



CANADIAN GLOBAL AFFAIRS INSTITUTE
INSTITUT CANADIEN DES AFFAIRES MONDIALES

Making sense of our complex world.



ANNUAL REPORT | **2017**
JUNE 2018

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CANADIAN GLOBAL AFFAIRS INSTITUTE
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Making sense of our complex world.

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// MESSAGE FROM THE CHAIRMAN AND PRESIDENT



Ian Wild
Chairman



Kelly J. Ogle
President and CEO

Last year, we asked: Why do we have the Canadian Global Affairs Institute? Our *raison d'être* is to make sense of our complex world, and uncertainty is accelerating in the world around us. In 2017, we made significant strides to advance this mission statement.

In 2017, the Canadian Global Affairs Institute remained steadfast in its mission to inform Canadians, policy-makers and the public alike about the international challenges confronting Canada. Our content library increased significantly as we produced 65 papers discussing a broad range of topics, including a series examining Canada's energy and environment policies and policy options produced with the support of Natural Resources Canada. Our podcast continued to flourish as we released an additional 41 episodes. We also rebranded and redesigned our masthead magazine – now titled *The Global Exchange* – to be thematically organized and include more impactful articles, to provide greater value to our readership. Simply click on the links herein to peruse any of our content.

The Institute's educational and stakeholder engagement programs also reached new heights. Three major conferences were held in Ottawa discussing Canada's role in our changing world, Canada's new defence policy and Canada's defence procurement challenges. These conferences were complemented by numerous roundtables, seminars and other speaker engagement events.

Promoting informed discussion about Canada's role in the world is today as important as ever. Whether interpreted as a blessing or curse, we irrefutably live in interesting times.

The inauguration of President Donald Trump and his pursuit of an America First agenda has eroded or threatened many international norms the U.S. has long championed. North Korea's sixth nuclear weapon test and continued development of increasingly sophisticated long-range ballistic missiles are creating a time-sensitive

powder keg on the peninsula. Ethnic conflict in Myanmar, famine and cholera epidemics in South Sudan and Yemen, the ongoing Syrian civil war, and a series of hurricanes that devastated the Caribbean and North American Gulf Coast have created millions of refugees and displaced at-risk people. The proliferation and volatility of cryptocurrencies and other developments in technology and technological processes are challenging the norms of our financial and economic system. These are some of the destabilizing events which contribute to international uncertainty.

These events have political consequences. In March, the United Kingdom invoked Article 50 of the Lisbon Treaty, formalizing its intent to withdraw from the European Union; at the 19th Chinese Communist Party Congress President Xi Jinping consolidated his position within his party and at the helm of China; and populist movements across the Western world challenged elections and unveiled fervent nationalist forces.

However, there were also reasons for optimism in 2017. In June, the city of Mosul was liberated after three years of brutal ISIS occupation as the extremist organization's strength continued to diminish; centrist parties in major Western countries such as the Netherlands, France and Germany defeated nationalist movements; and global economic growth continued to increase from the year prior.

This is the international environment Canadian decision-makers must navigate.

In 2018, we will continue to diversify and enrich the mix and calibre of our programs. We have no doubt 2018 will prove to be another banner year in pursuit of the Institute's vision. We want to thank all of our sponsors and supporters who afford us the opportunity to provide the best information to help guide Canadian international policy in these challenging times. We hope to earn your continued support in the years to come.

// 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 analysis.

The media, private industry and the highest echelons of government regularly seek out the Institute's expertise 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, international trade and global governance.

In 2017, the CGAI conducted a wide array of activities in an effort to promote and foster informed non-partisan public dialogue regarding Canada's national interests in global affairs. In all, the Institute published 65 papers, four editions of our rebranded magazine, *The Global Exchange*, and 41 podcasts. With the support of Natural Resources Canada, the Institute also published a series of papers examining Canada's energy and environmental policies and policy options. In addition to our publications, the CGAI hosted two speaker series dinners in Calgary discussing Canada-U.S. trade relations and cyber-security. We also organized three conferences in Ottawa that examined Canada's role in a world in disarray, Canada's new defence policy – *Strong, Secure, Engaged* – and Canada's defence procurement challenges. The Institute's outreach via social media and traditional media channels also continued to grow.

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 (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 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 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 70 fellows – a diverse group of practitioners and academics throughout Canada and abroad. Program guidance is provided by a 16-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 nine 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. The Institute's core activities include the production of written, audio and video publications, the hosting of speaker events and providing expert commentary to media.

