



CONFERENCE OF DEFENCE ASSOCIATIONS INSTITUTE

# ANNUAL REPORT

# 2024

# 2024 ANNUAL REPORT

## TABLE OF CONTENTS

---

|  |    |
|--|----|
| <b>I. Introduction</b> .....                           | 3  |
| ┌─── About Us  |    |
| ├─── Chairman of the Board - LGen (Ret'd) Guy Thibault |    |
| └─── Executive Director - Dr. Youri Cormier            |    |
| <b>II. Events</b> .....                                | 6  |
| ┌─── Ottawa Conference on Security and Defence         |    |
| ├─── Vimy Gala   |    |
| ├─── Montreal Climate Security Summit                  |    |
| ├─── Awards & Recognition                              |    |
| └─── Force Development Series                          |    |
| <b>III. Publications</b> .....                         | 14 |
| ┆  |    |
| <b>IV. Engagement</b> .....                            | 16 |
| ┌─── Fellowship Programme                              |    |
| ├─── Young Professionals Programme                     |    |
| ├─── Graduate Student Conference                       |    |
| ├─── Student Ambassador Programme                      |    |
| ├─── Mentorship Programme                              |    |
| ├─── Expert Series                                     |    |
| └─── Government Relations                              |    |
| <b>V. Impact</b> .....                                 | 22 |
| ┆  |    |
| <b>VI. Financials</b> .....                            | 23 |
| ┆  |    |
| <b>VII. Community</b> .....                            | 24 |
| ┌─── Partners  |    |
| ├─── Member Associations                               |    |
| ├─── Board Members                                     |    |
| └─── National Office Staff                             |    |

CONFERENCE OF DEFENCE  
ASSOCIATIONS  
EST. 1932



LA CONFÉRENCE DES  
ASSOCIATIONS DE LA DÉFENSE  
EST. 1932

**The CDA Institute is Canada’s veteran-led defence & security think tank dedicated to fostering a facts-based, rational and experience-driven approach to defence and security policy.**

Our purpose is to influence security and defence policy in Canada, educate the public through peer-reviewed research and analysis, and recognize leadership in the defence and security community.

The **Conference of Defence Associations** (CDA) was founded in 1932 and today serves as an umbrella group for 45 member associations that represent over 400,000 active and retired members of the Canadian Armed Forces. The CDA is a connector in the defence and security community that provides influence and visibility for member associations towards national engagement, as well as a hub where Canadians interested in matters of security and defence can converge for events, research, and analysis, as well as mentorship employment opportunities.

In 1987, the CDA founded the **Conference of Defence Associations Institute** (CDA Institute), a non-partisan registered charity organization with the mission to advance informed debate on national security issues, particularly those that pertain to national defence and the Canadian Armed Forces. The CDA Institute serves as a forum for informed public debate on national security and defence policies, fostering an understanding of the importance of these policies to Canada’s security and prosperity.

**The pages of this Annual Report are intended to demonstrate the impact of your engagement and show you how hard we’re working to ensure our collective voice is heard in the places where it matters most.**

# A WORD FROM OUR CHAIRMAN OF THE BOARD

Dear members of the CDA Institute community,

Outside of being embroiled in a major war, it's hard to imagine a more challenging time for our country from the tumultuous year of 2024 into a new year marked by an increasingly fractious and polarized geopolitical landscape. Our sovereignty, along with the peace, happiness, and prosperity we enjoy as Canadians, is under threat from multiple fronts and must not be taken lightly or for granted.

As a nation rich in natural resources and blessed with remarkable citizens, Canada has much to contribute to maintaining international peace and security and living up to our alliance commitments. The time for debate and further studies about our defence and military readiness has passed. This is a time for national leadership, political unity and a collective 'mobilization mindset' across society to confront the threats we face. The world will not wait for us to catch up.

Canadians and their elected officials have not always given the attention our armed forces, nor the diplomatic, development, and national security institutions that safeguard our vital interests, deserve. At the Conference of Defence Associations, alongside Canada's Defence think tank, the CDA Institute, and with the invaluable support of our partners, sponsors, and donors, we have worked tirelessly to provide a steady, calm, and rational expert voice on critical national security issues and why they matter for Canada.

**LGen (Ret'd) Guy Thibault**





# A WORD FROM OUR EXECUTIVE DIRECTOR

Dear members of the CDA Institute community,

The year 2024 was a stellar one for the CDA Institute and there's much to celebrate in this year's Annual Report. The one recurring theme you will find in these pages is that our many accomplishments were the product of galvanizing an entire community of stakeholders towards common goals—board members, staff, fellows, volunteers, donors, sponsors, government and industry partners, our audiences, as well as like-minded organizations with whom we had the pleasure to cooperate. All of you have something in common: you are crucial to our success as a community of Canadians who care about our national security and making the world a better, safer, fairer place.

The most remarkable outcome this past year was how we succeeded in breaking out from our traditional Ottawa center of gravity to host major international events in Montreal and Washington DC, while building the capacity and plans to deliver events in Canadian cities from coast to coast in 2025. This year also marked the launch of a renewed relationship with CPAC as our official broadcaster, helping us further disseminate our major events to a broad audience online and on cable television.

