



CANADIAN GLOBAL AFFAIRS INSTITUTE
INSTITUT CANADIEN DES AFFAIRES MONDIALES

Making sense of our complex world.



ANNUAL REPORT | **2022**
JUNE 2023

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

Once again, 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 2022, the Institute published 47 papers and 158 podcast episodes, and made a return to hosting in-person events including 37 various in-person and webinar discussions.

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 data and analysis 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 15-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 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.

// CGAI'S PROGRAMS AND ACTIVITIES

In 2022, the Canadian Global Affairs Institute returned to a volume of programming comparable to our pre-pandemic output. By publishing dozens of timely, peer-reviewed papers examining various Canadian policy challenges and hosting numerous speaker events the CGAI continues to be a leader in openly discussing the domestic and international challenges facing Canada.

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 three policy papers in 2022. *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, five thematic papers were produced to explore Indo-Pacific supply chains and thirteen papers examining the current international threat environment and Canada's defence and security capabilities and needs. The full Indo-Pacific supply chain policy series may be found [here](#), and the defence and security series [here](#).

POLICY PERSPECTIVES, PRIMERS AND BOOK REVIEWS

In 2022, the CGAI published 44 policy perspectives, primers and book reviews. 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 process. 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 *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 released 54 episodes in 2022. The full catalog of *Defence Deconstructed* podcasts can be found [here](#) or via your podcast app.

THE 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. Each episode begins with Kelly and Joe Calnan, CGAI's Energy Security Analyst, reviewing the events of the previous week affecting global energy security. The complete catalog of *Energy Security Cubed* podcasts can be found [here](#) or via your podcast app.

// CGAI PROGRAMS AND ACTIVITIES (CONTINUED)

SPEAKER SERIES

This year's Calgary roundtable series discussed trends in global energy security. The CGAI also hosted a speaker dinner featuring David Colette, CEO and Founding Partner of Abacus Data, who examined the political environments in Canada and Alberta, specifically, and contextualized recent polling data on core political issues and public impression of leaders and policy choices.

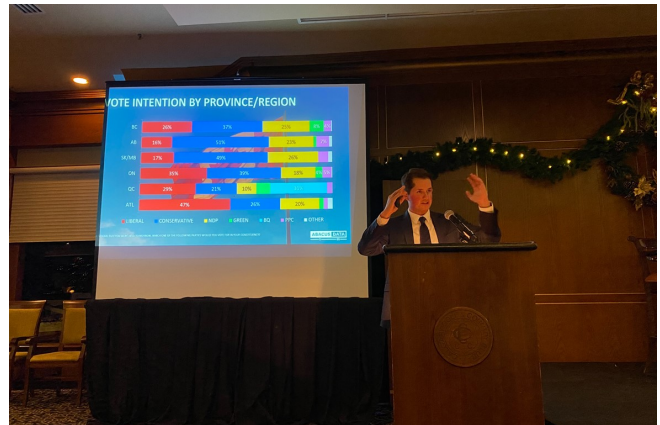
ROUNDTABLE SERIES

- **March 9, 2022: Europe's energy insecurity – Richard Norris**, Managing Director of Pandreco Energy Advisors.
- **June 9, 2022: Resurgence of energy geopolitics – Amrita Sen**, Founder and Director of Research at Energy Aspects.
- **October 5, 2022: Russia, Iran and the energy transition – Sara Vakhshouri**, Founder of SVB Energy International.



SPEAKER DINNER

- **December 14, 2022: Taking Stock of Canada's Political Environment – David Colette**



CONFERENCES

The Canadian Global Affairs Institute hosted five conferences in 2022, four of which returned to in-person events. 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. Agenda and overview of each conference may be accessed [here](#).

- **Annual State of Trade Conference: Doing Trade in Disrupted Times – March 8, 2022**
- **After the War: What Kind of World for Canada – May 10, 2022**
- **Defending the Continent: A Pan-Canadian and Pan-Domain Arctic Approach – May 19, 2022**
- **Canada's Role in the Korean Peninsula and the Indo-Pacific – October 18, 2022**
- **Annual Defence Procurement Conference: Putting Canadian Defence Procurement on a War Footing – October 25, 2022**

// CGAI PROGRAMS AND ACTIVITIES (CONTINUED)



2022, the Canadian Global Affairs Institute hosted 33 webinars and roundtables, led by various Canadian military personnel, foreign attachés, diplomats, industry executives, cabinet ministers and visiting academics.

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.