We publish electronic policy papers and policy updates, a quarterly *Global Exchange* magazine 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,

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 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

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.

POLICY PAPERS

In 2017, the Canadian Global Affairs Institute published 14 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.

After the TPP: What's Next for Canada in Asia?
by Hugh Stephens – April 2017

Staying Ahead of Trump on Security Requires a Holistic Review of Canadian National Security
by Alan Stephenson – May 2017

Beyond NORAD and Modernization to North American Defence Evolution
by Dr. Andrea Charron and Dr. James Fergusson – May 2017

What Should Canada's Aims be in any Renegotiation of NAFTA? (Win)
by Sarah Goldfeder – May 2017

America First: The Global Trump at Six Months
by Colin Robertson – July 2017
(SPP Paper)

Remaking NAFTA: Its Origin, Impact and Future
by Eric Miller – August 2017

Trends in International Security and Trade
by Elinor Sloan – August 2017
(SPP Paper)

2016 Status Report on Major Equipment Procurement
by David Perry – September 2017
(SPP Paper)

The Border/Perimeter Security Agenda in the Age of Trump: A Coping Strategy for Canada
by Brian Bow – September 2017

Softwood Lumber: Some Lessons from the Last Softwood (Lumber IV) Dispute
by Elaine Feldman – October 2017
(SPP Paper)

A World Larger than Trump's: China's
by Ferry de Kerckhove – November 2017

Brexit and the Shifting Pillars of NATO
by Julian Lindley-French – November 2017

Strong, Secure, Engaged: Evaluating Canada as a Dependable Ally and Partner for the United States
by Lindsay Rodman – November 2017

U.S. Arctic Foreign Policy in the Era of President Trump: A Preliminary Assessment
by Joel Plouffe – November 2017

POLICY UPDATES

Thirty-one policy updates were published in 2017. These topical papers are shorter than policy papers, allowing for timely response to the dynamic political environment. They are produced by our fellows, as well as staff and other subject matter experts. Similar to 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.

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

***Domestic Income Fairness and Strategic Global Security ...
Now One and the Same?***

by Hugh Segal – January 2017

Canada and Mediation: Issues and Considerations

by Peter Jones – January 2017

A Primer to the Trump-Trudeau Meeting

by Colin Robertson – February 2017

***Canada-U.S. Relations on the Eve of Prime Minister
Trudeau's Visit to Washington***

by Ferry de Kerckhove – February 2017

Bad News for Defence: Budget 2017

by David Perry – March 2017

2017 Defence Budget Primer

by David Perry – March 2017

***Growing the Defence Budget: What Would Two Per Cent of
GDP Look Like?***

by Craig J. Stone – March 2017

Japan: Eternal Geography, Varied Responses

by Mathew Preston – April 2017

***It Won't Come Easy: Seven Obstacles to a Science Diplomacy
Renaissance***

by Daryl Copeland – April 2017

Managing Trump: The Canadian Response

by Colin Robertson – April 2017

***The Nexus of Diplomacy, Sport, Politics and the Media:
Parallels, Paradoxes and Pitfalls***

by Daryl Copeland – May 2017

A Primer to the Brussels NATO Summit

by Colin Robertson – May 2017

***A Canadian Primer to the G20 Summit in Hamburg,
Germany, July 7-8, 2017***

by Colin Robertson – July 2017

Cyber-Security at a Frantic Time: A Rational Plan

by Hugh Segal – July 2017

A NAFTA Primer for Canadians

by Colin Robertson – August 2017

North Korea: A New Great Game

by Marius Grinius – August 2017

The Path Narrows for Britain's Exit Strategy

by Denis Clark – September 2017

The Neglected Crisis: Myanmar's Rohingya

by Sarah Goldfeder – September 2017

***The North American Process: Intent, Reality and the Future
of the North American Free Trade Agreement***

by Francisco Suarez Davila – October 2017

***NATO if Necessary, But Not Necessarily NATO: Critically
Evaluating Canada's Membership in the North Atlantic Treaty
Organization***