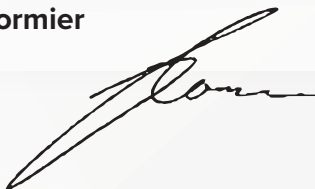
Over the past five years, the CDA Institute has become equipped to deliver weekly research and analysis, host monthly conversations and roundtables, publish quarterly deep dives in the form of Threat Assessments, Policy Papers, On Track Journals, and annual publications like the Strategic Outlook, while continuing to grow and strengthen our flagship events: the Ottawa Conference, the Vimy Gala, and the new Montreal Climate Security Summit, hosted with the NATO Climate Change and Security Center of Excellence.

As our nation faces rising international security tensions, it has been at least a partial relief to know that Canadians and their elected leaders are waking up to this reality and that a greater consensus exists today regarding Canada's need to provide the Canadian Armed Forces with the tools they need to carry out their missions at home and abroad.

In Parliament, in boardrooms, and in capitals around the world, people of influence turn to the CDA Institute as Canada's defence think tank. We've positioned ourselves as the place where important conversations happen, where everyone who's anyone shows up, and where anyone and everyone is welcomed to engage. I know that this community has contributed to this direction and that together, we are a strong voice for defence.

Thank you for being there every step of the way,

**Dr. Yuri Cormier**





# OTTAWA CONFERENCE

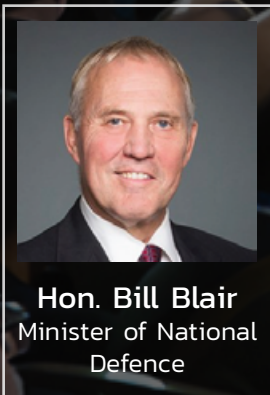
Celebrating its 93rd edition in 2025, the Ottawa Conference stands as Canada’s premier defence and security assembly.

The Ottawa Conference centers its discussions around a wide spectrum of security and defence matters, orchestrating a sequence of impactful keynotes, presentations, and dialogues led by distinguished experts in the fields of security and defence from Canada and across the globe.

## NATIONAL SECURITY IN TIMES OF GREAT PERIL

In the face of the deterioration of global peace and security, the above theme shaped conversations at the 2024 Ottawa Conference and brought together decision-makers committed to finding solutions for a safer, more secure future—not only for Canadians, but for all global citizens.

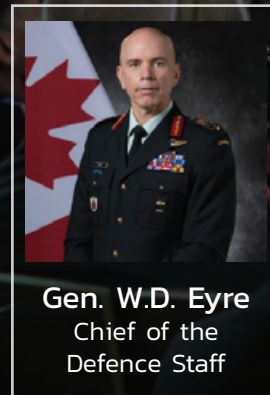
**The challenges ahead are novel and intimidating in their compounding effect.** However, they are not insurmountable, insofar as we uncover and utilise the underlying leverage at our disposal and prioritize diligently. Most importantly though, is to shape and communicate a strong wake-up call for Canadians and their political leaders.



**Hon. Bill Blair**  
Minister of National Defence



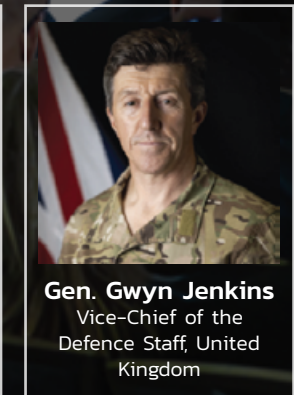
**Hon. Harjit S. Sajjan**  
Minister of Emergency Preparedness



**Gen. W.D. Eyre**  
Chief of the Defence Staff



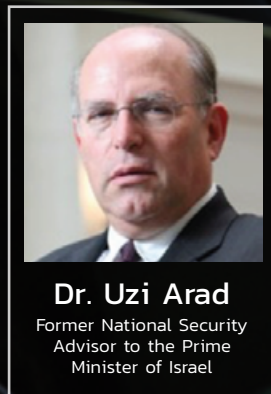
**Hon. Andris Sprūds**  
Minister for Defence, Republic of Latvia



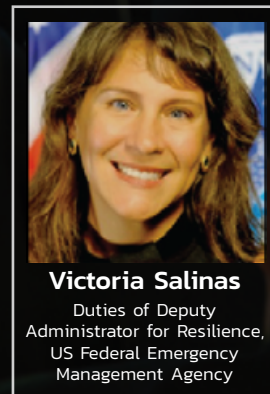
**Gen. Gwyn Jenkins**  
Vice-Chief of the Defence Staff, United Kingdom



**Angus Lapsley**  
Assistant Secretary General for Defence Policy and Planning, NATO



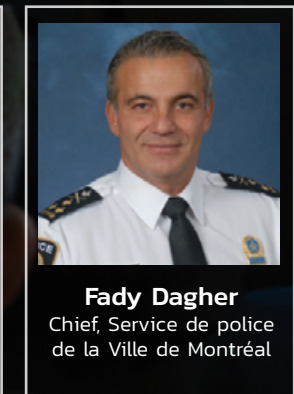
**Dr. Uzi Arad**  
Former National Security Advisor to the Prime Minister of Israel



**Victoria Salinas**  
Duties of Deputy Administrator for Resilience, US Federal Emergency Management Agency



**Charles Fries**  
Deputy Secretary General for Peace, Security and Defence, European External Action Service



**Fady Dagher**  
Chief, Service de police de la Ville de Montréal



# ON SECURITY AND DEFENCE



The Ottawa Conference audience consists of senior decision-makers in government, thought leaders in academia and civil society, and industry leaders. The event brings together Parliamentarians and reaches deep into the Department of National Defence, with a strong showing of general and flag officers.

