



CANADIAN GLOBAL AFFAIRS INSTITUTE  
INSTITUT CANADIEN DES AFFAIRES MONDIALES

Making sense of our complex world.



ANNUAL REPORT | **2018**  
JUNE 2019



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CANADIAN GLOBAL AFFAIRS INSTITUTE  
INSTITUT CANADIEN DES AFFAIRES MONDIALES

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

In 2018, we recognized that Canada was positioned to make important and impactful decisions nationally, and as part of the global community. The Canadian Global Affairs Institute believed it was our responsibility to provide the information necessary to make sense of these complex decisions, especially at a time when genuine and accurate information is in high demand. This is a foundational pillar for the CGAI, and in 2018, we are pleased to say we achieved, and excelled, in advancing this mission statement.

2018 proved to be another dynamic year for the international community, and the CGAI worked tirelessly to help people understand Canada's role in all of it. 2018 marked the halfway point for President Donald Trump, and the results of the midterm elections suggest a deepening divide among Americans. This divide was made apparent by the slight strengthening of Republican support in the Senate, while the Democrats reclaimed the House. Internationally, the United States tested the strength of its alliances and the resolve of its opposition. Trump's ambitious trade policies with Canada, Mexico and China, combined with his stern stance on the G7, NATO and the Iran nuclear agreement, highlighted the strained relationship between the indisputable Western power and its closest allies. This is all happening at a tumultuous time for Western nations and leaders. French President Emmanuel Macron and German Chancellor Angela Merkel are declining in public favour and international authority. Theresa May has been mired in

Brexit. Countries in Europe and the Americas either elected populist governments or are slowly dismantling their organized democracies. It is still unclear how the international community will respond to the growing number of migrants being displaced by conflict or natural disasters.

Despite these challenges, opportunities still arose. Global economic growth was up again in 2018, the Hanoi Summit facilitated the first-ever meeting between North Korea, the United States and South Korea, and conflict states in northeast Africa signed peace agreements. Throughout it all, the CGAI provided rigorous analysis and commentary to help keep people informed and to aid in their understanding of Canada's position in this dynamic and ever-changing environment.

The dissemination of accurate, informative, relevant and authoritative analysis to all Canadians will always be our primary pursuit. The CGAI is constantly working to be the indispensable source for policy-makers and the public alike to go to for the information needed to understand the important international challenges and opportunities facing Canada. To do so, we significantly expanded our content library again, in 2018. Over the last year, we published 58 papers and three new editions of our magazine – *The Global Exchange* – covering topics pertinent to Canada's role domestically and as part of the

(Continued on page 5)

## // MESSAGE FROM THE CHAIRMAN AND PRESIDENT (CONTINUED)

international community, including economics, sovereignty, defence, politics and foreign policy. We also recognized the growing demand for more accessible mobile content, and responded with 52 episodes of our podcast, which continued to see a growing following of online listeners.

With the help of ATB Financial, the Institute was able to expand our ability to engage our stakeholders through our inaugural three-part Luncheon Speaker Series. These smaller events gave attendees the opportunity to learn and join the discussion on contemporary and relevant themes, over a gourmet catered lunch. Our larger Dinner Speaker Series welcomed Lord Conrad Black, who spoke about Canada-U.S. relations in the age of Trump, and former Saskatchewan premier Brad Wall, whose topic was Canada's industrial competitiveness. In addition to five premier conferences hosted in Ottawa discussing Canada's international trade relationships, foreign policy, defence policy, defence procurement challenges and Canada's increasingly important activities in space.

Our ability to encourage multiple levels of constructive discussion among policy-makers and the general public alike, over a wide variety of events and platforms, is paramount. We constantly strive for excellence, and our hard work has led us to be consecutively ranked fourth among the top Canadian think tanks by the University of Pennsylvania, to be awarded the Target Engagement Grant by the Department of National Defence, and to have experienced a strong, steadily increasing following across all of our platforms.

As a not-for-profit charity organization, we would like to extend our gratitude to our generous donors who make all the work we do possible. We hope our work continues to earn your support now, and for years to come. We will further our mission of producing well-

informed, fully researched, relevant, non-partisan analysis on Canadian foreign policy and alternatives. Through the diversification and enrichment of all of our programs, we have no doubt that the Canadian Global Affairs Institute will continue to be a leader in making sense of a complex world in 2019.

## // EXECUTIVE SUMMARY

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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.

*The 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, international trade and global governance, to stimulate innovative engagement using the Institute's thorough and relevant analysis.

The CGAI expanded its collection of activities to continue to engage the variety of individuals and groups who regularly seek out the Institute's expertise. In 2018, the Institute published 58 papers and three editions of our magazine, *The Global Exchange*. With the support of ATB Financial, the Institute was able to launch its inaugural Luncheon Speaker Series, which were smaller, more intimate, informative talks for individuals and groups focused on a variety of relevant topics. In addition to this luncheon series, the CGAI hosted two speaker series dinners in Calgary, to discuss Canada's industrial competitiveness and Canada-U.S. relations in the age of Trump. We also organized five conferences in Ottawa that examined Canada's future in space, Canada's position in the shifting international order, the state of Canadian trade and an overall analysis of Canada's defence policy, *Strong, Secure, Engaged*. Finally, in response to the growing demand for accessible mobile

media, the CGAI launched an expansive podcast library of 52 episodes, released throughout the year, which was a key component to the steady and continued increase of followers attracted across all our social media accounts.