by Ariel Shapiro – October 2017

NAFTA Renegotiations: Fish or Cut Bait

by Colin Robertson – October 2017

***40 years of ASEAN-Canada Partnership, and a Strategic
Agenda for Tomorrow***

by Venilla Rajaguru – November 2017

***The Internalization of Canadian Science: Getting Back in the
Game?***

by Daryl Copeland – November 2017

Hybrid Warfare and Civil-Military Relations

by Jean-Christophe Boucher – December 2017

The Harsh Reality: Canada and 21st Century Peacekeeping

by Howard Coombs – December 2017

Quantum Diplomacy for a New Technological Age

by Randolph Mank – December 2017

***La Nouvelle Stratégie de Sécurité Nationale Américaine de
Trump***

by Ferry de Kerckhove – December 2017

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

Gaming the CF-18 Fighter Replacement: The Politicizing of Military Procurement

by Alan Stephenson – December 2017

Canada Looks to the Past for Fighter Fix while Allies Fly in the 21st Century

by Matthew Fisher – December 2017

A Value Proposition and Narrative for Energy and Climate in Canada

by Mike Cleland, Dave Collyer, John Dillon, Monica Gatteringer and Ken Ogilvie – December 2017

THE GLOBAL EXCHANGE MAGAZINE

The Global Exchange (formerly *The Dispatch*) 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 2017, the magazine was redesigned and rebranded to provide greater value to our readership. Each issue now focuses on a central theme, and includes collections of articles for examining topics in greater depth than before. The new format was inaugurated with our 2017 Energy Series, and the following issue featured a collection of papers examining Canada's role within the NATO alliance.



Volume XV, Issue I

Message from the Editor
by DAVID BERCUSON

Canada Needs a Bold New Trade Agenda
by RANDOLPH MANK

The Chicago Example: Or Why the U.S.-Canada Relationship will stay the Course
by SARAH GOLDFEDER

Defence Spending for 2050
by MIKE DAY

GOC Main Estimates 2017-2018: The Good, Bad and Ugly for Defence
by DAVID PERRY

Canada as an International Mediator
by PETER JONES

Ukraine and Canada: All Quiet on the Eastern Front?
by DAVID CARMENT AND MILANA NIKOLKO

The Russians are Coming – Better Get Ready
by BRETT BOUDREAU

A New Geneva Peace Conference: Peace in Syria or Syria in Pieces?
by ROLF HOLMBOE

Gambia: Another African Country Cedes a Despot to Democracy
by DARREN SCHEMMER

Canadian Expatriates: What Should Their Voting Rights Be?
by ANDREW GRIFFITH AND ROBERT VINEBERG

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)



Volume XV, Issue II

Message from the Editor
by DAVID BERCUSON

Canada and the TPP 11: Don't Miss the Opportunity
by HUGH STEPHENS

Transparency, Public Engagement, Human Rights: What
China and Canada can Learn from Canada-EU Free
Trade
by ROBERT HAGE

Canada and the Arctic Council
by ROB HUEBERT

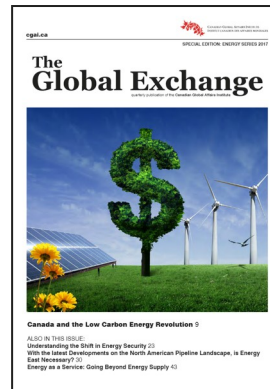
NATO, Deterrence and What it Means for Canada
by STEFANIE VON HLATKY

Canada, What Are You Waiting For?
by LINDSAY RODMAN

Delays on Defence: Costly or Not? Yes.
by STEPHEN SAIDEMAN

Cyber-Security at a Frantic Time: Principles that Matter
by HUGH SEGAL

The Luring Dangers of Right-Wing Extremism in Europe
by VANJA PETRICEVIC



With the support of Natural Resources Canada, the Institute organized a collection of 10 papers to help inform public dialogue on Canada's energy and environment policies and policy options. The contributing authors are experts with varying experience in academia and as practitioners in the energy industry. Their analysis and recommendations provide a range of opinions on the challenges of energy infrastructure development, climate change mitigation, energy diversification, and industrial innovation and efficiency.

