

The NATIONAL STRATEGY FORUM REVIEW

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Publisher's Note

By Richard E. Friedman

The "Special Relationship" is often used to describe the close political, diplomatic, cultural, and historical relationship between the U.S. and the UK. However, this term is also apt to describe the "Other Special Relationship" between the U.S. and Canada.

The U.S.-Canadian relationship is commonly under-appreciated, but the political, economic, military, and cultural ties between these North American neighbors are more important than citizens of these two lands realize. Every day, for example, bilateral, cross-border trade amounts to over \$1.6 billion dollars. In fact, Canada is by far the U.S.'s largest trading partner, followed by China and Mexico. In addition to the high volume of trade, many neighboring citizens easily cross the border, as the two nations are nearly seamlessly integrated along the 5,500 mile border. Pull into a gas station across the border, or deplane from an "international" flight to/from Canada to the U.S., and the political, cultural, and common values experienced will hardly give one pause for a second take. Yet despite having so much in common, challenges to this relationship do exist.

The economic downturn in 2009 has sparked renewed discussion about the costs and benefits of NAFTA. U.S. critics will claim that the 2009 Stimulus Act, which emphasized patriotic "Buy American" mantras, is necessary to revive a struggling U.S. economy. Across the border, Canadian critics claim that these patriotic urges are renewing the rise of protectionism that will result in increased barriers to free trade and prosperity. These trends may be cause for concern, or they may be overblown. Trade disputes are bound to occur between neighboring economies, but the U.S. and Canadian economies are closely interrelated, each one thriving off of the other.

The theme of this publication is a long overdue appreciation of Canada's culture, international contributions, political stability, and enduring contributions to U.S. national security and economy. The article titled "When the Best Intentions Fail: Identity and Cultural Barriers to Inter-Organizational Cooperation" transcends the undefined two-way cultural barriers that exist between Canada and the U.S. It is a guide to thinking clearly about our personal and organizational relationships – how individuals classify others on the basis of similarity to

oneself. This analysis is useful in the international arena – how the U.S. and Canada make policy judgments that are frequently clouded by identity and organizational cultures.

"Canada's Evolving National Security Strategy" provides a perspective on Canada's shifting national security strategy from a physical, technological, and intellectual perspective. The article analyzes the concepts of strategy, doctrine, and tactics which are frequently misunderstood and become barriers to communication.

The article titled "Securing Human Mobility at the U.S.-Canada Border" perceives U.S. homeland security as a joint "civil security" alliance of Canada and the U.S. It focuses on the unique Canada-U.S. physical proximity and cultural relationship that is designed to prevent catastrophic harm to the people on both sides of the border.

Canada and the U.S. have established a long-standing, very important strategic relationship among the U.S. North American Aerospace Command (NORAD), U.S. Northern Command (USNORTHCOM), and Canada Command (Canada COM), referred to as the "Tri-Command." This organization meets regularly to ensure a coordinated and collegial approach to common security challenges. The summary of the Tri-Command mission and its future projects are summarized in the article titled "Tri-Command Study Report."

Conflict and conflict resolution is the essence of national security strategy. Even among friends and allies (and family), conflict, great and small, is usually present. Strategy is based on planning and positioning for future opportunities, anticipated conflict, and the probability of failure and its consequences.

An example of conflict among friends is the article in this publication that argues the Northwest Passage is a strait available for free and innocent passage and international navigation through Canada's internal waters. This is an explosive Canadian domestic political issue based on culture, tradition, and notions of sovereignty. Consider the U.S. reaction to a contention that the Mississippi River is an international waterway. An over-arching Canadian Arctic strategy addresses the strategic interest of the eight Arctic states, including the U.S., and issues pertaining to oil and gas exploration and drilling, water resources, and environmental and native population concerns.

Following the thematic Canadian section, we present two final articles. The article titled "Affordability of National Security" is a novel approach to how national security policy is made. Finite resources restrains and guides major national policy issue decisions such as war and the mission of the intelligence community.

Finally, a book review of "Skating On Stilts" is a post-assignment analysis of Stewart Baker's service as U.S. Department of Homeland Security Assistant Secretary for Policy. He provides insights regarding homeland security issues and threats, and compelling analysis of a two-front war: one with al Qaeda, and a second war with fellow U.S. national security agencies, the privacy lobby, and the European Commission.