

MACDONALD-LAURIER INSTITUTE

Shaping the National Conversation

2017 ANNUAL REPORT



True North in
Canadian public policy



THE
MACDONALD-LAURIER
INSTITUTE

What we do

At MLI, we believe ideas matter.

The Macdonald-Laurier Institute is the only non-partisan, independent public policy think tank in Ottawa focusing on the full range of issues that fall under the jurisdiction of the federal government. Our goal is to be an indispensable source of reasoned and timely thought leadership for policy makers, opinion leaders, the media and the public, and thereby to contribute to making Canada the best governed country in the world.

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Letter from the Chair and Managing Director

Dear Friends and Supporters of the Institute,

In only eight years, the Macdonald-Laurier Institute has emerged as a national leader in all our areas of focus.

In 2017 we left our mark on a fast-growing range of public policy issues. We strengthened our traditional focus on domestic policy, Indigenous affairs, the economy and health care. And we have now raised our game and expanded our reach to become the indispensable voice on policy in areas like justice, intellectual property, national security, foreign policy and defence.

Our expanding number of events have also allowed us to put before Canada's political and thought leaders the best thinking in the country on the issues that matter.

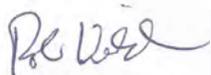
As a result of these efforts, MLI, its Senior Fellows, authors and other contributors have been recognized with national and international awards, such as the Templeton Freedom Award, Canadian Council for Aboriginal Business Award, the Cowan Prize, a Senate Medal, and the Magnitsky Award, to name just a few. We were once again ranked as the top think tank in Ottawa and one of the top five in the country in the foremost international rankings.

While there is always room for improvement, the facts are clear – 2017 was a landmark year for MLI. We significantly exceeded

our goals for fundraising, publications and visits to our website. We added key staff, board members and senior fellows to our MLI team. Our presence in social media, our web traffic, our earned media, and the scale of our publishing programme all continue to make a greater impact every year since our founding.

Both of us wish to express our recognition and gratitude to the many people who have made MLI such a success. In particular, we wish to mention the board of directors, the advisory council, the research advisory board, our authors, fellows and other collaborators, our financial supporters, those who attended our events and, crucially, the staff who have given so unstintingly of their time, energy and intelligence.

A special note from Brian Crowley about Rob Wildeboer, who will be retiring from his position as Chairman of the Board of Directors at the 2018 AGM: Rob has been with the institute since we opened our doors, and has proven instrumental in making MLI what it is today. He has shown tremendous leadership and proven to be one of MLI's greatest champions. In my role as Managing Director, I would like to personally thank Rob for his time and dedication over the years. The Institute will always be in his debt.



Rob Wildeboer
CHAIR



Brian Lee Crowley
**MANAGING
DIRECTOR**



2017 MLI ANNUAL REPORT

Shaping the National Conversation

In 2017, the Macdonald-Laurier Institute continued to be at the forefront in shaping the national conversation on the public policy issues that matter most to Canadians. Again in 2017 MLI and its authors have been recognized with national and international awards. And we were named the top think tank in Ottawa

and one of the top five in Canada in the most respected international rankings. A central reason for our success is MLI's responsiveness and impact. Unlike some larger, older institutions, MLI has shown a strong capacity to respond quickly to important policy issues and influence the thinking of all Canadians on the great public policy debates of our time.

Breaking new ground

Alone among think tanks in Canada, MLI focuses on the full range of issues that fall under the jurisdiction of the federal government. This broad mandate means that MLI is always eager to expand into major new policy areas where its thought leadership and impact can be felt most strongly. MLI was already undertaking cutting-edge work in many fields such as Indigenous affairs, fiscal policy, and health care, but in 2017 we also significantly expanded our work on intellectual property, home ownership, national security, and foreign policy and defence, to cite just a few examples. In addition, in honour of Canada's sesquicentennial, we placed significant emphasis on communicating the importance of Confederation and Canada's political tradition.

Our success in these policy areas is evident in both the numerous awards that MLI and its people have received, and in our overall policy impact. To strengthen our capacity and expertise, we expanded our roster of distinguished fellows to include these notable Canadians:

- **Marcus Kolga**, documentary film-maker and noted proponent of Magnitsky legislation;
- **Jane Londerville**, real estate and housing scholar;
- **Bob Murray**, international security expert;
- **Dwight Newman**, expert on constitutional law; and
- **Richard Shimooka**, defence procurement expert.

MLI is always eager to expand into major new policy areas where its thought leadership and impact can be felt most strongly.

Watch us grow

MLI's impact and activities have grown enormously in 2017, but we've kept staffing levels under tight control. We added some staff, board members and senior fellows, and executed a great number of events from our Confederation dinner and Great Canadian Debates, to book launches and roundtables. We are increasingly the go-to organization to host compelling discussions on foreign policy issues. The tables on the next page summarize our productivity growth in key measures over 2017, while only slightly increasing staffing levels.

By having an outsized impact on the policy debate in Canada, MLI provides an important value proposition. Our growing reputation allows us to keep earning the trust of our existing donors while attracting new supporters. Add to that our demonstrable policy impact and it is easy to show that MLI is making a substantial contribution to making a great country even better.

MLI also broke new ground by moving into its new offices in Sandy Hill, gaining substantially more space in a lovely heritage building.



