



CANADIAN GLOBAL AFFAIRS INSTITUTE
INSTITUT CANADIEN DES AFFAIRES MONDIALES

Making sense of our complex world.



ANNUAL REPORT | **2021**
JUNE 2022

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CANADIAN GLOBAL AFFAIRS INSTITUTE
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// EXECUTIVE SUMMARY

The Canadian Global Affairs Institute's mission, since its Calgary-based inception in 2001, has always been the recognition of Canada's important role in the international community and the promotion of Canada's active and effective involvement in all international forums. The CGAI continues to pursue this mission by being a leader in the production and dissemination of authoritative, relevant and rigorous public policy analysis, to Canadian policy-makers and the public.

CGAI's ability to engage Canada's most important decision-makers is our differentiator. We strive to be the indispensable institution that the media, businesses, civil society and the highest echelons of government, here and abroad, seek out for policy analysis. In doing so, the Institute provides insight into the international challenges and opportunities facing Canada in the areas of defence, diplomacy, development, security, international trade and global governance, to stimulate innovative engagement using the Institute's thorough and relevant analysis.

Once again, the CGAI adapted its collection of activities in response to the COVID-19 pandemic, to continue to engage the variety of individuals and groups who regularly seek out the Institute's expertise. In 2021, the Institute published 70 papers and 197 podcast episodes, and hosted 48 various events and webinar panel discussions.

The CGAI uses these activities to achieve its principal aim of informing Canadian policy-makers and the Canadian public about Canada's current and future role in global affairs.

// ABOUT US

The Canadian Global Affairs Institute began in 2001 as the Canadian Defence & Foreign Affairs Institute (CDFAI) with a mandate to promote and inform government and the public about the value of a strong international Canadian presence. Our aim is the provision of insightful data and analysis regarding Canadian policy in all realms of global affairs – defence, development, diplomacy, security, international law, trade, natural resource management and global governance. We achieve this by promoting and disseminating the policy options analyses produced by our subject matter experts via conferences, publications and the media.

WHO WE ARE

The Institute's research is created by a cadre of more than 140 fellows – a diverse group of practitioners and academics throughout Canada and abroad. Program guidance is provided by a 15-person advisory council made up of a cross-section of former politicians, senior retired civil servants, retired general officers and academics. The Institute is governed by a board of eight experienced corporate directors, while a lean staff of seven split between Calgary and Ottawa manages day-to-day operations.

WHAT WE DO

The Institute conducts research on current and critical international issues relevant to Canada. The Institute's core activities include producing written, audio and video publications, hosting speaker events and providing expert commentary to the media.

We publish electronic policy papers and policy perspectives, *The Global Exchange*, *Defence Deconstructed* and *Energy Security Cubed* podcasts and a series of weekly electronic bulletins. We have a comprehensive website and social media presence and provide subject matter expertise to the media. We also inform our target audiences through annual speaker series, speaker events and symposiums.

VISION

The Institute's vision is to become the indispensable Canadian institution that government, the media, business and civil society, here and abroad, seek out for policy analysis pertaining to global affairs.

MISSION

The Canadian Global Affairs Institute's mission is to identify Canadian global interests and to promote Canada's active and effective involvement in the international arena. We pursue this mission through the production of authoritative, relevant and rigorous public policy analysis, and the dissemination of this strategic analysis to Canadian policy-makers and the public. To succeed, it is imperative that we inform both decision-makers and the public of the connection between international affairs and the ongoing pursuit of a more secure and prosperous Canada.

// CGAI'S PROGRAMS AND ACTIVITIES

In 2021, the Canadian Global Affairs Institute continued to expand our publications across all platforms, which allows us to provide accessible analysis to a broad range of audiences. By publishing dozens of timely, peer-reviewed papers examining various Canadian policy challenges and hosting numerous online speaker events the CGAI continues to be a leader in openly discussing the domestic and international challenges facing Canada. In addition, the CGAI addressed growing demand for mobile accessible content by releasing 197 podcast episodes and hosting 48 webinars and virtual roundtable discussions.

POLICY PAPERS

The analysis and recommendations produced in these papers and the ideas they articulate are a key component of the Canadian Global Affairs Institute. The CGAI published five policy papers in 2021, several of which were in concert with our partner, the School of Public Policy (SPP) at the University of Calgary. *All policy papers undergo a double-blind peer review process to ensure unbiased methodological and conceptual evaluation.* Policy papers are longer, more in-depth bodies of work that afford the authors a chance to thoroughly examine a topic, analyzing research and providing a recommended course of action. The full list of policy papers can be found [here](#).