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



## // ABOUT US

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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, 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 100 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, 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 eight 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* and *Defence Deconstructed* 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. 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

In 2018, the Canadian Global Affairs Institute continued to expand our products across all of our platforms, which allows us to provide even more accessible analysis to a broad range of audiences. To address the growing demand for mobile accessible content, our podcast, *The Global Exchange*, released 52 episodes this year for our strong and increasing following of listeners. In addition, *The Global Exchange* journal, our policy papers and policy perspectives continue to focus on the publication of in-depth analysis covering topics pertinent to Canada. Finally, the Institute continues to be a leader in openly discussing the domestic and international challenges facing Canada, by hosting five conferences in Ottawa and numerous other speaker events.

### 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 12 policy papers in 2018, 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 some of our fellows a chance to thoroughly examine a topic, analyzing research and providing a recommended course of action.

#### ***Finding “Win-Win”: China’s Arctic Policy and What It Means for Canada***

by Adam Lajeunesse – December 2018  
(SPP Paper)

#### ***Canada’s Progressive Trade Agenda and a Free Trade Agreement with China: Are They Incompatible?***

by Hugh Stephens – October 2018  
(SPP Paper)

#### ***Op PRESENCE – Mali: Continuity Over Change in Canada’s “Return to Peacekeeping” in Africa***

by Chris W. J. Roberts – October 2018

#### ***The Long Road: Historical Context and Ongoing Challenges of the Rohingya Crisis***

by Sarah Goldfeder – October 2018

#### ***War’s Future: The Risks and Rewards of Grey-Zone Conflict and Hybrid Warfare***

by David Carment and Dani Belo – October 2018

#### ***Justice for the Victims: How Canada Should Manage Returning “Foreign Fighters”***

by Kyle Matthews – September 2018

#### ***The Dragon and Great Power Rivalry at the Top of the World: China’s Hawkish, Revisionist Voices Within Mainstream Discourse on Arctic Affairs***

by David Curtis Wright – September 2018

#### ***The Security Dimension of a China Free Trade Agreement: Balancing Benefits and Risk***

by Gordon Houlden – August 2018  
(SPP Paper)

#### ***Energy, Trade and Geopolitics in Asia: The Implications for Canada***

by Jeff Kucharski – July 2018  
(SPP Paper)

#### ***From NORAD to NOR[A]D: The Future Evolution of North American Defence Co-operation***

by Andrea Charron and James Fergusson – May 2018

#### ***Canada’s Refugee Strategy: How It Can Be Improved***

by Robert Vineberg – April 2018  
(SPP Paper)

#### ***Surviving and Thriving in the Digital Economy***

by Goran Samuel Pesic – March 2018  
(SPP Paper)

### POLICY UPDATES

In 2018, the CGAI published 46 policy updates. Policy updates (now referred to as Policy Perspectives) are shorter than policy papers, and 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 political environment. Similar to policy papers, policy updates 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.



## // CGAI PROGRAMS & ACTIVITIES (CONTINUED)

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***At a Distance but Far from Safe: Canada's Lessons from the Warsaw Security Forum***