Many other key segments of government also attend from the Prime Minister's Office, the Privy Council, Global Affairs Canada, PSPC, Treasury Board, Canadian Coast Guard, Public Safety, and over 20 other government departments and agencies.

In 2024, we welcomed an audience of...

**500+**  
in-person guests

**500+**  
virtual attendees

With thanks to our streaming partner CPAC (Cable Public Affairs Channel), all panel recordings and discussions remain available to view online in the CPAC Video Archive.



**Adm. Pierre Vandier**  
Major-General of the  
Defence Staff, France



**LGen Frances Allen**  
Vice-Chief of the  
Defence Staff



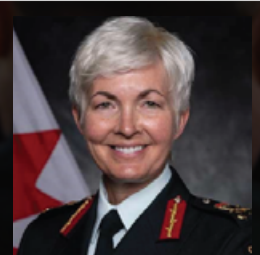
**MGen Odd-Harald Hagen**  
Norwegian Defense Attaché  
to USA and Canada

## 2024 Discussion Topics

Transatlantic Security Cooperation • Indo-Pacific • Readiness • Recruitment & Retention • Policing • Arctic Security & NORAD • Artificial Intelligence • NATO • Technological Innovation • Foreign Interference • Global Realignment • Climate & Domestic Emergency Response



**LGen M.H.L. Bourgon**  
Acting Commander, Military  
Personnel Command  
Canadian Armed Forces



**LGen Jennie Carignan**  
Chief, Professional  
Conduct and Culture,  
Canadian Armed Forces







The Vimy Gala is held annually on Remembrance Week and serves to honour Canada's fallen heroes and the accomplishments of outstanding Canadians in security and defence.



## A Legacy of Remembrance

Celebrating its 32nd edition in 2024, the Vimy Gala is Canada's premier defence and security recognition gala, annually bringing together Senators, Members of Parliament, senior public servants, general and flag officers of the Canadian Armed Forces, veterans, and members of the business community.

## Recognizing Excellence

The Vimy Gala excels in its mission to recognize meaningful contributions to Canadian defence, security, and the preservation of our democratic values.

The event is more than a ceremony—it is a recognition gala that provides the members of the defence and security community the opportunity to celebrate the achievements of outstanding Canadians.



## Vimy Award



Established in 1991 and presented annually at the Vimy Gala, the Vimy Award recognizes a Canadian who has made significant, outstanding and enduring contribution to the defence and security of our nation and the preservation of our democratic values.

The award honours the bravery and sacrifice of the Canadian soldiers – comprising the four divisions of the Canadian Corps – who were victorious in the battle of Vimy Ridge in April 1917.

A key highlight of the Vimy Gala is the presentation of the prestigious Vimy Award, which has been a tradition for over 30 years.

The first award was presented in 1991 to the Right Honourable Joe Clark, former Prime Minister of Canada, in recognition of his efforts to strengthen Canada's defence and security.

## 2024 Vimy Award Laureate

The Conference of Defence Associations Institute was proud to honour the 2024 Laureate of the Vimy Award, General (Ret'd) Walter Natynczyk.

Known to many as "Uncle Walt," General Natynczyk's career and service to the nation have been exemplary, culminating with the roles of Chief of the Defence Staff, President of the Canadian Space Agency, and Deputy Minister of Veterans Affairs.



# MONTRÉAL CLIMATE SECURITY SUMMIT

The **Montreal Climate Security Summit** is an annual international meeting at the intersection of climate change and security that brings together participants from across the NATO Alliance and beyond.

## In 2024...

For its third edition, the Montreal Summit was conducted and hosted in partnership with the newly launched NATO Climate Change and Security Centre of Excellence (CCASCOE), on October 29th-30th, at Palais des Congrès de Montréal.

We welcomed an audience of **300+ guests** composed of high-level civilian and military practitioners, policy makers, decision makers, and seasoned researchers hailing from NATO member countries, multilateral and regional organizations, industry, think tanks, and civil society.



In 2022 and 2023, the NATO CCASCOE, the European Union, U.S. Department of State, the International Committee of the Red Cross, NATO, and the Canadian Department of National Defence provided funding to support the event.

## Public Access

The 2024 edition was fully in-person and by-invitation only. The event was streamed for free online by CPAC (Cable Public Affairs Channel), and the event recording is available to view in the CPAC Video Archive in English and in French.