In addition to CGAI's regular production of policy papers covering a wide range of topics, five thematic papers were produced to explore Canada's role in the Indo-Pacific and nine papers examining opportunities and challenges in strengthening the Canada-Taiwan relationship. The full Indo-Pacific policy series may be found [here](#), and the Canada-Taiwan series [here](#).

POLICY PERSPECTIVES

In 2021, the CGAI published 51 policy perspectives and primers. These articles are produced by our fellows, our

staff and our team of subject matter experts. These papers allow the CGAI to respond in a timely manner to a wide range of topics associated with the dynamic global environment. Similar to policy papers, policy perspectives are subject to a rigorous review to ensure high quality research and analysis, but due to their timely nature, they do not undergo a full double-blind review process. The full list of policy perspectives can be found [here](#).

THE GLOBAL EXCHANGE PODCAST

The Global Exchange podcast is a weekly conversation focused on bringing listeners comprehensive analysis and commentary on a variety of world issues. Host Colin Robertson guides listeners through the various challenges confronting Canadian foreign policymakers. This year the *Global Exchange* explored a wide variety of topics, producing 54 episodes. The full catalog of *Global Exchange* podcasts can be found [here](#) or via your podcast app.

DEFENCE DECONSTRUCTED PODCAST

The Defence Deconstructed podcast is a weekly conversation with host David Perry engaging various defence experts and officials on the pressing defence and security issues Canada faces today and tomorrow. In response to the greater demand for mobile content exploring a wide variety of topics, the *Defence Deconstructed* podcast expanded to 53 episodes in 2021. The full catalog of *Defence Deconstructed* podcasts can be found [here](#) or via your podcast app.

ENERGY SECURITY CUBED PODCAST

The Energy Security Cubed podcast is a weekly conversation with host Kelly Ogle engaging various experts and officials to discuss the three pillars of energy security – energy, economics and the environment. First launched in 2020, 47 episodes were released in the first full year of production. The complete catalog of *Energy Security Cubed* podcasts can be found [here](#) or via your podcast app.

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

BATTLE RHYTHM PODCAST

The *Battle Rhythm* podcast, hosted by CGAI Fellows Stephen Saideman and Stefanie von Hlatky, features timely discussion on the defence and security issues of the day, as well as conversations with academics and graduate students. The show is co-produced with the Canadian Defence and Security Network (CDSN) and released every second Wednesday. The full catalog of *Battle Rhythm* podcasts can be found [here](#) or via your podcast app.

CONSEILS DE SÉCURITÉ PODCAST

Présenté par Sarah-Myriam Martin-Brûlé et Thomas Juneau et publié un mardi sur deux, « *Conseils de sécurité* » traite de questions de sécurité et de défense en français. Coproduit avec le Réseau d'analyse stratégique (RAS) et le Réseau canadien sur la défense et la sécurité. Le catalogue d'épisodes complet est disponible [ici](#) ou sur votre appli de baladodiffusion.

VIRTUAL ROUNDTABLES AND SEMINARS

Due to ongoing public health restrictions the majority of the CGAI's event programming in 2021 took place virtually, via webinar presentations or virtual roundtable discussions. These featured a diverse group of experts discussing a variety of topics pertinent to Canadians. In 2021, the Canadian Global Affairs institute hosted 48 webinars and virtual roundtables, led by various Canadian military personnel, foreign attachés, diplomats, industry executives and visiting academics.

