



CANADIAN GLOBAL AFFAIRS INSTITUTE
INSTITUT CANADIEN DES AFFAIRES MONDIALES

Making sense of our complex world.



ANNUAL REPORT | **2016**
JUNE 2017

CONTENTS

Chairman's Message 4

President's Message 5

Executive Summary 6

About Us 7

Who We Are 7

What We Do 7

Vision 7

Mission 7

CGAI'S Programs and Activities 8

Policy Review Series 8

Policy Papers 10

Policy Updates 11

The Dispatch 12

Speaker Series 15

Conferences 15

Reach 17

Media Hits 17

Social Media 18

Other Publications' Reach 22

Finances 24

Our Supporters 24

Financial Statements 24

Appendix A: Board of Directors 25

Appendix B: Advisory Council 26



CANADIAN GLOBAL AFFAIRS INSTITUTE
INSTITUT CANADIEN DES AFFAIRES MONDIALES

Making sense of our complex world.

Main Office

1600, 530—8th Avenue SW
Calgary, Alberta T2P 3S8
(403) 231-7605

Ottawa Office

8 York Street, 2nd Floor
Ottawa, Ontario K1N 5S6
(613) 288-2529

contact@cgai.ca | cgai.ca



// CHAIRMAN'S MESSAGE

Why do we have the Canadian Global Affairs Institute?

Since 2001 the Canadian Global Affairs Institute has been providing Canadian non-partisan views on the global influences affecting the country. Canada cannot, and does not, exist in an autarkic bubble. International events affect Canada, and therefore, well-crafted public policy to guide Canada's interaction with global affairs is imperative. In 2017 Canada reached its 150th anniversary since Confederation, and the need for critical thinking to help formulate future policy ideas is paramount as the international arena will always be complex and dynamic.

The past year has been extremely active, productive and fluid within the CGAI as the leadership of the Institute, in the ordinary course, has changed at the management and board levels. A complete strategic review of all aspects of the Institute was held over several sessions in 2016. It recognized the growing depth of expertise and reputation of our public policy experts, fellows, and advisors who represent the Institute and Canada on the world stage, leading to the decision to broaden our centres of influence.

We are a not-for-profit organization and have reinvigorated our fundraising activities with new approaches, along with a focus on technology, to extend our reach under a strong umbrella of cost efficiency. As we seek to broaden our base of support, I also want to recognize and thank all our generous supporters for affording us the resources required to continue our work. Without their support, the CGAI would be incapable of informing policy-makers and the Canadian public about the importance and complexities of global affairs.

In closing, the future for the CGAI is bright and this is due in no small way to the work of previous board members, fellows, advisors and management. We will continue our endeavour to educate by providing authoritative analysis of public policy options to decision-makers, including the Canadian public. Non-partisan public dialogue is a treasure worth preserving.

Ian Wild
Chairman



// PRESIDENT'S MESSAGE

Greetings,

I took the helm of this great organization in the fall of 2016. First, I want to thank and congratulate my predecessor, Bob Millar, for a job well done! For more than 15 years the Canadian Global Affairs Institute has taken pride in providing an independent, unbiased and non-partisan point of view regarding Canadian foreign policy, and Bob's steady hand on the tiller made sure of it. For me, continuity and consistency are key. I will do my best to uphold these values and traditions as we strive for greater visibility and increased long-term sustainability.

In September 1922 in the first edition of *Foreign Affairs* magazine, editor Archibald Coolidge stated:

Foreign Affairs will tolerate wide differences of opinion. Its articles will not represent any consensus of beliefs. What is demanded of our material is that it be competent and well informed, representing honest opinions seriously held and convincingly expressed. It does not accept responsibility for the views expressed in our pages. What it does accept is the responsibility of giving them a chance to appear.

I believe this succinctly sums up who we are, what we do and where we will continue to focus. Heightened global turbulence increases the demand to understand and better prepare for what might happen and what is to come. At the CGAI we will continue to work to ensure our research is relevant for decision-makers at all levels of government, business and the Canadian public.

I can unequivocally state that 2016 was exactly that. In quick summary, we commissioned 26 papers committed to the review of the government of Canada's defence and foreign policies, and 15 policy papers produced in concert with our partner, the School of Public Policy (SPP) at the University of Calgary. We also produced 20 policy updates. In addition, our masthead news magazine, *The Dispatch*, again produced quarterly reports on a variety of foreign policy issues. We held four speaker series dinners in Calgary and hosted two conferences in Ottawa.

We also added audio podcasts, (hosted by Colin Robertson) to our repertoire and they continue to grow in popularity. In fact, along with the podcasts, op-eds and media requests, our presence on social media is growing exponentially. How best to use these 21st century tools is of great importance. Simply

click on the links herein to peruse any of our content.

In 2017 the CGAI's visibility will increase. Our renowned stable of public policy experts, fellows and advisors will expand as will the level, quality and dynamic of our outreach programs. I want to thank all of our sponsors and supporters and ask you to continue to help us provide the best information that helps guide Canadian foreign policy.

Kelly J. Ogle
President and CEO

// EXECUTIVE SUMMARY

Since its creation in 2001, Calgary-based CGAI's mission has been to promote Canada's active and effective involvement in the international arena. The CGAI has pursued 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. We strive to be the indispensable institution that government, the media, business and civil society, here and abroad, seek out for policy and alternatives analysis. The CGAI is uniquely situated to achieve this vision – having positioned top subject experts in Ottawa, the nexus of the Canadian foreign policy interchange.

Our experts are the most renowned in their fields. Consequently, they are regularly sought out by the media, private industry and the highest echelons of government to provide analysis, guidance and advice. *The CGAI's ability to engage Canada's most important decision-makers is our differentiator.* By informing Canadian decision-makers, the Institute's research acts as a catalyst for innovative global engagement and provides insights into international challenges and opportunities pertaining to defence, diplomacy, development, trade, natural resource management and global governance.

In 2016 the CGAI conducted a wide array of activities in an effort to promote and foster informed non-partisan public dialogue regarding global affairs pertaining to Canada's national interests. We published two policy review series examining Canada's foreign and defence policies, 15 policy papers, 20 policy updates and four issues of *The Dispatch*, providing analysis of topical issues and events affecting Canada and the international community. In addition to our publications, the CGAI also hosted four speaker series dinners in Calgary discussing a range of topics, and we held two conferences in Ottawa that discussed Canada's foreign and defence policies and defence procurement challenges.