**Day 1**  
October 29, 2024  
[View now on CPAC](#)



**Day 2**  
October 30, 2024  
[View now on CPAC](#)





## Keynotes and Speakers

The Montreal Summit has attracted a high-level lineup of speakers from Allied countries, partner nations, and beyond (including Kuwait and Australia), complemented by insights from representatives of NATO HQ, the European Union, and the United Nations.



**Hon. Mélanie Joly**  
Minister of Foreign Affairs of Canada



**His Excellency Espen Barth Eide**  
Foreign Minister of Norway



**LGen M.C. Wright**  
Commander of the Canadian Army and Chief of the Army Staff



**Hon. Sherri Goodman**  
Secretary General of the International Military Council on Climate and Security (IMCCS)



**Gen (Ret'd) Tom Middendorp**  
Chairman of the IMCCS and Former Chief of Defense of the Netherlands



**Hans Olav Ibrekk**  
Special Envoy Climate and Security of the Norwegian Ministry of Foreign Affairs

## 2024 Discussion Topics

Current and Future Climate Security • Threats and the Role of NATO • Resilience of Military Infrastructure • Risk-Mitigation Strategies • Greening Defence and Military Readiness • Arctic Security • Data-Sharing • Strategic Foresight • Human Security



[View the complete speaker list](#)



# AWARDS & RECOGNITIONS



## The Ross Munro Award

The Ross Munro Award recognizes Canadians whose outstanding service to their craft is a testament to the power of national defence and security storytelling in journalism, videography, photojournalism, or authorship.

Award recipients demonstrate professional excellence and objectivity in coverage of national defence and security issues, providing insight, analysis, or examination of the context. Their works of distinction demonstrate the importance of sharing stories that impact all Canadians and strengthen and preserve democratic values.

### 2024 Laureates

In 2024, the CDA Institute was proud to name Steven Chase Senior (Parliamentary Reporter, *The Globe and Mail*) and Robert Fife (Ottawa Bureau Chief, *The Globe and Mail*) as the laureates of the Ross Munro Award.



Their award marked the first time that the Ross Munro Award had been given to two laureates in the same year, and was awarded on the basis of journalism excellence. In particular, the award recognized their recent reporting of allegations of Chinese interference in Canadian elections and the claim that India was involved in the assassination of a Sikh activist in British Columbia.



## The Captain Nichola Goddard Leadership Award

The Captain Nichola Goddard Leadership Award was created to recognize and honour a young Canadian innovator and trailblazer who has made an inspiring early or mid-career contribution to Canadian security and defence.

The Captain Nichola Goddard award is about remembering the leadership qualities of Nichola Goddard, her character and her vibrant spirit. The award is intended to celebrate Canadians who live and succeed by the same values that Nichola demonstrated such as inclusivity, commitment, courage, and valour within our defence and security community including Canadian Armed Forces, academia and industry.

### 2024 Laureate

In 2024, the CDA Institute was proud to name Master Sailor (ret'd) Antoine Lavoie as the Captain Nichola Goddard Award laureate.

Mr. Lavoie received the award on the basis of his visionary leadership and advocacy for members of the LGBTQ2+ community, which garnered significant traction amongst his peers and senior military leadership.





# FORCE DEVELOPMENT SERIES

Bringing together government, industry, academia, and military stakeholders to find solutions to Canada's and the Canadian Armed Forces' most pressing challenge.

Launched in 2020, the Force Development Series hosts subject matter-specific roundtables held under Chatham House Rule, experts from Canada and likeminded countries share insights on the most pressing challenges impacting the CAF's capabilities and readiness and the implications for Canada.

## Events & Published Reports (2024)

The discussion outcomes of each Force Development roundtable are synthesized into reports, furthering national discussion on defence policy and shedding light on the critical importance of a ready and equipped CAF in today's increasingly contested world.



### Digital Transformation in the Canadian Armed Forces December 2024

An analysis of the ongoing implementation of digital transformation in the CAF. Presentations discussed the critical role of cloud-based and emerging technologies, institutional and operational perspectives on obstacles and strategic prioritization of requirements, and the central challenge of communicating what digital transformation is and means for Canadians.



### The Future of Land Warfare and the Canadian Army October 2024

An assessment of the state of the Canadian Army and its capacity to meet the demands of modern warfare with significant resource and personnel constraints. Hosted in August 2024, panels discussed the current operating environment and the challenges faced by main and supporting combat arms exacerbated by recruitment and retention shortfalls, aging equipment and conflicting domestic demands that impact training schedules.



### Defence and Industrial Base Cooperation Amongst Allies Winter 2025

This event marked the CDA Institute's first partnership with the Embassy of Canada to the United States in Washington, D.C.

In October 2024, we hosted senior public servants from the USA, UK, Australia, New Zealand, and Canada to discuss the complex dynamics that impact defence procurement, industrial base optimization and integration, and strategic alignment within and between Five Eyes' governments.

# PEER REVIEWED PUBLICATIONS

The CDA Institute's peer-reviewed publications aim to educate and engage the public, academia, policymakers, and other stakeholders in meaningful discussions about national and international security issues.

## ON TRACK

**ON TRACK** is the official journal of the CDA Institute.

Its purpose is to promote informed public debate on the role of the armed forces and to explore discussions in defence and security. The journal achieves this by publishing various articles united under an overarching theme.