by Roger Hilton – December 2018

***What Role and Rules for Canada's Armed Drones?***

by Craig Martin – December 2018

***Canada's Sovereignty: The Threats of a New Era***

by David J. Bercuson – November 2018

***Is the Ground Shifting in Asia?***

by Joseph Caron – November 2018

***Protecting Canadian Arctic Sovereignty from Donald Trump***

by Rob Huebert – November 2018

***A Global Arctic? Chinese Aspirations in the North***

by Petra Dolata – October 2018

***Defence Business Planning in Canada***

by Ross Fetterly – October 2018

***Unwanted Immigration: Has the Concept of State Sovereignty Become Obsolete?***

by Vanja Petricevic – October 2018

***Ambazonia: Justin Trudeau's Biafra?***

by Chris W. J. Roberts – September 2018

***An Austrian Wedding and Bilat in Berlin: Implications for Russia-Ukraine Conflict***

by Andrew Rasiulis – September 2018

***Arctic Sovereignty: Preoccupation vs. Homeland Governance and Defence***

by Andrea Charron and James Fergusson – September 2018

***Communications and the Integrity of Elections***

by Heidi Tworek – September 2018

***Rights of Passage: It's Time the U.S. Recognizes Canada's Arctic Claim***

by Robert Hage – September 2018

***Canada's NATO Mission: Realism and Recalibration***

by Hugh Segal – August 2018

***A Canadian Primer to the NATO Summit in Brussels July 11-12, 2018***

by Colin Robertson – July 2018

***Hedging Our Bet: A Diversification Strategy for Canadian Trade***

by Brian Kingston – July 2018

***People, Partisanship and Political Games: The Defence File***

by Alan Stephenson – July 2018

***The Context of Canadian Defence Policy***

by David J. Bercuson – July 2018

***U.S. Foreign Policy and Fragile States***

by David Carment, Mark Haichin and Yiagadeesen Samy – July 2018

***A Primer to the G7 Summit in Charlevoix June 8-9, 2018***

by Colin Robertson – June 2018

***Beware of the Dragon: The Challenges of China's Assertive Posture***

by Matthew Fisher – June 2018

***Canada's Mission to Mali: To What End?***

by Matthew Fisher – June 2018

***Le Difficile Retour des Casques Bleus Canadiens***

by Jocelyn Coulon – June 2018

***Military Training and Co-operation: Diplomatic Instrument and Combat Force Multiplier***

by Andrew Rasiulis – June 2018

***Operationalizing Strong, Secure, Engaged: The Child Soldier Dimension***

by Lindsay Coombs – June 2018

***Reinforcing Transatlantic Bridges in Warsaw: The NATO Parliamentary Assembly's Spring Session***

by Roger Hilton – June 2018

***Unarmed Warships: What are the AOPS for?***

by Adam Lajeunesse – June 2018

## // CGAI PROGRAMS & ACTIVITIES (CONTINUED)

### ***Canada and the Shifting International Energy Order: Superpower, Climate Leader or Land of Myth?***

by Michael Cleland – May 2018

### ***Modernizing the Military Personnel System: Lessons from the Force of the Future***

by Lindsay Rodman – May 2018

### ***Strong, Secure, Engaged in a Threatened Space Domain***

by Charity Weeden – May 2018

### ***Strong, Secure, Engaged So Far***

by David Perry – May 2018

### ***The Importance of People in Defence***

by Ross Fetterly – May 2018

### ***The Past, Present and Future of Academic Engagement with the Canadian Armed Forces***

by Stephen M. Saideman – May 2018

### ***The Train Long Departed: Canada and Ballistic Missile Defence***

by David Higgins – May 2018

### ***Use It or Lose It: SSE and DND's Chronic Underspending Problem***

by Eugene Lang – May 2018

### ***Violence on the Horizon: Violence and Conflict 2018-2019***

by David Carment and James Floch – April 2018

### ***Canada Can't: Our National Infrastructure Challenge***

by Kelly J. Ogle – March 2018

### ***Canada's Fashion Diplomacy Malfunction: When Trudeau Travels Abroad***

by Matthew Fisher – March 2018

### ***A Basic Primer on Naval Shipbuilding***

by Ian Mack – February 2018

### ***Avoiding Rudeness in Vienna: The Options for Canada Engaging Austria's New Coalition Government***

by Roger Hilton – February 2018

### ***Mediating an Impasse: The Way Forward in Ukraine***

by David Carment, Milana Nikolko and Dani Belo – February 2018

### ***Ukraine's Grey-Zone Conflict: What Lies Ahead?***

by David Carment, Milana Nikolko and Dani Belo – February 2018

### ***A Small Step Forward in Brexit Talks***

by Denis Clark – January 2018

### ***Following the Funding in Strong, Secure, Engaged***

by David Perry – January 2018

### ***Implementing Strong, Secure, Engaged: The Challenges Ahead***

by Ross Fetterly – January 2018

### ***NAFTA: A Primer for the Montreal Round***

by Colin Robertson – January 2018

## **THE GLOBAL EXCHANGE MAGAZINE**

The Global Exchange is the Canadian Global Affairs Institute's magazine featuring topical articles written by our fellows and other contributing experts. Each issue includes a collection of articles that examine a central topic related to the political and strategic challenges in international affairs and Canadian foreign and defence policy, in greater depth and detail. Our 2018 series covered the topics of trade, defence and sovereignty.



## **Volume XVI, Issue I**

Introduction: Canada's Interests in International Trade  
by ADAM FROST

## // CGAI PROGRAMS & ACTIVITIES (CONTINUED)

Canada-U.S. Trade: An Enduring Relationship, NAFTA or Not  
by DAVID J. BERCUSON

Canada-United States Trade Relations: Not Just NAFTA  
by STEPHEN BLANK AND MONICA GATTINGER

The Great Divergence: North America's Trade Policies  
by SARAH GOLDFEDER

Crunch Time: NAFTA a Litmus Test for the United States' Place in the World  
by COLIN ROBERTSON

Canada's "Progressive" Trade Agenda: Let's be Careful How Far We Push It  
by HUGH STEPHENS

Global Rules of Digital Trade: Can We Adapt Bordered Regulation for a Borderless World?  
by LAURA DAWSON

Reassessing Canadian Trade in Asia  
by RANDOLPH MANK

Japan in the New, Unpredictable World of Trade: What's in it for Canada?  
by FERRY DE KERCKHOVE

Trudeau Must Make Haste on Trade with India  
by COLIN ROBERTSON

The Pacific Alliance is a Trade Deal that Canada Must Not Ignore  
by COLIN ROBERTSON

Africa: Shaping the "Canadian Way" on the Continent  
by ANDREW CADDELL

A NAFTA-EU Economic Agreement: A Crazy but Ultimately Smart Idea  
by ROBERT HAGE

Quantum Diplomacy for a New Technological Age  
by RANDOLPH MANK

Following the Funding in *Strong, Secure, Engaged*  
by DAVID PERRY

Canada Can't: Our National Infrastructure Challenge  
by KELLY J. OGLE



### Volume XVI, Issue II

Introduction: A Defence Policy for Canada's Future  
by ADAM FROST

The Context of Canadian Defence Policy  
by DAVID J. BERCUSON

Military Training and Co-operation: Diplomatic Instrument and Combat Force Multiplier  
by ANDREW RASIULIS

The Importance of People in Defence  
by ROSS FETTERLY

Modernizing the Military Personnel System: Lessons from the Force of the Future  
by LINDSAY RODMAN

Operationalizing *Strong, Secure, Engaged*: The Child Soldier Dimension  
by LINDSAY COOMBS

The Past, Present and Future of Academic Engagement with the Canadian Armed Forces  
by STEPHEN M. SAIDEMAN

Use it or Lose It: SSE and DND's Chronic Underspensing Problem  
by EUGENE LANG

## // CGAI PROGRAMS & ACTIVITIES (CONTINUED)

*Strong, Secure, Engaged* So Far  
by DAVID PERRY

People Partisanship and Political Games: The Defence File  
by ALAN STEPHENSON

A Basic Primer on Naval Ship Building  
by IAN MACK

Unarmed Warships: What are the AOPS for?  
by ADAM LAJEUNESSE

*Strong, Secure, Engaged* in a Threatened Space Domain  
by CHARITY WEEDEN

The Train Long Departed: Canada and Ballistic Missile  
Defence  
by DAVID HIGGINS