In addition to the CGAI's publications and events, we also launched the Global Exchange Podcast, hosted by Colin Robertson and David Perry, and continued to expand our reach via social media and traditional media channels. These activities are the means the CGAI employs to achieve its principal aim of informing Canadian policy-makers and the Canadian public about Canada's global future.

// ABOUT US

The Canadian Global Affairs Institute began in 2001 as the Canadian Defence & Foreign Affairs Institute 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 analysis and data regarding Canadian policy in all realms of global affairs – defence, development, diplomacy, security, international law, trade and natural resource management, and global governance. We achieve this by promoting and disseminating the policy options and alternatives analysis produced by subject matter experts via conferences, publications and the media.

WHO WE ARE

The Institute's research is created by a cadre of more than 50 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 from Canadian federal parties, senior retired civil servants, retired general officers and academics. The Institute is governed by a board of six experienced corporate directors, while a lean staff of six split between Calgary and Ottawa manages day-to-day operations.

WHAT DO WE DO

The Institute conducts research on current and critical international issues relevant to Canada. We publish electronic policy papers and policy updates, a quarterly *Dispatch*, and a series of weekly electronic bulletins. We have a comprehensive website and social media presence and we serve as subject matter experts for the media. We inform our target audiences through annual speaker series, speaker events, symposiums, and in concert with the University of Calgary's Centre for Military, Security and Strategic Studies, we assist in providing an annual military journalism course.

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 and alternatives analysis pertaining to global affairs. We also strive to have Canada recognized for its proactive involvement and leadership on global challenges – when recognition is due – and to promote its respected system of governance and world-class institutions.

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 2016, the Canadian Global Affairs Institute continued to diversify its product mix, thereby providing accessible analysis to a broad range of audiences. In June, the CGAI introduced its Global Exchange Podcast, hosted by Colin Robertson and David Perry. In July, we released our Defence Review Collection, followed by the September release of a Foreign Affairs Review Collection, featuring more than two dozen articles examining Canadian defence and foreign policies. These collections were in addition to the regular publication of policy papers and updates, and the CGAI's quarterly magazine – *The Dispatch*. In addition to publishing high quality research and analysis, the CGAI also provided a platform for discussing the challenges of Canada's international affairs by hosting conferences and speaker events.

POLICY REVIEW SERIES

In collaboration with the RBC Foundation, the Institute produced 26 papers committed to the review of the government of Canada's defence and foreign policies. The CGAI commissioned these essays to examine the policy reviews of defence and security, and development assistance undertaken by Prime Minister Justin Trudeau's new government. The topics chosen were the result of discussions with parliamentarians and senior officials in the Prime Minister's Office, the Privy Council Office, Global Affairs Canada and the Department of National Defence, as well as the advice of the CGAI's Advisory Council. The authors, a diverse group of subject matter experts, draw from their experiences as practitioners and academics.

If there is a general thread to be found in these essays, it is that Canada can play a meaningful role in global affairs; however, both our influence and capacity have limits. We therefore must be discerning in our initiatives, and we must ensure that we have the capability and capacity, including sufficient capital and experienced personnel, to

follow through. *It is imperative to bear in mind that few initiatives are accomplished during the mandate of a single government and most initiatives require long-term commitments to realize results.* Therefore, the political will to see our commitments through is equally as important as our material capabilities. The full slate of the Defence and Foreign Policy Review Collections is outlined below. Simply click on the links below to access the papers.

Defence Policy Collection – July 2016

Foreword and Introduction

by David Bercuson

Defence Policy Review Considerations: Canada's Army

by Stuart Beare

Future Roles for the RCN

by Serge Bertrand

The RCAF and the Role of Airpower: Considering Canada's Future Contributions

by Alan Stephenson

Canada's Special Forces

by D. Michael Day

Reserve Options

by George Petrolekas

Fixing Procurement

by David Perry

Canada and Cyber

by John Adams

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

Making Canada's Role in NATO More Effective

by Julian Lindley-French

Canada's Space Policy and its Future with NORAD

by Andrew B. Godefroy

Realistic Peacekeeping Options for Canada

by Sarah Jane Meharg

Real and False Tradeoffs in the Defence Review: Size Versus Readiness, Not Hard Versus Soft

by Stephen M. Saideman

Canada's Security Role in Asia-Pacific

by Marius Grinius

Collaboration Amidst Complexity: Enhancing Jointness in Canada's Defence Instrument

by Doug Dempster

Foreign Policy Collection – September 2016

What should Canada be doing (and not doing) in ASEAN and Asia?

by Randolph Mank (*Global Exchange Podcast*)

Setting Priorities Given Finite Resources: National Interest Guidelines for Making Policy Choices

by Roy Rempel (*Global Exchange Podcast*)

L'idée de relancer le volet culturel d'une politique étrangère canadienne

par Émile Martel (*Global Exchange Podcast*)

Canada and the Middle East

by Thomas Juneau (*Global Exchange Podcast*)

Pluralism and Foreign Policy: An Opportunity for Canadian Leadership

by Jillian Stirk (*Global Exchange Podcast*)

What's Next for Canada's International Development Assistance?

by Darren Schemmer (*Global Exchange Podcast*)

How Should Canada Promote Democracy and Good Governance Internationally?

by Ross Reid (*Global Exchange Podcast*)

Can Canadian Mining Companies make a Difference in Africa?

by Andrew McAlister (*Global Exchange Podcast*)

What the USA Expects from Canada as a Reliable Ally

by Peter Van Praagh (*Global Exchange Podcast*)

Freedom of the Press: A Soft Power Focus for Canada

by Ian Brodie (*Global Exchange Podcast*)

Revitalizing Canadian Public Diplomacy

by Kevin D. O'Shea (*Global Exchange Podcast*)

Should Canada Revisit the Human Security Agenda?

by Michael Small

Renewing the Arctic Dimension to Canada's National Defence Policy

by Joël Plouffe et al.

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

POLICY PAPERS

In 2016, the Canadian Global Affairs Institute published 15 policy papers, including several 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.* The analysis and recommendations produced in these papers and the ideas they articulate are a key component of the CGAI's work. Policy papers are longer, more in-depth bodies of work that afford some of our fellows a chance to thoroughly examine a topic, analyzing research and providing a recommended course of action.

