



CANADIAN GLOBAL AFFAIRS INSTITUTE
INSTITUT CANADIEN DES AFFAIRES MONDIALES

Making sense of our complex world.



ANNUAL REPORT | **2019**
JUNE 2020

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CANADIAN GLOBAL AFFAIRS INSTITUTE
INSTITUT CANADIEN DES AFFAIRES MONDIALES

Making sense of our complex world.

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// EXECUTIVE SUMMARY

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

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 2019, the Institute published 56 papers and three editions of our magazine, *The Global Exchange*. With the support of ATB Financial, the Institute was able to continue its Luncheon Speaker Series, in addition to the speaker dinner in Calgary, to discuss the geopolitical consequences of disruptive global developments in the coming decade including the impact of the shale gas revolution, the effect of regional demographic trends on global economic stability and growing political discontent within the western world. We also organized five conferences in Ottawa and Toronto that examined the future of NATO, Canada's position in the shifting international order, the state and security considerations of Canadian trade, and Canada's procurement of defence materiel. Finally, in response to the growing demand for accessible mobile

media, the CGAI released an expansive podcast library of 105 episodes.

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

// ABOUT US

The Canadian Global Affairs Institute began in 2001 as the Canadian Defence & Foreign Affairs Institute (CDFAI) with a mandate to promote and inform government and the public about the value of a strong international Canadian presence. Our aim is the provision of insightful 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 2019, the Canadian Global Affairs Institute continued to expand our products across all platforms, which allows us to provide accessible analysis to a broad range of audiences. By publishing dozens of timely, peer-reviewed papers examining various Canadian policy challenges and hosting numerous speaker events, including five conferences in Ottawa in Toronto, the CGAI continues to be a leader in openly discussing the domestic and international challenges facing Canada. In addition, the CGAI addressed growing demand for mobile accessible content by releasing 105 episodes for our strong and increasing following of listeners, more than doubling the number of episodes released in 2018.

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 23 policy papers in 2019, several of which were in concert with our partner, the School of Public Policy (SPP) at the University of Calgary. *All policy papers undergo a double-blind peer review process to ensure unbiased methodological and conceptual evaluation.* Policy papers are longer, more in-depth bodies of work that afford the authors a chance to thoroughly examine a topic, analyzing research and providing a recommended course of action. The full list of policy papers can be found [here](#).

In addition to CGAI's regular production of policy papers covering a wide range of topics, nine thematic papers were produced to explore the global LNG industry and Canada's competitive position in the market. The full policy series can be found [here](#).

POLICY PERSPECTIVES

In 2019, the CGAI published 33 policy perspectives and primers. These articles are produced by our fellows, our staff and our team of subject matter experts. These papers allow the CGAI to respond in a timely manner to a wide range of topics associated with the dynamic global environment. Similar to policy papers, policy perspectives are subject to a rigorous review to ensure high quality research and analysis, but due to their timely nature, they do not undergo a full double-blind review. The full list of policy perspectives can be found [here](#).

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 2019 series covered the topics of Canada's role in an unstable global order, defence and the future of Canada's LNG industry. Digital issues of the magazine can be found [here](#).

THE GLOBAL EXCHANGE PODCAST

The Global Exchange podcast is a weekly conversation focused on bringing listeners comprehensive analysis and commentary on a variety of world issues. Host Colin Robertson guides listeners through the various challenges confronting Canadian foreign policy-makers. This year the *Global Exchange* explored a wide variety of topics, producing 45 episodes. The full catalog of *Global Exchange* podcasts can be found [here](#) or via your podcast app.

THE DEFENCE DECONSTRUCTED PODCAST

The Defence Deconstructed podcast is a weekly conversation with Host David Perry engaging various defence experts and officials on the pressing defence and security issues Canada faces today and tomorrow. In response to the greater demand for mobile content exploring a wide variety of topics, the *Defence Deconstructed* podcast expanded to 46 episodes in 2019. The full catalog of *Defence Deconstructed* podcasts can be found [here](#) or via your podcast app.