### Volume XVI, Issue III

Introduction: Canada's Sovereignty in the 21<sup>st</sup> Century  
by ADAM FROST

Canada's Sovereignty: The Threats of a New Era  
by DAVID J. BERCUSON

Arctic Sovereignty: Preoccupation vs. Homeland Governance  
and Defence  
by ANDREA CHARRON AND JAMES FERGUSON

Rights of Passage: It's Time the U.S. Recognizes Canada's Arctic  
Claim  
by ROBERT HAGE

Protecting Canadian Arctic Sovereignty from Donald Trump  
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Unwanted Immigration: Has the Concept of State Sovereignty  
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Justice for the Victims: How Canada Should Manage Returning  
"Foreign Fighters"  
by KYLE MATTHEWS

Hedging Our Bet: A Diversification Strategy for Canadian  
Trade  
by BRIAN KINGSTON

### THE CGAI PODCAST NETWORK

In response to the greater demand for mobile content exploring a wide variety of topics, the CGAI expanded on our weekly podcast – *The Global Exchange* – and introduced a new series: *Defence Deconstructed*. Colin Robertson's commentary on *The Global Exchange* guides listeners through a detailed discussion about foreign policy from a uniquely Canadian perspective, while David Perry hosts *Defence Deconstructed*, which engages various defence experts and officials on pressing defence and security issues Canada faces today and tomorrow. In 2018, *The Global Exchange* released a full 52-episode series, while the inaugural *Defence Deconstructed* series released 3 episodes.

### *The Global Exchange* 2018 Podcast Episodes

#### What's Next For Brexit

December 17, 2018

#### The Sea of Azov and the Future of the Ukraine Crisis

December 10, 2018

## // CGAI PROGRAMS & ACTIVITIES (CONTINUED)

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**The State of Canada-U.S. Relations in the Age of Trump**

December 3, 2018

**Evaluating the 2018 U.S. Midterms, with Sarah Goldfeder & Laura Dawson**

November 12, 2018

**A Crisis in Cameroon & Peacekeeping in Mali: Discussing Canada's Approach to Africa**

November 7, 2018

**Brazil on the Edge: Evaluating the Victory of Jair Bolsonaro**

October 29, 2018

**Euro-Russian Relations in 2018: A Discussion with Andrew Rasiulis**

October 19, 2018

**The Future of North American Trade: Assessing the USMCA**

October 13, 2018

**The Geopolitics of Oil & Gas: A Discussion with John Foster**

October 1, 2018

**An Update on NAFTA: Can We Get To A Deal?**

September 17, 2018

**Diversifying Canadian Trade -- Where to Begin? A Discussion with Brian Kingston**

August 27, 2018

**Brian Mulroney as a Master of Persuasion: A Discussion with Fen Hampson**

August 20, 2018

**The World According To Populists: A Discussion with Jeremy Kinsman**

August 13, 2018

**What to Expect From Mexico in the Era of AMLO**

August 7, 2018

**Assessing Donald Trump's Trip to Brussels, London and Helsinki**

July 30, 2018

**One Year of *Strong, Secure, Engaged*: A Keynote Address from Gen. Jonathan Vance**

July 26, 2018

**One Year of *Strong, Secure, Engaged*: A Discussion with the Deputy Ministers**

July 19, 2018

**Positioning Canada in a Shifting International Order: Canada's Energy Future**

July 16, 2018

**What to Expect From This Week's NATO Summit: A Discussion with Elinor Sloan**

July 9, 2018

**At the Centre of Government: A Discussion with Ian Brodie**

July 3, 2018

**Positioning Canada in a Shifting International Order: Managing the United States & Donald Trump**

June 25, 2018

**The Royal Canadian Navy in the Indo-Pacific: A Discussion with Matthew Fisher**

June 18, 2018

**Fake News & The Rise of Information Warfare: A Discussion with Heidi Tworek**

June 11, 2018

**Positioning Canada in the Shifting International Order: What Canada Wants Out of Charlevoix**

June 8, 2018

**Positioning Canada in a Shifting International Order: What Our G7 Partners Want Out of Charlevoix**

June 5, 2018

**Positioning Canada in the Shifting Global Order: Our Priorities for the 2018 G7 Summit**

May 31, 2018

**Supporting Victims in Canada's Military Justice System**

May 28, 2018

## // CGAI PROGRAMS & ACTIVITIES (CONTINUED)

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### **An Update on the NAFTA Renegotiations**