Calling a Spade a Spade: Canada's Use of Sanctions

(SPP Paper)

by Andrea Charron and Paul Aseltine – December 2016

The Evolution of Japanese Security Policy

by Barry Cooper – December 2016

Canada in Africa: Finding our Footing?

by David Black – December 2016

Who Lost the Caribbean?

by Paul Durand – November 2016

The Year of Our Discontent: A Snapshot from Berlin

by Gary Soroka – October 2016

Canada's Global Refugee Policy: Opportunities for Leadership

by James Milner – September 2016

Choices for the Future: The Trans-Pacific Partnership and Canada

(SPP Paper)

by John M. Weekes – August 2016

Canada and Saudi Arabia: A Deeply Flawed but Necessary Partnership

by Thomas Juneau – July 2016

Infrastructure, Attitude and Weather: Today's Threats to Supply Chain Security

(SPP Paper)

by Stephen Blank – June 2016

South China Sea and the New Great Game

by Marius Grinius – June 2016

A Way Ahead with Russia

by Chris Westdal – April 2016

The Search for Stability in Eastern Europe: Policy Options for Canada

by Andrew Rasiulis – March 2016

Engagement and Pragmatism: Towards an Enduring Canadian Strategy in Latin America

(2015 SPP Policy Series)

by Eric Miller – February 2016

The Royal Canadian Navy: Facing Rough Seas

(2015 Contract)

by Rob Huebert – January 2016

Replacing Something Bad with Something Worse: Why Biometric Authentication Will be so Creepy

(2015 SPP Policy Series)

by Thomas Keenan – January 2016

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

POLICY UPDATES

Twenty policy updates were published in 2016. These topical papers are shorter than policy papers, allowing for timely response to the dynamic political environment. They are also produced by our fellows, as well as staff and other subject matter experts. Similar to our policy papers, policy updates are subject to rigorous review to ensure high quality research and analysis. However, because of their timely nature, they do not undergo a double-blind review. A wide range of topics are explored, reflective of the Institute's breadth of expertise.

More Than Just Showing the Flag: The Case for Amphibious Ships

by Andrea Lane and Jeffrey. F. Collins – December 2016

The Trouble(s) with Turkey: Turkey and NATO

by Ann Griffiths – November 2016

Symbolism and the CF-18 Replacement

by Al Stephenson – November 2016

Clinton or Trump: Canada's Energy Relations with the U.S.

by Colin Robertson – November 2016

Canada-EU Free Trade: The End or Future of Trade Liberalization

by Robert Hage – October 2016

A Canadian Primer to the G20 Summit: Hangzhou, China, September 4-5, 2016

by Colin Robertson – September 2016

Canada's Greatest Threat: How to Mitigate Dangers of Free-Riding

by Blae Hansen – September 2016

Syria: The Cost of Doing Nothing

by Rolf Holmboe – August 2016

Japanese Use of Force: Refinement & Normalization Amid Growing Regional Instability

by John C. Wright – August 2016

Powerful Changes in the Structure of Our World Are Unrolling: Three Recent Reports

by Stephen Blank – August 2016

Implementing the Defence Procurement Strategy: Is it Working?

by J. Craig Stone – July 2016

Preparing for Contemporary Operations in a Strategic Communications World

by Brett Boudreau – July 2016

A Primer to the North American Leaders' Summit

by Colin Robertson – June 2016

Facts and Fallacies of the Mexico-Canada Visa Issue

by Francisco Suarez Davila – June 2016

A Canadian Agenda for the USA: Obama and Beyond

by Colin Robertson – March 2016

The National Shipbuilding Procurement Strategy: How did we get to where we are now?

by Tom Ring – March 2016

Russia is Officially in the Region: A new Order has just Begun

by Fadi Elhousseini – February 2016

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

Responding to Global Challenges: The Arctic and Terrorism – Still Some Room for Complacency?

by Natalia Loukacheva – February 2016

Sovereignty Collapsed: Daesh and the Return of the Bandit Kings

by Eric Morse and Stéfanie von Hlatky – January 2016

Canada's Hidden Plan for Predicted Failure: Planning for the Introduction of the Canadian Surface Combatant

by Stewart Webb and Chris Murray – January 2016

THE DISPATCH

The Dispatch (now rebranded as the *The Global Exchange*) is the Canadian Global Affairs Institute's quarterly magazine featuring topical articles written by our fellows and other contributing experts. Each issue contains approximately a dozen articles exploring political and strategic challenges in international affairs and Canadian foreign and defence policy. In 2016, *The Dispatch* explored such topics as Canada's arms trade with Saudi Arabia, Arctic security, the Syrian civil war, international development aid, Brexit, the U.S. election and Trump presidency, the future of peacekeeping, the Trans-Pacific Partnership, nuclear non-proliferation, cyber and space security, Chinese geopolitics and the NATO-Russia relationship.



Volume XIV – Issue I

Will the Real Canada Please Stand Up?

by Jean-Christophe Boucher

Trudeau's Canada as a Peacekeeper Once More

by J.L. Granatstein

Deal or No Deal: Risky Business Saudi Style

by David Carment and Teddy Samy

Weapon Non-Proliferation

by Paul Dewar

Canada's Defence Review

by Roy Rempel

Lessons From Israel on Cybersecurity

by Eric Miller

Brexit: What's at Stake

by Anthony Cary

A Way Ahead with Russia

by Chris Westdal

Syria: Who Blocks Peace?

by Rolf Holmboe

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

Canada Needs an Asia Strategy
by Randolph Mank

China and North Korea Lips to Teeth
by Marius Grinius

Low Resource Arctic
by Whitney Lackenbauer



Volume XIV – Issue II

Message from the Editor by David Bercuson

Defence Policy Review: Where Should We Send the Canadian Military?
by Stéfanie von Hlatky

Canadian Forces Reality Check: Time to Do Less With Less
by Thomas Juneau

The Saudi Arms Deal and the Inconvenient Truth
by Barry Cooper

Canada Cannot Look the Other Way on Iran
by Candice Malcolm

Bold Anti-Nuke Campaign will Benefit Canada at UN
by Paul Dewar

Les Attentats de Bruxelles: Point culminant déchirant de l'inconscience humaine
by Ferry de Kerckhove

How Canada Should Rethink International Assistance
by Colin Robertson

Doing the Right Thing — Making Immigration Easier for Canada's Local Diplomatic Staff
by Glenn Davidson

Place Your Bets: Two South American Presidents are in Danger of Going Down - Which will be the First?
by Paul Durand

Have We Found the Key to the Smart City?
by Thomas Keenan

The NATO Summit and the Eastern Challenge: The Two-Track Approach
by Andrew Rasiulis