Volume XV, Issue III – Special Edition

Big Projects, Big Politics, Big Policy: Strengthening Public
Confidence in Energy Decision-Making in Canada
by MONICA GATTINGER

Canada and the Low Carbon Energy Revolution
by MICHAEL CLELAND

Can Canada Restore a Functional Regulatory Process for
Major Infrastructure Projects?
by DENNIS MCCONAGHY

Energy as a Service: Going Beyond Energy Supply
by NORMAND MOUSSEAU

How Does Canada Respond to Stranded Asset Risk?
by AMY MYERS JAFFE

More Hydro Power in Canada: Tapping Our Potential
by JOHN HAFFNER AND JIM BURPEE

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

The Inescapability of Carbon Taxes for Canada
by DENNIS MCCONAGHY

Thoughts on Canada's Carbon Tax Agenda
by KENNETH P. GREEN

Understanding the Shift in Energy Security
by PETRA DOLATA

With the Latest Developments on the North American Pipeline Landscape, is Energy East Necessary?
by KELLY OGLE



Volume XV, Issue IV

Introduction to the NATO and Canada Papers Series
by COLIN ROBERTSON

Message from the Editor
by DAVID J. BERCUSON

NATO, Canada and the U.S. Bank of Mom and Dad
by JULIAN LINDLEY-FRENCH

NATO: A Personal Perspective
by YVES BRODEUR

NATO's Challenge: The Economic Dimension
by IAN BRODIE

Keeping the Americans In
by COLIN ROBERTSON

NATO, Canada and the Arctic
by ANDREA CHARRON

Canada's Military Operations on NATO's Eastern Flank: Why They Matter
by ANDREW RASIULIS

Closed for Repairs? Rebuilding the Transatlantic Bridge?
by RICHARD COHEN

NATO's Soft Southern Flank
by ROLF HOLMBOE

Canada and NATO can Nudge Afghanistan Back onto the Right Track
by LINDSAY RODMAN

NATO If Necessary, But Not Necessarily NATO: Critically Evaluating Canada's Membership in the North Atlantic Treaty Organization
by ARIEL SHAPIRO

THE GLOBAL EXCHANGE PODCAST

The Global Exchange podcast is a weekly conversation focusing on international affairs, defence, diplomacy and development policy. Hosts David Perry and Colin Robertson guide listeners through the week that was in foreign policy from a uniquely Canadian perspective.

Trump Inauguration Special: The Canada-U.S. Relationship – Part One
January 19, 2017

Trump Inauguration Special: The Canada-U.S. Relationship – Part Two
January 20, 2017

Inter-State Mediation: A Discussion with Peter Jones
January 26, 2017

Cyber-Threats and Vulnerabilities: A Conversation on the Future of Cyber-Security (Part 1)
February 9, 2017

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

Cyber-Threats and Vulnerabilities: A Conversation on the Future of Cyber-Security (Part 2)

February 16, 2017

Bad News for Defence and Development – A 2017 Post-Budget Analysis

April 5, 2017

Canada and Asian Pacific Security Perspectives: A Discussion with the Korean Ambassador Daeshik Jo

April 20, 2017

Energy Series Episode 1: Carbon Taxes and the Future of Canadian Energy Development

April 27, 2017

Energy Series Episode 2: The Shifting Tides within Canada's Energy Industry

May 4, 2014

French Election Special: A Roundtable with CGAI's European Experts

May 11, 2017

Energy Series Episode 3: Carbon Taxes and Energy Supply from a National Perspective

May 17, 2017

A Conversation with French Ambassador Nicolas Chapuis

May 25, 2017

A Canadian Analysis of Donald Trump's First G7 & NATO Summits

June 1, 2017

Canada-Chile Relations: On Track or Time for a Reset?

June 5, 2017

Canada's Defence Policy Review: What Does it Mean?

June 8, 2017

A World in Disarray: What Role for Canada in a Confused International System?

June 15, 2017

The Canada-France Bromance: Possibilities for the Trudeau-Macron Relationship

June 22, 2017

Canada's New Feminist Development Policy

June 29, 2017

The Need for North American Defence Modernization

July 6, 2017

The Softwood Lumber Industry and North American Trade Disputes

July 17, 2017

NAFTA Renegotiation: What Do Trump's Goals Mean For Canada?

July 24, 2017

NAFTA Renegotiation: The Ins and Outs of Modernizing North American Trade

July 31, 2017

NAFTA Renegotiation: An Explanation of the American Trade Regime

August 8, 2017

The North Korean Problem: Responding to the New Great Game

August 15, 2017

NAFTA Renegotiation: A Need For Dispute Settlement Mechanisms?