THE BATTLE RHYTHM PODCAST

The Battle Rhythm podcast, hosted by CGAI Fellows Stephen Saideman and Stefanie von Hlatky, features timely discussion on the defence and security issues of the day, as well as conversations with academics and graduate students. The show is co-produced with the Canadian Defence and Security Network (CDSN) and released every second Wednesday. Its inaugural year launched 14 episodes. The full catalog of *Battle Rhythm* podcasts can be found [here](#) or via your podcast app.

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

SPEAKER SERIES

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](#) discussed the circular economy of plastics, plastic waste management and Alberta's petrochemical industrial heartland. The CGAI also hosted a [speaker dinner](#) featuring Peter Zeihan, a geopolitical strategist, who discussed the geopolitical consequences of disruptive global developments in the coming decade including the impact of the shale gas revolution, the effect of regional demographic trends on global economic stability and growing political discontent within the western world.

LUNCHEON SERIES

June 7, 2019: The Global Plastic Waste Crisis – Bob Masterson, President and CEO of the Chemistry Industry Association of Canada (CIAC).

October 24, 2019: Priorities for the Next Government – Hon. John Manley, former Deputy Prime Minister of Canada, **Kathleen Monk**, Principle at Earncliffe Strategy Group and former Director of Strategic Communications for former NDP leader Jack Layton, **Carole Taylor**, former Minister of Finance of British Columbia.

November 1, 2019: Opportunities in Alberta's Industrial Heartland – Mark Plamondon, Executive Director of Alberta's Industrial Heartland Association.



DINNER SERIES

March 20, 2019: Disruptors of the 2020s: The Coming Global Disorder – Peter Zeihan



CONFERENCES

The Canadian Global Affairs Institute hosted five conferences in 2019. 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 policy options.

Defence Procurement in the 43rd Parliament Ottawa – November 20, 2019

During the 2019 election campaign, the Liberal Party of Canada proposed significant changes to Canada's defence procurement system, which is still working on the hundreds of projects approved with *Strong, Secure, Engaged*. These proposals could have profound effects on the implementation of Canada's defence program moving forward. This one-day conference discussed the procurement changes proposed by Canada's new government, provided an update on the implementation of defence projects, re-examined the ITB/VP policy, and examined ways of introducing greater agility into Canada's procurement system. Overview available [here](#).

Keynote Speakers:

- Millie Keating, Associate Director, Management Consulting, Advisory, KPMG Australia
- Bill Greenwalt, Senior Fellow, Atlantic Council

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

The conference featured five panels and two discussions:

- **Canadian Defence Procurement: State of the Union**
- **Offsets: Is the ITB Policy Delivering?**
- **Agile High-Tech Procurement in the Government of Canada**
- **Procurement Agility: Industry Perspectives**
- **Defence Procurement in Canada**
- **Discussion: “The Australian Defence Industry’s Next Challenge: Sovereignty”**
- **Discussion: “Leveraging the National Industrial Technology Base for Great Power Competition”**



Security, Commerce and FDI in Canada Toronto – October 1, 2019

This conference discussed the array of security challenges Canadian trade, commerce and investment activities face. The rules-based global trading system is in crisis and Canada faces protectionist pressure from various trading partners. Unprecedented cyber-threats and foreign investments in sensitive technologies have increasingly become a concern of government and the private sector. Further, policy-makers face new challenges balancing security considerations with the role of foreign investors in supporting and commercializing science and innovation. Overview available [here](#).

Keynote Speakers:

- Nik Nanos, Chair, Nanos Research
- Goldy Hyder, President and CEO, Business Council of Canada

The conference featured five panels and two discussions:

- **Setting the Stage on Global Security and Trade: Canada in a Disrupted Global Rules-Based System**
- **FDI and Canadian Security**
- **Cyber Threats and Responses in Canada**
- **Political Risk and Security of Trade**
- **Research, Development and Security**

New Perspectives on Shared Security: NATO’s Next 70 Years

Ottawa – June 10, 2019

In partnership with NATO, the Canadian Global Affairs Institute hosted this one-day conference to discuss the challenges and opportunities to the alliance’s mission for the next 70 years. As NATO celebrates seven successful decades of collective defence the alliance is looking at future trends in its strategic environment. Overview available [here](#).