The New Taiwan Presidency: The Stakes for Taiwan-China Relations ... and for Canada
by Hugh Stephens

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)



Volume XIV - Issue III

Message from the Editor
by David Bercuson

Brexit, the Anglosphere and Canada
by Julian Lindley-French

The Obama Moment-Defence Spending Does Matter, eh!
by Alan Stephenson

Are Canada's Digital Security Policies Being Decided in Washington?
by Neil Desai

Canada's Cyber Security Strategy: Time for a Reset!
by John Adams

Time for Canada to Shine in Space Diplomacy
by Charity Weeden

For Today's Peacekeeping, Prepare for War
by Elinor Sloan

NATO and Canada's National Interests
by Mike Day

Reviewing the Summer of the Defence Review
by Stephen Saideman

The Inevitable End of the Turkish-Western Alliance
by Kyle Matthews

New Canadian Government Talking the Talk on Climate Change
by David McLaughlin



Volume XIV, Issue IV

Message from the Editor
by David Bercuson

Why Trump Won
by Frédéric Gagnon

Trump and Foreign Policy: All Bets Are Off
by Randolph Mank

Canada and Trump have Common Ground in Energy
by Colin Robertson

Donald Trump and the Arctic
by Rob Huebert

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

The Demise of the TPP, Japanese Ambivalence and What Canada Needs to do Now
by Hugh Stephens

Trump Wins: Europe Shudders
by Gary Soroka

Russia and Western Passivist Excess
by Hugh Segal

Gathering Clouds Threaten Trudeau's "Sunny Ways"
by Daryl Copeland

Will Trudeau Fill All of Canada's Defence Capability Gaps?
by David Perry

The Nation State Strikes Back
by Robert Muggah

SPEAKER SERIES

For several years, the CGAI has hosted an annual speaker series in Calgary. The speaker series comprised two to four dinner events each year, featuring prominent guest speakers who discussed current events and contemporary challenges in Canadian global affairs. The four featured speakers in 2016 discussed economic and political risk management of natural resource development; cross-border agribusiness marketing; and the geo-economics; and geopolitics of global oil and gas trade.

January 20, 2016 – Kenneth P. Green, Senior Director of Natural Resource Studies at the Fraser Institute

February 23, 2016 – Ariel Cohen, Director of The Center for Energy, Natural Resources and Geopolitics at the Institute for Analysis of Global Security

October 23, 2016 – Kim McConnell, Founder of AdFarm

November 15, 2016 – Sarah O. Ladislav, Director and Senior Fellow of the CSIS Energy and National Security Program

CONFERENCES

The Canadian Global Affairs Institute hosted two conferences in 2016 – the Foreign Policy Review Symposium in May, and the Defence Procurement Conference in October. These events are key components in the pursuit of the CGAI's vision. By gathering prominent Canadian policy-makers, business leaders, academics and bureaucrats, the CGAI can convey and exchange ideas about Canada's evolving role in the world as well as emboldens debate and analysis of Canadian foreign policy options and alternatives.

Defence Policy Review Symposium–Ottawa May 2, 2016

On May 2, the Canadian Global Affairs Institute hosted its annual policy symposium at the Rideau Club in Ottawa. This symposium is a key event in the CGAI's mission to enhance Canada's global role by stimulating awareness and debate about Canada's defence and foreign policies among a diverse group of Canadian policy-makers, academics, business leaders and diplomatic guests. The symposium featured three panels:

- Modern Peace Support Operations, moderated by Dr. David Bercuson
- The Future of North American Defence, moderated by Dr. David Perry
- New Directions in Canadian Foreign Policy, moderated by Colin Robertson

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

Deliverology for Defence Procurement—Ottawa October 26, 2016

The Deliverology for Defence Procurement Conference was held at the Fairmont Chateau Laurier in Ottawa on October 26. The conference addressed key challenges pertaining to defence procurement in Canada including the treatment of intellectual property in defence acquisitions, managing life-cycle affordability and exploring ways to improve defence procurement outcomes. The conference enjoyed a keynote address by the Parliamentary Secretary to the Minister of Public Services and Procurement, Leona Alleslev, and featured three panels:

- Establishing a Robust Government IP Regime for Defence Procurement, chaired by Tom Ring
- Procuring for Long-Term Affordability, chaired by Peter Weltman
- Deliverology for Defence Procurement, chaired by John Forster

