Twitter, with a combined following of 543,491. Through the think tank's network of fellows, CIGI's messages and resources are amplified to an expansive global network.

To benefit from these trends, CIGI Digital Media offered training to staff and fellows to increase their participation in social media, fostering a culture of growing engagement in the online dialectic about global policy issues.

Consumers' increasing use of hand-held devices helped drive visits to cigionline.org from mobile phones and tablets to 96,662, up more than a third from the prior year. CIGI web developers worked to ensure a good experience for these visitors, by making CIGI's website more responsive to differing screen sizes, whether small or large.

The publications section remained the most visited area of the CIGI website, with 241,980 page views. CIGI blogs were also top of the list, with 89,278 page views, thanks in large part to the work of new contributors including Senior Fellow Kevin Carmichael and blogs authored by researchers in the Global Economy Program and International Law Research Program.

CIGI produced more than 100 videos during 2014-2015, including 26 episodes of its regular podcast, *Inside the Issues*, featuring interviews with visiting researchers and policy experts. CIGI's videos were viewed 136,002 times, across multiple platforms including, for example, YouTube, an increase of 35 percent over the previous year. In February 2015, CIGI released its first animated video for the CIGI Signature Lecture, "Discovering the *Erebus*: Mysteries of the Franklin Voyage Revealed," which was viewed more than 11,000 times by year-end and continues to draw new traffic.

CIGI also continued its partnership in the Africa Portal, an online platform for policy research and knowledge exchange launched by CIGI in 2010 in collaboration with the South African Institute of International Affairs. The number of documents in its library this past year grew to 5,250; the site attracted 183,598 unique visitors, including 69,609 within Africa. The number of organizations signed up as content partners on the Africa Portal reached 58.



CIGI Global Economy Program Director Domenico Lombardi and Marsha Cadogan of the International Law Research Program, in the CIGI Broadcast Studio. The state-of-the-art facility, which moved to its new location in the CIGI Campus in July 2015, enables real-time commentary by CIGI experts for global broadcast networks around the world.

CIGI PUBLICATIONS

CIGI issued 140 official publications in fiscal 2014-2015, a 23 percent increase over the previous year. Growth in numbers occurred largely in research papers: 66 compared to 41 in the prior year. Fifteen papers were published as part of the Global Commission on Internet Governance paper series, a series that will eventually comprise over 40 papers; and 11 papers were included in the New Thinking and the New G20 paper series, which will be issued as an edited volume in early 2016. As well, the 42 percent growth in policy briefs, 37 compared to 26 in the previous year resulted in more policy-based outputs available to CIGI's stakeholders at key meetings, such as International Monetary Fund annual meetings, sovereign debt restructuring forums and climate change negotiation conferences. (Besides these official publications, which are peer reviewed, CIGI researchers produce many other written outputs ranging from online blogs to media op-eds.)

This past year saw the release of first outputs of the International Law Research Program (launched in 2013), with reports on CIGI's International Intellectual Property Law Clinic, a response to Ontario's Climate Change Discussion Paper 2015, and conference reports on its core research areas of climate change and international trade and investment law.

Books published during the year focused squarely on CIGI's core governance mandate, including volumes on governance

in Africa, the measures and policy uses of governance, and conflict management worldwide. This past year, while continuing to sell books through its online bookstore at cigonline.org, CIGI also developed book distribution agreements with established distribution companies in Canada, the United States and Europe, in order to place its books in more stores and libraries, as well as with online retailers such as Amazon; and formed a partnership with *The Wall Street Journal* to offer special discounts on select book purchases to its subscribers.

Books

Finding Common Ground: Challenges and Opportunities in Internet Governance and Internet-related Policy — A Briefing Book Prepared for the Global Commission on Internet Governance

CIGI Researchers

Governance and Innovation in Africa: South Africa after Mandela
Edited by Robert I. Rotberg

Managing Conflict in a World Adrift
Edited by Chester A. Crocker, Fen Osler Hampson and Pamela Aall

On Governance: What It Is, What It Measures and Its Policy Uses
Edited by Robert I. Rotberg





CIGI Papers

The Role of International Trade in the Rise of the New Zealand Dairy Industry from Its Beginnings to the Fonterra Era
Bruce Muirhead (CIGI Paper No. 37)

Equator Principles Reporting: Do Financial Institutions Meet Their Goals?
Olaf Weber (CIGI Paper No. 38)

China's Goals in the G20: Expectation, Strategy and Agenda
Alex He (CIGI Paper No. 39)

Crisis Management Mechanisms: Pathologies and Pitfalls
David A. Welch (CIGI Paper No. 40)

Organizational Culture, Learning and Structure in Central Banks: Best Practices and the Case of the Moroccan Central Bank
Bessma Momani and Samantha St. Amand (CIGI Paper No. 41)

Reforming the Global Architecture of Financial Regulation: The G20, the IMF and the FSB
Malcolm D. Knight (CIGI Paper No. 42)

African Perspectives on Sovereign Debt Restructuring
Skylar Brooks, Domenico Lombardi and Ezra Suruma (CIGI Paper No. 43)

The Effect of Index Futures Trading on Volatility: Three Markets for Chinese Stocks
Martin T. Bohl, Jeanne Diesteldorf and Pierre Siklos (CIGI Paper No. 44)

China and Sovereign Debt Restructuring
Hongying Wang (CIGI Paper No. 45)

China in the G20 Summitry: Review and Decision-making Process
Alex He (CIGI Paper No. 46)

The Environmental Risk Disclosure Regime: Navigating Complexity in Global Financial Markets
Jason Thistlethwaite (CIGI Paper No. 47)

The State-owned Enterprises Issue in China's Prospective Trade Negotiations
Heijing Chen and John Whalley (CIGI Paper No. 48)

United Nations Peace Building in Sierra Leone — Toward Vertical Integration?
Michael Lawrence (CIGI Paper No. 49)

Disclosure-based Governance for Climate Engineering Research
A. Neil Craik and Nigel Moore (CIGI Paper No. 50)

Comments on the FSB Consultative Document, "Cross-border Recognition of Resolution Action"
Steven L. Schwarcz with Mark Jewett, E. Bruce Leonard, Catherine Walsh and David Kempthorne (CIGI Paper No. 51)

From "Taoguang Tanghui" to "Yousuo Zuowei": China's Engagement in Financial Minilateralism
Hongying Wang (CIGI Paper No. 52)

The Trade in Services Agreement: Plurilateral Progress or Game-changing Gamble?
Patricia Goff (CIGI Paper No. 53)

Sustainable Northern Development: The Case for an Arctic Development Bank
Alan Gill and David Sevigny (CIGI Paper No. 54)

Completing the G20's Program to Reform Global Financial Regulation
Malcolm D. Knight (CIGI Paper No. 55)

Sovereign Bond Contract Reform: Implementing the New ICMA *Pari Passu* and Collective Action Clauses
Gregory D. Makoff (CIGI Paper No. 56)

The Risk of OTC Derivatives: Canadian Lessons for Europe and the G20
Chiara Oldani (CIGI Paper No. 57)

The Influence of Renminbi Internationalization on the Chinese Economy: Theory and Policy
Qiyuan Xu and Fan He (CIGI Paper No. 58)

The China (Shanghai) Pilot Free Trade Zone: Backgrounds, Developments and Preliminary Assessment of Initial Impacts
John Whalley (CIGI Paper No. 59)

Over Their Heads: The IMF and the Prelude to the Euro-zone Crisis
Paul Blustein (CIGI Paper No. 60)

Laid Low: The IMF, the Euro Zone and the First Rescue of Greece
Paul Blustein (CIGI Paper No. 61)

Short-selling Bans and the Global Financial Crisis: Are They Interconnected?
Martin T. Bohl, Badye Essid and Pierre Siklos (CIGI Paper No. 62)

Debt Reprofitting, Debt Restructuring and the Current Situation in Ukraine
Gregory D. Makoff (CIGI Paper No. 63)

Sovereign Debt Restructuring: Issues Paper
Skylar Brooks and Domenico Lombardi (CIGI Paper No. 64)

Development of Sustainability and Green Banking Regulations: Existing Codes and Practices
Adeboye Oyegunle and Olaf Weber (CIGI Paper No. 65)

The IMF as Just One Creditor: Who's in Charge When a Country Can't Pay?
James M. Boughton (CIGI Paper No. 66)

Domestic Sources and RMB Internationalization: A Unique Journey to a Major Global Currency
Alex He (CIGI Paper No. 67)

Peeling NAFTA Layers: Twenty Years After
Hugo Perezcano (CIGI Paper No. 68)