Keynote Speakers:

- Gen. Jonathan Vance, Chief of Defence Staff
- Jody Thomas, Deputy Minister of National Defence
- Hon. Harjit Sajjan, Minister of National Defence

The conference featured two panels and a discussion and four group workshops:

- **Towards Inclusion: Changing Considerations of the Human Security Environment for NATO**
- **NATO’s Next 70**
- **Discussion: “Importance of NATO to Canada’s Defence and Security”**
- **Workshop: “Canadian Perspectives on Future Strategic Challenges to the Alliance”**
- **Workshop: “Reinvigorating the Northern Dimension of NATO”**

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

- Workshop: “Strengthening Human Security on NATO Battlefields by Incorporating Diverse Perspectives in Alliance Operations”
- Workshop: “Strengthening Human Security of Alliance Members Off the Battlefield”



What Role for Canada on the Global Stage?

Ottawa – May 14, 2019

A member of the G7, G20, UN, WTO Commonwealth and Francophonie and security partner in NATO, NORAD and the Five Eyes group, Canada has both place and standing on the international stage. The Canadian presence aspires to be active, constructive and internationalist in support of the rules-based international order. But that order is now under stress with its main champion now embracing 'America First'. So what role for Canada in a world in disarray? Drawing together parliamentarians, senior civil servants, diplomats, business leaders, students and civil society, this conference examined Canada's role in our changing world. Overview available [here](#).

Keynote Speakers:

- Hon. Bob Rae, Canada's special envoy on humanitarian and refugee issues
- Jacob Poushter, Pew Research Center

This conference featured nine panels and two discussions:

- Managing Uncle Sam
- An Energy Superpower? Or Hamstrung by Social License and Provincial Bickering?
- An Agri-food Superpower?
- Canada's Bid for the UN Security Council: Should we or shouldn't we?
- Coping with China's New Stance: Middle Powers in a time of Renewed Great Power Competition
- Defending the Dominion against bots, trolls, terrorists and other threats
- Ambassadors Forum: How do we sustain the rules-based international system and meet the populist challenge?
- Responsible Neighbours: Lessons of the Lima Group
- Priorities for the Next Government
- Discussion: “Plight of the Rohingya: Forgotten People?”
- Discussion: “International Public Opinion and Canada's Role on the Global Stage”



Canada's State of Trade: At Home and Beyond

Ottawa – February 19, 2019

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. Overview available [here](#).

// CGAI PROGRAMS & ACTIVITIES (CONTINUED)

Keynote Speakers:

- Stephen Tapp, Deputy Chief Economist, EDC
- John Hannaford, Deputy Minister, International Trade, Global Affairs Canada
- Jonathan Fried, G20 Sherpa

This conference featured five panels and seven discussions:

- **Positioning Canada Against Protectionist Forces At Home and Abroad**
- **Making Trade Deals – CETA, CPTPP, China, India et al. – Work for Canada**
- **The China Challenge**
- **On From The USMCA: Managing North America**
- **Getting Goods to Market: What We Still Need To Do**
- **Discussion: “Overview of Facts & Figures of Trade”**
- **Discussion: “Trade Overview”**
- **Discussion: “G20 Overview”**
- **Discussion: “The Future of the Canada-U.S. Relationship”**
- **Discussion: “Unfinished Business: Breaking Down Trade Barriers Within Canada”**
- **Discussion: “Canada’s Trading Future: CETA, CPTPP, Africa, Latin America”**
- **Discussion: “USMCA and Canada’s Trade Regime Debate”**



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 2019, the Canadian Global Affairs Institute hosted 9 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