May 21, 2018

### **Canada's State of Trade: Getting Our Goods to Market**

May 17, 2018

### **Canada's State of Trade: How to Manage Trump's America**

May 14, 2018

### **Canada's State of Trade: How to Make 'Progressive' Trade Work**

April 30, 2018

### **Canada's State of Trade: The G20 and Progressive Trade**

April 26, 2018

### **Managing the China Challenge: A Discussion with Amy Karam**

April 23, 2018

### **Canada's State of Trade: What is the Trade Commissioner Service?**

April 19, 2018

### **Selfie Diplomacy and the Era of Foreign Minister Stéphane Dion**

April 16, 2018

### **Canada's State of Trade: Making Trade Deals Work for Canada**

April 9, 2018

### **Canada's State of Trade: A Status Report on NAFTA from Steve Verheul**

April 5, 2018

### **Canada's State of Trade: An Overview of Canadian Trade Policy with Timothy Sargent**

March 29, 2018

### **Canada's State of Trade: Countering Protectionist Forces at Home & Abroad**

March 26, 2018

### **Two Minutes to Midnight: The Growing Risk of Global Apocalypse**

March 19, 2018

### **Canadian Trade: Discussing Tariffs, NAFTA, CPTPP and Mercosur**

March 12, 2018

### **NATO Series Episode 7: The Arctic Dimension**

March 5, 2018

### **21st Century Peace Operations: Assessing Canada's Role**

February 26, 2017

### **Following the Funding in Canada's New Defence Policy**

February 20, 2018

### **A Conversation with Indian High Commissioner Vikas Swarup**

February 12, 2018

### **The Canada-U.S. Relationship Beyond NAFTA**

February 8, 2018

### **Discussing the United States' New Security and Defence Policies**

February 4, 2018

### **Diversifying Our Trade Regime: What the CPTPP Means for Canada**

January 29, 2018

### **Crunch Time for NAFTA: Looking Ahead to Round 6 in Montreal**

January 22, 2018

### **Discussing the Importance of Cultural Diplomacy**

January 15, 2018

### **How the United States Views Canadian Defence Policy**

January 8, 2018

### **Fixing Canada's Procurement System: A Discussion with Tom Ring**

January 4, 2018



## // CGAI PROGRAMS & ACTIVITIES (CONTINUED)

### *Defence Deconstructed* 2018 Podcast Episodes

#### **Defence Deconstructed: Creating an Allied Defence Industrial Base**

December 20, 2018

#### **Defence Deconstructed: Canadian Maritime Operations in the Mediterranean Sea**

December 13, 2018

#### **Defence Deconstructed: Evaluating Exercise Trident Juncture 18 with Matthew Fisher**

December 6, 2018

### **SPEAKER SERIES**

In 2018, the CGAI launched its inaugural luncheon series, hosted in Calgary, at the Calgary Petroleum Club. These intimate events provided a forum for corporations, couples or individuals to enjoy a thought-provoking discussion about the issues that confront our province and the nation, over a gourmet meal. This year's luncheon series covered the topics of national security challenges, nuclear energy, water security and cannabis. The CGAI also hosted two speaker dinners. The first welcomed Lord Conrad Black, who discussed Canada-U.S. relations in the age of Trump. The second dinner, featuring former Saskatchewan premier Brad Wall, focused on Canada's industrial competitiveness.

#### **Luncheon Series**

**April 4, 2018: Canada's 21st Century National Security Challenges – Richard Fadden**, former national security advisor and director of the Canadian Security Intelligence Service (CSIS)



**June 28, 2018: Vision 2050: A New Perspective on Nuclear Energy in Canada – John Barrett**, President and CEO of the Canadian Nuclear Association (CNA)

**September 6, 2018: Alberta Exports Water Expertise Globally – Shauna Curry**, CEO of CAWST (Centre for Affordable Water and Sanitation Technology)



**November 30, 2018: The Impact of Cannabis in Canada – Jonathan Denis**, Advisor of the Canadian Cannabis Chamber and former Alberta minister of Justice, and **Roojin Habibi**, Research Fellow at York University's Global Strategy Lab.

#### **Dinner Series**

**Natural Resources in Action: Canada's Industrial Competitiveness – Former Saskatchewan premier Brad Wall**  
November 5, 2018



## // CGAI PROGRAMS & ACTIVITIES (CONTINUED)

### Canada-U.S. Relations in the Age of Trump – Lord Conrad Black

March 6, 2018



### CONFERENCES

The Canadian Global Affairs Institute hosted five conferences in 2018. 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.

#### Ready for Launch: Preparing Canada for a Future in Space Ottawa – October 16, 2018

This conference discussed the importance and the potential benefits of space exploration, Earth observation, Canada's space sector, the international dimension of Canadian space activity, and the role space plays in enabling Canadian foreign policy and socioeconomic activity.

Keynote Speaker:

- Hon. Marc Garneau

The conference featured five panels and one discussion:

- **Canada's Past, Present and Future in Space** – Moderated by Mike Day, CGAI
- **Canadian Space Industry Leaders** – Moderated by Charity Weeden, CGAI
- **SME Start-up Ecosystem** – Moderated by Colin Robertson, CGAI
- **Benefits of Space** – Moderated by Charity Weeden, CGAI
- **International Space Co-operation** – Moderated by Bill

Mackey, Canadian Space Agency (ret'd.)

- **Discussion: "The New Space Age"** – Kenneth Hodgkins, Director, Office of Space and Advanced Technology, Bureau of Oceans, Environment and International Scientific Affairs, U.S. Department of State – in conversation with Bob McDonald, CBC

#### One Year of *Strong, Secure, Engaged*: A Status Report Ottawa – June 7, 2018

The Canadian Global Affairs Institute hosted this one-day conference to provide analysis and a status report on Canada's newest defence policy, one year after it was released and implemented. Specifically, it concentrated on the proposed changes to the defence workforce, procurement ambition, new capabilities and evolving operational constructs as outlined in *Strong, Secure, Engaged*.

Keynote Speaker:

- Gen. Jonathan Vance, Chief of Defence Staff
- The conference featured six panels and a roundtable discussion:

- **Making People the Priority: Part 1** – Moderated by Lindsay Rodman, Fellow, CFR
- **The Investment Plan, The Defence Program and Procurement: Part 1** – Moderated by Dave Perry, CGAI
- **Making People the Priority: Part 2** – Moderated by Lindsay Rodman, Fellow, CFR
- **The Investment Plan, The Defence Program and Procurement: Part 2** – Moderated by Tom Ring, CGAI
- **New Operational Paradigms** – Moderated by Mike Day, CGAI
- **New Capabilities: Cyber & Space** – Moderated by Richard Fadden, former deputy minister
- **Roundtable discussion** – Jody Thomas, Bill Matthews, Gordon Venner



## // CGAI PROGRAMS & ACTIVITIES (CONTINUED)

### Positioning Canada in the Shifting International Order Ottawa – May 8, 2018

Positioning Canada in the shifting world order was the focus of this day-long conference hosted by the Canadian Global Affairs Institute. Drawing together parliamentarians, senior civil servants, diplomats, business people, students and civil society, this conference looked at the postwar rule-based international systems that saw us through the Cold War, but are now under strain by growing spheres of influence, and the conflict between globalization and protectionism.