Sequencing Renminbi Internationalization
Barry Eichengreen (CIGI Paper No. 69)



China's Anti-dumping Problems and Mitigation through Regional Trade Agreements

Yanlin Sun and John Whalley (CIGI Paper No. 70)

Conflict in Africa: Diagnosis and Response

Pamela Aall (CIGI Paper No. 71)

The Environmental Goods Agreement: A Piece of the Puzzle

Patricia Goff (CIGI Paper No. 72)

European Banking Union, Three Years On

Miranda Xafa (CIGI Paper No. 73)

The Ideological Conflict Project: Theoretical and Methodological Foundations

Steven Mock and Thomas Homer-Dixon (CIGI Paper No. 74)

Legal Mechanisms for Governing the Transition of Key Domain Name Functions to the Global Multi-stakeholder Community

Aaron Shull, Paul Twomey and Christopher S. Yoo (GCIG Paper No. 3)

Legal Interoperability as a Tool for Combatting Fragmentation

Rolf H. Weber (GCIG Paper No. 4)

Innovations in Global Governance: Toward a Distributed Internet Governance Ecosystem

Stefaan G. Verhulst, Beth S. Noveck, Jillian Raines and Antony Declercq (GCIG Paper No. 5)

The Impact of the Dark Web on Internet Governance and Cyber Security

Michael Chertoff and Tobby Simon (GCIG Paper No. 6)

On the Nature of the Internet

Leslie Daigle (GCIG Paper No. 7)

Understanding Digital Intelligence and the Norms That Might Govern It

David Omand (GCIG Paper No. 8)

ICANN: Bridging the Trust Gap

Emily Taylor (GCIG Paper No. 9)

A Primer on Globally Harmonizing Internet Jurisdiction and Regulations

Michael Chertoff and Paul Rosenswieg (GCIG Paper No. 10)

Connected Choices: How the Internet Is Challenging Sovereign Decisions

Melissa Hathaway (GCIG Paper No. 11)

Solving the International Internet Policy Coordination Problem

Nick Ashton-Hart (GCIG Paper No. 12)

Net Neutrality: Reflections on the Current Debate

Pablo Bello and Juan Jung (GCIG Paper No. 13)

Addressing the Impact of Data Location Regulation in Financial Services

James M. Kaplan and Kayvaun Rowshankish (GCIG Paper No. 14)

Cyber Security and Cyber Resilience in East Africa

Iginio Gagliardone and Nanjira Sambuli (GCIG Paper No. 15)

Global Cyberspace Is Safer than You Think: Real Trends in Cybercrime

Eric Jardine (GCIG Paper No. 16)

The Emergence of Contention in Global Internet Governance

Samantha Bradshaw, Laura DeNardis, Fen Osler Hampson, Eric Jardine and Mark Raymond (GCIG Paper No. 17)

Landmark EU and US Net Neutrality Decisions: How Might Pending Decisions Impact Internet Fragmentation?

Ben Scott, Stefan Heumann and Jan-Peter Kleinhans (GCIG Paper No. 18)

Changing Global Financial Governance: International Financial Standards and Emerging Economies since the Global Financial Crisis

Hyoungh-kyu Chey (New Thinking and the New G20 Paper No. 1)

Internationalization of the Renminbi: Developments, Problems and Influences

Ming Zhang (New Thinking and the New G20 Paper No. 2)

Emerging Countries and Implementation: Brazil's Experience with Basel's Regulatory Consistency Assessment Programme

Fernanda Martins Bandeira (New Thinking and the New G20 Paper No. 3)

Emerging Countries and Basel III: Why Is Engagement Still Low?

Andrew Walter (New Thinking and the New G20 Paper No. 4)

The Global Liquidity Safety Net: Institutional Cooperation on Precautionary Facilities and Central Bank Swaps

C. Randall Henning (New Thinking and the New G20 Paper No. 5)

The Shadow Banking System of China and International Regulatory Cooperation

Zheng Liansheng (New Thinking and the New G20 Paper No. 6)

Financial Inclusion and Global Regulatory Standards: An Empirical Study across Developing Economies

Mariana Magaldi de Sousa (New Thinking and the New G20 Paper No. 7)

Capital Flows and Spillovers

Şebnem Kalemli-Özcan (New Thinking and the New G20 Paper No. 8)

Capital Flows and Capital Account Management in Selected Asian Economies

Rajeswari Sengupta and Abhijit Sen Gupta (New Thinking and the New G20 Paper No. 9)

International Regulatory Cooperation on the Resolution of Financial Institutions: Where Does India Stand?

Renuka Sane (New Thinking and the New G20 Paper No. 10)

Capital Controls and Implications for Surveillance and Coordination: Brazil and Latin America

Marcio Garcia (New Thinking and the New G20 Paper No. 11)

Central Banks Can and Should Do Their Part in Funding Sustainability

Andrew Sheng (Fixing Climate Governance Paper No. 1)

CIGI Policy Briefs

Consult, Command, Control, Contract: Adding a Fourth "C" to NATO's Cyber Security

Justin Anstett and Rebekah Pullen (CIGI Jr. Fellows Policy Brief No. 13)

The Role of the Informal Economy in Addressing Urban Food Insecurity in Sub-Saharan Africa

Elizabeth Fraser, Malambo Moonga and Johanna Wilkes (CIGI Jr. Fellows Policy Brief No. 14)

Dual Citizenship: Reducing Governance and Protection Gaps

Busra Hacıoglu, Alina Shams, Amy Wood and Ruiqian Zhang (CIGI Jr. Fellows Policy Brief No. 15)

Strengthening Canada's Copyright System: A Fairer Mechanism for Fair Use Claims

Cory Campbell and Scott Janz (CIGI Jr. Fellows Policy Brief No. 16)

Disasters and Dividends: An Asia-Pacific Strategy for Canada

Jesse MacLean, Andrew McCauley and Emily Newcombe (CIGI Jr. Fellows Policy Brief No. 17)

Regulating RoboCop: The Need for International Governance Innovation in Drone and AWS Development and Use

Virgil Haden-Pawlowski and Melisa Foster (CIGI Jr. Fellows Policy Brief No. 18)

Changing the Channel: Cultivating Security Cooperation in Northeast Asia

Alex Brouse and Dustin McDonald (CIGI Policy Brief No. 19)

A Call to the Conference of the New England Governors and Eastern Canada Premiers for Bilateral Energy Governance

Andrew Adams, Lyne Maheu and Kieran McDougal (CIGI Jr. Fellows Policy Brief No. 20)

Improving Access to Food in Sub-Saharan Africa: Using the Diffusion of Agroecological Information to Mitigate Climate Change Effects

Suhani Bhushan and Stephanie C. Fauquier (CIGI Jr. Fellows Policy Brief No. 21)

Putting Air Defense Identification Zones on the Radar

Joelle Charbonneau, Katie Heelis and Jinelle Piereder (CIGI Graduate Fellows Policy Brief No. 1)

Increasing Access to Medicines: Leveraging Brazil's Experience

Erika Malich and Sarah Marion (CIGI Graduate Fellows Policy Brief No. 2)

Consent within Consultation: Incorporating New Business Practices in the Extraction Industry

Jaclynn Chiodini, Christine Duong and Luke Sauer (CIGI Graduate Fellows Policy Brief No. 3)

Preparedness Rather than Response: A Strategy to Prevent the Next Ebola Crisis

Andrew Koltun, Brittany McNena and Nawroos Shibli (CIGI Graduate Fellows Policy Brief No. 4)

Comparing Transnational Intellectual Property Rights Policy: Closing the Gaps in Canada's Patenting Regime

Samah Rahman and Shashanth Shetty (CIGI Graduate Fellows Policy Brief No. 5)

Cross-Border Resolution of Financial Firms

Isabelle Duchaine, Kateryna Dzhaha and James Supeene (CIGI Graduate Fellows Policy Brief No. 6)

Responding to Health Challenges: The Role of Domestic Resource Mobilization

Alan Whiteside and Samantha Bradshaw (CIGI Policy Brief No. 48)

Ukraine: Stress at the IMF

Susan Schadler (CIGI Policy Brief No. 49)

The 2014 Survey on the Progress of International Economic Governance

Barry Carin, David Kempthorne and Domenico Lombardi (CIGI Policy Brief No. 50)

Let Bygones Be Bygones: The Case for India's Inclusion in APEC

Kevin Carmichael (Policy Brief No. 51)

Bootstrap Immigrants: Assessing the Conservative Transformation of Canada's Immigration Policy

John Ibbitson (CIGI Policy Brief No. 52)

Identifying and Resolving Inter-creditor and Debtor-Creditor Equity Issues in Sovereign Debt Restructuring