**Canada and the Indo-Pacific**  
October 2024

**Challenges and Opportunities for Integrating Gender Perspectives in Military Education: Experiences from the US and Canada**  
September 2024

**Operationalizing Reconstitution: Research Insights on Recruitment & Retention in the CAF**  
July 2024

## POLICY PAPERS

The **Policy Paper** series provides an in-depth discussion of critical defence and security issues impacting Canadians today.

Policy Papers offer substantive commentary on strategic security and defence matters affecting Canada and its citizens.

**Strengthening Responses to Conflict-Related Sexual Violence: The Implications of Armed Group Ideology for Intervention**  
May 2024

**Quality Over Quantity: Recommendations on Preventing the Infiltration of the Far-Right into the Canadian Armed Forces**  
August 2024



In 2024, the CDA Institute also launched a new op-ed section. Our four distinct publications serve as valuable resources for scholars, students, and defense professionals, contributing to the academic and professional body of knowledge in defense and security studies.

# THREAT ASSESSMENT

The **Threat Assessment** series identifies and details a traditional, ongoing, emergent, and/or future threat to Canadian national security with the purpose of encouraging and increasing public awareness,

knowledge, and informed debate. Designed to be educative, these reports invite experts to provide comprehensive overviews of issues they see as threats to Canada and its citizens.



## Strategic Outlook 2024

March 2024

## International and Domestic Arctic Assessment: Canada's Arctic Threats and Vulnerabilities

November 2024

## Analyse nationale et internationale des menaces et vulnérabilités du Canada dans l'Arctique

November 2024

# OP-EDS

**Op-Eds** are thought-provoking and intelligible pieces that either take a specific topic overlooked in the public debate or bring a new angle to timely topics within the defence and security or international relations realms.

## Heterogeneity characterizes “Asian values” in the Indo-Pacific region: Canadian engagement requires nuanced and differentiated diplomacy

Stephen Nagy, August 2024

## Retention in the CAF: Reframing the Solution

Dan Doran, September 2024

## Navigating Instability with Resilient Optimism Post-Trump Election

Matthew F. Fleming & Stephen R. Nagy, November 2024

## It is Past Time for Canada to get itself out of the Defence Rust-Out Trap

Charles Davies, November 2024



# FELLOWSHIP PROGRAMME

## Since relaunching in 2020,

the CDA Institute's Fellowship Programme has steadily expanded both within Canada and internationally.

The programme consists of experts and practitioners in academia, the diplomatic core, industry, government, and the armed forces.

Our fellows create a core of expertise that the Institute draws upon for its research, analysis, and commentary on current affairs.

In 2024, the program saw notable growth, with fellows now based in Washington, DC, and Japan, strengthening our global presence.

**We are committed to further broadening the program, aiming to triple the number of fellows by 2026.**

As we continue to recruit new Canadian experts, we are also seeking fellows in key global locations that reflect Canada's strategic interests.

This expansion allows us to build stronger connections with international partners and allies, improving our ability to inform Canadian defence policy and foreign affairs, while keeping our audience well-informed on global developments affecting Canada's defence and security challenges.



**Do you have what it takes to become a fellow?**  
Learn more and get in touch.

## Fellows



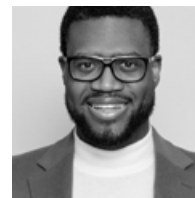
Dr. Christopher Ankersen



Dr. Olivier Choinière



Col (Ret'd) Charles Davies



Dr. Andrew Forde



Marcus Kolga



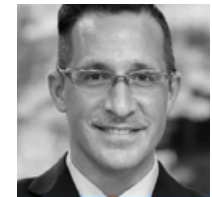
Dr. P. Whitney Lackenbauer



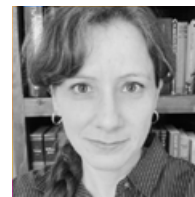
Dr. Sarah-Myriam Martin-Brûlé



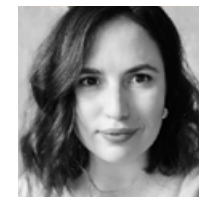
Justin Massie



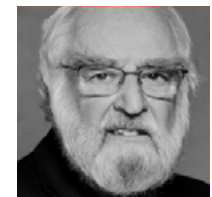
Dr. Stephen R. Nagy



Cleo Paskal



Gaëlle Rivard Piché

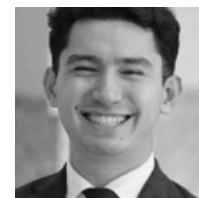


Dr. Kim Richard Nossal

## Junior Fellows



SiLang Huang



Xavier Delgado



Claire Parsons



# YOUNG PROFESSIONALS PROGRAMME

**Fostering the next generation of security and defence leaders.**

The Young Professionals Programme supports students and recent graduates by providing internships, mentorship opportunities, complimentary access to flagship events, and networking platforms designed to develop skills, confidence, and knowledge of the field.

Since its inception, **the program has engaged over 2,000 motivated individuals** eager to learn and grow, fostering a vibrant community of young professionals.