#### Keynote Speakers:

- Hon. Jim Carr, Minister of Natural Resources

This conference featured six panels and three discussions:

- **Managing America First & the Trump Effect** – Moderated by Colin Robertson, CGAI
- **An Energy Superpower? Or Hamstrung by Social Licence and Provincial Bickering?** – Moderated by Kelly Ogle, CGAI
- **What Do We Want Out of Charlevoix?** – Moderated by Chris Waddell, Carleton University
- **The China Challenge** – Moderated by Sarah Goldfeder, Earncliffe
- **What Do G7 Partners Want Out of Charlevoix?** – Moderated by Kathleen Monk, Earncliffe
- **Closing Conversation** – Moderated by Jeffrey Simpson, University of Ottawa
- **Discussion: “Managing Canada’s International Interests Overview”** – Ian Shugart, DM Global Affairs
- **Discussion: “G7 Overview”** – Peter Boehm, G7 Sherpa
- **Discussion: “Selling Canada Abroad Overview”** – Ailish Campbell, Chief Trade Commissioner



### Canada’s State of Trade: At Home and Beyond Ottawa – February 13, 2018

Canada’s trade policy and positioning, domestically and internationally, were the focus of this conference hosted by the Canadian Global Affairs Institute. This event focused on the challenges and potential opportunities facing Canada in light of the Trump administration adopting more “America First” protectionist trade policies.

#### Keynote Speakers:

- Hon. Lawrence MacAulay, Minister of Agriculture & Agri-Food
- Steve Verheul, Chief NAFTA Negotiator

This conference featured six panels and three discussions:

- **Positioning Canada Against Protectionist Forces At Home and Abroad** – Moderated by Colin Robertson, CGAI
- **Making Trade Deals – CETA, CPTPP, China, India et al. – Work for Canada** – Moderated by Sarah Goldfeder, Earncliffe
- **The Progressive Trade Agenda: What Is It and How Do We Make It Work For Canada?** – Moderated by Jeffrey Simpson, University of Ottawa
- **America First: How Do We Manage?** – Moderated by Sarah Goldfeder, Earncliffe
- **Getting Goods to Market: What We Need to Do** – Moderated by Laura Dawson, Wilson Center
- **Reconciling International Ambition With Domestic Interests: Intellectual Property, Rules of Origin, Supply Management** – Sarah Goldfeder, Earncliffe
- **Discussion: “Trade Overview”** – Tim Sargent, Deputy Minister, International Trade
- **Discussion: “Making Sales for Canada”** – Annie Dubé, Director, Trade Commissioner Services
- **Discussion: “Proactive Trade Overview”** – Jonathan Fried, G20 Sherpa



## // **CGAI PROGRAMS & ACTIVITIES** (CONTINUED)

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### **ROUNDTABLES AND SEMINARS**

Our roundtables and seminars feature a diverse group of experts who guest-speak on a variety of topics pertinent to Canadians. In 2018, the Canadian Global Affairs institute hosted 12 roundtable and seminar events led by various Canadian military personnel, foreign attachés, diplomats, industry executives and visiting academics.

As we do with our 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**

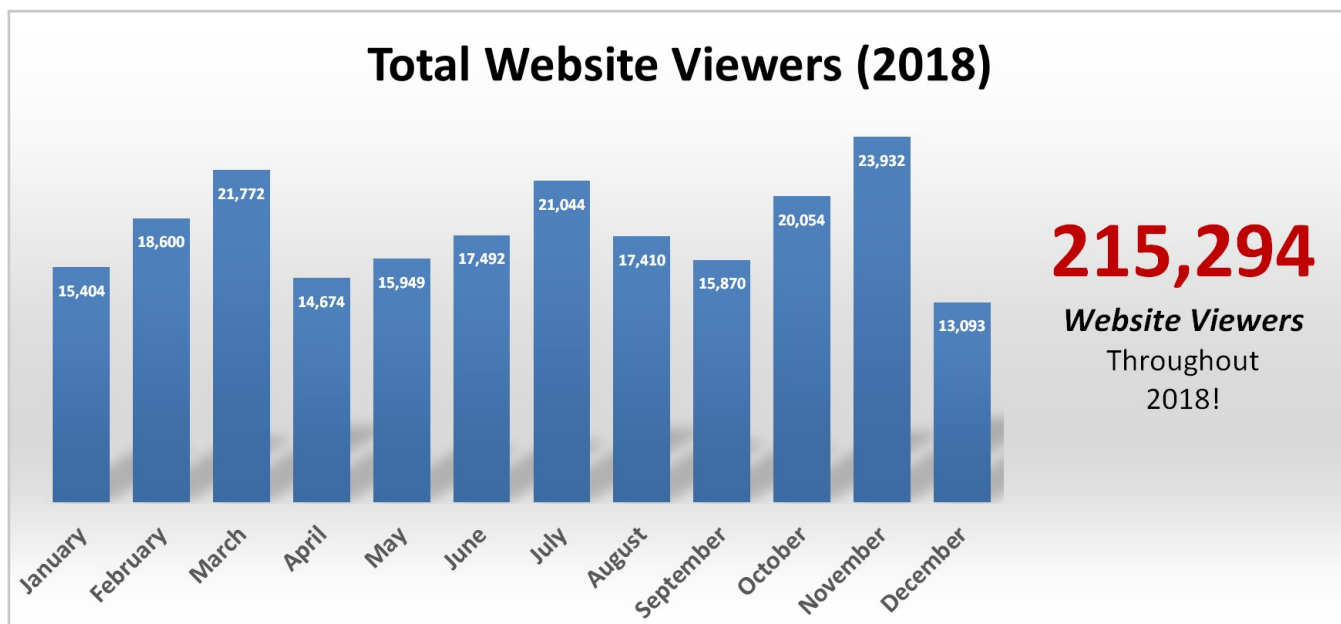
Begun in 2002, this nine-day course introduces university students to military journalism and the Canadian Armed Forces. The program's goal is to enhance the military education of future Canadian journalists who will report on Canadian military activities domestically and abroad. Through this experience and education, the media will become a better conduit to communicate defence and foreign affairs issues to the Canadian public. In 2018, seven journalism students from across Canada completed the course from May 13-May 23, which included a visit to CFB Wainwright.