Skylar Brooks, Martin Guzman, Domenico Lombardi and Joseph E. Stiglitz (CIGI Policy Brief No. 53)

Further Reform of Sovereign Debt Restructuring: An Agenda for 2015

Richard Gitlin and Brett House (CIGI Policy Brief No. 54)

The Arctic Council Leadership Merry-go-round: Words of Advice as the United States Assumes the Arctic Council Chairmanship

Jennifer Spence (CIGI Policy Brief No. 55)

When Central Banks Surprise: Why It Is Important and What Policy Makers Need to Do about It

Domenico Lombardi, Pierre Siklos and Samantha St. Amand (CIGI Policy Brief No. 56)





Canada's Coming Property Insurance Crisis
Jason Thistlethwaite (CIGI Policy Brief No. 57)

The IMF's Ukraine Burden
Susan Schadler (CIGI Policy Brief No. 58)

The Asian Infrastructure Investment Bank: A New Bretton Woods Moment? A Total Chinese Triumph?
Hongying Wang (CIGI Policy Brief No. 59)

It's Not Over until It's Over: The Case for an Eleventh-Hour Push to Save IMF Reform
Kevin Carmichael (CIGI Policy Brief No. 60)

Mexican Perspectives on Sovereign Debt Management and Restructuring
Skylar Brooks and Domenico Lombardi (CIGI Policy Brief No. 61)

The Challenges of Counting Climate Change Risks in Financial Markets
Jason Thistlethwaite (CIGI Policy Brief No. 62)

Prioritizing International Monetary and Financial Cooperation for the G20: Views from the T20
Domenico Lombardi and Samantha St. Amand (Policy Brief No. 63)

Policy Options Could Increase Ambition in the 2015 Climate Agreement
Henrik Jepsen (Fixing Climate Governance Policy Brief No. 1)

Conducting Global Climate Change Negotiations
Kai Monheim (Fixing Climate Governance Policy Brief No. 2)

Six Ways to Make Climate Negotiations More Effective
Pamela Chasek, Lynn Wagner and I. William Zartman (Fixing Climate Governance Policy Brief No. 3)

Focus Less on Collective Action, More on Delayed Benefits and Concentrated Opponents
Edward A. (Ted) Parson (Fixing Climate Governance Policy Brief No. 4)

Mainstreaming Climate Change into Financial Governance: Rationale and Entry Points
Sáni Zou, Romain Morel, Thomas Spencer, Ian Cochran and Michel Colombier (Fixing Climate Governance Policy Brief No. 5)

How China Can Help Lead a Global Transition to Clean Energy
Alvin Lin, Luan Dong and Yang Fuqiang (Fixing Climate Governance Policy Brief No. 6)

Special Reports

CIGI Essays on International Finance: Volume 2 — International Finance: Can the System Be Saved?
James M. Boughton

China's Engagement with an Evolving International Monetary System: A Payments Perspective
Thomas A. Bernes, Paul Jenkins, Perry Mehrling and Daniel Neilson

The Internationalization of Indigenous Rights: UNDRIP and the Canadian Context
Edited by Terry Mitchell

Submission to Ontario's Climate Change Discussion Paper 2015
Oonagh Fitzgerald, Bassem Awad, Karima Bawa, David Estrin, Kent Howe, Dean MacDougall, Myra J. Tawfik and Basil Ugochukwu

Toward a Social Compact for Digital Privacy and Security
Global Commission on Internet Governance

The New Innovator's Commercialization Dilemma: A Report on the CIGI International Intellectual Property Law Clinic
James W. Hinton and Kent Howe

Just Enough, Just in Time: Improving Sovereign Debt Restructuring for Creditors, Debtors and Citizens
Richard Gitlin and Brett House

Conference Reports

Report from the Council of Councils Sixth Regional Conference “Managing the New Global Commons”

John Ibbitson

Frameworks for Sovereign Debt Restructuring

Joseph E. Stiglitz, Martin Guzman, Domenico Lombardi, José Antonio Ocampo and Jan Svejnar

Procedural Governance of Field Experiments in Solar Radiation Management

A. Neil Craik, Nigel Moore, Stefan Schäfer and Mark Lawrence

Emerging Issues in International and Transnational Law Related to Climate Change

Oonagh Fitzgerald, Patricia Galvão Ferreira and Kent Howe

Law, Governance and Climate Change

Katherine Loftis

Designing Procedural Mechanisms for the Governance of Solar Radiation Management Field Experiments

A. Neil Craik, Jason J. Blackstock, Jack Doughty and Joshua Horton

Emerging Issues in International Trade and Investment Law

Oonagh Fitzgerald

CIGI Commentaries

African Perspectives on Sovereign Debt Restructuring

Skylar Brooks, Domenico Lombardi and Ezra Suruma

Greening Economic Growth: How Can Environmental Regulation Enhance Innovation and Competitiveness?

Paul Lanoie

Time to Replace the Catatonic UNFCCC

Barry Carin

Keeping Up with the Challenges from Global Monetary Policy Spillovers

Domenico Lombardi, Pierre Siklos and Samantha St. Amand

If Fully Implemented...

Thomas A. Bernes

The Battle of the Banks

Bessma Momani

The Equator Principles: A Tool for a Sustainable Financial Sector?

Olaf Weber and Emmanuel Acheta

A Disappointing New Year!

Harold James and Domenico Lombardi

A Youth Perspective on the Challenges Facing the North

Jessica Nasrallah

Central Bank Communication after the Crisis: Has Anything Changed?

Pierre Siklos

The Pursuit of Global Rule of Law for Sovereign Debt Restructuring

Oonagh Fitzgerald

Ten Trends That Could Shake Global Policy Thinking

David B. Dewitt and Hayley Avery

Managing Coexistence in Global Trade Agreements

Rohinton P. Medhora

Why Do Poor Children Perform So Poorly?

Elizabeth Caucutt, Lance Lochner and Youngmin Park

Strengthening the Multilateral Institutions: A G20 Priority

The Right Honourable Paul Martin

Strange Bedfellows or Old Friends? Business Courts the Global Rule of Law

David Chan Smith

Brazil's International Investment Woes

Enrique Boone Barrera

What Is Canada's International Copyright Policy?

Myra J. Tawfik

Beyond Corruption: Qatar Migrant Workers and Issues in FIFA's Value Chain

Basil Ugochukwu



CIGI EVENTS



Audience members at a CIGI public event admire a replica of the bell from HMS *Erebus*, one of two ships lost during the 1845 Franklin expedition to the Arctic. Two Canadian scientists who helped find the wreck of the *Erebus* in the summer of 2014 spoke at a CIGI lecture in February 2015 about the historic discovery.

CIGI's global outreach initiatives include conferences, workshops, round tables and public lectures to promote dialogue on policy issues and advance ideas for improved global governance. This past year CIGI organized, hosted, sponsored or participated in 192 events in 26 countries from Canada to Greece, and from Shanghai to South Africa, directly engaging with over 7,300 people including policy makers in government and other institutions, business people, academics and other policy experts. Many of the public events were either live-webcast to a global audience, or were videotaped to be posted online or syndicated through media channels for wide viewership.

Following are highlights from CIGI's 2014-2015 event calendar.

Conferences, Workshops, Round Tables

CIGI-UDN Conference: African Perspectives on Sovereign Debt Restructuring

(Co-hosted by CIGI and the Ugandan Debt Network)
Kampala, Uganda, Aug. 6-8, 2014

CIGI International Law Research Program: First Consultation Workshop on International Intellectual Property Law

Toronto, Canada, Aug. 13, 2014

CIGI International Law Research Program: First International Economic Law Consultation Workshop on Emerging Issues in the Regulation of Insolvency and Sovereign Debt

Toronto, Canada, Sept. 10, 2014

Conference: 9th Annual IGF Meeting Istanbul, Turkey: CIGI Panel "Preserving a Universal Internet: The Costs of Fragmentation"

(CIGI panel)
Istanbul, Turkey, Sept. 3, 2014

Conference: 9th Annual IGF: "Enhancing Digital Trust in the Post-Snowden Era"

(CIGI panel)
Istanbul, Turkey, Sept. 4, 2014

Council of Councils Sixth Regional Conference: Managing the New Global Commons

(Co-hosted by CIGI and the Council on Foreign Relations)
Ottawa, Canada, Sept. 28-30, 2014

Passing the Arctic Council Torch: A Review of the Canadian Chairmanship and Preview of the Upcoming American Chairmanship

(Co-hosted by CIGI and the Center for Strategic and International Studies)
Washington, DC, United States, Sept. 30, 2014



Taylor Owen, author, academic and digital media expert, joined the CIGI Board of Directors in April 2015 and delivered a public lecture on "Disruptive Power: The Crisis of the State in the Digital Age."