▲ Exterior and interior of MLI's new offices in Ottawa's historic Sandy Hill



Website hits



Major papers



Events

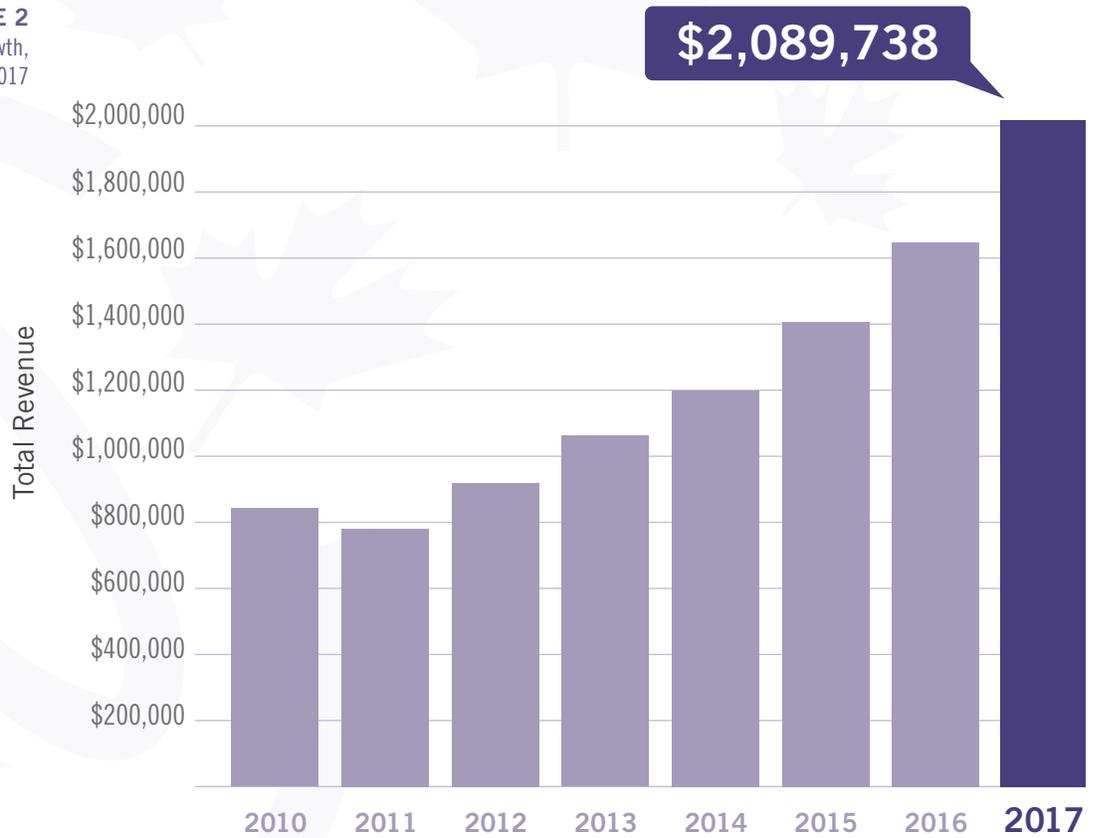


Fundraising

► **TABLE 1**
MLI's growth for 2017

| | Website hits | Major papers | Events | Fundraising |
|-------------|--------------|--------------|--------|----------------|
| 2017 | 134,000 | 26 | 17 | \$1.79 million |
| 2016 | 99,000 | 17 | 6 | \$1.39 million |

► **TABLE 2**
MLI's revenue growth,
from 2010 to 2017



► **STAFFING GROWTH:**
Number of full-time employees



2016: 6 FTEs



2017: 7 FTEs



MLI's 2017 ACCOMPLISHMENTS

What we did

2017 has been a tremendously productive and successful year for MLI. We have expanded our reach using traditional and social media to connect with more Canadians than ever before. We have received a growing number of awards and recognition at home and abroad. Our out-sized impact can be felt on a range of federal public policy issues – from bringing Indigenous relations to the forefront of the national conversation to playing a lead role in supporting Canada's decision to pass the Sergei Magnitsky Law and give it teeth. Our works have been cited by the Senate Committee on justice system reform and by Parliamentarians on defence procurement policy.

Connecting with Canadians

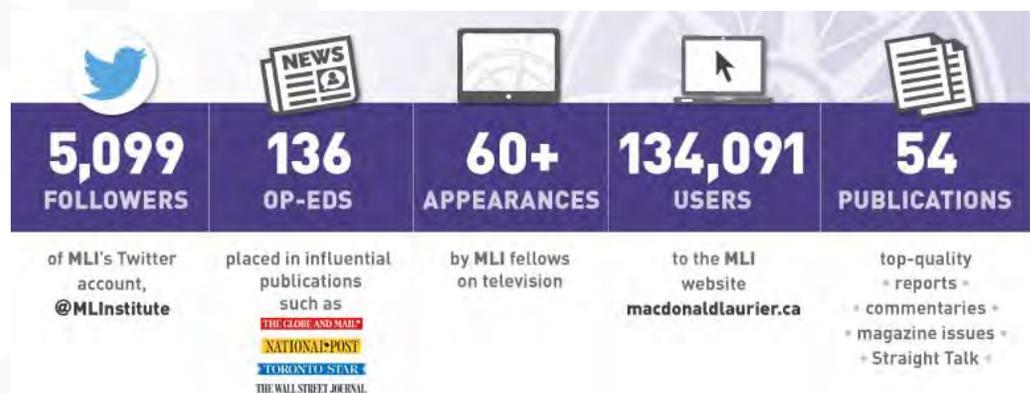
In 2017, MLI has been particularly successful in leveraging our social media and digital communication tools to market events to a wide audience, celebrate the successes of our work, highlight evidence of our impact, and build our reputation as an indispensable source of thought leadership. Two key measures provide a useful indicator of MLI's success in connecting with Canadians.

First, in 2017, MLI reached its goal of 1,500 "earned media" hits – a term that denotes unpaid mentions in the media. Op-eds remained an important strength for us, with 136 op-eds published in major news sources such as the *Globe and Mail* and *National Post*. We also regularly published in chains such as the Sun papers, so quite a few

of these publications appeared in numerous news sources across the country. We've also continued our success in having our experts interviewed on major television networks such as CBC, CTV, and Global.

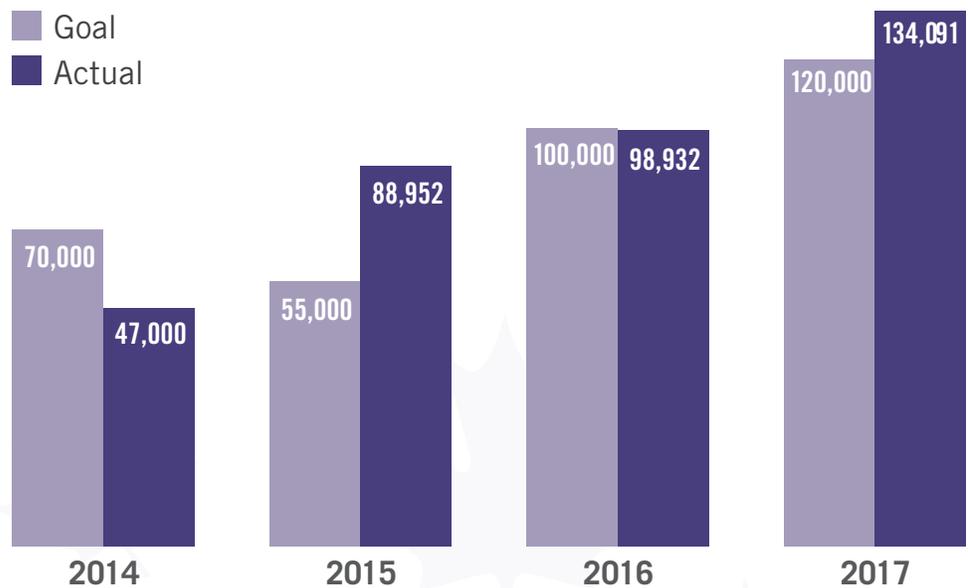
Second, in addition to traditional media, we also expanded MLI's own platforms in the form of video, original blog posts (through our *Inside Policy* blog), and a growing web and social media presence. For example, we had nearly 135,000 unique users on our website in 2017, which represents an increase of around 40 percent from the previous year. MLI also added nearly 1,000 new followers on Twitter, which continues to be our most popular social media platform.