**In 2024, the CDA Institute invested over \$100,000 in our Young Professionals Programme** in the form of scholarships, fellowships, internships, travel stipends, publishing young scholars, and providing access to our flagship events.

The impact of the CDA Institute's efforts is evident in the success of its young staff and research interns, who have advanced to graduate and doctoral programs, as well as careers in politics, government, international organizations, the private sector, and think tanks worldwide.

**Through its programs, the CDA Institute strives to nurture the future of Canada's defence and security community.**



*Through my internship here, I've had the chance to spearhead several projects of my own with the support of the CDAI staff.*

*The CDA Institute is really dedicated towards maximizing the potential of their interns, and stands by you every step of the way. They truly value their interns and go out of their way to include you in discussions and make your voice feel valued.*

*It's such a collaborative environment: you genuinely feel as if everybody here wants the absolute best for you, from the very top of the organization to your fellow interns.*

— Heather Li, Summer 2024 Research Assistant

*My summer research assistantship at the Conference of Defence Associations (CDA) Institute was a truly rewarding experience. While a small team, CDAI consists of some of Canada's foremost national security experts. This meant that the research reports and policy papers I created mattered and had true impact.*

*While at CDAI, I also had the opportunity to work on digital content production, namely podcasts. Altogether, my internship was a valuable introduction to defence and security as a career field.*

— Gabriella Pickton, Summer 2024 Research Assistant

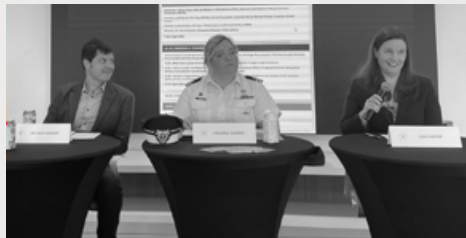


# GRADUATE STUDENT CONFERENCE

The CDA Institute's **Graduate Student Conference** is an annual event that provides graduate students, recent graduates, and young professionals with an opportunity to present their research, receive feedback from senior leaders in government, industry, and academia, and build meaningful professional connections.

The conference awards over \$10,000 annually in prize money for top presentations. Travel stipends are available, and the event includes an evening social for networking.

This conference offers a platform to refine research, connect with influential decision-makers, and advance careers in national security.



# STUDENT AMBASSADOR PROGRAMME

The **Student Ambassador Programme** offers undergraduate students across Canada a unique opportunity to engage with national security and defence issues while gaining hands-on experience in event planning and professional networking.



The program empowers ambassadors to organize on-campus events such as panel discussions, roundtables, and symposiums, fostering discussions on topics like Arctic sovereignty, NATO, climate change, and emerging technologies.

Ambassadors receive funding support for events, recognition on the CDA Institute's platforms, access to exclusive opportunities like the Graduate Student Conference and Mentorship Programme, and a recommendation letter upon successful completion.



# MENTORSHIP PROGRAMME

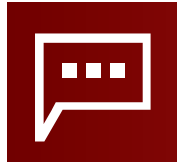
The CDA Institute Mentorship Programme connects young professionals (aged 30 and under) with established leaders in the defence and security sector.

This program offers a unique chance to expand professional networks, gain industry insights, and grow under the guidance of experienced leaders.



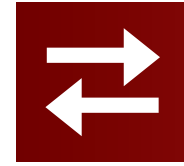
## VALUABLE GROWTH

Through strategic matching, mentees gain valuable career guidance, skills development, and networking opportunities with at least two hours of mentorship per month.



## EXPERT INSIGHTS

Mentors include senior government officials, ambassadors, business executives, academics, journalists, and members of the Canadian Armed Forces.



## PRACTICAL EXPERIENCE

Over a four-month program, mentees engage in activities such as one-on-one meetings, career planning, job shadowing, and networking.



**“The mentorship programme exceeded my expectations.** It was well-organized, and the support from the CDA Institute team was outstanding.

I highly recommend this programme to any young professional looking to advance their career in the defence and security sector. It is a unique and enriching experience that has had a lasting impact on my professional development.”

– Manuel Carranza, Winter 2024 Mentee



**“This program is extremely valuable** and I have enjoyed participating as a mentor. I learn a great deal from the mentees and I believe that they also appreciate the interactions that we have had.

The world is in a good place as all of the mentees are sharp, driven and excellent young persons.”

– Thomas DeWolf, Retired Business Development Executive, Defence and Security, Winter 2024 Mentor



**Interested in getting involved?**  
Learn more about our mentorship programme.

# EXPERT SERIES PODCAST

The CDA Institute's Expert Series is a podcast committed to advancing public knowledge and understanding in the fields of defence, security, foreign policy, and international relations.

The Expert Series serves as a platform for in-depth interviews on topical issues with esteemed guests from various backgrounds and global perspectives, including policy experts, academics, industry leaders, military figures, and government officials. The year 2024 marked a major rebranding effort, elevating the program's professionalism with enhanced graphics, design, and production quality. Now entering its fourth season, the Expert Series has grown significantly in viewership and engagement.

## In 2024, we achieved...

**1000+** New Subscribers    **2300+** Total Subscribers    **84 000+** Total Views

**47** Episodes focused on topics at the centre of national discourse on defence and security such as the NATO Summit, CANUS relations, the Victoria-class submarine replacement, and Arctic security.