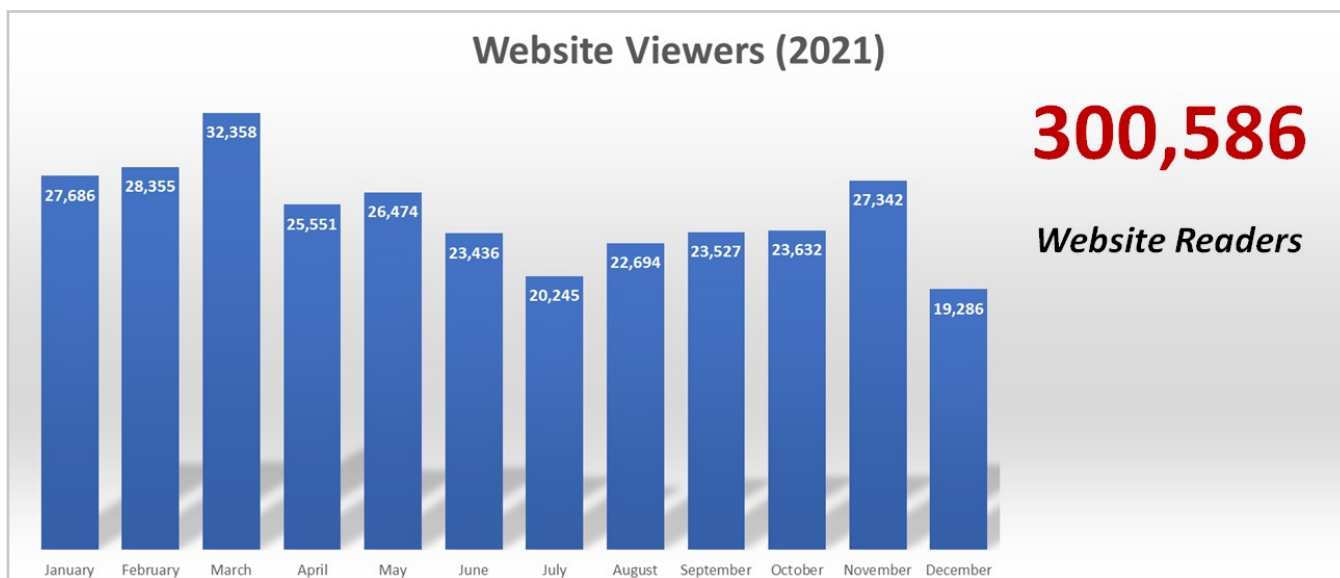
By gathering prominent stakeholders the CGAI can convey and exchange ideas about Canada's evolving role in the world as well as bolster debate and analysis of Canadian foreign policy priorities, options and alternatives. Recordings of many of the webinars may be found [here](#).

// REACH

WEBSITE VIEWERS

The CGAI recognizes that excellent public policy analysis is not enough to continue to be a leader in providing pertinent information to Canadians. The ability to engage our target audience using readily available and easy-to-access platforms has been an ongoing priority for the Institute. CGAI uses both social media and traditional media channels to supplement our various hosted events to further disseminate and promote our publications. We

are proud to say our primary media channels are consistently growing. In 2021, the CGAI website received 300,586 pageviews.



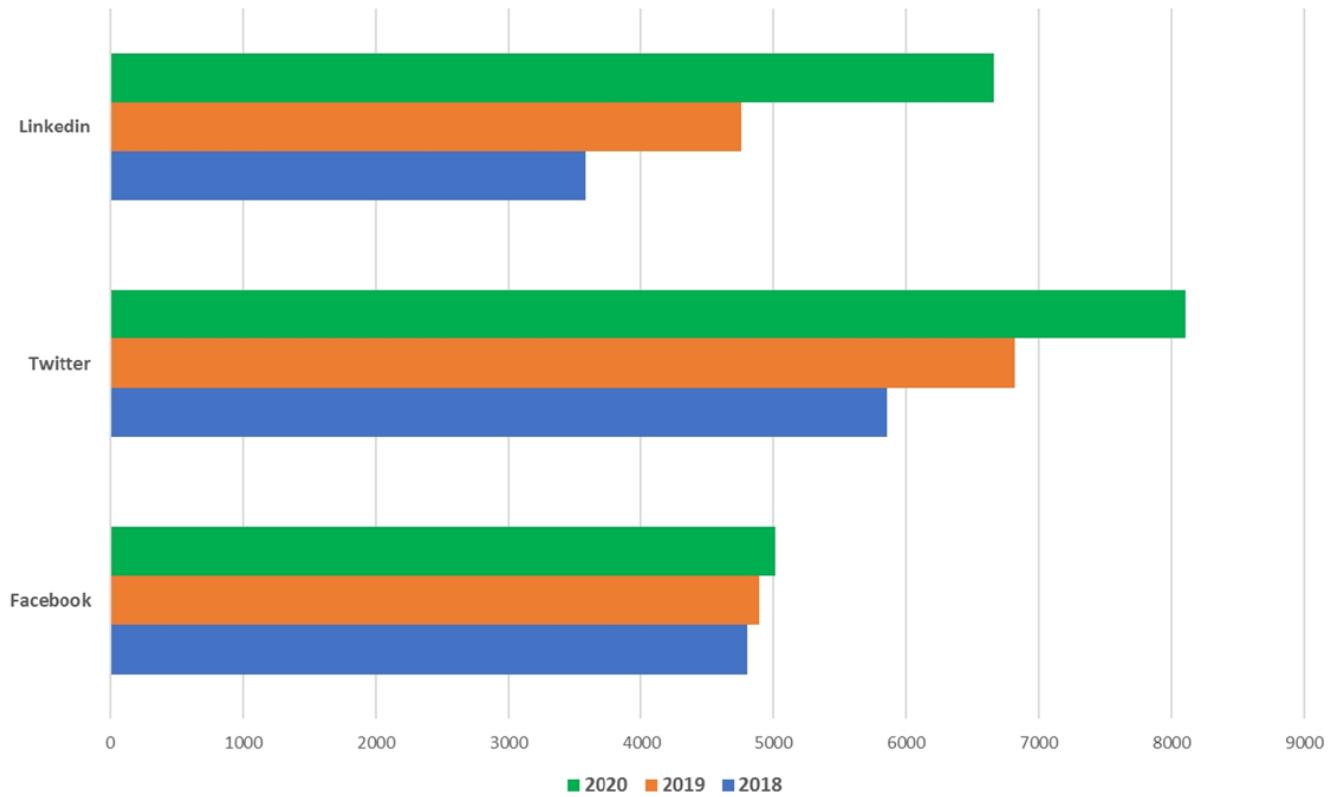
// REACH (CONTINUED)