What the New Multilateralism Means: A Development Bank (Leadership) Perspective

(Co-hosted by CIGI and the Peterson Institute for International Economics)
Washington, DC, United States, Oct. 8, 2014

Global Commission on Internet Governance Seoul Meeting

(Co-sponsored by CIGI and Chatham House)
Seoul, South Korea, Oct. 13-14, 2014

G20 Turkey Planning Round Table — TEPAV

(CIGI panel)
Ankara, Turkey, Oct. 21, 2014

Panel Discussions on the G20

(CIGI panel)
Istanbul, Turkey, Oct. 22, 2014

Canada Among Nations Workshop

Waterloo, Canada, Oct. 27-28, 2014

CIGI Round Table with Doug Roche

Waterloo, Canada, Nov. 13, 2014

CIGI at G20 Meetings

(CIGI team at the International Media Centre)
Brisbane, Australia, Nov. 14-17, 2014

Global Commission on Internet Governance Ottawa Meeting

Ottawa, Canada, Nov. 24-25, 2014

First International Economic Law Consultation Workshop on Emerging Issues in International Trade and Investment Law

Toronto, Canada, Nov. 24, 2014

Canada and the Global Digital Future

(Co-hosted by CIGI and Canada 2020)
Ottawa, Canada, Nov. 25, 2014

Design Options for a Sustainable Financial System

(Co-hosted by CIGI and the UNEP Inquiry into the Design of a Sustainable Financial System)
Waterloo, Canada, Dec. 1-3, 2014

Ideological Conflict Workshop: Methods and Tools for Conflict Resolution Practitioners

(CIGI-sponsored)
Waterloo, Canada, Dec. 4-5, 2014

Round Table on Indigenous Rights and Resource Governance

Waterloo, Canada, Dec. 8-9, 2014

Governing Innovation: The Law, Economics and Political Economy of Patent Systems

(Co-sponsored with Mossavar-Rahmani Center for Business & Government, Massachusetts Institute of Technology Sloan Initiative on the Digital Economy and INET)
Cambridge, MA, United States, Jan. 16-17, 2015

Round Table on North American Arctic Marine and Intermodal Corridors and Sustainable Resource Development

(Co-sponsored by CIGI and the Pacific NorthWest Economic Region)
Vancouver, Canada, Jan. 29-30, 2015

More Effective International Climate Agreements

Redondo Beach, CA, United States, Jan. 30-Feb. 1, 2015

CIGI Round Table: Evidence to Policy: Future of the Arctic

(Co-sponsored by CIGI, Wilfrid Laurier University and the University of Waterloo)
Waterloo, Canada, Feb. 3, 2015

IMF Response to the Financial and Economic Crisis: An IEO Assessment

(Co-hosted by CIGI and the Balsillie School of International Affairs)
Waterloo, Canada, Feb. 5, 2015

TEPAV-CIGI Joint Think 20 Turkey Launch

(Co-hosted by CIGI and the Economic Policy Research Foundation of Turkey)
Istanbul, Turkey, Feb. 10, 2015

Global Commission on Internet Governance London Meeting

London, England, Feb. 13-14, 2015

CIGI International Law Research Program: Consultation Workshop on Climate Change and Environmental Law

Toronto, Canada, Feb. 18, 2015

International Studies Association Annual Conference

CIGI-hosted events:

- Panel: Cybersecurity Governance
- Panel: Unresolved Issues in Global Finance: Governance Gaps in the International Financial Regulatory Regime After the 2008 Global Financial Crisis
- CIGI-DFATD reception
- Exhibit hall booth

New Orleans, United States, Feb. 18-21, 2015

2015 Ottawa Conference on Defence and Security

(CIGI-sponsored)
Ottawa, Canada, Feb. 19-20, 2015

ILRP Advisory Committee Meeting

Washington, DC, United States, March 10-11, 2015

CIGI Round Table with Ontario Premier Kathleen Wynne

Waterloo, Canada, March 27, 2015



A Toronto launch was held in September 2015 for the CIGI-published volume *Crisis and Reform: Canada and the International Financial System*, in the Canada Among Nations series of books. From left: Dane Rowlands of Carleton University, CIGI Global Economy Program Director Domenico Lombardi, economist Louis Pauly of the University of Toronto and CIGI President Rohinton Medhora, who with Rowlands co-edited the book.

Sovereign Debt Workouts: Are Stronger CACs All We Need?

(Co-hosted with New Rules for Global Finance)

Online event, March 31, 2015

Institute for New Economic Thinking's Annual Plenary Conference

(Co-sponsored by CIGI and the Institute for New Economic Thinking)

Paris, France, April 8–11, 2015

Global Commission on Internet Governance The Hague Meeting

The Hague, Netherlands, April 14–15, 2015

IMF Spring Meetings 2015:

- Another Fine Mess in the World of Sovereign Debt (Co-sponsored by CIGI and George Washington University)
- What Lessons Have We Learned from the Euro Crisis? (Co-sponsored by CIGI and Peterson Institute for International Economics)
- New Thinking and the New G20 (Co-sponsored by CIGI and the Institute for New Economic Thinking)
- The World Needs a Sovereign Debt Bankruptcy Process (CIGI presentation at IMF Meeting)
- The IMF's Role in the Euro Crisis (CIGI panel)

Washington, DC, United States, April 14–15, 2015

Critical Debates on Sovereign Debt

(Co-sponsored with the Council on Foreign Relations)

Washington, DC, United States, April 16, 2015

Copyright Law

Online event, April 23, 2015



Colleen Fitzpatrick, CIGI Manager of Community Relations and Events, makes introductory remarks at an October 2014 lecture by Derek Gregory on the use of drones in warfare.



In Paris in April 2015, Lord Adair Turner addresses the sixth annual plenary conference of the Institute for New Economic Thinking, titled "Liberté, Égalité, Fragilité," in which CIGI also participated.

Conference on Foreign Investment Policy

(Co-sponsored by CIGI and the University of Ottawa)

Ottawa, Canada, April 30, 2015

Canadian Investment Law and Policy in the Global Context: Are We Getting It Right?

(Co-sponsored by CIGI and the University of Ottawa's Faculty of Law and the University of Bern's World Trade Institute)

Ottawa, Canada, April 30, 2015

T20 Ottawa Conference: Prioritizing International Monetary and Financial Cooperation

(Co-hosted by CIGI and TEPAV)

Ottawa, Canada, May 3–5, 2015

CIGI Round Table with Chris Ragan

Waterloo, Canada, May 6, 2015

Conference on Internet Governance & Cyber-security

(Co-hosted by the Global Commission on Internet Governance and Columbia University)

New York, N, United States, May 14–15, 2015

CIGI ILRP Consultation Workshop: Emerging International Law Issues Related to Biodiversity, Traditional Knowledge & Cultural Expression: From Community Knowledge to a Knowledge Community
Toronto, Canada, May 14, 2015

The Rimini Centre for Economic Analysis Money and Finance Workshop: "The Great Recession: Moving Ahead"

(Co-sponsored by CIGI and the Rimini Centre for Economic Analysis)
Rimini, Italy, May 21–22, 2015

Ideational Conflict Project Workshop

(Co-sponsored by CIGI)
Oxford, England, May 23–24, 2015

Canada-Indonesia Forum

(Co-sponsored by CIGI and Indonesia's Centre for Strategic and International Studies)

Jakarta, Indonesia, May 26–28, 2015

CIGI ILRP Consultation Workshop: Emerging International and Transnational Legal Issues Relating to the Global Value Chain and Corporate Social Responsibility
Toronto, Canada, May 28, 2015

Innovative Partnerships in Governance: Indonesia-Canada Governance Workshop

(Co-sponsored by CIGI and the International Development Research Centre)
Jakarta, Indonesia, May 28, 2015

49th Annual Conference of the Canadian Economics Association

CIGI Panel: Regulation of Non-bank Financial Flows
Toronto, Canada, May 30, 2015

Trento Economics Festival: Can the International Monetary Fund Reduce Global Inequality?