## // REACH

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. The 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 steadily continuing to grow. In 2018, mostly thanks to a substantive redesign, the CGAI website in particular saw a record amount of viewers totalling 215,294 throughout 2018.



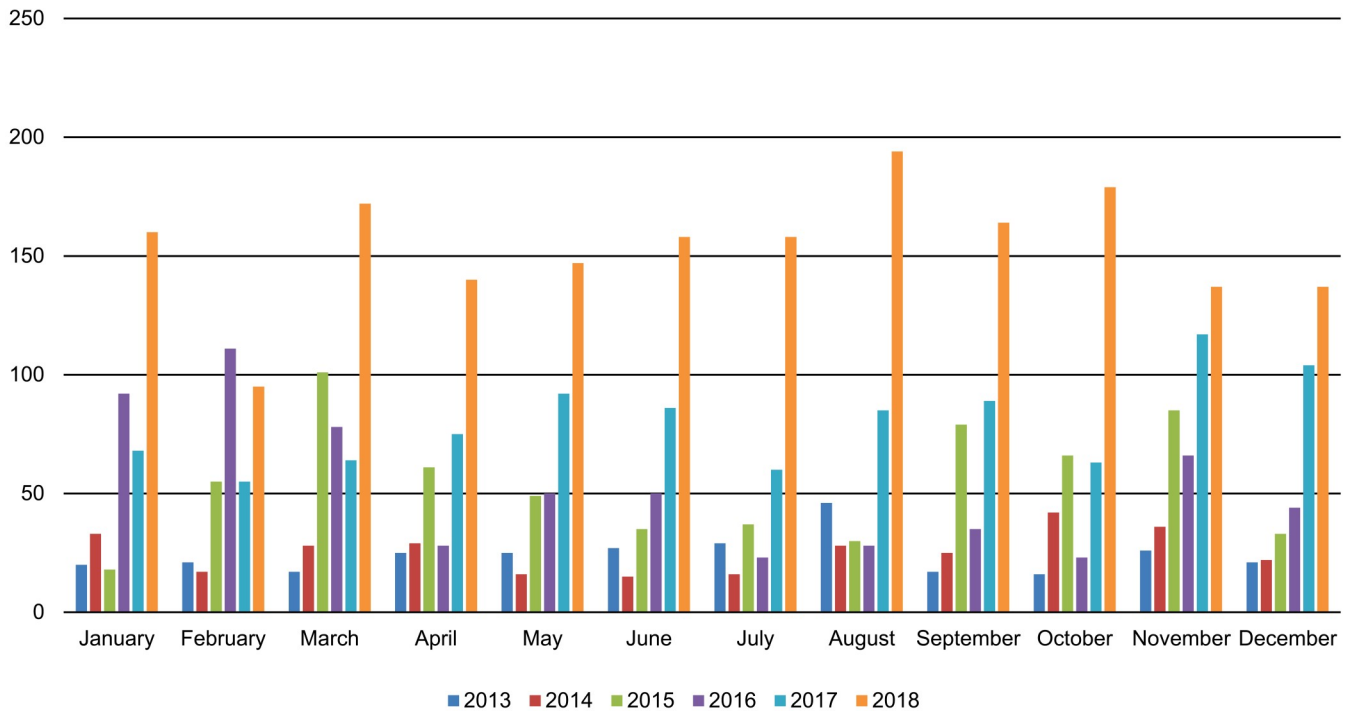
## // REACH (CONTINUED)

### MEDIA HITS

Since 2013, the CGAI has seen consistent growth in its media presence. Overall, total media hits – including print, radio and television – by CGAI fellows have grown from 290 in 2013 to 1,851 in 2018. 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

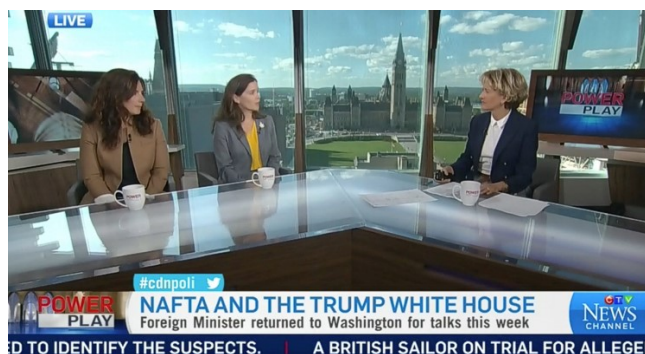
defence-, procurement- and trade policy-related issues in the media. The Institute's growth in media visibility has also been aided by an expansion of its cohort of fellows, from 70 to 93, in 2018.