ROUNDTABLES AND WEBINARS



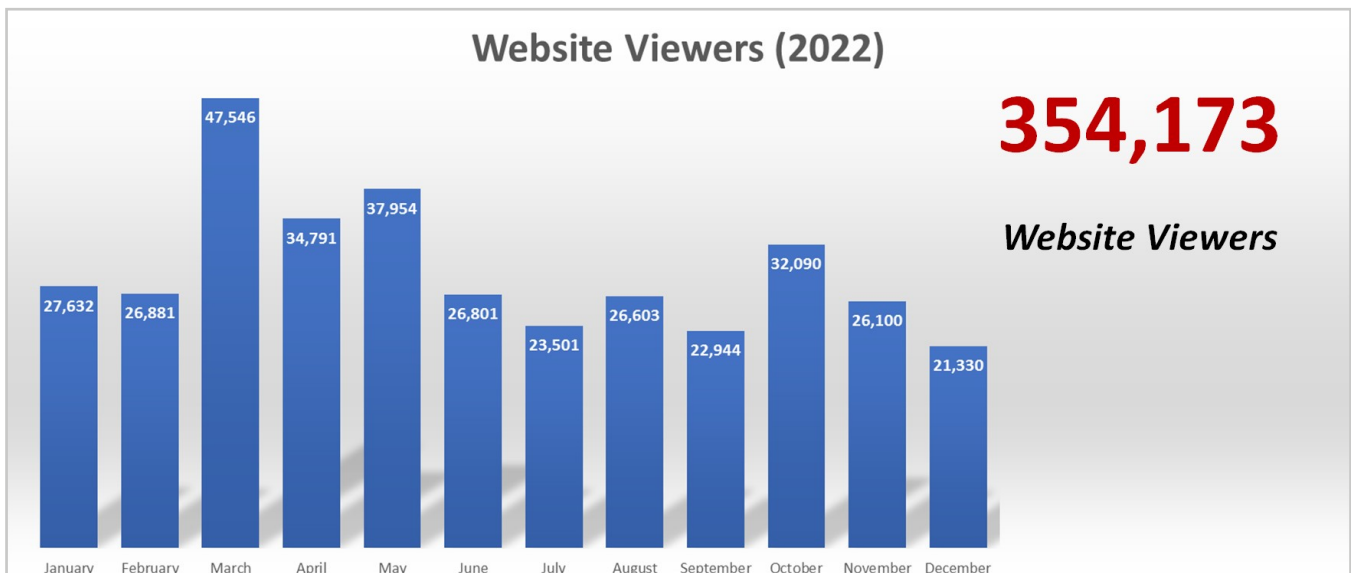
Due to sporadic public health restrictions, the CGAI's events in 2022 took place both virtually, via webinar presentations or virtual roundtable discussions, and in-person. These featured a diverse group of experts discussing a variety of topics pertinent to Canadians. In

// REACH

WEBSITE VIEWERS

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 consistently growing. In 2022, the CGAI website received 354,173 pageviews, an increase of 17.8 per cent from 2021.



// FINANCE

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 2022 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 2022.

Organizations

Amazon Web Services Institute
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 Embassy of Japan in Canada
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// OUR PEOPLE (AS OF DECEMBER 31, 2022)

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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.

David Coletto
David Coletto is CEO and a founding partner of Abacus Data and is an Adjunct Professor at Carleton University.

Gary Doer
Gary Doer was the 23rd Canadian Ambassador to the United States and former Premier of Manitoba.

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

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.

Peter MacKay

Hon. Peter MacKay served in the Parliament of Canada for over 18 years as a cabinet minister in high-profile portfolios, including Justice and Attorney General, Department of National Defense, Foreign Affairs and the Atlantic Canada Opportunities Agency.

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.

// OUR PEOPLE (CONTINUED)

David MacNaughton

David MacNaughton is the Canadian President of Palantir Technologies and previously served as Canada's Ambassador to the United States.

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.

Susannah Pierce

Susannah Pierce is the President and Country Chair and GM Renewables and Energy Solutions of Shell Canada. Previously, she served as External Affairs Director of LNG Canada.

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.

Stéfanie von Hlatky

Stéfanie von Hlatky is an associate professor of political studies at Queen's University, Director of the Queen's Centre for International and Defence Policy (CIDP) and co-director of the Network for Strategic Analysis.

Brad Wall

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

FELLOWS

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Peter Bates
Stewart Beck

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MANAGEMENT AND STAFF

Kelly Ogle, CEO – Calgary

David Perry, President – Ottawa

Colin Robertson, Senior Advisor – Ottawa

Ian Brodie, Program Director - Calgary

Adam Frost, Managing Editor & Operations Manager – Calgary

Charlotte Duval-Lantoine, Operations Manager – Ottawa

Joseph Calnan, Energy Security Forum Manager & Energy Security Analyst – 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.



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