**1.1 million** Impressions — Times users saw our videos in their search results or recommendations

Viewership extended across **38 countries**

### 1 Most viewed!



#### Canada's Next Submarine Fleet [Series]

Bob Davidson, Mark Norman, and Luc Cassivi

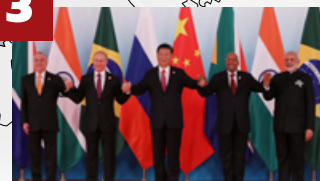
### 2



#### Canada's Arctic Foreign Policy

Dr. Rob Huebert and Dr. Whitney Lackenbauer

### 3



#### Does BRICS Challenge the International Order?

Matias Spektor, Max Bergmann, Shyam Saran, Zongyuan Zoe Liu, and Philani Mthembu

### 4

#### Defending Canada: Strengthening National Security in an Era of Global Uncertainty

Vincent Rigby

### 5

#### What the ICE Pact Means for Canadian Industry and Arctic Security

Dr. Adam Lajeunesse, Colonel (Ret'd) Pierre LeBlanc, and Dr. Rebecca Pincus





# GOVERNMENT RELATIONS

The Conference of Defence Associations convenes a non-partisan caucus of Members of Parliament and Senators with the purpose of fostering greater multi-party consensus and collaboration on matters of national security and defence.

The CDA Institute has become a trusted, indispensable voice for Members of Parliament, journalists, policy professionals, academics, and the general public.

## PARLIAMENTARY COMMITTEE APPEARANCES

### Standing Senate Committee on National Security, Defence, and Veterans Affairs



On June 3rd, 2024, **CDA Executive Director Yuri Cormier** brought attention to the need for Canada to improve procurement processes and leverage alliances like NORAD, NATO, and the Five Eyes, calling for greater integration with the U.S. defence industrial base.

He highlighted the necessity of transparency, efficiency, and cost-effective weapon procurement practices; enhancing parliamentary oversight; adjusting Canada's risk tolerance in defence procurement; and revis-

iting the Industrial and Technological Benefits policy to better serve the Canadian Armed Forces' needs and improve readiness.

### Standing Committee on National Defence

**Darren Hawco**

June 17th, 2024 — Witness Meetings

**Youri Cormier**

June 17, 2024 — ParIVu

**Guy Thibault**

October 22nd, 2024 — ParIVu

**Richard Fadden**

October 22nd, 2024 — ParIVu

### Standing Committee on Public Safety and National Security

**Marcus Kolga**

September 19, 2024 — ParIVu

**Marcus Kolga**

October 1, 2024 — ParIVu

**Marcus Kolga**

November 7, 2024 — ParIVu

# IMPACT

In 2024, the CDA Institute made significant strides in cultivating its reputation as an authority on defence, security, and geopolitical affairs.

We have become an important resource for decision-makers, journalists, and the public. Our expanded fellowship program has played a key role in amplifying our voice, which has resulted in an increase in commentary and op-eds.

## 250+

Members of the CDA Institute network appeared in the media over 250 times in 2024.

In 2024, the CDA Institute saw increased presence of our Board members in prominent media outlets, and our experts were frequently called upon to provide insightful commentary on major events.

### Highlights

#### The Economist

Youri Cormier, Executive Director

"Justin Trudeau's dodgy defence promise"

#### CBC

Guy Thibault, Chair of the Board

Power & Politics, June 20th (2024) and July 4th (2024)

#### Reuters

Vincent Rigby, Board Member

"Canada government adrift after finance minister resigns, Trump tariffs loom"

#### National Post

Darren Hawco, Board Member

"Defence update is a bold statement, but Trudeau needs to follow through"

#### La Presse

Justin Massie, Fellow

"Les percées russes sous l'œil d'experts"

## COMMUNITY GROWTH AT A GLANCE

**6290+** LinkedIn Followers

**6615+** Twitter/X Followers

**2300+** YouTube Subscribers

**35 000+** Monthly Website Visitors

**12 000+** Newsletter Subscribers

|                                | REVENUE                          | 2022-2023          | 2023-2024          |
|--------------------------------|----------------------------------|--------------------|--------------------|
| Flagship Events and Activities | Vimy Award Gala Dinner           | \$239,000          | \$186,800          |
|                                | Ottawa Conference*               | \$172,325          | \$188,258          |
|                                | Round Tables Series              | \$44,115           | \$123,430          |
|                                | Graduate Student Conference      | \$8,000            | \$45,500           |
|                                | Research Grants                  | \$15,640           | \$40,000           |
|                                | Montreal Climate Security Summit | \$127,426          | \$101,442          |
| General Revenue                | Donations                        | \$29,901           | \$74,988           |
|                                | Strategic Partners               | \$500,618          | \$457,409          |
|                                | Other Income                     | \$8,624            | \$28,566           |
|                                | <b>Total Revenue</b>             | <b>\$1,146,549</b> | <b>\$1,245,893</b> |
| <b>EXPENDITURES</b>            |                                  |                    |                    |
| Flagship Events and Activities | Vimy Award Gala Dinner           | \$163,399          | \$129,244          |
|                                | Ottawa Conference*               | \$133,446          | \$146,897          |
|                                | Round Tables Series              | \$22,997           | \$33,894           |
|                                | Graduate Student Conference      | \$9,250            | \$12,850           |
|                                | Research Grants                  | \$5,148            | \$16,276           |
|                                | Montreal Climate Security Summit | \$48,602           | \$32,332           |
| National Office                | Travel                           | \$5,690            | \$1,951            |
|                                | Salaries & Honoraria             | \$647,956          | \$720,875          |
|                                | Rent                             | \$35,856           | \$40,758           |
|                                | Audit & Professional Fees        | \$6,560            | \$7,872            |
|                                | Office General                   | \$40,453           | \$52,002           |
|                                | <b>Total Expenditures</b>        | <b>\$1,119,337</b> | <b>\$1,194,951</b> |
|                                | <b>NET REVENUE</b>               | <b>\$27,212</b>    | <b>\$50,942</b>    |