### CGAI Media Hits Historically (2012-2018)





## // REACH (CONTINUED)



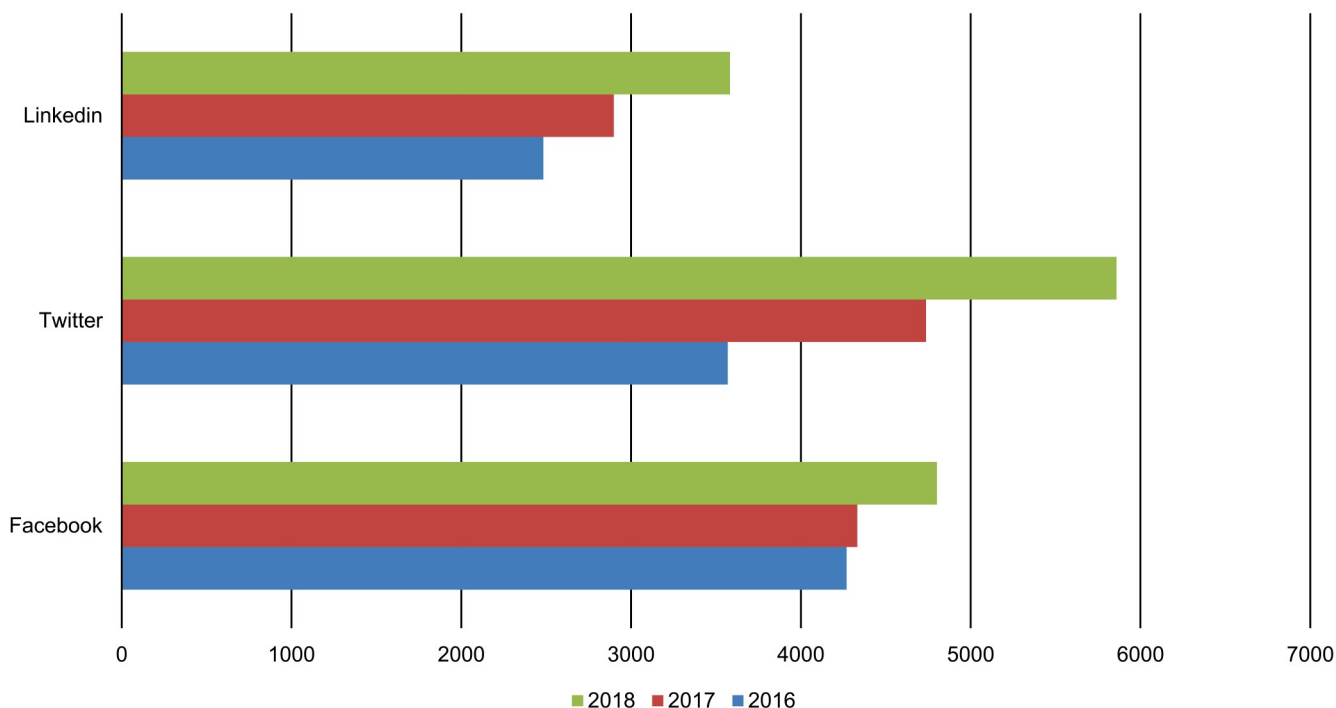
## // REACH (CONTINUED)

### 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. In 2018, the CGAI raised its presence on Facebook from 4,332 followers to 4,801 followers. On Twitter, the CGAI account @CAGlobalAffairs garnered an additional 1,122

followers, raising its total profile to 5,859 followers. On LinkedIn, the CGAI has also maintained consistent growth and now boasts 3,583 unique followers.

#### Social Media Followers (2016-2018)



## // 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 2018 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 2018.

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The School of Public Policy, University of Calgary

#### In-Kind Supporters

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Peter Johnson  
Sheila McIntosh  
Herb Pinder  
Stella Thompson  
Riley Waite  
Paul Wanklyn  
W. Brett Wilson

### FINANCIAL STATEMENTS

December 31, 2018 with comparative figures for 2017

	2018	2017
<b>Operating Highlights</b>		
Revenues (Donations, grants, special projects)	\$ 1,273,000	\$ 868,128
Operating Expenses	\$ 1,332,777	\$ 1,179,575
Operating Deficit	\$ (48,981)	\$ (311,447)

## // OUR PEOPLE (AS OF DECEMBER 31, 2018)

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### 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.

#### Ian Brodie

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.

#### 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.

#### Dan Hays

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

#### 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.

#### Jack Mintz

Jack Mintz is a President's Fellow at the School of Public Policy at the University of Calgary, and Chair and Vice-President of the Social Sciences and Humanities Research Council of Canada.

#### Kathleen Monk

Kathleen Monk was director of strategic communications for the late NDP leader Jack Layton and is 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.

#### 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.

#### 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.

#### Christopher Waddell

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

#### Brad Wall

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

#### Rob Wright

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

## // OUR PEOPLE (CONTINUED)

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**Ian Brodie**, Program Director – Calgary  
**Adam Frost**, Managing Editor & Program Co-ordinator – Calgary  
**Brittany Noppe**, Events and Outreach Co-ordinator – Ottawa  
**Jared Maltais**, Digital Co-ordinator – Ottawa  
**John Reyes**, Research Assistant – 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.





CANADIAN GLOBAL AFFAIRS INSTITUTE  
INSTITUT CANADIEN DES AFFAIRES MONDIALES

Making sense of our complex world.