August 22, 2017

Science Diplomacy and the Future of the Foreign Service

August 28, 2017

Energy Series Episode 4: Pipelines & Hydro Power

September 5, 2017

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

NATO Series Episode 1: The Possibility of Renewing the Atlantic Alliance

September 11, 2017

NATO Series Episode 2: The Contemporary Role and Future of NATO

September 18, 2017

Myanmar's Failure: The Plight of the Rohingya People

September 25, 2017

NATO Series Episode 3: Rebuilding Ties and Increasing Capacity – NATO's Contemporary Challenge

October 10, 2017

The State of Canadian Consular Services, with Patricia Fortier

October 17, 2017

The Alliance's Economic Dimension

October 23, 2017

NATO Series Episode 5: The Soft Southern Flank

October 30, 2017

Trudeau Goes to Asia

November 6, 2017

NATO Series Episode 6: How to Approach Afghanistan

November 14, 2017

The Role of the Canadian Armed Forces: Peacekeeping & Contemporary Realities

November 20, 2017

How Does Canada's Immigration System Work?

November 27, 2017

Assessing Canada's Role in the North Korea Crisis & Ballistic Missile Defence

December 2, 2017

Trudeau Visits China – Are We Close to a Trade Deal?

December 5, 2017

A New Era of Defence Engagement? Canadian Subs in the Asia-Pacific

December 11, 2017

Canada-U.S. Border Relations: Possibilities for Co-operation in the Age of Trump?

December 14, 2017

Buying New Fighter Jets: What's Actually Going On?

December 18, 2017

Changing the Narrative Around Energy & Climate: A Discussion with the Experts

December 22, 2017

A Conversation with Japanese Ambassador Kenjiro Monji

December 29, 2017

SPEAKER SERIES

For eight years, the CGAI has hosted an annual speaker series in Calgary. The speaker series comprises two to four dinner events each year, featuring prominent guest speakers who discuss current events and contemporary challenges in Canadian global affairs. John Weekes, a senior advisor with Bennett Jones and former Canadian chief trade negotiator, discussed the challenges of NAFTA renegotiations with President Donald Trump's administration during our first event. The second dinner, featuring John Millar, president of Digital Boundary Group, focused on corporate and personal cyber-security threats and mitigation methods.

January 24, 2017 – John Weekes, Senior Business Advisor, Bennett Jones LLP

February 21, 2017 – John Millar, President, Digital Boundary Group

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

CONFERENCES

The Canadian Global Affairs Institute hosted three conferences in 2017. These events are core 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 bolster debate and analysis of Canadian foreign policy options.

A World in Disarray: What Role for Canada?

May 2, 2017

On May 2, the CGAI hosted its annual policy symposium at the Chateau Laurier 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 international engagement among a diverse group of Canadian policy-makers, academics, business

leaders and diplomatic guests.

Keynote Speakers:

- Diane Jacovella, Associate Deputy Minister of Foreign Affairs
- Kim Rudd, Parliamentary Secretary to the Minister of Natural Resources

The symposium featured five panels:

- What role and what goals for Canada in a confused international system? – moderated by Colin Robertson
- What does Canada want in renewing the North American economic accord? – moderated by Colin Robertson
- What is the best energy policy for Canada? – moderated by Kelly Ogle
- Evolving North American defence for the Trudeau-Trump era – moderated by Stephen Saideman
- Chronic condition? DND's capital deferment problem – moderated by Thomas Ring

Unpacking Canada's New Defence Policy: The Path to *Strong, Secure, Engaged* – Ottawa, October 4, 2017

Following the Trudeau government's release of Canada's new defence policy – *Strong, Secure, Engaged* – the Institute hosted a one-day conference at the Chateau Laurier to examine some of the major changes resulting from this new policy with experts from the government of Canada and non-governmental stakeholders. The conference focused on the changes proposed to the defence of Canada and North America, the new 20-year defence funding plan, Canada's new defence capabilities and the creation of an innovative defence sector.

Keynote Speakers:

- Hon. Harjit Sajjan, Minister of National Defence
- Jody Thomas, Senior Associate Deputy Minister, Department of National Defence
- Rear Admiral Darren Hawco, Chief of Force Development, Department of National Defence

The symposium featured three panels:

- The evolution in North American defence policy – moderated by Lindsay Rodman
- Canada's future defence funding – moderated by David Perry
- Creating an innovative defence sector: New IDEaS and approaches – moderated by Doug Dempster

Creating a Big Bang: Implementing the Procurement Ambition in *Strong, Secure, Engaged* – Ottawa, October 26, 2017

The fifth annual defence procurement conference focused on the core defence procurement challenge arising from *Strong, Secure, Engaged* implementation. How difficult will this ambition be to implement? How do we get there from here? Can the status quo procurement system (institutional arrangements, governance structure, capacity, skill levels, etc.) with planned adjustments deliver this new policy on schedule? The day's program was constructed to examine three subjects that are of significant importance to delivering on these objectives: What are the government's plans and how difficult will they be to achieve? What factors are critical for successful

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

implementation? How does Canada actually move forward to implement *Strong, Secure, Engaged*? Can Canada learn from best practices in other countries, or do we have to solve our issues in our own way?