► **TABLE 3**
MLI's social media numbers for 2017

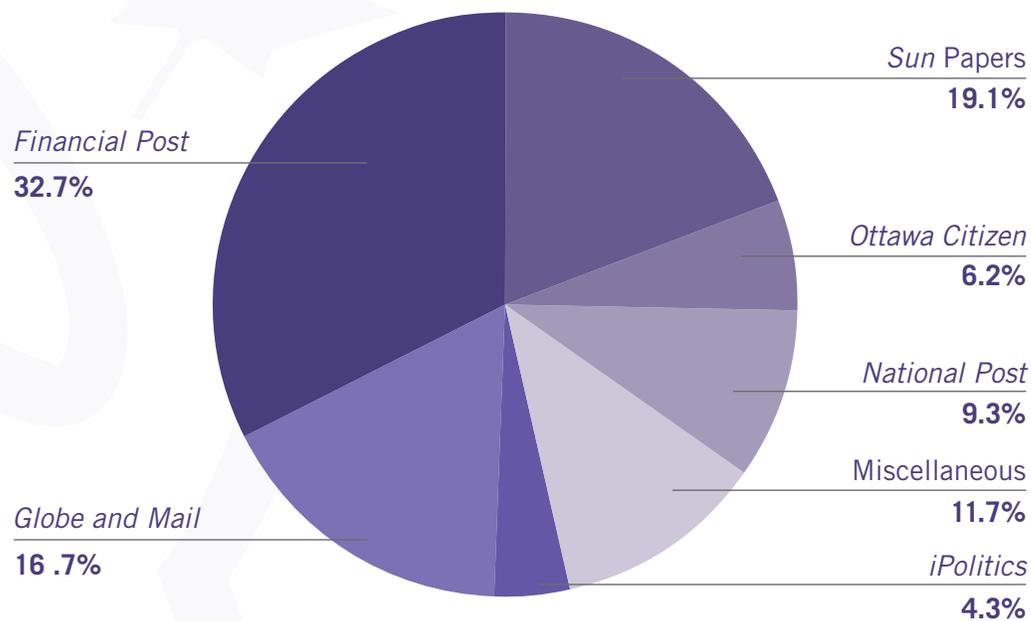


► **TABLE 4**
Annual visitors to
MLI's website

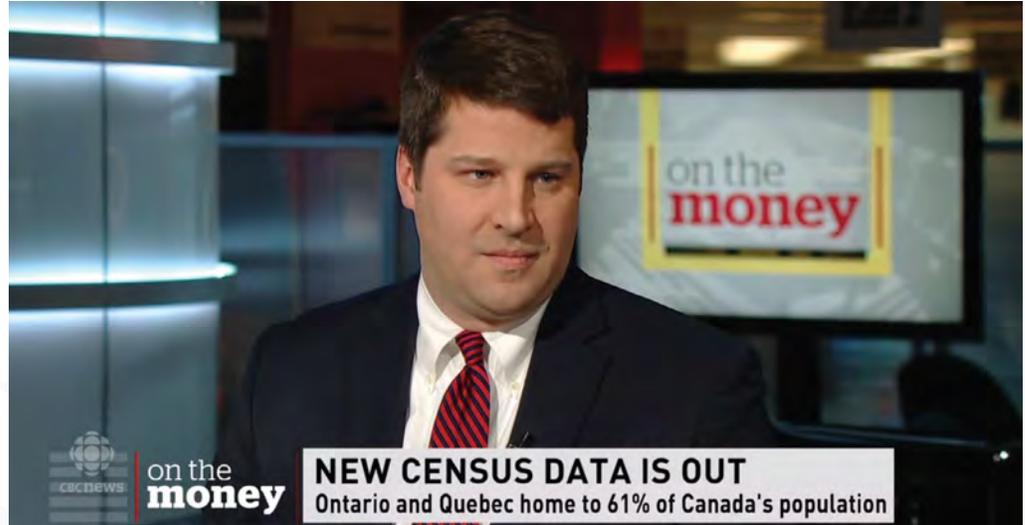
■ Goal
■ Actual



► **TABLE 5**
Percentage of appearances of
MLI-based op-ed article per
newspaper



In the News



▶ Sean Speer on
CBC's *On the Money*,
February 8, 2017



▶ Ken Coates on
BNN, June 12, 2017



▶ Alex Wilner on
CBC News, May 24, 2017



▶ Laura Dawson on
CBC's *The National*,
January 5, 2017

Some other notable television appearances in 2017 included:

- **Sean Speer** on TVO, March 24, 2017 on Budget 2017
- **Alastair Gillespie** on CTV, June 28, 2017 on Confederation Series
- **Marcus Kolga** on CBC, July 21, 2017 on Magnitsky legislation
- **Shuvaloy Majumdar** on CBC, August 22, 2017 on US Afghanistan Strategy
- **Philip Cross** on BNN, September 29, 2017 on oil sands
- **Christopher Sands** on CTV, October 12, 2017 on NAFTA negotiations
- **Christian Leuprecht** on Global News, November 1, 2017 on terror suspect arrest
- **Sean Speer** on CBC, November 15, 2017 on government privacy

Recognition of MLI's work

MLI has been regularly recognized for its influential thought leadership in important policy areas. This began in 2011 when MLI received the Sir Antony Fisher International Memorial Award for its first book, which was followed by the 2012 Templeton Freedom Award for Special Achievement by a Young Institute and our being named one of the top three new think tanks in the world in 2013 by the University of Pennsylvania. This record of achievement continued in 2017.

TEMPLETON FREEDOM AWARD

Due to our ground-breaking work on Indigenous affairs, MLI was short-listed for the prestigious Templeton Freedom Award for the world's best think tank project in 2017.



▲ L to R: Rob Wildeboer, Brian Lee Crowley, Ken Coates

“Beyond its obvious positive consequences inside Canada, MLI’s work with Aboriginal communities is potentially a model for others around the world,” said Atlas Network CEO Brad Lips. “Too often, governments have created dependency among populations that would benefit most from economic engagement. MLI’s project shows a constructive way forward.”

CCAB AWARD

At the annual gala of the Canadian Council for Aboriginal Business in September, MLI Munk Senior Fellow Ken Coates received the organization’s award for Excellence in Aboriginal Relations as the non-Aboriginal person who has contributed the most to Indigenous business development. According to JP Gladu, President, and CEO of CCAB, Ken’s “wealth of knowledge informs and enriches all Canadians.” Previous recipients of CCAB awards include Murray Sinclair, Chair of the Truth and Reconciliation Commission, and former prime minister Paul Martin.



▲ L to R: Carin Holroyd, Ken Coates, JP Gladu

► **L to R:** John Cowan, Harry Kowal, Christian Leuprecht, Mark Gerretsen



COWAN PRIZE

In October 2017, MLI Munk Senior Fellow Christian Leuprecht was awarded the RMC Cowan Prize for Excellence in Research. The Cowan Prize is presented each year to the Royal Military College of Canada's top research professor, chosen by a panel of his peers. Leuprecht is the youngest recipient of the Cowan award.

SENATE MEDAL

To cap off the year, MLI Munk Senior Fellow Alastair Gillespie was honoured with a Senate 150 medal from Senator Michael MacDonald, presented at a ceremony in the Senate in late November. Gillespie was recognized for his tireless service in bringing the words of Canada's founders to life for this generation with MLI's *Confederation Series*.



▲ **L to R:** James Bezan, Marcus Kolga, Valery Borshchev, Vladimir Kara-Murza

MAGNITSKY AWARD

MLI Senior Fellow Marcus Kolga was presented the Magnitsky Award for Outstanding Contribution to the Global Magnitsky Campaign in November by Canadian Member of Parliament James Bezan in London, UK.