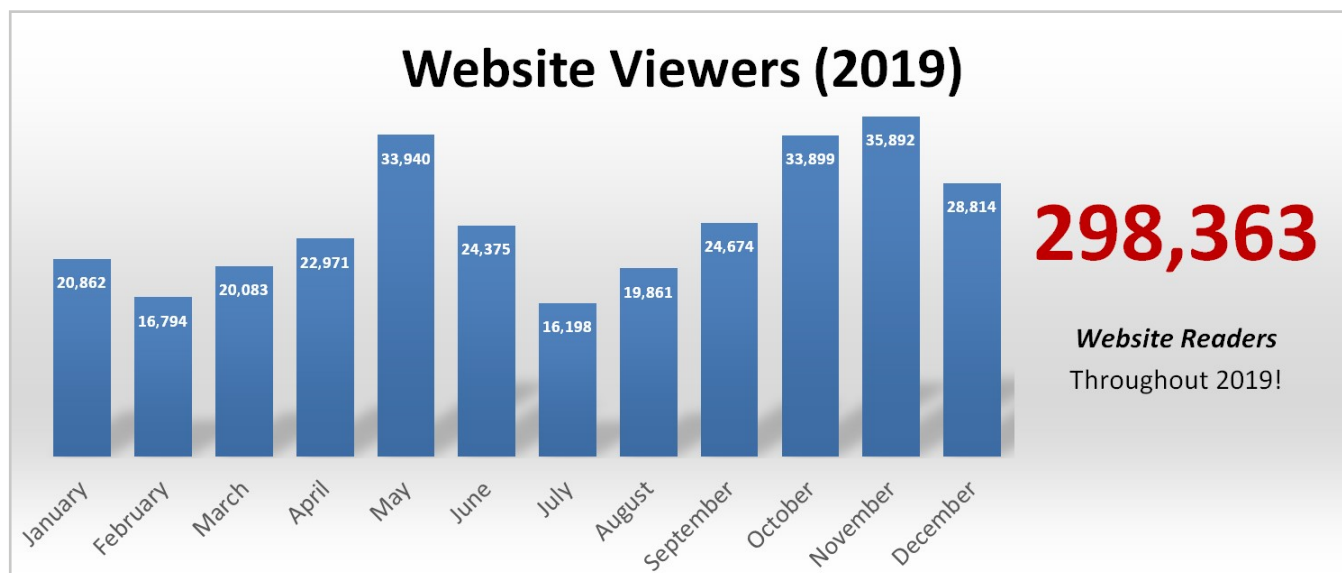
Begun in 2002, this nine-day course introduces university students to military journalism and the Canadian Armed Forces. The program’s goal is to enhance the military education of future Canadian journalists who will report on Canadian military activities domestically and abroad. Through this experience and education, the media will become a better conduit to communicate defence and foreign affairs issues to the Canadian public. In 2019, Five journalism students from across Canada completed the course from May 10-May 17, 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. 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 rapidly

growing. In 2019, the CGAI website saw a record amount of viewers totalling 298,363 throughout 2019 — a 39% increase from the previous year – thanks to continued engagement on social media, and consistent weekly content.



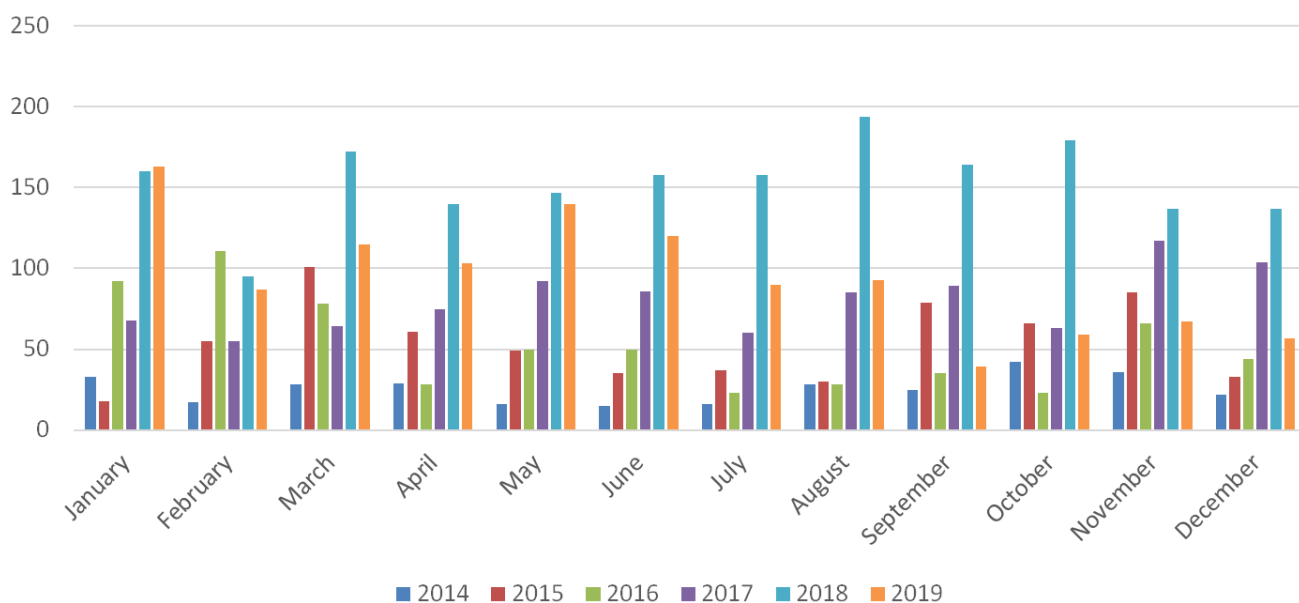
// REACH (CONTINUED)

