



CANADIAN GLOBAL AFFAIRS INSTITUTE
INSTITUT CANADIEN DES AFFAIRES MONDIALES

2025

Annual Report



Making sense of our complex world.

Prepared April 2026

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About Us

The Canadian Global Affairs Institute is Canada's most credible source of expertise on global affairs. The work of our researchers, fellows and advisors sparks impassioned nation-wide discussions and debates that are designed to help Canadians better understand their role on the world stage.

Established in August 2001 and based in Calgary and Ottawa, the Canadian Global Affairs Institute is a registered charity, which comments repeatedly in the media and publishes extensively on defence, diplomacy, trade, resources, and development. The Institute's policy research and education materials are authored by former practitioners and academics throughout Canada and abroad.

Program advice comes from a multi-disciplinary council and governance is provided by an experienced board. We provide opportunities for thoughtful debate and discussion for our key audiences, including Canada's influential political, business, academic, NGO and civil service leaders. We host a comprehensive website, robust social media platforms, speaker events, symposia and short courses.

The Canadian Global Affairs Institute is a federally registered non-profit organization with charitable status. It is funded mainly by corporate, foundation and individual donations and sponsorships.

Message from the CEO

Dear Members of the Canadian Global Affairs Institute community,

I am very pleased to present this year's annual report on behalf of the Institute. With all of your support, we completed an incredibly busy, productive, and impactful year.

Over the past twelve months, we expanded our program of events, strengthened key partnerships in the defence and energy sectors in particular, and enhanced our research and knowledge-sharing initiatives. We hosted 25 events across Calgary, Ottawa, and Toronto; published 30 policy perspectives from our fellows and collaborators; and produced 174 episodes for the CGAI Podcast Network.

Beyond our own hosted activities, our team was fully engaged participating in external events and discussions, testifying before Parliamentary committees, and providing media commentary.

In a time marked by both opportunity and uncertainty, we convened discussions incorporating private sector perspectives, federal and provincial governments, and independent thought leaders to advance Canadian national interests and prosperity amidst dynamic geopolitical relationships. We were heavily involved in providing advice and commentary during the 2025 federal election and during Prime Minister Mark Carney's transition to office. Our impact in 2025 came from the content we produced as well as engagement with all of you.

Looking to 2026, the Canadian Global Affairs Institute will continue to build and foster relationships across sectors, facilitate discussion on international issues impacting Canadian prosperity and national interests.

We hope you will continue to join us in those efforts.



A handwritten signature in black ink that reads "David Perry". The signature is fluid and cursive, with a long, sweeping tail on the "y".

Dr. David Perry
President and CEO

Our Team

Board of Directors

Dr. Laura Dawson

Gillian McCormack

Barry Munro

Kelly Ogle

Dr. David Perry

Craig Stewart

Ian Wild (Chair)

Team

Dr. David Perry

President & CEO

Kelly Ogle

Managing Director

Charlotte Duval-Lantoine

Vice President, Ottawa Operations

Joseph Calnan

Energy Security Forum Manager

Colin Robertson

Senior Advisor

Jordyn Carroll

Communications and Events Specialist

Megan Saito

Calgary Operations Coordinator

Arman Siddiqui

Analyst

Tristan Price

Analyst

Tori Novelli

Operations Support

Fellows

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John Barrett
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Dani Belo
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Kevin Birn
Mike Blanchfield
Steve Bowes
Maureen Boyd
Brett Boudreau
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Julian Lindley-French
Meredith Lilly
Ted Lipman
Ron Lloyd
Abby MacDonald
Dennis McConaghy
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Michael Manulak
Randolph Mank
Solange Márquez
Brendan Marshall
Barbara Martin
Pascale Massot
Eric Miller
Marcia Mills
Fauzya Moore

Vina Nadjibulla
Stephen R. Nagy
Mark Norman
Richard Norris
Roy Norton
Cleo Paskal
John Parisella
David Perry
Michael Petric
George Petrolekas
Jeffrey Phillips
Evan Potter
Taras Prodaniuk
Bahman Radnejad
Andrew P. Rasiulis
William Richardson
Tom Ring
Kari Roberts
Chris W. J. Roberts
Colin Robertson
Alexander Rudolph
Alexander Salt
Amrita Sen
Swaran Singh
Elinor Sloan
Sabine Sparwasser
Hugh Stephens
Al Stephenson
Scott Stevenson
John Stewart
Craig Stone
Jeff Tasseron
Denis Thompson
Katherine Todd
Laurie Trautman
James Trottier
Heidi Tworek
Sara Vakhshouri
Adriana Vega
Stéfanie von Hlatky
Christopher Waddell
Ellen Wald
Ron R. Wallace
Kelly Williams
Alex Wilner
David Curtis Wright

Events

A Year in Review



February

Energy Analyst Summit

Calgary, AB

May

Trade Conference

Ottawa, ON



June/July

King Charles III Coronation Ceremonies

Calgary, AB
Ottawa, ON





June

NATO 2025: Finding
Consensus at a High-Stake
Summit

collaboration with the British High Commission

Ottawa, ON

June

Washington D.C. Natural
Gas Dialogue

Washington D.C



September

Charting Canada's
Digital Ambition

Ottawa, ON

October

Inflection Point 2025

collaboration with the Canadian Army

Ottawa, ON





October

Speaker Dinner: Mick Ryan

Calgary, AB

October

Energy Security Forum

Ottawa, ON



November

Defence Procurement Conference

Ottawa, ON



November

Creating Pan-Domain Continental Defence

Ottawa, ON



Triple Helix

Triple Helix: An Academic-Policy-Industry Partnership for Defence innovation and Analysis (“Triple Helix”) is a network composed of the Canadian Global Affairs Institute (CGAI), the Norman Paterson School of International Affairs (NPSIA) at Carleton University, and industry that will explore how a range of emerging technologies intersect with defence.