▲ **L to R:** George J. Furey, Alastair Gillespie, Michael MacDonald

MLI's impact on public policy

Think tanks matter when they come up with good ideas for needed change and get those good ideas noticed and acted on. By this measure, 2017 was another great year for MLI.

INDIGENOUS AFFAIRS

MLI had a productive year in bringing Indigenous issues to the forefront of the national conversation in Canada. Under MLI Munk Senior Fellow Ken Coates' leadership, our work on Indigenous peoples and the natural resource economy is having a greater impact than ever before.

In a terrific example of recognition, MLI was short-listed as one of five finalists for the prestigious Templeton Freedom Award for the best think tank project in the world. Just to be nominated is a great honour. MLI was shortlisted for its work on creating new opportunities for Indigenous communities, and for fresh thinking on overcoming the challenges of state dependency and lack of opportunity. While we did not win the grand prize, we feel that this kind of recognition is proof positive that MLI has earned the respect and admiration of important people in Indigenous communities, industry and across the think tank landscape in Canada and globally.

In addition to awarding Munk Senior Fellow Ken Coates their Award for Excellence in Indigenous relations, as noted above, the Canadian Council for Aboriginal Business (CCAB) also invited Coates to join its Blue-

Ribbon Steering Committee for National First Nations Sustainable Economic Development and Fiscal Relations Strategy. In this capacity, he provides insight and direction to the council's work developing a National Strategy for First Nations economic development on reserves.

Coates has also been asked to advise the First Nations LNG Alliance in discussions with the BC government on LNG development. He will work with the government and First Nations on policies that will encourage Indigenous participation in the industry and opportunities for Indigenous peoples.

Coates has also been advising the First Nations Major Projects Coalition, which holds great potential to give First Nations who welcome development a united front and joint resources to ensure they are at the table and well represented for development opportunities.

Coates has also been asked to work with northern Indigenous governments on an Indigenous self-determination initiative; to develop a strategy to promote the use of new technologies in the Far North; to collaborate with major Indigenous organizations on research and outreach activities; to connect financial institutions with commu-

Ken Coates’ “academic insight on Indigenous issues is helping shape industry and government approaches to building sustainable business relations with Indigenous peoples,” said JP Gladu, President, and CEO of CCAB. “His wealth of knowledge informs and enriches all Canadians.”



▲ MLI report, *Missed Opportunities, Glimmer of Hope*, published May 2017



▲ Justice Minister Jody Wilson-Raybould, MLI's Policy-Maker of the Year

nities in need of investment capital; and to tour a number of remote locations to work with Indigenous communities to realize the potential prosperity from resource projects. Support from Indigenous groups for MLI's project continues to grow.

As well, MLI authors have made a major contribution to a new textbook released in 2017, titled *Indigenous Peoples and Resource Development in Canada*. Authors include Jacquelyn Thayer Scott, Anieken Udofia and Bram Noble, Dwight Newman and Ken Coates. With this textbook, MLI's thought leadership on Indigenous issues will spread to students in classrooms across the country.

MLI is routinely asked to provide background briefings for journalists working in the area and to update politicians and senior officials on developments in the field. For example, this fall, project leader Ken Coates was an important voice in explaining why government initiatives aimed at protecting the environment can be just as harmful to Indigenous relations as a lack of consultation on approving development initiatives. As Coates pointed out in an interview with the *National Post*, the Indigenous-led Eagle Spirit pipeline is jeopardized by the government's West Coast tanker ban. Coates predicts that we will soon see significant lawsuits from Indigenous peoples who are being denied opportunities to benefit from the resource

economy without sufficient government consultation.

Another excellent example of how MLI is changing the national discussion is a recent edition of CBC Radio's *Sunday Morning*, which was coordinated by Ken Coates. The resulting narrative of optimism and opportunity for Indigenous peoples to become full participants in the economy is exactly the message we're trying to get across.

We also remain influential with government. The federal government's planned sweeping changes to major project assessments have heeded the advice of Coates and MLI author Bram Noble and included requirements for early and effective engagement with Indigenous communities. Other aspects of the changes are more problematic, and MLI will be prominent in commenting on the legislation, encouraging fair, efficient and effective environmental assessments.

Finally, MLI has deepened its ties to the federal Justice Minister, Jody Wilson-Raybould, by naming her our *Inside Policy* Policy-Maker of the Year for her leadership on Indigenous issues. Coates was interviewed on APTN to discuss the issue and Wilson-Raybould's overall record. This relationship is important. Coates has on multiple occasions been invited to consult Wilson-Raybould on Indigenous reconciliation and she has been very encouraging about MLI's work.

ENVIRONMENTAL ASSESSMENT

In April 2017, Bram Noble, author of the MLI series “Aboriginal People and Environmental Stewardship,” was invited to present to the International Association for Impact Assessment. The panel was co-organized by the Canadian Environmental Assessment Agency and the BC Ministry of Environment and focused on the implications of the *UN Declaration on the Rights of Indigenous Peoples* on resource development.

Noble’s presentation was based directly on the second paper in the MLI series, which focused on snapshots of meaningful Indigenous participation in environment assessment – an issue that is now at the front lines of conflict and reconciliation between Indigenous peoples, governments, and resource developers. It’s especially important to get this process correct, and Noble’s presentation offered insight on how to proceed.

Also that month, Noble was invited to provide feedback to Canadian Environmental Assessment Agency (CEAA) on the federal government’s Expert Panel’s just released report, which proposed sweeping and challenging reforms to federal environmental assessment processes.

Noble worked closely with the CEAA throughout this process and the CEAA is strongly supportive of MLI’s findings and recommendations. Moreover, the Expert Panel’s report supported the two key recommendations from Noble’s series: that project proponents must engage Indigenous communities much earlier in the process; and that regional assessments can help make resource development more effective and efficient. A subsequent publication from the office of the federal Minister of Environ-

ment and Climate Change also supported these MLI recommendations.

JUSTICE

In 2016 MLI shone a bright light on the failings of our criminal justice system, and that work paid off in spades in 2017. In 2016 MLI author Scott Newark wrote “Justice on Trial,” a companion paper to MLI’s first ever “Report Card on the Criminal Justice System.” These publications were front page news in every corner of the country and brought immediate promises of reform by several provincial ministers of justice.

The interest didn’t end in 2016. In February 2017, Ontario’s attorney general called on the federal government to help speed up the justice system by appointing more judges and making specific changes to the country’s Criminal Code, all in line with our recommendations. Also recommended by MLI, Minister Yasir Naqvi called for a special meeting with provincial and territorial attorneys general to discuss the impact of the 2016 *Jordan* decision by the Supreme Court of Canada, which imposed limits on the length of trials. Naqvi and three other provincial justice ministers called for the reduction or elimination of preliminary inquiries in trials to improve efficiency, as recommended by MLI. There is no doubt that the constructive work of MLI is having an impact on these issues.

To give another example, the exhaustive review of inefficiency in the justice system conducted by the Standing Senate Committee on Legal and Constitutional Affairs resulted in a thorough report, released in June 2017, which drew heavily on MLI’s expertise. MLI author Scott Newark advised Committee Chair Senator Bob Runciman closely on

the process, and both Newark and Justice Report Card co-author Rick Audas testified before the committee. MLI's contributions were frequently referred to in the report, and the report's recommendations closely reflected MLI's ideas.