MEDIA HITS

Since 2013, the CGAI has seen remarkable growth in its media presence. Overall, total media hits – including print, radio and television – by CGAI fellows reached 1,133 in 2019. This was a significant decrease from the institute's peak of 1,841 media hits in 2018. The decrease was particularly noteworthy in the latter half of the year, correlating with Canada's general election,

which, unfortunately, lacked substantive discussion regarding Canada's foreign policy.

CGAI Media Hits Historically (2014-2019)

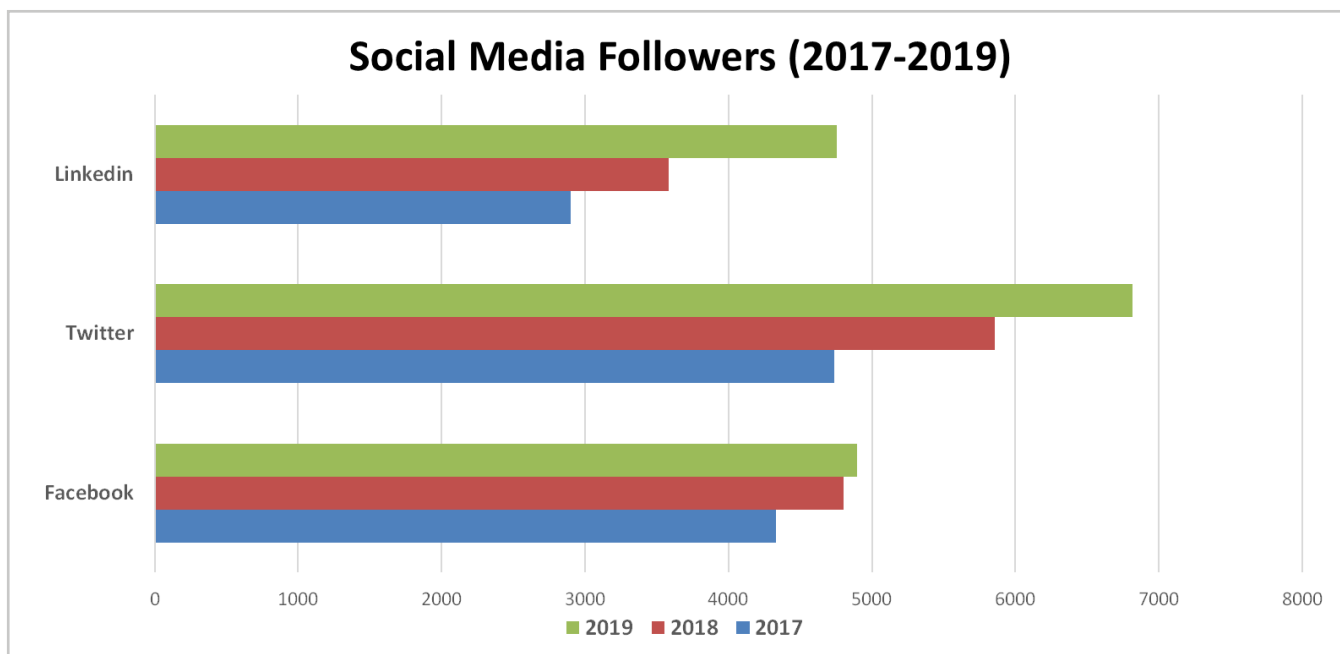


// REACH (CONTINUED)

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 2019, the CGAI raised its presence on Facebook from 4,755 followers to 4,895 followers. On Twitter, the CGAI account @CAGlobalAffairs garnered an additional 1,017 followers, raising its total profile to 6,817 followers. On LinkedIn, the CGAI has also maintained remarkable

growth, increasing by nearly a third, and now boasts 4,758 unique followers.