SOCIAL MEDIA

The CGAI recognizes the importance of a strong social media presence in order to engage with its target audience in a growing mobile information environment. On Twitter, the CGAI account @CAGlobalAffairs garnered an additional 923 followers, raising its total profile to 9,027 followers. On LinkedIn, the CGAI has

also maintained remarkable growth, increasing by more than a quarter, and now boasts 8,335 unique followers.

Social Media Followers (2018-2020)



// FINANCES

OUR SUPPORTERS

The Canadian Global Affairs Institute would be unable to continue to be a leader in non-partisan, unbiased and independent analysis of Canadian public policy options without the generous and continued support from our sponsors. We would like to thank all of our sponsors and collaborative partners for supporting our 2021 events and projects. As a charitable non-profit organization, we depend on their generosity and in-kind support to continue pursuing our vision and mission. In addition to the individuals and organizations listed below, we would like to extend our thanks to those donors who prefer to remain anonymous, and who have partnered with, and contributed to, the CGAI in 2021.

Strategic Partner

The School of Public Policy, University of Calgary

Organizations

Alberta Chamber of Resources
 Amazon Web Services Institute
 Annapolis Capital
 ATB Financial
 BAE Systems Inc.
 Boeing
 Brawn Family Foundation
 Business Council of Canada
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 Cenovus Energy
 Earncliffe Strategy Group
 Embassy of Japan in Canada
 Embassy of Lithuania in Canada
 Export Development Canada
 Enbridge Pipelines Inc.
 General Dynamics Land Systems - Canada
 General Dynamics Mission Systems – Canada
 Grafton Asset Management

Irving Shipbuilding
 Konrad Adenauer Stiftung
 Lockheed Martin Canada
 Mancal Corp.
 Microsoft
 Saab AB
 Taipei Economic and Cultural Office in Canada
 Tamaratt Fund at the Calgary Foundation
 The Department of National Defence
 Westbrick Energy Ltd.
 Whitecap Resources

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 George Brookman
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 Ross Douglas
 Glenn Hamilton
 Tim Hearn
 Bill Lister
 Sheila McIntosh
 Barry Munro
 Craig Stewart
 Paul Wanklyn
 Peter Williams
 W. Brett Wilson

// FINANCES (CONTINUED)

FINANCIAL STATEMENTS

December 31, 2021 with comparative figures for 2020

	2021	2020
Operating Highlights		
Revenues (Donations, grants, special projects)	\$ 930,986	\$ 1,149,406
Operating Expenses	\$ 914,368	\$ 1,007,976
Operating Excess (Deficit)	\$ 16,618	\$ 141,430

// OUR PEOPLE (AS OF DECEMBER 31, 2021)