Munk Senior Fellow in Criminal Justice Benjamin Perrin authored numerous articles, reports and a book offering expert advice on modernizing and reforming the criminal justice system, which garnered national attention and resulted in interviews and publication by major media organizations, including the CBC and *Globe and Mail*, among others.

The issue of RCMP reform was also the subject of a paper by Munk Senior Fellow Christian Leuprecht. The paper's bold recommendations for solving the problems facing the RCMP were noticed by the national media, forming the basis for articles in the *Globe and Mail* and *Sun* newspaper chain and shaping the national conversation on

how best to solve the RCMP's current challenges. Leuprecht has been closely advising the government in its efforts to reform the Mounties.

GLOBAL AFFAIRS

It is no overstatement to say that MLI has emerged as a national leader in the foreign policy debate. We have established deep connections in the diplomatic community, collaborating with the Latvian Embassy, US Embassy, Israeli Embassy, and others to advance the interests of Canada and its allies in this rapidly changing world.

With the addition of new fellows like Marcus Kolga in 2017, MLI emerged in the forefront of making Canada a leader in global human rights. In April 2017, the House of Commons foreign affairs committee issued a report that strongly supported bringing Magnitsky legislation to Canada. Kolga played a key role arranging most of the star witness appearances and helping to draft the text. Shortly afterwards, Foreign Affairs Minister Chrystia Freeland formally announced the government's support for passing a Canadian Magnitsky law, which received Royal Assent in late 2017.

▼ Tweets by Manitoba Minister of Justice Heather Stefanson and Benjamin Perrin



▲ L to R: Bill Browder, Natalia Magnitsky, Nikita Magnitsky, Marcus Kolga, Irwin Cotler

Kolga continued to make the case for giving the new law teeth by bringing to Ottawa renowned businessman and author Bill Browder, a friend and colleague of murdered Russian lawyer Sergei Magnitsky, as well as members of Magnitsky's family.

MLI has also led the effort for Canada to improve Canadian relations with our democratic allies in the Indo-Pacific. In 2017, MLI Managing Director Brian Lee Crowley gave a talk at the prestigious Doha Forum on the need for Japan and India to work together to counter China's ambitions. He reprised the talk a few days later to a high-level audience at the Observer Research Foundation (ORF) in New Delhi. The paper based on this talk was also widely distributed, receiving more than 17,000 views on our website - by far the most for any MLI publication ever. MLI has since negotiated a memorandum of understanding with the ORF in recognition of the work we are doing on Canada in the Indo-Pacific.

Also on the foreign policy file, later in October, Munk Senior Fellow Shuvaloy Majumdar was invited by the Munk School of Global Affairs to take part in a discussion panel with ORF President Samir Saran to talk about China's unprecedented rise. Majumdar also appeared as a frequent media commentator on a range of international issues, from US air strikes in Syria to the growing authoritarianism in Turkey.

Following this paper, MLI also began its *Dragon at the Door* project: an ongoing series of critical essays by credible experts on the distressing realities of 21st century China. These essays have appeared as *Inside Policy* articles and Commentary papers. Authors

have included prominent experts from around the world, including Eric Lerhe, Harsh Pant, Duanjie Chen, and Charles Burton, among others.

SECURITY AND DEFENCE

With national security legislation being discussed in Parliament, MLI Munk Senior Fellow Christian Leuprecht appeared as a witness before the Senate Committee on National Security and Defence in June to provide expert testimony on Bill C-22 to establish a National Security and Intelligence Committee of Parliamentarians. Later in December, he testified on Bill C-59 before the House of Commons Standing Committee on Public Safety and National Security. Bill C-59 would fundamentally alter the national security architecture with the establishment of a National Security and Intelligence Review Agency, making Leuprecht's invited participation particularly noteworthy.

Canada's approach to Russia was also an important subject at MLI. Munk Senior Fellow Christian Leuprecht was invited in June to participate as a speaker at a summit held in Riga by the Latvian Institute of International Affairs on the topic "NATO – from Warsaw to Brussels. Future of the Alliance and the Enhanced Forward Presence." In

▼ Shuvaloy Majumdar on CTV News, April 16, 2017



▲ Christian Leuprecht testifying on Bill C-59 before the Senate committee

October 2017, Kolga and Munk Senior Fellow Shuvaloy Majumdar testified before the House of Commons Standing Committee on National Defence as part of its study on Canada's involvement in NATO. Senior Fellow Richard Shimooka also publicly commented on a range of defence issues, from the government's defence policy statement to its ill-conceived peacekeeping promise.

In early 2017, Senior Fellow Alex Wilner spearheaded an ambitious project, the Global Security Look Ahead series, which brought attention to the security challenges that will be facing Canadians in the near future. Wilner's co-authors include some of Canada's and the world's top experts on international affairs and global security, including Edward Luttwak, Aurel Braun and Stephen Blank, Stéfanie von Hlatky, Ray Boisvert and Stephen Saideman. Most of the pieces in the series were excerpted as op-eds in major media outlets.

But MLI's greatest impact on defence policy was likely the publication of its survey of defence experts on the government's plans to purchase Super Hornet fighters to cover a "capability gap" in Canada's jet fighter fleet. MLI's survey of the top defence minds in Canada produced striking results: Nearly nine in 10 respondents said the government should reject the Super Hornet deal and turn to a full procurement of new fighter jets. The study was widely reported in the media and discussed by defence officials. The official opposition pressed the government

on the issue, and directly raised the results of this survey. MLI's Brian Lee Crowley engaged Canada's Chief of Defence Staff in an op-ed skirmish in the *Winnipeg Free Press*. In the end the government decided not to purchase the Super Hornets.

THE ECONOMY

MLI continues to be a leader when it comes to offering innovative thinking on economic and fiscal issues in Canada. A good example of our impact on these issues can be seen with the 2017 federal budget, where a number of commitments were in line with the recommendations of MLI, including commitments to:

- Create an "intellectual property strategy" to support innovation. MLI's intellectual property work, led by Munk Senior Fellow Richard Owens, has consistently made the case that strong protection of IP rights is good for Canadian creators and good for the economy;
- Modernize the Telecommunications and Broadcasting Acts. This was recommended by Munk Senior Fellow Sean Speer in his 2015 paper "A Mandate Review of the CRTC: A New Digital Policy for the Digital Age";
- Conduct a comprehensive review of spending, as recommended on numerous occasions by Sean Speer in his papers and op-eds;
- Eliminate the Public Transit Tax Credit as recommended by Sean Speer in his 2017 paper, "The Public Purse and the Public Good"; and
- Improve collection of housing data, as recommended by Sean Speer and MLI Managing Director Brian Lee Crowley in their 2016 paper "A Home for Canada's Middle Class."