*Post Doctoral Fellow,
Triple Helix:*

Dr. Alexander Salt



Our objective is to provide an empirically driven and practically oriented guide on the interplay between technology, innovation, security, defence, and policy useful to Canadian policymakers and private sector actors alike, as well as to identify paths to and foster greater cooperation between government, academia, think tanks and industry in the areas of emerging technologies and innovation.

Canada-Korea Relations

In 2024, Dr. Julie Kim co-created our Korea Defence and Security Program, the first dedicated Korea-focused program at a think tank in Ottawa. Since coming on the team, she has significantly strengthened the Institute's ties with South Korea and contributed to Canadian decision makers' better understanding of Canada-Republic of Korea defence relations.



*Post-Doctoral Fellow,
Korea:*

Dr. Julie Kim

We produced policy-relevant research on Canada-Korea relations, organizing roundtables with key stakeholders from both countries, and engaging public audiences through media commentary. Through her engagement and coordination, CGAI signed a Memorandum of Understanding with South Korea's Defense Acquisition Program Administration (DAPA) in May 2025, which marked a significant step toward strengthening institutional cooperation.

Fellowships

WiDS/CGAI Fellowship

CGAI partners with WiDS (Women in Defence and Security) to offer the annual WiDS & CGAI Fellowship. Recipients receive mentorship, work and research/analysis opportunities with CGAI, as well as access to CGAI publications and resources.



2025 Recipient:

Amy Hinchey



Amy is a first-year MA student at Carleton University's Norman Patterson School of International Affairs (NPSIA). She is completing her master's degree in International Affairs with a field focus in Intelligence and a specialization in Cybersecurity. Amy began her career as a public servant in 2022 and has held various security focused roles. She currently works on a project team within the Personnel Security directorate at the Department of National Defence. Amy's research interests include cybersecurity, information security, artificial intelligence, and emerging technologies.

Fellowships

COVE Defence Innovation Fellow

In 2025, COVE and CGAI collaborated to create a program aimed at advancing Canada's dual-use and defence technology sector through research, innovation, and commercialization.



Inaugural Recipient:

Dr. Olena Kryzhanivska



Dr. Kryzhanivska has published in the Kyiv Independent, Kyiv Post, NATO Association of Canada, and The Journal of Conventional Weapons Destruction, and has held senior roles at NATO Association of Canada, Countertrade and Offset (UK), the United Nations in New York, and the Norwegian Embassy in Türkiye. She serves on the advisory committee for the Small Arms Survey project and has appeared as a podcast guest on defence innovations in the Russian-Ukrainian war.

Publications

Policy Perspectives

Policy Perspectives bridge the gap between in-depth research papers and concise op-eds. They undergo rigorous review to ensure high-quality analysis but are not double-blind reviewed to allow timely publication. Written by fellows, staff, and subject matter experts, they cover a wide range of topics reflecting the Institute's broad expertise.

Highlighted Policy Perspectives:

"The Diplomats Guide to Canada 2026" Maureen Boyd and Colin Robertson

"Lessons and Warnings for Canada's Defence Investment Agency" Dr. Olena Kryzhanivska

"The Canadian Ballistic Missile Dilemma" Dr. James Fergusson

Policy Series

Policy Series are expert-authored papers and viewpoints on specific subjects. They undergo rigorous review for quality, though not double-blind, to enable timely publication. Produced by fellows, staff, and other specialists, they span a wide range of topics reflecting the Institute's expertise, often with grant support to explore issues in greater depth.

Highlighted Policy Series:

Canada-U.S. Relations

Canada-Korea Series

NATO Series

organized and supported by the Canadian Chamber of Commerce, The Norman Paterson School of International Affairs (Carleton University), and the Canadian Global Affairs Institute.

Podcasts



THE GLOBAL EXCHANGE

Host: Colin Robertson

Released every Monday, brings a uniquely Canadian perspective to the foreign policy, trade, and development issues of the day.

ENERGY SECURITY³

Host: Kelly Ogle and Joe Calnan

Released every Wednesday, explore the three pillars that form the nexus of energy security in Canada: Energy, Economics, and Environment.



DEFENCE DECONSTRUCTED

Host: Dr. David Perry

Released every Friday, engages various defence experts and officials on the pressing defence and security issues Canada faces today and tomorrow.



Sponsorships

Thank you to all of our strategic and event sponsors in 2025 that enabled us to facilitate conferences, roundtables, workshops and podcasts.

Strategic Sponsors

Lockheed Martin Canada
General Dynamics
Hanwha Ocean
BAE Systems Canada
COVE
Amazon Web Services
Davie Shipyards
Microsoft
Cenovus Energy
Tourmaline Oil
Canadian Association of Petroleum Producers
Pathways Alliance

Event Support

Airbus Defence and Space Canada Inc.	IMP Aerospace and Defence
Architecture 49	KPMG
ATCO	L3Harris
Bell Textron	MDA Space
The Brawn Family Foundation	Magellan
Canadian Agri-Food Policy Institute	National Propane Gas Association
Canadian Gas Association	Oil Sands Alliance
Canadian Nuclear Laboratories	PCL Construction
Canadian Propane Association	Petronas Canada
Dell Technologies	Raytheon / RTX
Department of National Defence	Saab
Energy for a Secure Future	Simon Reisman Chair in International Economics
General Motors	Stantec
HATCH	TC Energy

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