BOARD OF DIRECTORS

George Brookman
West Canadian Industries

Sheila McIntosh
Corporate Director

Craig Stewart
Corporate Director

Laura Dawson
Corporate Director

Kelly Ogle
Canadian Global Affairs Institute

Gilbert W. Taylor
Corporate Director

Don Douglas
Jetstream Capital Corporation

David Perry
Canadian Global Affairs Institute

Ian Wild (Chairman)
Corporate Director

ADVISORY COUNCIL

Rona Ambrose
Hon. Rona Ambrose is a former leader of Canada's Official Opposition in the House of Commons and former leader of the Conservative Party of Canada. She is currently a Global Fellow at the Woodrow Wilson Center's Canada Institute in Washington D.C.

David Coletto
David Coletto is CEO and a founding partner of Abacus Data and is an Adjunct Professor at Carleton University.

Gary Doer
Gary Doer was the 23rd Canadian Ambassador to the United States and former Premier of Manitoba.

Jean Charest
Hon. Jean Charest is a former premier of Quebec and federal cabinet minister. He is a partner at McCarthy Tétrault LLP.

Bruce Donaldson
Vice-Admiral (ret'd.) Bruce Donaldson is a 36-year veteran of the Royal Canadian Navy, a member of the Royal Roads University Board of Governors and chairs the Salvation Army Advisory Board in Greater Victoria.

Richard Fadden
National security advisor to the prime minister from 2015 to 2016, Richard Fadden was the director of the Canadian Security Intelligence Service from 2009 to 2013.

Meredith Lilly
Meredith Lilly is an Associate Professor at Carleton University and previously served as Foreign Affairs and International Trade Advisor to Canadian Prime Minister Stephen Harper.

Peter MacKay
Hon. Peter MacKay served in the Parliament of Canada for over 18 years as a cabinet minister in high-profile portfolios, including Justice and Attorney General, Department of National Defense, Foreign Affairs and the Atlantic Canada Opportunities Agency.

Janice MacKinnon
Janice MacKinnon is an Executive Fellow at the University of Calgary's School of Public Policy and a professor of fiscal policy at the School of Public Health at the University of Saskatchewan.

// OUR PEOPLE (CONTINUED)

David MacNaughton

David MacNaughton is the Canadian President of Palantir Technologies and previously served as Canada's Ambassador to the United States.

Kathleen Monk

Kathleen Monk was director of strategic communications for the late NDP leader Jack Layton and is a principal with Earncliffe Strategy Group.

John Manley

Hon. John Manley is a former deputy prime minister. He is President and Chief Executive Officer of the Business Council of Canada.

Susannah Pierce

Susannah Pierce is the President and Country Chair and GM Renewables and Energy Solutions of Shell Canada. Previously, she served as External Affairs Director of LNG Canada.

Jeffrey Simpson

Former Globe and Mail national affairs columnist Jeffrey Simpson is a Senior Fellow at the University of Ottawa Graduate School of Public and International Affairs and an Officer of the Order of Canada.

Stéfanie von Hlatky

Stéfanie von Hlatky is an associate professor of political studies at Queen's University, Director of the Queen's Centre for International and Defence Policy (CIDP) and co-director of the Network for Strategic Analysis.

Brad Wall

Hon. Brad Wall is the former premier of Saskatchewan (2007-2018) and leader of the Saskatchewan Party (2004-2018).

FELLOWS

Mark Agnew
Howard Anglin
Ken Barker
Peter G. Bates
Stewart Beck
John Barrett
David Bercuson
Kevin Birn

Jean-Christophe Boucher
Brett Boudreau
Brian Bow
Maureen Boyd
Andrew Caddell
Phil Calvert
David Carment
Andrea Charron
Timothy Choi
Jan Top Christensen
Claire Citeau
Julie Clark
Michael Cleland
Jude Clemente
Jeffrey Collins
Howard Coombs
Daryl Copeland
Jocelyn Coulon
Nicole Covey
Kristen Csenkey
Glenn Davidson
Francisco Suárez Dávila
D. Michael Day
Ferry de Kerckhove
Douglas Dempster
Jim Donihee
Peter Donolo
Timothy Dunne
Dur-e-Aden
Charlotte Duval-Lantoiné
Judit Fabian
James Fergusson
Ross Fetterly
Renee Filiatraut
Patricia Fortier
Jonathan Fried
Monica Gattinger
Allison Gifford
Emily Gilfillan
John Gilmour
Sarah Goldfeder
Frank Graves
Andrew Griffith
Marius Grinius
John Gruetzner
Robert Hage