▼ Results from MLI's survey of experts on the Interim Super Hornet project





▲ *The Case for Fiscal Reform: Lessons from the Anglosphere*, published November 2017

MLI Munk Senior Fellow Sean Speer helped to expand MLI’s reach globally by leading our major new project *The Case for Fiscal Reform: Lessons from the Anglosphere*, which looked at the fiscal reform experiences of English speaking allies with similar institutions, economies and political traditions: US, UK, Canada, Australia, and New Zealand. Prominent authors from leading think tanks around the world, including the American Enterprise Institute, contributed to this authoritative body of work. Political figures such as Canada’s former prime minister and finance minister Paul Martin and Australia’s former treasurer Peter Costello also wrote forewords to the Anglosphere series. And the project garnered a significant amount of media attention in Canada and abroad.

Speer has also become one of the leading voices for sensible fiscal policy in the national debate and a mainstay on op-ed pages and television broadcasts. He spoke to a number of media outlets following the

release of the Fall Economic Update and the Bank of Canada’s economic forecast, and also appeared on numerous occasions on CBC’s *Power and Politics* and *On the Money*. It was a particularly busy year for Speer, who has become a highly sought-after expert by the national media. He also appeared on the House Standing Committee on Human Resources, Skills and Social

Development and the Status of Persons with Disabilities to discuss the scope for market-oriented solutions to poverty.

MLI Munk Senior Fellow Philip Cross’ expertise on fiscal and economic issues was also particularly highly sought after in 2017. Cross appeared numerous times on BNN, CBC, and the pages of the *Financial Post*. In September, he testified before the House of Commons Standing Committee on Finance during its pre-budget consultations. Cross was one of six experts asked to comment on how to make Canadian businesses more productive and competitive. He also appeared before the Finance Committee again in November to present his critical views on the government’s participation in the Asian Infrastructure Investment Bank.

Munk Senior Fellow Laura Dawson also appeared before the House Standing Committee on Foreign Affairs and International Development in April 2017 to offer advice for the Trudeau government in dealing with the Trump administration.

INTELLECTUAL PROPERTY PROTECTION

The timing for MLI’s project on intellectual property (IP) protection in 2017 could not have been better. Led by MLI Munk Senior Fellow Richard Owens, a leading critic of court decisions and government policies that have weakened Canada’s IP regime, MLI released an ambitious three-part series of papers titled “Defending our Rights” in the spring of 2017 – right when the federal government was beginning to develop the “Intellectual Property Strategy” announced in the last budget.

MLI’s work on IP protection provides an effective counter to those who favour weaker IP rights. Prominent Canadian IP expert Barry Sookman has called MLI’s project “historic,”



▲▲ Sean Speer on CBC News, October 25, 2017

▲ Philip Cross on BNN, October 24, 2017

and praised its strong arguments in support of the practical and moral case for IP protection. And when he participated in the launch event for the project in Ottawa, Parliamentary Secretary David Lametti, who is spearheading the government's strategy, thanked MLI for its leadership on the issues and promised to consider MLI's research as he develops the government's plan.

Also last spring we saw a rare string of court victories for stronger intellectual property protection that were exactly in line with MLI's recommendations. Supreme Court decisions on *AstraZeneca v. Apotex* (the promise doctrine for invalidating patents) and *Google v. Equustek* (international enforcement on Internet piracy), and federal court decision on *Access Copyright v. York University* (fair dealing use of copyrighted works for education), all came to conclusions recommended in Owens' work. Owens was invited by the *National Post* to write two op-eds following the decisions, demonstrating that he has become one of Canada's foremost opinion leaders on these complex but vital subjects.

Owens was also selected as one of a handful of academics and stakeholders invited to privately brief Foreign Minister Chrystia Freeland on IP issues ahead of NAFTA negotiations.

CONFEDERATION

Munk Senior Fellow Alastair Gillespie has given new life to the speeches and letters of Canada's founders. During the first six months of 2017 Gillespie published papers on each of Galt, McGee, Cartier, Brown and Macdonald, with a fresh retelling of the contribution each of these greats made to Canada's founding.

Through the series, Gillespie has revealed that, far from the accident of pragmatic deal-making it is often portrayed as, Confederation was the grand achievement of decades of debate over the best governing system to preserve the values and ensure the prosperity of a new nation with a long British philosophical tradition to draw from.

To give added prominence to our founders and their ideas, Gillespie recruited some of Canada's most prominent and respected politicians of recent generations to write introductions to the papers. Paul Martin (Galt), Jean Charest (Cartier), Preston Manning (Brown), Peter MacKay (Macdonald) and Bob Rae (McGee) each wrote an impassioned tribute to the founder they most identified with. And in addition to the papers, each week we published on MLI's website and social media a different speech, from McGee's May 1860 *Shield of Achilles* speech, to Macdonald's *Toast to Colonial Union* from 1864.

Gillespie has done a great deal to popularize Confederation. His own articles and those of the modern political figures who contributed to the series have appeared this year in the *Post*, *Globe and Mail* and Postmedia papers, and he was invited to appear on CTV's *Power Play* as Canada Day approached, to explain why we must better appreciate our founders. This series has also been taught in political science classrooms at several universities including Carleton and the University of Saskatchewan, reaching a new generation of Canadians who need to understand better who they are as Canadians. For his role in the *Confederation Series*, Gillespie was honoured with a Senate 150 Medal in November 2017.



Events

Our 2017 events demonstrated that we are among the leaders in convening key policy makers, international figures, leading experts and members of the media and exposing them to the best minds wrestling with important issues of the day. We hosted a great many events in 2017, including the Confederation Dinner, MLI's signature event for Canada's sesquicentennial, and a full slate of Great Canadian Debates. Over the course of the year MLI held a total of 17 events, almost tripling the six events held in 2016. Events are quickly becoming a real strength of the institute.



▲ Brian Lee Crowley introducing the Confederation Dinner, February 21, 2017



CONFEDERATION DINNER

The Confederation Dinner on February 21, 2017 brought together current and former members of parliament, business leaders, journalists and policy thinkers for our premier annual event at the Canadian Museum of History in Gatineau. Our speakers discussed the challenges and opportunities the country faces, including: welcoming and accommodating new Canadians, achieving reconciliation with Indigenous peoples, building new relationships with the US and the rest of the world, and finding new economic opportunities for Canada at a time of great change and upheaval.

The program included former federal minister and BC premier Ujjal Dosanjh, author Charlotte Gray, Senator Doug Black, First Nations University President Mark Dockstator and Indigenous entrepreneur Raven Smith. The large crowd in attendance left inspired by Canada's accomplishments and buzzing about the ideas raised by the speakers.



▲ MLI hosted Her Excellency Bayan Sami Abdul Rahman, Representative of the Kurdistan Regional Government to the United States, October 25, 2017

▲► Heritage Foundation's Bruce Klingner speaking at an MLI event in the US Embassy, December 11, 2017

► **L to R:** BGen Marc Thériault, Brian Lee Crowley, BGen (Ret'd) Janis Kažocinš and Karlis Eihenbaums at a roundtable supported by the Latvian Embassy, November 6, 2017



ROUNDTABLES AND PANELS

MLI hosted a breakfast panel discussion on intellectual property on June 15 where we welcomed Parliamentary Secretary to the Minister of Innovation, Science and Economic Development David Lametti to deliver an address. Munk Senior Fellow Richard Owens presented the findings of MLI's "Defending Our Rights" project, helping to promote a renewed discussion on the importance of intellectual property rights in Canada.