// 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 2019 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 2019.

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The School of Public Policy, University of Calgary

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 Barry Munro
 Roy Norton
 Chris Pavlik
 Betty Wade
 Rod Wade
 Paul Wanklyn
 W. Brett Wilson

// FINANCES (CONTINUED)

FINANCIAL STATEMENTS

December 31, 2019 with comparative figures for 2018

	2019	2018
Operating Highlights		
Revenues (Donations, grants, special projects)	\$ 1,091,749	\$ 1,282,796
Operating Expenses	\$ 1,225,333	\$ 1,331,777
Operating Deficit	\$ (133,584)	\$ (48,981)

// OUR PEOPLE (AS OF DECEMBER 31, 2019)

BOARD OF DIRECTORS

George Brookman
West Canadian Industries

Kelly Ogle
Canadian Global Affairs Institute

Ian Wild (Chairman)
Corporate Director

Don Douglas
Jetstream Capital Corporation

Susannah Pierce
LNG Canada

Sheila McIntosh
Corporate Director

Craig Stewart
Corporate Director

ADVISORY COUNCIL

Rona Ambrose

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

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.

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.

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 Kleeer 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)

FELLOWS

Art Agnew	Andrew Griffith	Kevin O'Shea
Ken Barker	Allison Gifford	David Perry
John Barrett	Marius Grinius	Vanja Petricevic
David Bercuson	Robert Hage	George Petrolekas
Kevin Birn	Benjamin Hauteouverture	Jeff Philips
Christopher Bishop	David Higgins	Joël Plouffe
Jean-Christophe Boucher	Roger Hilton	Andrew Powell
Brett Boudreau	Rolf Holmboe	Andrew Rasiulis
Brian Bow	Deanna Horton	Tom Ring
Maureen Boyd	Andrew House	Chris W. J. Roberts
Andrew Caddell	Rob Huebert	Kari Roberts
Phil Calvert	Jaeho Hwang	Colin Robertson
David Carment	Peter Jones	Lindsay Rodman
Anthony Cary	Joseph Ingram	Stephen Saideman
Andrea Charron	Thomas Juneau	Hugh Segal
Jan Top Christensen	Amy Karam	Bill Sigler
Michael Cleland	Tom Keenan	Per Sjögren
Jeffrey Collins	Brian Kingston	Elinor Sloan
Howard Coombs	Elizabeth Kingston	Sarah Smith
Barry Cooper	Adam Lajeunesse	Gary Soroka
Daryl Copeland	Eugene Lang	Hugh Stephens
Jocelyn Coulon	Gavin Liddy	Alan Stephenson
Glenn Davidson	Meredith Lilly	John Stewart
Francisco Suárez Dávila	Julian Lindley-French	Kelly Sundberg
Mike Day	Ted Lipman	Kali Taylor
Ferry de Kerckhove	Matthew Lombardi	Denis Thompson
Douglas Dempster	Ian Mack	Laurie Trautman
Jim Donihee	Randolph Mank	James Trottier
Peter Donolo	Michael Manulak	Heidi Tworek
Timothy Dunne	Barbara Martin	Adriana Vega
Dur-e-Aden	Kyle Matthews	Stéfanie von Hlatky
James Fergusson	Dennis McConaghy	Ron Wallace
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Matthew Fisher	Marcia Mills	John Weekes
Patricia Fortier	Robert Muggah	Carol Wise
Frédéric Gagnon	Stephen Nagy	David Curtis Wright
Monica Gattinger	Michael Nesbitt	
Sarah Goldfeder	Mark Norman	

MANAGEMENT AND STAFF

Kelly Ogle, President & CEO – Calgary

Colin Robertson, Vice-President – Ottawa

David Perry, Vice-President & Senior Analyst – Ottawa

Adam Frost, Managing Editor & Program Co-ordinator – Calgary

Charlotte Duval-Lantoiné, Events and Outreach Co-ordinator – Ottawa

Jason Rankin, Digital Co-ordinator – Ottawa

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
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Making sense of our complex world.