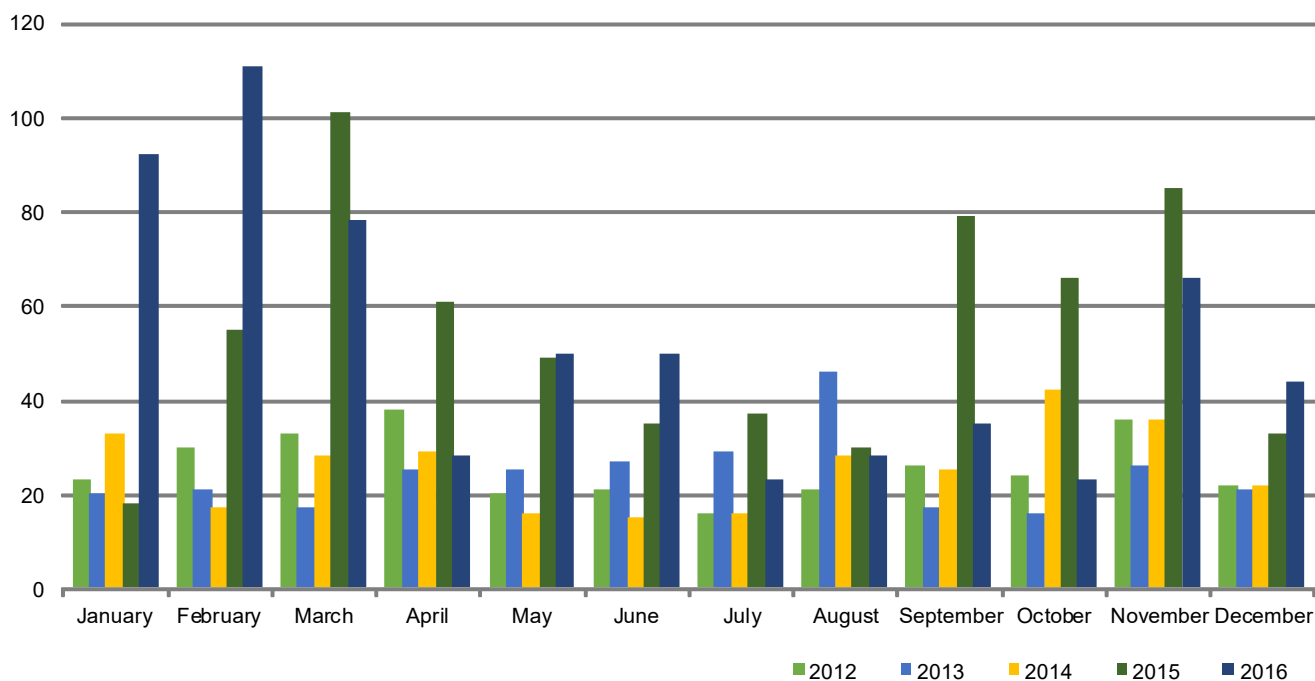
// REACH

MEDIA HITS

Since 2012, the CGAI has seen consistent growth in its media presence. Overall, total media hits by CGAI fellows have grown from 310 in 2012 to 628 in 2016 – a 202 per cent increase in five years. The most notable catalyst behind this impressive growth was the addition in 2015 of David Perry as CGAI's senior defence analyst. Dr. Perry's reputation in the capital region, as well as his versatility on defence-related issues, has allowed the CGAI to become the primary expert-of-record on many

defence- and procurement-related issues in the media. CGAI Vice-President Colin Robertson is also a preeminent Ottawa-based expert on foreign affairs; specifically, trade policy with the United States. David and Colin are responsible for roughly 45 per cent of the CGAI's media engagement in the last two years.

CGAI Media Hits Historically



// REACH (CONTINUED)

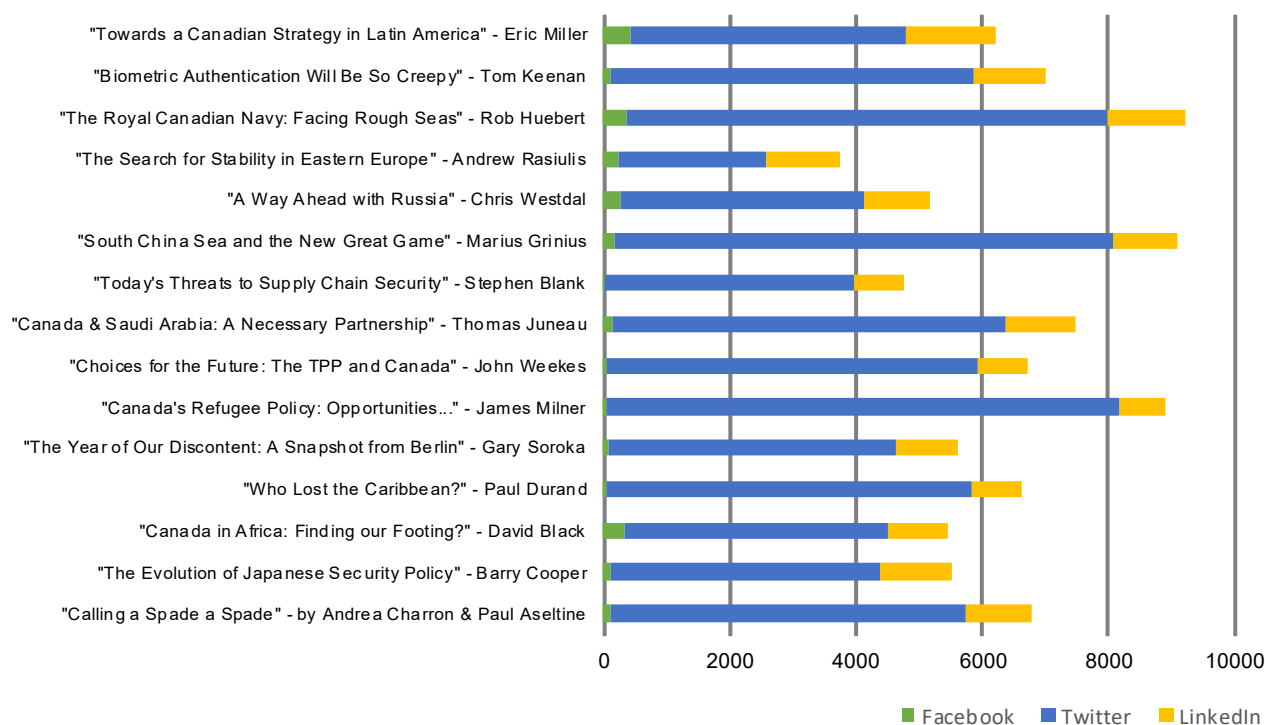
SOCIAL MEDIA

Paper Reach on Social Media

Throughout 2016, CGAI policy papers and updates were promoted and circulated on social media and obtained substantial responses. Depending on various factors – including timeliness, the topic and social media algorithms – CGAI policy papers and updates received between 4,000 and 10,000 engagements in 2016. Twitter drove the most traffic, with roughly 4,000 engagements for each publication posted. LinkedIn also drove considerable traffic, with most publications driving

about 1,000 engagements on the platform. Facebook, on the other hand, underperformed in 2016, with roughly 200 engagements per publication. However some more popular posts rose to approximately 800 engagements. A goal for 2017 is to raise the engagement rate considerably on Facebook. The recent addition of a full-time communications person in Ottawa, as well as a recent appropriation of funds for a limited social media advertising budget, will help grow the CGAI's social media reach.