(CIGI-sponsored lecture)
Trento, Italy, May 31, 2015

2015 Canadian Telecom Summit

(Co-sponsored by CIGI)
Toronto, Canada, June 1–3, 2015

Climate Law and Governance Roundtable: Legal Challenges of the New Climate Agreement

(Co-hosted by CIGI and Centre for International Sustainable Development Law)
Bonn, Germany, June 4, 2015

The Global Arctic: A New Model of Global Cooperation, featuring Ólafur Ragnar Grímsson, President of Iceland

(Co-hosted by CIGI and the Embassy of Iceland)
Ottawa, Canada, June 9, 2015

African Capacity to Manage Political Crises and Violent Conflict Workshop

(Co-hosted by CIGI and the Institute for Security Studies)
Pretoria, South Africa, June 10–11, 2015

Emerging Challenges to Global Governance and Security as the UN Turns 70

Johannesburg, South Africa, June 12, 2015

Sovereign Debt Restructuring: Proposals for Reform

Naples, Italy, June 14, 2015

D-10 Strategy Forum in Rome

(Co-hosted by CIGI, the Atlantic Council and Instituto Affari Internazionali), in coordination with the Italian Ministry of Foreign Affairs and International Cooperation)
Rome, Italy, June 16–17, 2015

2015 XXVII Villa Mondragone International Economic Seminar (CIGI panel)

Rome, Italy, June 23–25, 2015

Emerging International, Transnational and Domestic Law Issues in the Relationship between Extractive Industries and Indigenous Peoples

Waterloo, Canada, June 25, 2015

Climate Summit of the Americas: (CIGI sessions)

- Regional Development & Infrastructure – Land Use and Sustainable Development in a Changing Climate
- Climate Summit of the Americas: The Green Economy – The Low Carbon Economy & Clean Tech Innovation
- How to Develop Best Practices for Consultation with Indigenous Peoples in Climate Change Mitigation Infrastructure Projects

Toronto, Canada, July 7–9, 2015

The Impact of Low Oil Price and the Role of G20 in Global Energy Governance

(Co-hosted by CIGI and the Shanghai Institutes for International Studies, the Lowy Institute for International Policy, Korea Development Institute, and the Economic Policy Research Foundation of Turkey)
Shanghai, China, July 27–28, 2015

CIGI Global Policy Forum

(All Global Policy Forum events are held at the Rideau Club in Ottawa, Canada)

Reforming the Global Architecture of Financial Regulation — The G20, the IMF and the FSB

Malcolm Knight, Nov. 5, 2014

Temptations of Power

Shadi Hamid, Dec. 2, 2014

Stopping Ebola: The Global Response

Stephen Cornish, Feb. 4, 2015

Dealing with Hopeless Problems: Russia, North Korea, Iran

Gary Samore, May 19, 2015

CDS Reflections: The Canadian Armed Forces in the World Today

Gen. Tom Lawson, June 23, 2015

CIGI Signature Lecture Series

(All CIGI Signature Lectures are held at the CIGI Auditorium in Waterloo, Canada, and are webcast globally)

The Global War for Internet Governance

Laura DeNardis, Sept. 9, 2014

The Irrelevance and Relevance of Sharia to Human Rights

Abdullahi An-Na'im, Sept. 15, 2014

The Travails of Empire

Lawrence Wilkerson, Oct. 8, 2014

Canada as a Resilient Energy Superpower

Thomas Homer-Dixon, Oct. 29, 2014

Between Myths and Crises: Rethinking Migration Policies

François Crépeau, Nov. 20, 2014

Violence and Remembrance: What Memorializing Our Historical Heroes and Victims Tells Us About Who We Are Now

Ed Linenthal, Nov. 27, 2014

Sports in Danger: How a Tide of Corruption and Match-Fixing Threatens Canadian and International Sports

Declan Hill, Jan. 22, 2015

Managing Conflict in a World Adrift

Pamela Aall, Jan. 27, 2015

Discovering HMS Erebus: Mysteries of the Franklin Voyage Revealed

Marc-André Bernier and Douglas Stenton, Feb. 3, 2015

A Global Governance Puzzle: The Private Sector in Global Public Health

Jeff Sturchio, March 10, 2015

Ruling Capital: Emerging Markets and the Reregulation of Global Finance

Kevin P. Gallagher, March 17, 2015

Big World, Small Planet: Abundance Within Planetary Boundaries

Johan Rockström, March 26, 2015

Ontario in the World: Prosperity and Sustainability

Premier Kathleen Wynne, March 27, 2015

10 Billion: How Future Population Trends Will Impact International Security and Global Governance

Jack Goldstone, March 31, 2015

Dirty Dancing: Drones and Death in the Borderlands

Derek Gregory, April 16, 2015

Disruptive Power: The Crisis of the State in the Digital Age

Taylor Owen, April 29, 2015

Breaking Climate Inertia: A “Radically” Practical Approach

Chris Ragan, May 6, 2015



Canadian Governor General David Johnston (third from left) addresses a UNICEF Canada workshop at CIGI in September 2014. Participants included, from left, UNICEF Canada President David Morley, UNICEF Ethiopia Ambassador Hannah Godefa and, at right, CIGI President Rohinton P. Medhora.



CIGI's media panel in June 2015 included, from left: moderator Susan Harada of Carleton University and senior Canadian news executives Jonathan Whitten of CBC, Wendy Freeman of CTV, David Walmsley of *The Globe and Mail* and Lynn McAuley of the *Toronto Star*.

Liberal Attitudes and Middle East Realities Michael Bell, May 21, 2015

Reimagining Capitalism John Fullerton, May 27, 2015

Canadian Eyes on World News: Perspectives from Media Leaders
(Annual CIGI-Canadian International Council media panel)
Wendy Freeman, Lynn McAuley, David Walmsley, Jonathan Whitten and Susan Harada, June 17, 2015

CIGI Cinema Series

(All CIGI Cinema Series screenings are held at the CIGI Auditorium in Waterloo, Canada)

We Steal Secrets: The Story of WikiLeaks Sept. 23, 2014

E-TEAM Oct. 15, 2014

Passchendaele Nov. 10, 2014

Our Man in Tehran Dec. 9, 2014

The Island President Feb. 10, 2015

Red Lines June 8, 2015

Community Events

UNICEF Champions' Lab
(Co-sponsored by CIGI)
Waterloo, Canada, Sept. 23, 2014

A Learning Life, featuring Dr. Paul Mannors
(Co-hosted by CIGI and Centre for Community Based Research)
Waterloo, Canada, Nov. 3, 2014

Global Youth Forum — Canada, Remembrance and the First World War
(Co-hosted by CIGI and the BSIA)
Waterloo, Canada, Nov. 11, 2014

FAM Tour of the Region for Ambassadors and Consuls General
(Co-hosted by CIGI and Canada's Technology Triangle)
Waterloo, Canada, Dec. 4, 2014

Kitchener-Waterloo Symphony in Concert
Waterloo, Canada, Dec. 11, 2014

Governor General's Canadian Leadership Conference
(CIGI-sponsored luncheon)
Waterloo, Canada, May 28, 2015

UNICEF 25th Team National Launch
(Co-sponsored by CIGI)
Waterloo, Canada, May 29, 2015

Intelligent Community Forum Delegates Tour
(Co-hosted by CIGI and the City of Waterloo)
Waterloo, Canada, June 8, 2015

Media Event with Minister of Foreign Affairs
Waterloo, Canada, July 20, 2015

Publication Launches

Canada Among Nations 2014

- Domenico Lombardi, Rohinton Medhora, Louis W. Pauly, Dane Rowlands; Toronto, Canada, Sept. 10, 2014
- Barry Carin, Alec Dawson, Stephen Easton, Rohinton Medhora; Montreal, Canada, Sept. 11, 2014
- Randall Germain, Juliet Johnson, Rohinton P. Medhora, Philip Oxhorn, Dane Rowlands; Vancouver, Canada, Sept. 17, 2014

Press Conference: CIGI to Release Global Survey, by Ipsos, on Internet Security and Trust

Ottawa, Canada, Nov. 24, 2014

Press Conference: Carl Bildt to Discuss Ongoing Work of Global Commission on Internet Governance

Ottawa, Canada, Nov. 26, 2014

Other Events in Which CIGI Participated

Climate Engineering Conference 2014: Critical Global Discussions
Berlin, Germany, August 18–21, 2014

Ecology and Economy: From Contrast to Synergy
Rimini, Italy, August 27, 2014

Great Finance and Global Comprehensive Growth: G20 and Comprehensive Growth Strategies Panel
Beijing, China, Sept. 3–4, 2014

Annual Summit of Young Global Leaders & Annual Meeting of New Champions
Beijing/Tianjin/Ulaanbaatar, China, Sept. 7–14, 2014

Canada-US Law Institute International Economic Law Workshop
London, Canada, Sept. 13, 2014

Euro50 Roundtable: The European Banking Union and Its Future
Lisbon, Portugal, Sept. 14, 2014

Discovering Greece: Politics, Economy and Society
Athens, Greece, Sept. 17–19

China and the Bretton Woods System: Reflections at the 70th Anniversary
Waterloo, Canada, Oct. 2, 2014



US academic Lawrence Wilkerson, former chief of staff to US Secretary of State Colin Powell, spoke at CIGI in October 2014 about conflicts in Iraq and Syria.