The panelists included:

- **Barry Sookman**, Senior Partner, McCarthy Tétrault;
- **Erin Finlay**, Chief Legal Officer, Canadian Media Producers Association;
- **Stephen Ezell**, Vice President, Global Innovation Policy, at the Information Technology and Innovation Foundation (ITIF); and
- **Declan Hamill**, Vice-President, Legal and Regulatory Affairs & Policy, Innovative Medicines Canada.

In 2017, MLI also created great partnerships to enhance our Foreign Policy agenda.

With the Embassy of Latvia's support, we held invitation-only roundtables on multiple occasions for visiting dignitaries and experts from Latvia. Speakers at these roundtables included Janis Garisons, Latvian State Secretary for Defence; General (Ret'd) Raimonds Graube, Former Chief of Defence of the Republic of Latvia; and Brigadier-General (Ret'd) Janis Kažocinš, National Security Adviser to the Latvian President. In so doing, we became the go-to think tank in Latvia's worthwhile efforts to reach Canadians to discuss the importance of Canada's military mission in Latvia.

Our success with the Latvians was not isolated. MLI also held roundtables with Jeremy Issacharoff, Deputy Director General for Strategic Affairs in the Israeli Ministry of Foreign Affairs, and former Ukrainian Prime Minister Arseniy Yatsenyuk, allowing us to gain an insider perspective on key conflicts in Europe and the Middle East, while showing MLI's ability to bring high-level participants to these events.

MLI also hosted special events that drew a larger public audience. In October, we hosted the inaugural visit to Canada by Her Excellency Bayan Sami Abdul Rahman, Representative of the Kurdistan Regional Government to the United States. This offered a rare opportunity to discuss with one of the leading experts of the world what is affecting the Kurdish people, their aspirations, and the complicated region they are confronting. And in December, MLI joined with the US Embassy to co-host a special event at the embassy with the Heritage Foundation's Bruce Klingner on confronting the North Korean threat.

These events provided a platform for

experts to discuss Canada’s role in many foreign policy issues and aided in strengthening our profile as the centre of innovative thinking. We were able to attract a wide variety of parliamentarians, embassy officials, top business leaders, media and academics.

GREAT CANADIAN DEBATES

In 2017, we held four debates that we believe more than lived up to our high standard of lively but thoughtful and respectful exchanges on the hottest topics. All were held at the Canadian War Museum and were broadcast by CPAC. This year CPAC also livestreamed these events, which created a gateway to engage our audience in real time on social media. All debates were moderated by the former Speaker of the House of Commons, Peter Milliken. Attendance was up by 20% overall from the previous year and we had two sell-out crowds:

▼ Lobbyist Robin Sears (left) debates *Globe and Mail’s* Tony Keller (right) with Peter Milliken (centre) moderating on December 12, 2017



▲ (left) Columnist Andrew Coyne debates the future of journalism, June 6, 2017; (right) Former BC Premier Ujjal Dosanjh debates health care in Canada, May 2, 2017

- **March 28:** “Canada’s history is nothing to be ashamed of.” Yea: Jack Granatstein, a celebrated historian and author. Nay: Noah Richler, former political candidate and writer.

- **May 2:** “Our broken health care system is infringing the rights of Canadians.” Yea: Dr. Brian Day. Nay: Former BC premier and former federal health minister, Ujjal Dosanjh.

- **June 6:** “The government must act to save journalism in Canada.” Yea: John Hondrich, former publisher of the *Toronto Star*. Nay: Andrew Coyne, columnist with the *National Post*.

- **December 12:** “Canadians should be worried about getting too cozy with China.” Yea: Lobbyist and political strategist Robin Sears. Nay: *Globe* editorial page editor Tony Keller.

BOOK LAUNCHES

On March 29 we hosted the launch of MLI Munk Senior Fellow Benjamin Perrin’s book *Victim Law: The Law Of Victims Of Crime In Canada*. On April 19, the Macdonald-Laurier Institute and the Free Thinking Film Society welcomed respected author James Kirchick to Ottawa for the launch of his new book, *The End Of Europe*.



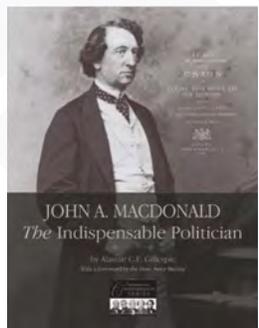
▲ (left) Book launch for James Kirchick’s *The End Of Europe*, April 19; (right) book launch for Benjamin Perrin’s *Victim Law: The Law Of Victims Of Crime In Canada*, March 29, 2017

Publications

In 2017, MLI released a total of 54 publications, a list that includes research papers, commentaries, Straight Talk, and magazine issues. This can be compared to 2016, when we released 50 major publications, keeping in mind that our number of research papers in 2017 was significantly larger than 2016 (26 papers versus 17). We would also point to the growing prominence of our *Inside Policy* blog posts – short, original articles that have become an important element of our output, with 91 articles published in 2017 compared to 51 articles in 2016.

It has been a truly stellar year in terms of overall research output. Publications are an important means to the end of establishing MLI as the indispensable source of expertise on a growing range of policy issues. This work is the capital investment we make. The return on that investment is our burgeoning reputation as informed experts on the vital policy issues of the day. Below, you will find a list of our major publications.

Research Papers



George Brown: The Reformer, by Alastair C.F. Gillespie, February 7, 2017

The Public Purse And The Public Good: A framework for reviewing federal tax expenditures, by Sean Speer, February 16, 2017

George-Étienne Cartier: The Canadian, by Alastair C.F. Gillespie, March 7, 2017

First Principles and the National Interest: Recommendations for a new Canadian defence policy, by Sean Speer and Jeffrey Collins, March 9, 2017

Alexander Galt: The Federalist, by Alastair C.F. Gillespie, April 19, 2017

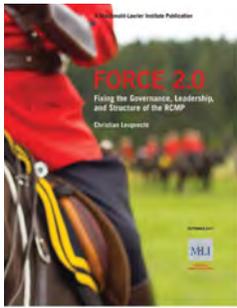
Global Security Look Ahead: A collection of essays, by Edward Luttwak, Stephen Saideman, Stéphanie von Hlatky, Ray Boisvert, Alex Wilner, Aurel Braun and Stephen Blank, April 6, 2017

Taxing the 1%? The limits of redistribution and a plan for inclusive growth, by Sean Speer, April 20, 2017

Defending Our Rights: Why intellectual property protection matters to Canada, by Richard Owens and Michael Robichaud, May 11, 2017

Missed Opportunities, Glimmers of Hope: Aboriginal communities and mineral development in Northern Ontario, by Heather Hall and Ken Coates, May 18, 2017

How We Got Here: The evolution of Canadian IP rights and their economic impact, by Richard Owens and Michael Robichaud, June 1, 2017



Thomas D'Arcy McGee: The Idealist, by Alastair C.F. Gillespie, June 8, 2017

Should We Purchase Interim Super Hornets? A survey of the experts, by Brian Lee Crowley and David McDonough, June 13, 2017

Defending Our Rights: Eliminating dysfunction in Canada's intellectual property regime, by Richard Owens, June 15, 2017