// OUR PEOPLE (CONTINUED)

Benjamin Hautecouverture	Vanja Petricevic
Darren Hawco	George Petrolekas
Lawrence Herman	Jeff Philips
David Higgins	Taras Prodaniuk
Roger Hilton	Andrew Rasiulis
Jacque Hoornweg	Tom Ring
Deanna Horton	Chris W. J. Roberts
Andrew House	Kari Roberts
Rob Huebert	Colin Robertson
Jaeho Hwang	Lindsay Rodman
Joseph Ingram	Alexander Rudolph
Fawn Jackson	Luiza Savage
Thomas Juneau	Stephen Saideman
Tom Keenan	Hugh Segal
Brian Kingston	Amrita Sen
Elizabeth Kingston	Per Sjögren
Adam Lajeunesse	Swaran Singh
Eugene Lang	Elinor Sloan
Gavin Liddy	Sarah Smith
Meredith Lilly	Gary Soroka
Julian Lindley-French	Hugh Stephens
Ted Lipman	Alan Stephenson
Ron Lloyd	John Stewart
Natalia Loukacheva	Craig Stone
Aylin Lusi	Denis Thompson
Dennis McConaghy	Laurie Trautman
Abby MacDonald	James Trottier
Ian Mack	John Turnbull
Randolph Mank	Heidi Tworek
Michael Manulak	Sara Vakhshouri
Brendan Marshall	Adriana Vega
Barbara Martin	Stéfanie von Hlatky
Kyle Matthews	Christopher Waddell
Eric Miller	Ron Wallace
Marcia Mills	Ellen Wald
Vina Nadjibulla	Charity Weeden
Stephen Nagy	John Weekes
Michael Nesbitt	David Curtis Wright
Beat Nobs	Rob Wright
Mark Norman	
Richard Norris	
Roy Norton	
Kevin O'Shea	
Cleo Paskal	
John Parisella	
David Perry	

// **OUR PEOPLE** (CONTINUED)

MANAGEMENT AND STAFF

Kelly Ogle, CEO – Calgary

David Perry, President – Ottawa

Colin Robertson, Vice-President – Ottawa

Adam Frost, Managing Editor & Operations Manager – Calgary

Charlotte Duval-Lantoiné, Operations Manager – Ottawa

Joseph Calnan, Energy Security Forum Co-ordinator – Calgary

Canadian Global Affairs Institute

The Canadian Global Affairs Institute focuses on the entire range of Canada's international relations in all its forms, including (in partnership with the University of Calgary's School of Public Policy) trade investment and international capacity building. Successor to the Canadian Defence and Foreign Affairs Institute (CDFAI, which was established in 2001), the Institute works to inform Canadians about the importance of having a respected and influential voice in those parts of the globe where Canada has significant interests due to trade and investment, origins of Canada's population, geographic security (and especially North American security in conjunction with the United States) or the peace and freedom of allied nations. The Institute aims to demonstrate to Canadians the importance of comprehensive foreign, defence and trade policies which both express our values and represent our interests.

The Institute was created to bridge the gap between what Canadians need to know about Canadian international activities and what they do know. Historically, Canadians have tended to look abroad in a search for markets because Canada depends heavily on foreign trade. In the modern post-Cold War world, however, global security and stability have become the bedrocks of global commerce and the free movement of people, goods and ideas across international boundaries. Canada has striven to open the world since the 1930s and was a driving factor behind the adoption of the main structures which underpin globalization, such as the International Monetary Fund, the World Bank, the International Trade Organization and emerging free trade networks connecting dozens of international economies. The Canadian Global Affairs Institute recognizes Canada's contribution to a globalized world and aims to educate Canadians about Canada's role in that process and the connection between globalization and security.

In all its activities, the Institute is a charitable, non-partisan, non-advocacy organization that provides a platform for a variety of viewpoints. It is supported financially by the contributions of individuals, foundations and corporations. Conclusions or opinions expressed in Institute publications and programs are those of the author(s) and do not necessarily reflect the views of Institute staff, fellows, directors, advisors or any individuals or organizations that provide financial support to, or collaborate with, the Institute.



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