A traditional drum and circle dance was featured during a CIGI International Law Research Program consultation workshop, at the CIGI Campus in June 2015, on the relationship between extractive industries and indigenous peoples.

The State of the EuroZone

Washington, DC, United States, Oct. 6, 2014

MEFMI: 20 Years of Leadership and Success in Capacity Building

Washington, DC, United States, Oct. 6, 2014

Ukraine's Economic Future

Washington, DC, United States, Oct. 7, 2014

Sovereign Debt Workshop: Designing a Restructuring Process that Works for All

Washington, DC, United States, Oct. 7, 2014

Outlook for G-20 Brisbane

Washington, DC, United States, Oct. 8, 2014

How Do Global Financial Institutions Impact Poverty & Inequality?

Washington, DC, United States, Oct. 8, 2014

New Thinking and the New G-20

Washington, DC, United States, Oct. 8, 2014

The IMF and Sovereign Debt Reform

Washington, DC, United States, Oct. 9, 2014

Bretton Woods @ 70: Past, Present and Future

Washington, DC, United States, Oct. 9, 2014

2014 International Council Meeting: Bretton Woods Committee Leadership Team

Washington, DC, United States, Oct. 9, 2014

Fragmentation of Global Interdependence of the Emergence of a Multipolar World?

Washington, DC, United States, Oct. 10, 2014

Sovereign Debt Restructuring: Options, Obstacles and Opportunities

Washington, DC, United States, Oct. 11, 2014

Governing OCT Derivatives: Lessons from Canada to Europe and the G20

Toronto, Canada, Oct. 15, 2014

Canada-Korea Forum: Future Ahead: Deepening Korea-Canada Partnerships in a Changing World

Busan, South Korea, Oct. 16–18, 2014

International Bar Association Meeting

Tokyo, Japan, Oct. 19–24, 2014

Clinics, Classrooms and Community: Clinical Legal Education at a Crossroads

Windsor, Canada, Oct. 23–24, 2014

Think20 Seminar: What to Expect from the G20 Brisbane

Sydney, Australia, Oct. 28, 2014

Stabilizing International Finance: Can the System Be Saved?

Rome, Italy, Oct. 28, 2014

Stabilizing International Finance: Can the System Be Saved?

Frankfurt, Germany, Oct. 29, 2014

Stabilizing International Finance: Can the System Be Saved?

Brussels, Belgium, Oct. 30, 2014

G20 Brisbane Pre-Summit Conference — Griffith University

Brisbane, Australia, Nov. 13–14, 2014

Canadian Council of International Law's 43rd Annual Conference: Combustion: Energy, Resources and Environmental Issues Igniting International Law

Ottawa, Canada, Nov. 13–15, 2014

Frameworks for Sovereign Debt Restructuring

New York, NY, United States, Nov. 17, 2014

European Central Banking after the Global Financial Crisis

Montreal, Canada, Nov. 29, 2014

Law, Governance & Climate Change

Lima, Peru, Dec. 6, 2014

Public Debt, Reforms, and Growth Prospects of the Greek Economy

Athens, Greece, Dec. 8, 2014

Ukraine and the IMF

Vienna, Austria, Dec. 9, 2014

Beyond the Euro Crisis: Financial and Macroeconomic Stability in a QE Environment

Rome, Italy, Dec. 10, 2014

The Economic Quagmire in Ukraine

Vienna, Austria, Dec. 10, 2014

Ukraine and the Crisis with Russia

Frankfurt, Germany, Dec. 11, 2014



Stephen Cornish, executive director in Canada for Médecins Sans Frontières/Doctors Without Borders, addressed a CIGI Global Policy Forum in Ottawa, Canada, in February 2015 on the global response to the Ebola outbreak in Africa. Cornish called for better international coordination in response to major pandemics.

The World Bank's Evaluation and Oversight Units in Three Parts

Washington, DC, United States, Dec. 12, 2014

Crisis in Global Governance

Online event, Jan. 13, 2015

Essay on International Finance: Volume 2 — Stabilizing International Finance: Can the System Be Saved?

Ottawa, Canada, Feb. 4, 2015

United Nations Conference on Trade and Development

New York, United States, Feb. 5, 2015

International Institute of Finance G20 Conference: The G20 Agenda under the Turkish Presidency

Istanbul, Turkey, Feb. 8–9, 2015

Toward Inclusive Policy Coordination: Developed and Developing Countries, Global Governance and the Challenge of Cooperation for Turkey's G20 Presidency in 2015

Istanbul, Turkey, Feb. 9, 2015

Conference of Defence Associations

Ottawa, Canada, Feb. 19, 2015

Third World Approaches to International Law Conference: On Praxis and the Intellectual

Cairo, Egypt, Feb. 21, 2015

Expert Meeting on the Transformation of the International Investment Agreement Regime: The Path Ahead

Geneva, Switzerland, Feb. 25–27, 2015

Centre for European Policy Studies Ideas Lab 2015: More or Less Europe?

Brussels, Belgium, Feb. 26–27, 2015

G-24 Technical Group Meeting

Beirut, Lebanon, March 2–3, 2015

Royal Institute of International Affairs Roundtable on "Towards a Capital Markets Union"

London, England, March 12, 2015

Economic Advisory Mission to Ukraine

Kiev, Ukraine, March 16–19, 2015

China's Role in G20 Governance: Toward the 2016 Summit in China

Toronto, Canada, March 25, 2015

Global Climate Governance and Canadian Policy: Looking Forward to Paris 2015

Waterloo, Canada, March 26–27, 2015

Sovereign Debt Restructuring Conference

London, England, March 27, 2015

Monetary Policy in Times of Turbulence

Frankfurt, Germany, March 30–31, 2015



Ólafur Ragnar Grímsson, president of Iceland, addressed a June 2015 breakfast co-hosted by CIGI and the Icelandic Embassy in Ottawa, Canada, on improved models for global cooperation in the Arctic.

Accelerating Clean Innovation: How Public Policy Can Drive Greener Growth
Calgary, Canada, March 31, 2015

Export-Led Growth: Prospects for the Greek Economy
Athens, Greece, April 2, 2015

American Society of International Law 109th Annual Meeting: Adapting to a Rapidly Changing World
Washington, DC, United States, April 8–11, 2015

Commonwealth Legal Education Association 2015 Conference: Transnational Legal Education: Commonwealth Perspectives
Glasgow, Scotland, April 12–16, 2015

Global Conference on Cyberspace (GCCS 2015)
The Hague, Netherlands, April 16–17, 2015

4th Conference of the Postgraduate and Early Professionals/Academics Network of the Society of International Economic Law
Milan, Italy, April 16–17, 2015

Latin American Perspectives on Sovereign Debt Restructuring
Mexico City, Mexico, April 22, 2015

An Introduction to ICSID Process
Ottawa, Canada, May 4, 2015

The Council of Councils Fourth Annual Conference
Washington, DC, United States, May 10–14, 2015

2015 Annual Congress of the Association des économistes québécois
Montreal, Canada, May 20–22, 2015

Bonn UNFCCC Inter-Sessional Meeting: Opportunities to Strengthen Public Participation in the New Climate Governance Framework
Bonn, Germany, June 3, 2015

Argentina Central Bank's 80th Anniversary
Buenos Aires, Argentina, June 4–5, 2015

Patent Pledges Symposium
Washington, DC, United States, June 12, 2015

Think 20 Turkey Workshop
Izmir, Turkey, June 13–15, 2015

International Insolvency Institute's 15th Annual Conference
Naples, Italy, June 15–16, 2015

G20 Sherpas and Financial Deputies International
Bodrum, Turkey, June 15, 2015

Sovereign Debt Restructuring at Expo Milan
Milan, Italy, June 29, 2015

Global Sustainability, Climate Change and Finance Policy
Johannesburg, South Africa, July 1–3, 2015

Meeting of the Committee on International Economics and Policy Reform (CIEPR)
Cambridge, MA, United States, July 8, 2015



Former Canadian Prime Minister the Rt. Hon. Joe Clark addressed a panel at a CIGI co-hosted event in Pretoria, South Africa, in June 2015 on governance innovation in Africa.

Meeting of Bank Managers on International Relations
Madrid, Spain, July 9–10, 2015

G20 Think Tank Summit: Global Governance and Open Economy
Beijing, China, July 30–August 1, 2015



In May 2015, a CIGI Global Policy Forum audience in Ottawa, Canada, heard from Gary Samore, executive director of research at the Belfer Center for Science and International Affairs at Harvard University, on the topic of "Dealing with Hopeless Problems: Russia, North Korea, Iran."