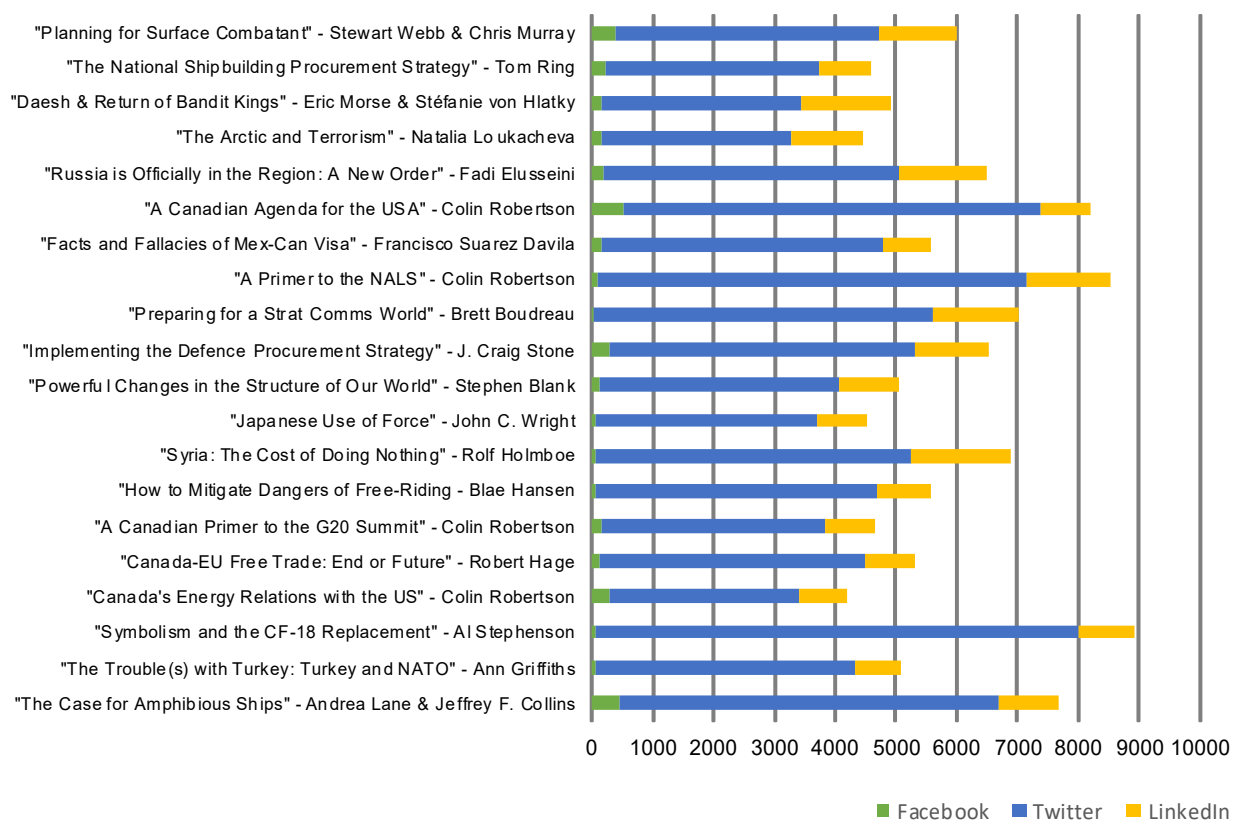
Policy Papers on Social Media



// REACH (CONTINUED)

SOCIAL MEDIA

Policy Updates on Social Media



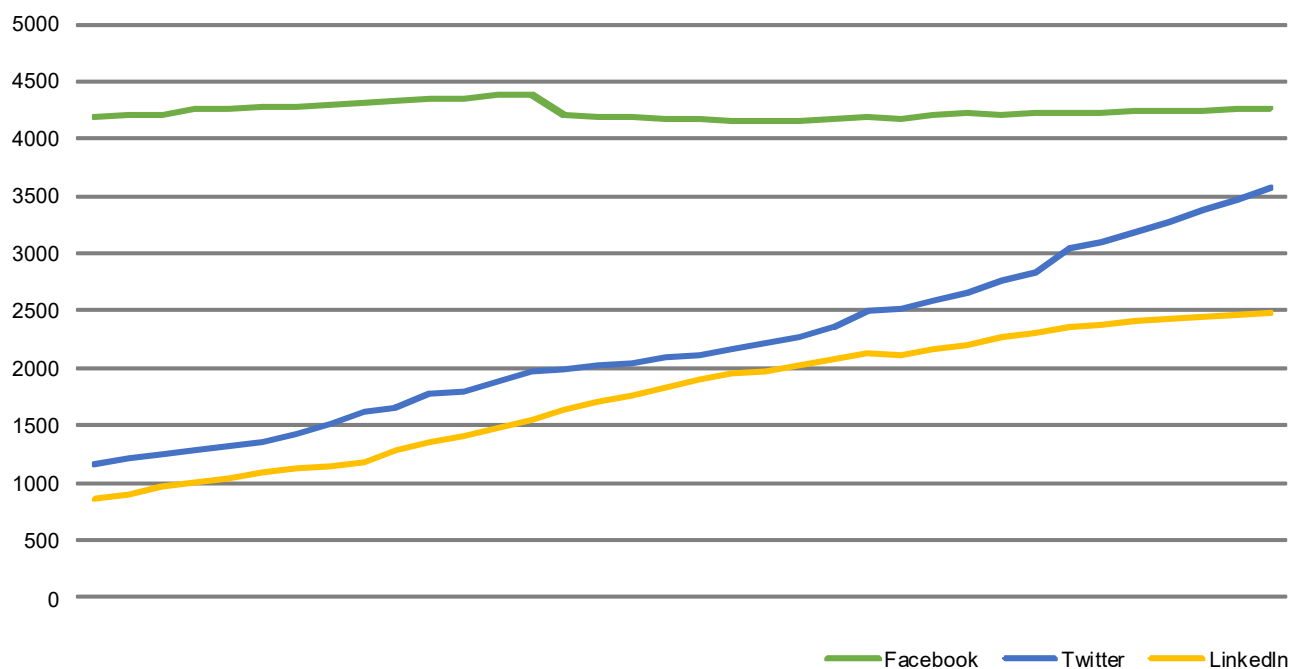
// REACH (CONTINUED)

SOCIAL MEDIA

Followers

Social media followers have increased consistently since 2014, and are on pace to continue growing at a greater rate.