Keynote Speaker: Mark Thomson, Senior Analyst, Australian Strategic Policy Institute. The symposium featured four panels:

- Setting the stage – moderated by David Perry
- Framing the challenge – moderated by Eugene Lang
- What factors are critical to successfully implementing SSE? – moderated by David Perry
- How does Canada actually move forward to implement SSE? – moderated by Michael Day



ROUNDTABLES AND SEMINARS

The Canadian Global Affairs Institute hosted and participated in 19 roundtables and seminars in 2017. The various roundtables and seminars featured CGAI fellows and guest speakers from diverse backgrounds, including Canadian military personnel and foreign attachés, diplomats, industry executives and visiting academics, and the topics of discussion were as diverse as the speakers. Similar to conferences, 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.

CANADIAN MILITARY JOURNALISM COURSE

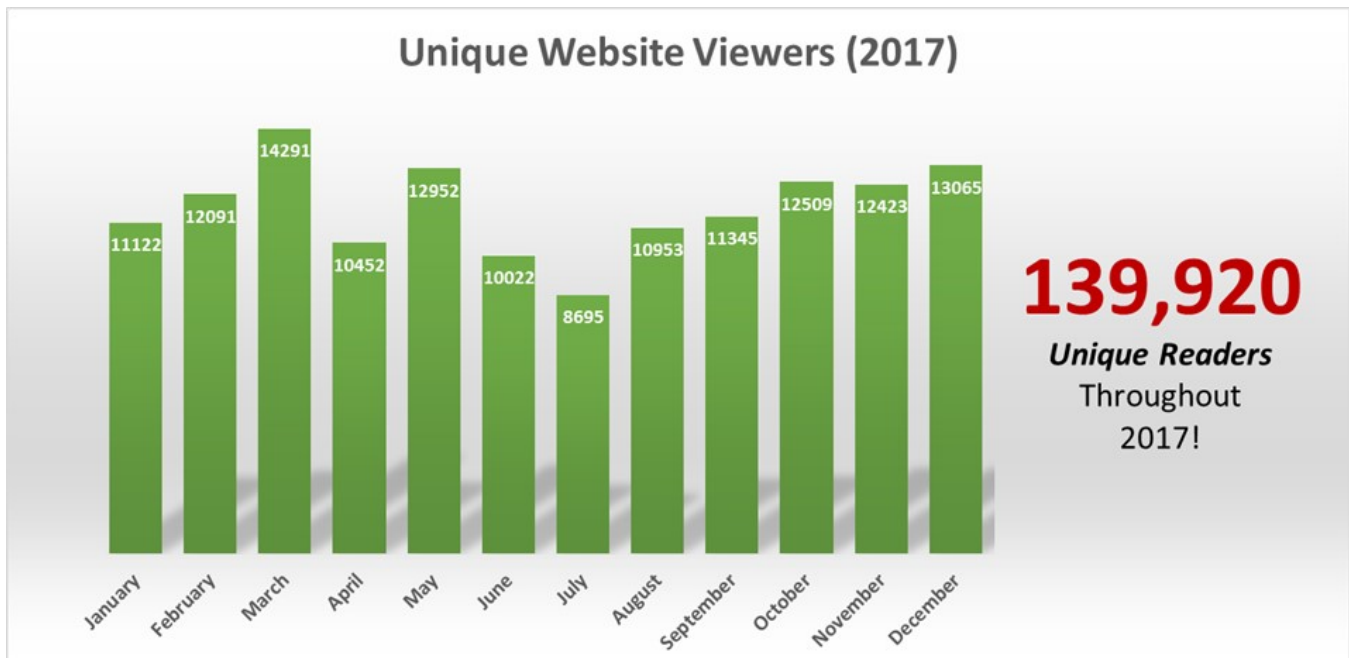
Started in 2002, this nine-day course introduces university students to military journalism and the Canadian Armed Forces. The course includes a combination of media-military theory in a classroom setting, coupled with field visits to Armed Forces regular and reserve units. The program's goal is to enhance the military education of future Canadian journalists who will report on Canadian military activities domestically and abroad. Through this education the media will become a better conduit to communicate defence and foreign affairs issues to the Canadian public. In 2017, 10 journalism students selected from all across Canada completed the course from April 30 - May 10, which included a visit to CFB Edmonton.