Report of the Independent Auditors on the Summary Financial Statements

To the Directors of The Centre for International Governance Innovation,

The accompanying summary financial statements, which comprise the summary balance sheet as at July 31, 2015 and the summary statement of revenue, expenses and changes in fund balances for the year then ended, and related notes, are derived from the financial statements of The Centre for International Governance Innovation (the “Organization”) as at, and for the year ended, July 31, 2015. We expressed an unmodified audit opinion on those financial statements in our report dated November 19, 2015. 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.

Management’s Responsibility for the Summary Financial Statements

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

Auditors’ 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 810, “Engagements to Report on Summary Financial Statements”.

Opinion

In our opinion, the summary financial statements derived from the financial statements of the Organization as at, and for the year ended, July 31, 2015 are a fair summary of those financial statements, in accordance with Canadian accounting standards for not-for-profit organizations.

Zeifmans LLP

Chartered Accountants
Licensed Public Accountants
Toronto, Ontario, November 19, 2015

Notes

The Centre for International Governance Innovation (the “Organization”) follows the restricted fund method of accounting for contributions. The Organization has the following restricted funds: Long Term Endowment, Capital, Africa, J Holmes, Decade, Campus and International Law Research Program (“ILRP”).

Resources contributed for endowment are included in the Long Term Endowment Fund. Certain of such resources are to be held for a period of ten years or upon the dissolution, liquidation or winding up of the Organization, whichever occurs later. Certain of such resources contributed by the Federal Government of Canada is restricted in perpetuity. Investment income earned on resources of the Long Term Endowment Fund is reported in the Operating and Capital Fund.

The Operating and Capital Funds account for the Organization’s program delivery, administrative activities, and non-campus related capital assets.

The Africa Restricted Fund is focused on the effects of climate change on Africa’s security and socioeconomic development.

The John Holmes Fund is focused on funding the operations of the library.

The Decade Fund is focused on long-term research and capacity building projects to contribute to the development of innovative ideas that are relevant to the Province of Ontario.

The Campus Fund is a Organization initiative in collaboration with provincial and federal governments designed to house several graduate schools and programs. Two such initiatives are the Balsillie School of International Affairs (BSIA) and the ILRP. As a hub of different schools and programs, the Campus cultivates an interdisciplinary learning environment focused on developing knowledge of global issues.

The ILRP is a ten-year, integrated and multi-disciplinary research program that provides leading academics, government and private sector legal experts, as well as students from Canada and abroad with the opportunity to contribute to advancements in international law. The law program was initiated on September 1, 2013 and is funded equally between CIGI and the Province of Ontario. The following are the ILRP’s three primary areas of focus: international intellectual property law, international environmental laws and treaties, and international economic, financial and investment law, regulation and governance.

Summarized Balance Sheet as at July 31, 2015

Current Assets

Cash and Cash Equivalents
Portfolio Investments
Accounts Receivable
Prepaid Expenses

Other Assets

Capital Assets

Total Assets

Current Liabilities

Accounts Payable and Deferred Revenue
Unrealized Loss on Forward Contracts

Total Liabilities

Fund Balances

Invested in Capital Assets
Externally Restricted
Internally Restricted
Unrestricted

Total Fund Balances

Total Liabilities and Fund Balances

Summarized Statement of Revenue, Expenses and Changes in Fund Balances for the year ended July 31, 2015

Revenue

Realized Investment Income
Grants (Government and Other)
Donations and Other Revenue
Unrealized Investment Income (Loss)

Expenses

Research, Conferences & Partnerships
Amortization
Administrative
Facilities
Technical Support
Loss on Disposal of Assets

Excess of Revenue over Expenses (Expenses over Revenue)

Interfund Transfers

Fund Balances, Beginning of the Year

Fund Balances, End of the Year

2015										2014
Long Term Endowment	Operating and Capital	Subtotal	Africa	J Holmes	Decade	Campus	ILRP	Total	Total	
\$ 2,654,133	\$ 943,496	\$ 3,597,629	\$ 192,281	\$ 407,273	\$ 1,525,487	\$ 1,375,985	\$ 3,576,145	\$ 10,674,800	\$ 11,879,617	
52,438,070	25,668,694	78,106,764	6,172,499	-	6,625,708	23,862,906	25,802,687	140,570,564	143,958,346	
-	480,540	480,540	-	-	-	-	247,505	728,045	514,851	
-	69,427	69,427	85,901	-	179,576	15,609	1,327	351,840	207,002	
55,092,203	27,162,157	82,254,360	6,450,681	407,273	8,330,771	25,254,500	29,627,664	152,325,249	156,559,816	
-	4,190,601	4,190,601	-	-	-	60,376,406	-	64,567,007	67,337,072	
\$ 55,092,203	\$ 31,352,758	\$ 86,444,961	\$ 6,450,681	\$ 407,273	\$ 8,330,771	\$ 85,630,906	\$ 29,627,664	\$ 216,892,256	\$ 223,896,888	
\$ -	\$ 713,663	\$ 713,663	\$ 110,581	\$ -	\$ 152,167	\$ 400,102	\$ 126,217	\$ 1,502,730	\$ 1,868,808	
994,337	-	994,337	-	-	-	-	-	994,337	-	
994,337	713,663	1,708,000	110,581	-	152,167	400,102	126,217	2,497,067	1,868,808	
-	4,190,601	4,190,601	-	-	-	60,376,406	-	64,567,007	67,337,072	
54,097,866	-	54,097,866	6,340,100	407,273	8,178,604	24,022,562	29,501,447	122,547,852	132,022,802	
-	-	-	-	-	-	831,836	-	831,836	909,918	
-	26,448,494	26,448,494	-	-	-	-	-	26,448,494	21,758,288	
54,097,866	30,639,095	84,736,961	6,340,100	407,273	8,178,604	85,230,804	29,501,447	214,395,189	222,028,080	
\$ 55,092,203	\$ 31,352,758	\$ 86,444,961	\$ 6,450,681	\$ 407,273	\$ 8,330,771	\$ 85,630,906	\$ 29,627,664	\$ 216,892,256	\$ 223,896,888	

2015										2014
Long Term Endowment	Operating and Capital	Subtotal	Africa	J Holmes	Decade	Campus	ILRP	Total	Total	
\$ -	\$ 4,551,241	\$ 4,551,241	\$ 291,044	\$ 4,892	\$ 513,023	\$ 1,848,988	\$ 1,136,077	\$ 8,345,265	\$ 11,851,172	
-	446,911	446,911	-	-	-	-	1,357,116	1,804,027	404,820	
-	61,695	61,695	-	-	-	701,116	-	762,811	30,871,863	
-	(399,109)	(399,109)	193,521	-	283,701	667,820	(414,353)	331,580	1,113,543	
-	4,660,738	4,660,738	484,565	4,892	796,724	3,217,924	2,078,840	11,243,683	44,241,398	
-	2,904,137	2,904,137	606,148	1,919	3,671,968	2,085,657	2,522,229	11,792,058	8,630,737	
-	427,863	427,863	-	-	-	3,052,964	-	3,480,827	3,513,609	
-	1,404,616	1,404,616	20	-	25,320	144,455	19,258	1,593,669	1,961,289	
-	88,979	88,979	-	-	80,479	816,267	104,212	1,089,937	1,081,270	
-	230,121	230,121	3,510	-	214,994	454,830	16,628	920,083	985,413	
-	-	-	-	-	-	-	-	-	346,261	
-	5,055,716	5,055,716	609,678	1,919	3,992,761	6,554,173	2,662,327	18,876,574	16,518,579	
-	(394,978)	(394,978)	(125,113)	2,973	(3,196,037)	(3,336,249)	(583,487)	(7,632,891)	27,722,819	
(1,693,760)	4,995,686	3,301,926	105,086	2,844	576,528	(3,833,878)	(152,506)	-	-	
55,791,626	26,038,387	81,830,013	6,360,127	401,456	10,798,113	92,400,931	30,237,440	222,028,080	194,305,261	
\$ 54,097,866	\$ 30,639,095	\$ 84,736,961	\$ 6,340,100	\$ 407,273	\$ 8,178,604	\$ 85,230,804	\$ 29,501,447	\$ 214,395,189	\$ 222,028,080	

CIGI PEOPLE

A snapshot of CIGI personnel as of July 31, 2015.