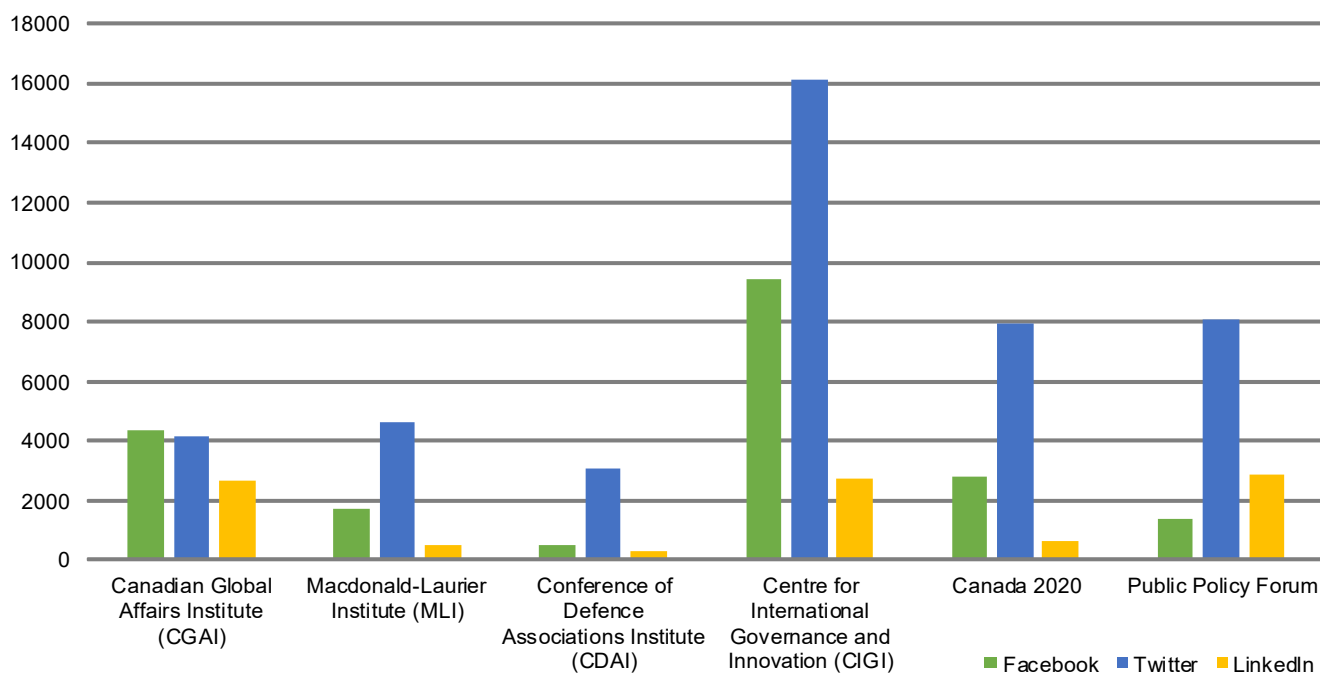
Social Media Followers (2014-2016)



// REACH (CONTINUED)

SOCIAL MEDIA

Social Media Followers



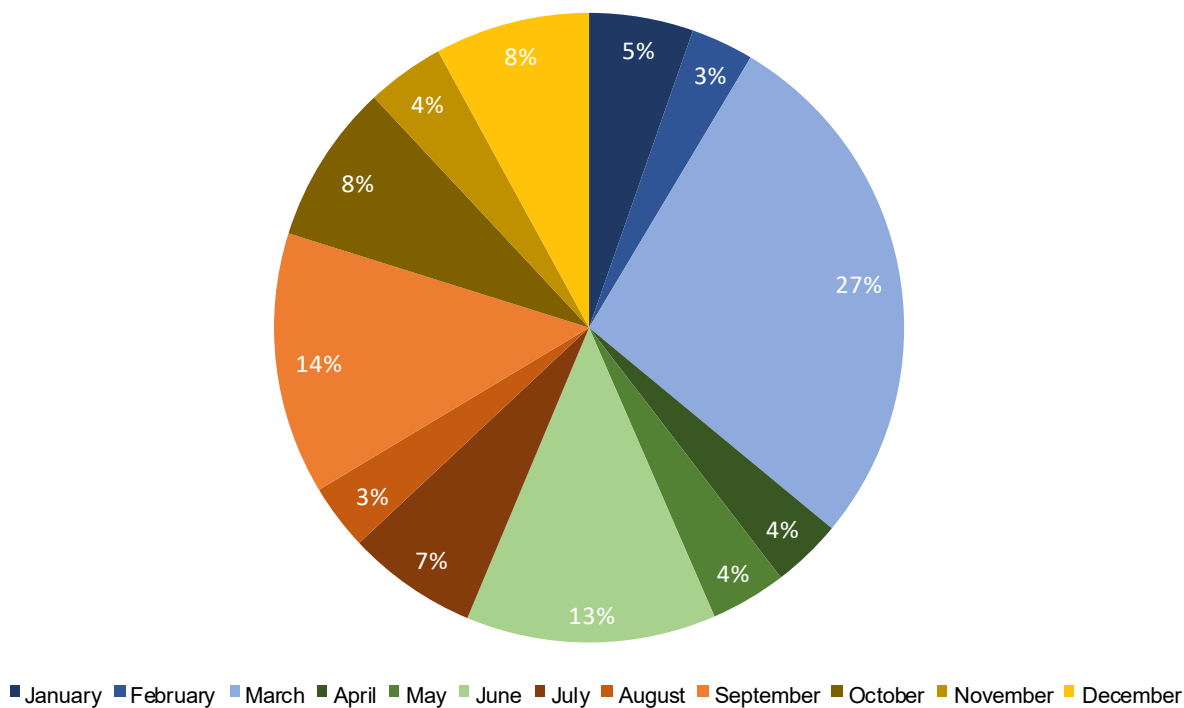
// REACH (CONTINUED)

OTHER PUBLICATIONS' REACH

The Dispatch Quarterly Magazine

As a quarterly publication, it should be noted that *The Dispatch* thrives in the months of release, but then underperforms for months with no new content. A more sustained advertising schedule, as well as the publication redesign currently underway, should help to increase the viewership of the CGAI's flagship publication.

Dispatch Views 2016 (Online)



// REACH (CONTINUED)