// REACH

Excellence in public policy analysis alone would not allow the CGAI to succeed in its mission. To inform Canadians, the Institute must also effectively communicate policy options analysis to decision-makers and the Canadian public. In addition to hosting various events to directly engage with our target audience, the CGAI disseminates and promotes its publications via social media and traditional media channels. In recent years, the Institute's presence in primary media channels

has steadily grown. In 2017, CGAI fellows published 172 op-eds in online and print media outlets, conducted 491 online or print interviews, conducted 133 radio interviews and appeared in 162 television interviews.



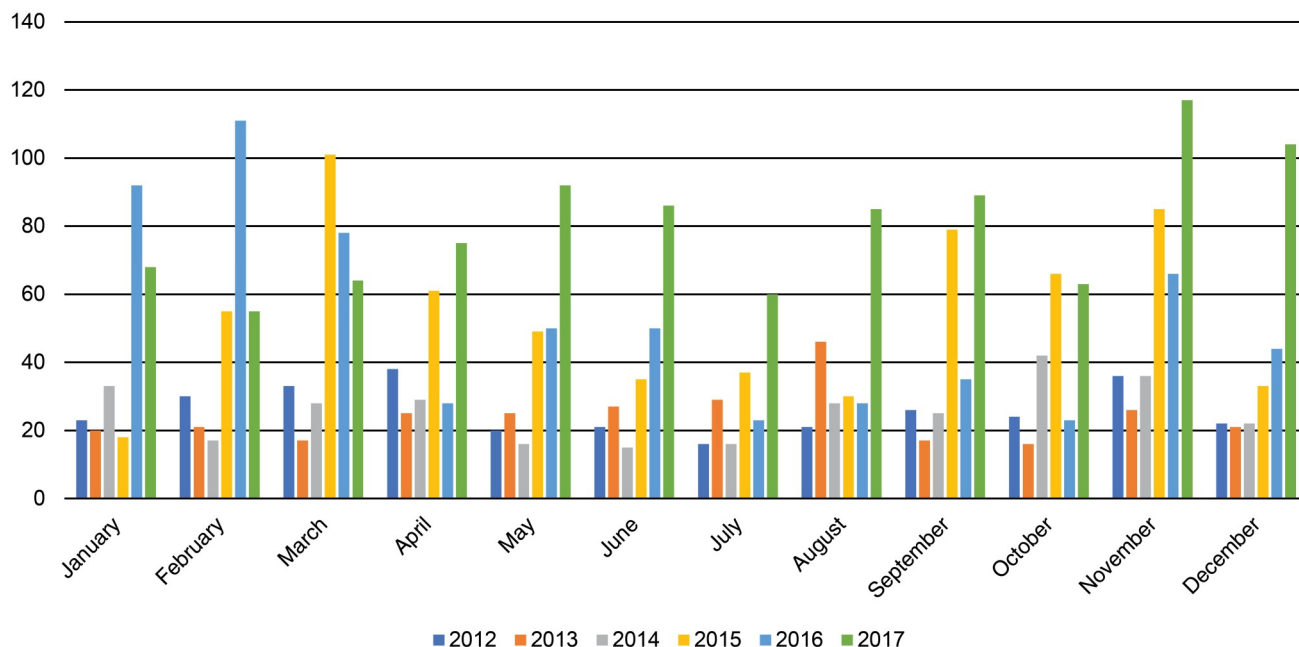
// REACH (CONTINUED)

MEDIA HITS

Since 2013, the CGAI has seen consistent growth in its media presence. Overall, total media hits – including written, radio and television – by CGAI fellows have grown from 290 in 2013 to 958 in 2017, representing a 330 per cent increase in five years and a 53 per cent increase from 2016. This success is by and large thanks to the efforts of Vice-President David Perry and Vice-President Colin Robertson. Their work in the capital region continues to enhance CGAI's reputation and has

enabled the CGAI to become and remain the primary source for expertise on many defence-, procurement- and trade policy-related issues in the media. The Institute's growth of media visibility has also been aided by the 40 per cent expansion of the Institute's cohort of fellows, from 50 to 70, within 2017.