CIGI Board of Directors

Jim Balsillie, Chair of the Board
Scott Burk, Treasurer
C. Scott Clark
Ahmed Galal
Arif Lalani
Maureen O'Neil
Taylor Owen
Andrés Rozental
Ngaire Woods

Senior Management

Rohinton P. Medhora
 President
Fred Kuntz
 Vice President of Public Affairs
Mark Menard
 Vice President of Finance
Oonagh Fitzgerald
 Director of the International Law Research Program
Fen Osler Hampson
 Director of the Global Security & Politics Program
Domenico Lombardi
 Director of the Global Economy Program
Susan Hirst
 Director of Human Resources
Aaron Shull
 Chief of Staff and General Counsel

Staff

Liliana Araujo
 Executive Assistant to the President
Bryan Atcheson
 Event Coordinator
Hayley Avery
 Manager, Strategic Initiatives and Special Projects

Nikki Bakes
 Program Assistant, International Law Research Program
Erin Baxter
 Public Affairs Coordinator
Tammy Bender
 Communications Manager
Brian Bester
 Building Operator
Anne Blayney
 Event Coordinator
Carol Bonnett
 Managing Editor, Publications
Samantha Bradshaw
 Research Associate, Global Security & Politics
Greg Brennan
 Director of Facilities
Skylar Brooks
 Research Associate, Global Economy
Chantal Bugeja
 Administrative Assistant
Alisha Clancy
 Program Manager, Global Economy
Mona Davies
 Program Manager, International Law Research Program
Kevin Dias
 Communications Specialist
Colleen Fitzpatrick
 Community Relations and Events Manager
Lynn Fullerton
 Accounting Manager
Jennifer Goyder
 Publications Editor
Benoit Hardy-Chartrand
 Research Associate, Global Security & Politics
Robert Harvey
 Facilities Assistant
Kaili Hilkewich
 Program Assistant, Global Security & Politics
Patricia Holmes
 Publications Editor



CIGI President Rohinton P. Medhora, right, chats with scholarship law students during the annual June staff barbecue, in the central courtyard of the CIGI Campus in Waterloo, Canada.

Samuel Howorth
 Research Assistant, Global Economy
Coby Hu
 Research Associate, Global Economy
Trevor Hunsberger
 Multimedia Editor
Brad James
 Information Technology Systems Analyst
Nicole Langlois
 Publications Editor
Jacqueline Lopour
 Research Associate, Global Security & Politics
Kristine Lougas
 Online Editor
Jill MacLean
 Executive Assistant, Programs
Olivia Mao
 Accounting Specialist
Stephen Marshall
 Information Technology Support Specialist
Heather McNorgan
 Program Assistant, Global Economy
Alan Miller
 Manager, Information Technology
Annie Monteiro
 Receptionist
Sara Moore
 Graphic Designer
Vivian Moser
 Publications Editor
Cris Nascu
 Network Engineer
Muriel O'Doherty
 Event Coordinator
Simon Palamar
 Research Associate, Global Security & Politics
Eva Salinas
 Managing Editor, Open Canada
Natasha Scott
 Web Developer
Erica Shaw
 Manager, Evaluation and Planning
Caroline Simpson
 Web Developer
Jennifer Spencer
 Research Librarian
Samantha St. Amand
 Research Associate, Global Economy
Som Tsoi
 Digital Media Manager
Melodie Wakefield
 Graphic Designer
Brenda Woods
 Program Manager, Global Security & Politics

Fellows

CIGI fellows, who conduct the think tank's policy research and analysis and extend its global networks, are based all around the world, including at the CIGI Campus in Waterloo, Canada, and in other countries in North America, Latin America, Europe, Asia and Africa.

This list includes fellows who were active on July 31, 2015. For complete biographies of all current CIGI fellows — including links to their most recent publications, blogs and videos — visit www.cigionline.org/experts.

Pamela Aall
Senior Fellow

Bassem Awad
Research Fellow

Céline Bak
Senior Fellow

Karima Bawa
Senior Fellow

Thomas A. Bernes
Distinguished Fellow

Carl Bildt
Distinguished Fellow

Andrea Bjorklund
Senior Fellow

Joël Blit
Senior Fellow

Paul Blustein
Senior Fellow

Enrique Boone Barrera
Post-doctoral Fellow

James M. Boughton
Senior Fellow

Jorge Braga de Macedo
Distinguished Fellow

Marc Bungenberg
Senior Fellow

Sarah Burch
Senior Fellow

Peter Burn
Senior Fellow

Wil Burns
Senior Fellow

Barry Carin
Senior Fellow

Kevin Carmichael
Senior Fellow

Ana Cristina Carvalho
Research Fellow

Charles-Emmanuel Côté
Senior Fellow

Neil Craik
Senior Fellow

Chester A. Crocker
Distinguished Fellow

Armand de Mestral
Senior Fellow

Laura DeNardis
Senior Fellow

Leonard J. Edwards
Distinguished Fellow

Barry Eichengreen
Senior Fellow

David Estrin
Senior Research Fellow

Patrícia Galvão Ferreira
Post-doctoral Fellow

David A. Gantz
Senior Fellow

Richard Gitlin
Senior Fellow

Patricia Goff
Senior Fellow

Bill Graham
Senior Fellow

Robert Greenhill
Senior Fellow

Martin Guzman
Senior Fellow

James A. Haley
Senior Fellow

Shotaro Hamamoto
Senior Fellow

Fen Osler Hampson
Distinguished Fellow

Melissa Hathaway
Distinguished Fellow

Paul Heinbecker
Distinguished Fellow

Keith W. Hipel
Senior Fellow

John Higginbotham
Senior Fellow

Bianca Jagger
Senior Fellow

Harold James
Senior Fellow

Eric Jardine
Research Fellow

Paul Jenkins
Distinguished Fellow

Marcus Jewett
Senior Fellow

David Kempthorne
Research Fellow

Younsik Kim
Senior Fellow

Malcolm D. Knight
Distinguished Fellow

Patrick Leblond
Senior Fellow

Gregory Makoff
Senior Fellow

Howard Mann
Senior Fellow

Marie-Claude Martin
Senior Fellow

Rob McRae
Senior Fellow

Bessma Momani
Senior Fellow

Manuella Moschella
Senior Fellow

Csonger István Nagy
Senior Fellow

Luke Nottage
Senior Fellow

John Odell
Senior Fellow

Ucheora Onwuamaegbu
Senior Fellow

Hugo Perezcano
Senior Fellow

August Reinisch
Senior Fellow

Robert E. Rotberg
Senior Fellow

David Runnalls
Distinguished Fellow

Susan Schadler
Senior Fellow

David Schneiderman
Senior Fellow

Steven Schwarcz
Senior Fellow

Sara Seck
Senior Fellow

Pierre Siklos
Senior Fellow

Margaret Skok
Senior Fellow

Gordon Smith
Distinguished Fellow

Ezra Suruma
Distinguished Fellow

Myra J. Tawfik
Senior Fellow

Jason Thistlethwaite
Fellow

Andrew S. Thompson
Senior Fellow

Diana Tussie
Senior Fellow

Basil Ugochukwu
Post-doctoral Fellow

Hongying Wang
Senior Fellow

Olaf Weber
Senior Fellow

David Welch
Senior Fellow

John Whalley
Distinguished Fellow

Miranda Xafa
Senior Fellow

Christopher S. Yoo
Senior Fellow

Yongding Yu
Senior Fellow

Other Associates

Penelope Hawking
Consultant

Alex He
Visiting Scholar

Hailong Jin
Consultant

David Chan Smith
Visiting Scholar

CIGI CAMPUS



CIGI's new headquarters, as of fall 2014, is in the splendid CIGI Campus building in Waterloo, Canada. Built on land donated by the City of Waterloo with funds from the governments of Canada and Ontario, and matched by CIGI Chair Jim Balsillie, the facility was designed by KPMB Architects and has received multiple design awards.



At left, CIGI Facilities Assistant Robert Harvey handles one of hundreds of packing crates deployed during CIGI's September 2014 move. At right, a panoramic view of the 250-seat CIGI Auditorium, where CIGI stages many public lectures annually on current international policy issues, usually with a live webcast to a global audience.

In September 2014, CIGI moved from its previous home in a former Seagram distillery warehouse into new purpose-built offices in the award-winning CIGI Campus building, immediately adjacent. For its design, Toronto firm KPMB Architects was recognized in 2014 with a prestigious Governor General's Award of Excellence in architecture. Based on the classical "Oxbridge" style with an internal courtyard and bell tower, the CIGI Campus also houses the CIGI Auditorium, the Balsillie School of International Affairs and a public café.





67 Erb Street West
Waterloo Ontario N2L 6C2 Canada
519 885 2444