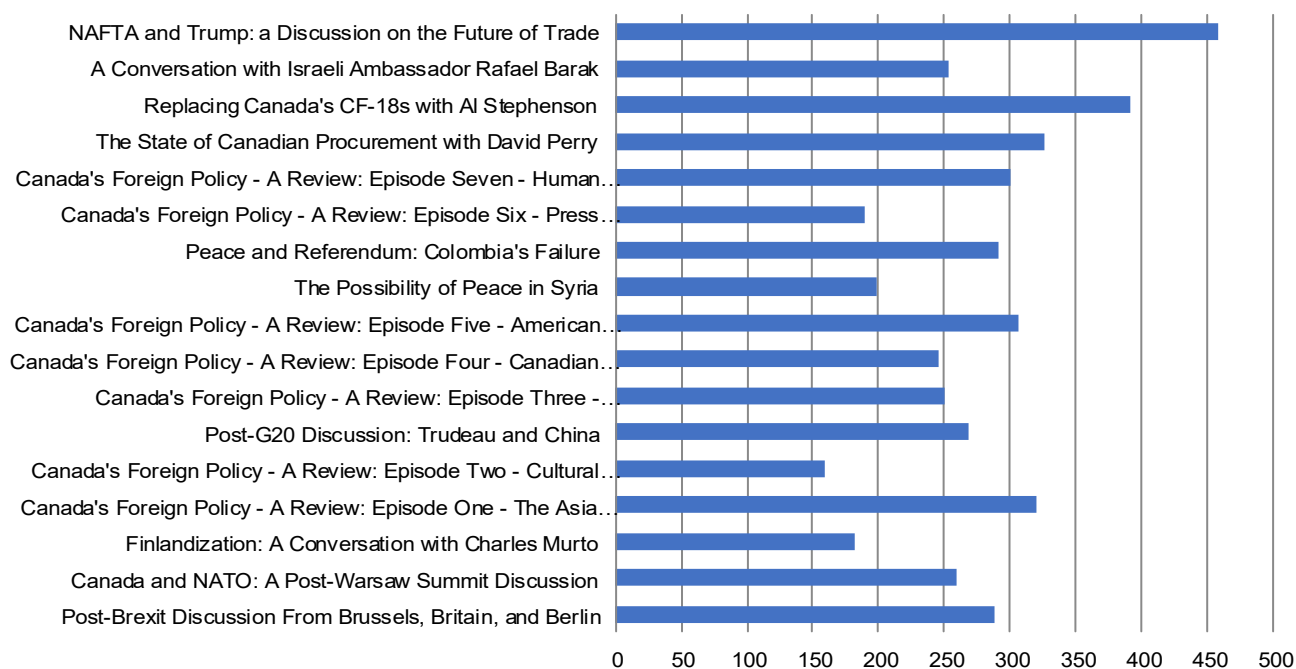
OTHER PUBLICATIONS' REACH

The Global Exchange Podcast

The Global Exchange Podcast began in 2016, so there are little data available to make any overarching generalizations about its performance thus far. That said, the few data available point to solid growth, with the possibility of podcasts playing a larger role in the CGAI's publication mix moving forward. The data below are

sourced exclusively from SoundCloud – the RSS hosting site for the Podcast – and do not take into consideration downloads from major podcast providers such as iTunes and Google Play. Therefore, it is safe to assume that a doubling of the data would present a more realistic portrayal of the Global Exchange's overall listenership.

Podcast Downloads (SoundCloud Only)



// FINANCE

OUR SUPPORTERS

The Canadian Global Affairs Institute wishes to thank its generous sponsors for supporting our 2016 events and projects. As a charitable non-profit organization, we depend on the generosity of our supporters to continue pursuing our vision and mission. We could not continue to produce non-partisan, unbiased and independent analysis of public policy options if it were not for our donors' generous contributions, and in kind support through collaboration with our partners. 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 2016.

Strategic Partner

The School of Public Policy, University of Calgary

In Kind Supporters

KPMG

The Business Council of Canada

The Norwegian Defence and Security Industries Association (FSi)

The Royal Norwegian Embassy

The Royal Norwegian Ministry of Defence

Organizations

Arthur J. E. Child Foundation

Bennett Jones

Boeing Canada

Brad J. Pierce Professional Corporation

Coril Holdings Ltd

Enbridge

Federal Fleet Service

General Dynamics Land Systems

General Dynamics Mission Systems

Lockheed Martin Canada

IAMGOLD Corporation

PM Piping Canada

RBC Foundation

Thales Canada

The Department of National Defence

TransAlta Corp.

Individuals

Andrew Abbott

David Bissett

George Brookman

Ross Douglas

Robert Easson

Dick Haskayne

Gerald Maier

Dominic Scott

Stella Thompson

Riley Waite

FINANCIAL STATEMENTS

The board of directors of the CGAI has tasked management with increasing transparency and good governance practices. Many of our donors and sponsors choose to remain anonymous, as is their legal right regarding charitable contributions.

December 31, 2016 with comparative figures for 2015

	2016	2015
Operating Highlights		
Revenues	\$ 746,299	\$ 1,029,537
(Donations, grants, special projects)		
Operating Expenses	\$ 891,912	\$ 859,938
Operating Deficit	\$ (145,613)	\$ (2,761)

A complete copy of our financial statements is available [here](#).

// **APPENDIX A: BOARD OF DIRECTORS**

George Brookman
West Canadian Industries

Don Douglas
Jetstream Capital Corporation

Sheila McIntosh
Corporate Director

Kelly Ogle
Canadian Global Affairs Institute

Craig Stewart
Corporate Director

Ian Wild (Chairman)
Corporate Director

// **APPENDIX B: ADVISORY COUNCIL** (as of December 31, 2016)

Jean Charest

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

Laura Dawson

Laura Dawson is the Director of the Canada Institute at the Woodrow Wilson Center in Washington D.C.

Richard Fadden

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

Marie-Lucie Morin

Marie-Lucie Morin served as the national security advisor to the prime minister from 2008 to 2009 before becoming an executive director at the World Bank.

Bob Rae

Hon. Bob Rae is the former premier of Ontario and was the interim leader of the Liberal Party of Canada. He is a partner at Olthuis Kleer Townshend LLP.

Ian Brodie

Ian Brodie was chief of staff to former Prime Minister Stephen Harper and is currently an associate professor of law & justice at the University of Calgary.

Anne McGrath

Anne McGrath is Deputy Chief of Staff to Rachel Notley, Premier of Alberta. Formerly the national director of the New Democratic Party of Canada, and chief of staff to Jack Layton.

Christopher Waddell

Christopher Waddell is Associate Professor at Carleton University's School of Journalism and Communications and served as director from 2009 to 2014.

Rob Wright

Rob Wright served as Canada's ambassador to China from 2005-2009 and ambassador to Japan from 2001-2005.

John Manley

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

Dan Hays

Hon. Dan Hays is a former senator and is currently a Senior Partner with Norton Rose Fulbright.

Bob Fowler

Bob Fowler was Canada's longest serving ambassador to the United Nations.

Ray Henault

General (Ret'd) Raymond Henault served as the Chairman of the NATO Military Committee in Brussels, Belgium from 2005-2008, and is a former chief of the defence staff.

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 security of North America 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 out of 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.



CANADIAN GLOBAL AFFAIRS INSTITUTE
INSTITUT CANADIEN DES AFFAIRES MONDIALES

Making sense of our complex world.