## CONTENTS

### Executive Summary
4

### About Us
5
- Who We Are
5
- What We Do
5
- Vision
5
- Mission
5

### CGAI’S Programs and Activities
6
- Policy Papers
6
- Policy Perspectives
6
- *The Global Exchange* Podcast
6
- *Defence Deconstructed* Podcast
6
- *Energy Security Cubed* Podcast
6
- *Battle Rhythm* Podcast
7
- *Conseils de Sécurité* Podcast
7
- Speaker Series
7
- Conferences
7
- Roundtables and Seminars
8

### Reach
9
- Website Viewers
9
- Social Media
10

### Finances
11
- Our Supporters
11
- Financial Statements
12

### Our People
13
- Board of Directors
13
- Advisory Council
13
- Fellows
14
- Management and Staff
15

---

**CANADIAN GLOBAL AFFAIRS INSTITUTE**
**INSTITUT CANADIEN DES AFFAIRES MONDIALES**

Making sense of our complex world.

---

**Main Office**
1800, 150-9th Avenue SW
Calgary, Alberta T2P 3H9
(403) 232-1387

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

contact@cgai.ca | www.cgai.ca
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 adapted its collection of activities, in response to the COVID-19 pandemic, to continue to engage the variety of individuals and groups who regularly seek out the Institute’s expertise. In 2020, the Institute published 62 papers and 141 podcast episodes, and hosted twelve various events and webinar panel discussions. With the support of ATB Financial, the Institute was able to host its annual speaker dinner in Calgary to discuss the weaponization of social media and how it is affecting war, politics and civil society. The CGAI also organized two conferences in Ottawa that examined the modernization of North American defence and the state of Canada’s international trade.

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.
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 140 fellows – a diverse group of practitioners and academics throughout Canada and abroad. Program guidance is provided by a 17-person advisory council made up of a cross-section of former politicians, senior retired civil servants, retired general officers and academics. The Institute is governed by a board of eight experienced corporate directors, while a lean staff of seven split between Calgary and Ottawa manages day-to-day operations.

**WHAT WE DO**

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

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

**VISION**

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

**MISSION**

The Canadian Global Affairs Institute’s mission is to identify Canadian global interests and to promote Canada’s active and effective involvement in the international arena. We pursue this mission through the production of authoritative, relevant and rigorous public policy analysis, and the dissemination of this strategic analysis to Canadian policy-makers and the public. To succeed, it is imperative that we inform both decision-makers and the public of the connection between international affairs and the ongoing pursuit of a more secure and prosperous Canada.
In 2020, the Canadian Global Affairs Institute continued to expand our publications across all platforms, which allows us to provide accessible analysis to a broad range of audiences. By publishing dozens of timely, peer-reviewed papers examining various Canadian policy challenges and hosting numerous speaker events, including two conferences in Ottawa, 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 141 episodes for our strong and increasing following of listeners, and began hosting webinars.

**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 9 policy papers in 2020, 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 additional to CGAI’s regular production of policy papers covering a wide range of topics, six thematic papers were produced to explore global energy security. The full policy series can be found [here](#).

**POLICY PERSPECTIVES**
In 2020, the CGAI published 47 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 PODCAST**
The Global Exchange podcast is a weekly conversation focused on bringing listeners comprehensive analysis and commentary on a variety of world issues. Host Colin Robertson guides listeners through the various challenges confronting Canadian foreign policymakers. This year the Global Exchange explored a wide variety of topics, producing 52 episodes. The full catalog of The Global Exchange podcasts can be found [here](#) or via your podcast app.

**DEFENCE DECONSTRUCTED PODCAST**
The Defence Deconstructed podcast is a weekly conversation with host David Perry engaging various defence experts and officials on the pressing defence and security issues Canada faces today and tomorrow. In response to the greater demand for mobile content exploring a wide variety of topics, the Defence Deconstructed podcast expanded to 52 episodes in 2020. The full catalog of Defence Deconstructed podcasts can be found [here](#) or via your podcast app.

**ENERGY SECURITY CUBED PODCAST**
The Energy Security Cubed podcast is a weekly conversation with host Kelly Ogle engaging various experts and officials to discuss the three pillars of energy security – energy, economics and the environment. Launching in 2020, the first five episodes of the new show were released. The full catalog of Energy Security Cubed podcasts can be found [here](#) or via your podcast app.
**BATTLE RHYTHM PODCAST**

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

**CONSEILS DE SÉCURITÉ PODCAST**

Présenté par Sarah-Myriam Martin-Brûlé et Thomas Juneau et publié un mardi sur deux, « Conseils de sécurité » traite de questions de sécurité et de défense en français. Coproduit avec le Réseau d’analyse stratégique (RAS) et le Réseau canadien sur la défence et la sécurité. The full catalog of episodes can be found [here](#) or via your podcast app.