\* Please note that Ottawa Conference figures indicate approximately half of total costs and revenues as this event is jointly hosted by the Conference of Defence Associations and the CDA Institute.

# CONFERENCE OF DEFENCE ASSOCIATIONS INSTITUTE PARTNERS

## PREMIER PARTNER



## EXCLUSIVE PARTNER AWARDS & RECOGNITION



## STRATEGIC PARTNERS



## OPERATIONAL PARTNERS





# CONFERENCE OF DEFENCE ASSOCIATIONS MEMBER ASSOCIATIONS



Learn more about our member associations.

# CONFERENCE OF DEFENCE ASSOCIATIONS INSTITUTE

## BOARD MEMBERS

**Lieutenant-General (Ret'd) Guy R. Thibault**  
Chair of the Board — Former Vice Chief Of The Defence Staff

**Gordon Venner**

**Vice-Chair of the Board** — Former Associate Deputy Minister, Department of National Defence, Canadian Diplomat and Ambassador

**Kerry Buck**  
Former Canadian Ambassador to NATO

**Vice-Admiral (Ret'd) Robert A. Davidson**  
Former Canadian Military Representative to NATO

**Lieutenant-General (Ret'd) Marquis Hainse**  
Former Chief of the Army Staff and Commander of the Canadian Army

**Mike Hamilton**  
Chief Distribution Officer, SVP; RBC Insurance

**Chris Henderson**  
Former Deputy Commissioner of Operations at the Canadian Coast Guard; Seaspan Shipyards

**General (Ret'd) Tom Lawson**  
Former Chief of the Defence Staff

**Vincent Rigby**  
Former National Security and Intelligence Advisor

**Honorary Colonel Jeff Westeinde**  
Partner at Theia Partners and President of Zibi Canada; HCOL for the 33 Combat Engineering Regiment

**Rear-Admiral (Ret'd) Luc Cassivi**  
Former Commander, Military Personnel Generation and Canadian Defence Academy

**Wendy Gilmour**  
Former NATO Assistant Secretary General, Defence Investment

**Vice-Admiral (Ret'd) Darren Hawco**  
Former Canadian Military Representative to NATO and Chief of Force Development; Executive Advisor, Deloitte Canada

**Daniel Jean**  
Former National Security and Intelligence Advisor to the Prime Minister of Canada

**Naresh Raghubeer**  
Managing Partner and Co-founder, Sandstone Group

**Dr. Stéfanie Von Hlatky**  
Canada Research Chair in Gender, Security, and the Armed Forces; Full Professor in the Department of Political Studies at Queen's University

**Lieutenant-General (Ret'd) Christine Whitecross**  
Former Commander of Military Personnel Command

# NATIONAL OFFICE STAFF

---

**Dr. Youri Cormier**  
Executive Director

**Joseph Varner**  
Deputy Director – Conference of Defence  
Associations

**Jennifer Giguere**  
Director of Operations

**Josh Malm**  
Research and Analysis Programme Director

**Olivier Duhaime**  
Director of Government  
Relations and Public Affairs

**Valerie Aji**  
Financial Officer and Treasurer,  
CDA & CDA Institute

**Pauline Baudu**  
Managing Fellow – Climate  
Security Programme

**Hannah Fitzpatrick**  
Graphic and Digital Communications  
Coordinator

**Lauren Mannix**  
Force Development Series  
Coordinator

**Kawtar Kathi**  
Events and Administrative Coordinator

**Louis-Benoît Lafontaine**  
Research Coordinator

**Greg Colbert**  
Volunteering and Campaigns Coordinator

**Isabella Aung**  
Research Coordinator

**Gabriella Pickton**  
Research Assistant

**Heather Li**  
Research Assistant

# Your charitable donation makes a difference.

---

Our community of practice depends on the support of donors like you to help promote a rational and evidence-based approach to Canadian security and defence.

Every dollar has an impact on our ability to educate Canadians on issues of national security and defence.

**Donate today. It only takes a minute.**



701-350 Sparks Street, K1R 7S8, Ottawa, ON  
(613) 236-9903  
[Info@CDAIstitute.ca](mailto:Info@CDAIstitute.ca)