CGAI Media Hits Historically (2012-2017)



// REACH (CONTINUED)



David Perry
CGAI Vice-President and Fellow



Colin Robertson
CGAI Vice-President and Fellow



Marius Grinius
CGAI Fellow



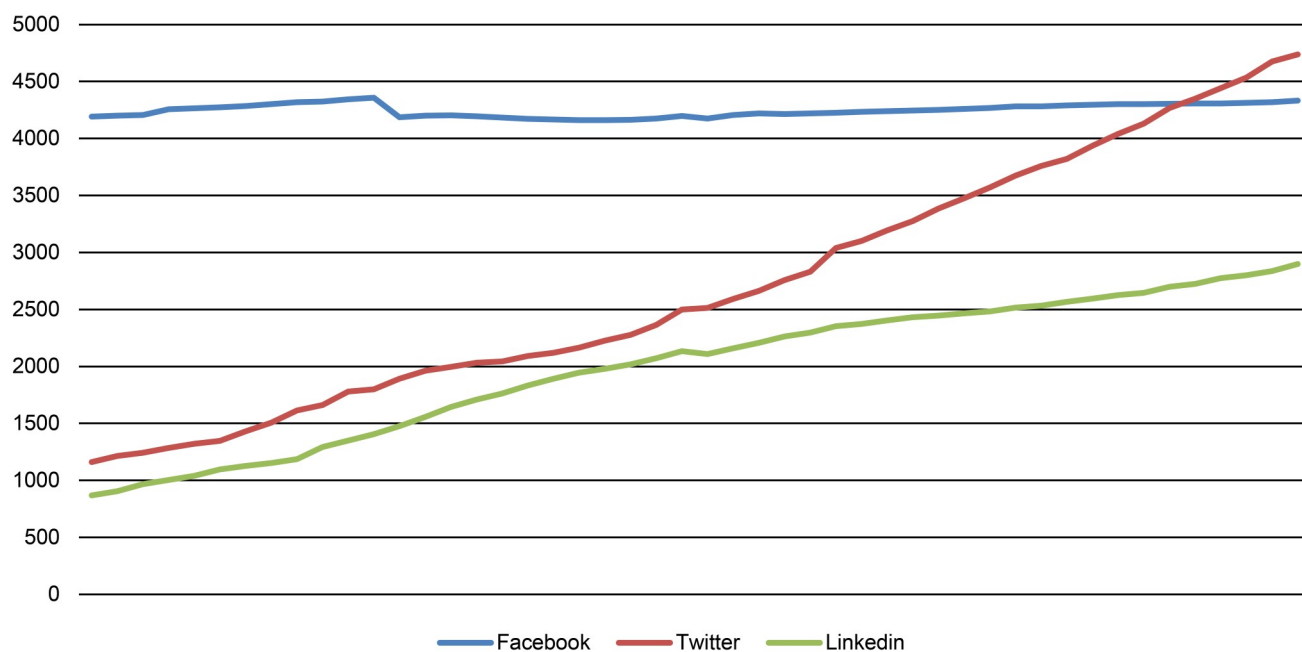
Dennis McConaghy
CGAI Fellow

// REACH (CONTINUED)

SOCIAL MEDIA

In addition to traditional media, social media is an important tool for the CGAI to engage with its target audience. In 2017, the Institute's following on Facebook, Twitter and LinkedIn increased, most notably having achieved a 33 per cent increase of followers on Twitter and a 17 per cent increase on LinkedIn.

Social Media Followers (2014-2017)



// FINANCES

OUR SUPPORTERS

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FINANCIAL STATEMENTS

December 31, 2017 with comparative figures for 2016

	2017	2016
Operating Highlights		
Revenues (Donations, grants, special projects)	\$ 868,128	\$ 746,299
Operating Expenses	\$ 1,179,575	\$ 891,912
Operating Deficit	\$ (311,447)	\$ (145,613)

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

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

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.

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Vice-Admiral (ret'd.) 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.

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

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Former director of strategic communications for the late NDP leader Jack Layton and currently a principal with Earncliffe Strategy Group.

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.

John Manley

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

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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.

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

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.

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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 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.

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