**SPEAKER SERIES**

The CGAI hosted a **speaker dinner** featuring Peter W. Singer, a strategist, who discussed the weaponization of social media and how it affects war, politics and civil society.

**CONFERENCES**

The Canadian Global Affairs Institute hosted two conferences in 2020 before the pandemic halted in-person events. These events are core components in the pursuit of the CGAI’s vision. By gathering prominent Canadian policymakers, 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.

**Modernizing North American Defence**

**Ottawa – January 29, 2020**

This conference discussed the modernization of North American defence, with specific attention placed on current and future cyber, space, air, and maritime based threats, exploring the type of capabilities and command arrangements required to properly defend against these. The discussion not only discussed these matters through the lens of NORAD, but also explored adaptation to new threats in the context of the U.S. and Canadian national militaries, the Northern Command (NorthCom), as well as the Tri-Command Agreement. Perspectives came from military practitioners, academics, and stakeholders in the defence industry. Overview available [here](#).
3rd Annual Canada’s State of Trade: At Home and Beyond
Ottawa – March 10, 2020
Canada’s trade policy and positioning, domestically and internationally, were the focus of this conference hosted by the Canadian Global Affairs institute. Featuring speakers from the business world and the government, it discussed Canada’s competitiveness, how the country can improve its exports of goods and services, how it is managing the current trade hurdles it encounters with the United States and China, and what Canadian businesses do to be profitable and more environmentally and socially conscious. Overview available here.

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 2020, the Canadian Global Affairs institute hosted nine roundtable and seminar events, both in-person and online, 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.
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 2020, the CGAI website saw a record amount of viewers totalling 325,653 throughout 2020 — a 9.1% increase from the previous year — thanks to continued engagement on social media, and consistent weekly content.

![Website Viewers (2020)](image-url)
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 2020, the CGAI raised its presence on Facebook to 5,013 followers. On Twitter, the CGAI account @CAGlobalAffairs garnered an additional 1,287 followers, raising its total profile to 8,104 followers. On LinkedIn, the CGAI has also maintained remarkable growth, increasing by more than a third, and now boasts 6,656 unique followers.
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 2020 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 2020.

Strategic Partner
The School of Public Policy, University of Calgary

Organizations
AltaCorp Capital
Annapolis Capital
ATB Financial
ATCO
BMT Canada Ltd.
Brawn Family Foundation
CAE Inc.
Canadian Commercial Corporation
Canoe Financial
Cenovus Energy
Deloitte
Earnscliffe Strategy Group
Export Development Canada
Enbridge Pipelines Inc.
Ernst & Young Orenda Corporate Finance Inc.
Felesky & Flynn LLP
General Atomics Aeronautical Systems Inc.
General Dynamics Land Systems - Canada
General Dynamics Mission Systems – Canada
Grafton Asset Management
Husky Energy
KPMG
L3 Harris Technologies
Lockheed Martin Canada
Mancal Corp.
MDA Inc.
North Atlantic Treaty Organization
Prospectus Associates
Raytheon
RBC Private Banking
Scotiabank
SkyAlyne
Tamaratt Fund at the Calgary Foundation
TC Energy
The Department of National Defence
Westbrick Energy Ltd.
Western Zagros

Individuals
Abdel Badwi
Jeffrey Boyce
George Brookman
Don Chynoweth
Ross Douglas
Glenn Hamilton
Tim Hearn
Guy Huntingford
Jack Lee
Bill Lister
Michael Matthews
Sheila McIntosh
Barry Munro
Roy Norton
Betty Wade
Rod Wade
Paul Wanklyn
W. Brett Wilson
### FINANCIAL STATEMENTS
December 31, 2020 with comparative figures for 2019

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Highlights</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td>$1,149,406</td>
<td>$1,091,749</td>
</tr>
<tr>
<td>(Donations, grants, special projects)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$1,007,976</td>
<td>$1,225,333</td>
</tr>
<tr>
<td>Operating Excess (Deficit)</td>
<td>$141,430</td>
<td>$(133,584)</td>
</tr>
</tbody>
</table>
OUR PEOPLE (AS OF DECEMBER 31, 2020)

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.

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

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 Earnscliffe 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.
// OUR PEOPLE (CONTINUED)

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

MANAGEMENT AND STAFF
Kelly Ogle, President & CEO – Calgary
Colin Robertson, Vice-President – Ottawa
David Perry, Vice-President & Senior Analyst – Ottawa
Ian Brodie, Program Director - Calgary
Adam Frost, Managing Editor & Program Co-ordinator – Calgary
Charlotte Duval-Lantoine, Events and Outreach Co-ordinator – Ottawa
Seth Scott, BC Outreach and Energy Security Forum Co-ordinator – Vancouver
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.