John A. Macdonald: The Indispensable Politician, by Alastair C.F. Gillespie, June 22, 2017

Getting the Big Picture: How regional assessment can pave the way for more inclusive and effective environmental assessments, by Bram Noble, June 29, 2017

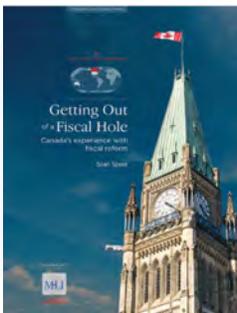


Political Rhetoric Meets Legal Reality: How to move forward on free, prior and informed consent in Canada, by Dwight Newman, August 15, 2017

Force 2.0: Fixing the governance, leadership and structure of the RCMP, by Christian Leuprecht, September 7, 2017

Producing Black Gold: Understanding the oil sands as part of manufacturing in Canada, by Philip Cross, September 28, 2017

A Home to Call Our Own: A federal strategy for affordable and responsible home ownership, by Sean Speer and Jane Londerville, November 15, 2017



The Case for Fiscal Reform: Lessons from the Anglosphere, by Sean Speer and Alex Brill, Daniel Mahoney, Robert Carling and Bryce Wilkinson, November 29, 2017

Response to the Financial Crisis in the United States, by Daniel Mahoney, November 29, 2017

The Bleak Long-run Outlook for US Fiscal Policy and How to Improve It, by Alex Brill, November 29, 2017

Getting Out of a Fiscal Hole: Canada's experience with fiscal reform, by Sean Speer, November 29, 2017

Australian Fiscal Reforms Since 1985, by Robert Carling, November 29, 2017

New Zealand's Fiscal Reforms, 1984-1996, by Bryce Wilkinson, November 29, 2017



Running out of Time: Demographic pressures and the future of Canadian health care, by Sean Speer, Brian Ferguson, and Ariel Freeman-Fawcett, December 14, 2017

Commentaries and Straight Talk

The Trump Presidency: Bringing "interesting times" to global affairs, by Stephen M. Saideman, January 25, 2017

Building a Cyber-Safe Society in a New World Economy, by Ray Boisvert, February 1, 2017

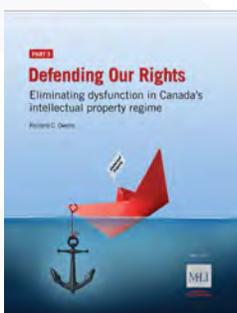
Sketching Out a Plan for Inclusive Growth: The case for less red ink, by Sean Speer, February 2, 2017

Introducing the Confederation Series, by Alastair C.F. Gillespie, February 7, 2017

Deterrence is Back: Can NATO handle it? by Stéphanie von Hlatky, February 8, 2017

Defeating ISIS is Just the Beginning, by Alex Wilner, February 15, 2017

Looking North with Caution: Canada, the Arctic and Russia, by Aurel Braun and Stephen Blank, February 22, 2017





- New Rhetoric, New Realities, and the Emerging Conflict Between Elites and Ordinary People*, by Brian Lee Crowley, March 14, 2017
- Liquor, Trade and Politics: Get ready for a whole new world*, by Brian Lee Crowley, March 16, 2017
- Weak Business Investment, Household and Public Debt Constrain Canada's Economic Recovery*, by Philip Cross, March 20, 2017
- Celebrating 150: Why true patriots love Canada*, by Brian Lee Crowley, March 30, 2017
- Securing Canada's Place in the Indo-Pacific Century*, by Kerry Lynn Nankivell, April 27, 2017
- Time to Tango: Embracing Canada's participation in ballistic missile defence*, by Eric Flemming, May 30, 2017
- Yes we are back to growth, but trouble is looming*, by Philip Cross, June 27, 2017
- Canada's New Defence Policy: Threats, priorities, and the failure to achieve long-term relevance*, by Richard Shimooka, August 17, 2017
- Canada Must Be Prepared to Support its Military Allies in the Pacific*, by Adam MacDonald, August 24, 2017
- Straight Talk with Chris Sands*, August 25, 2017
- Straight Talk with Bayan Sami Abdul Rahman*, October 31, 2017
- Responding to China's Rise: Japan and India as champions for the rule of law in the Indo-Pacific*, by Brian Lee Crowley, Shuvaloy Majumdar and David McDonough, August 31, 2017
- Upturn in Economic Growth is Unsustainable*, by Philip Cross, September 14, 2017
- C-59: Building on C-51 towards a modern Canadian national security regime*, by Scott Newark, October 13, 2017
- How China's Military is Changing the Game in the Pacific*, by Malcolm Davis, November 23, 2017
- Fears About NAFTA Have Firms Hiring But Not Investing in Canada*, by Philip Cross, December 21, 2017
- Straight Talk with Alastair Gillespie*, December 22, 2017

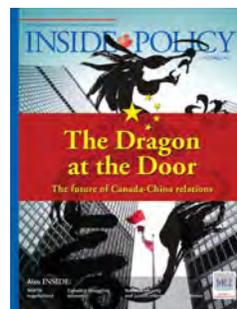
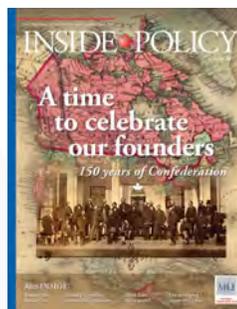
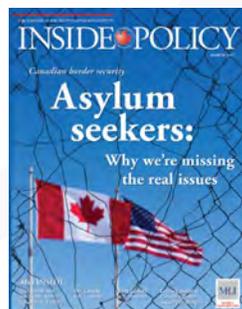
Inside Policy

March 2017: "Asylum Seekers"

June 2017: "Canada 150"

October 2017: "Dragon at the Door"

December 2017: "Policy-Maker of the Year"





2017
FACTS AND FIGURES

Who we are

MLI could not succeed without its supportive Directors and Advisors, its superb staff, and its generous sponsors and donors. We've had a few notable staff changes in 2017, including the addition of David McDonough as Deputy Editor and George Habchi as Director of Business Development, Outreach & Stakeholder Relations, and the departure of Mark Brownlee and Juanita Bramucci. Cole Hogan joined us as our new Communications Manager in 2017, followed by Amber Russell as Manager of Administration and Finance at the start of 2018.



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(as of December 31, 2017)

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* Stanley Hartt passed away on January 3, 2018

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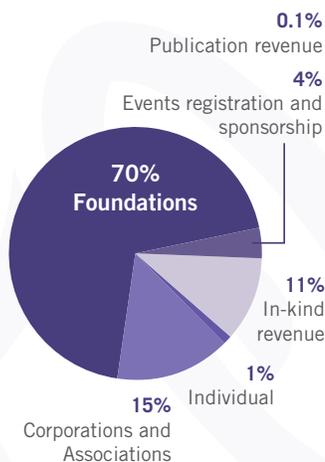
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Munk Senior Fellow (Fiscal policy)
and Program Leader

Alex Wilner,
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The Macdonald-Laurier Institute is a registered charitable institution for educational purposes in Canada and the United States. It is Canada's only truly national public policy think tank based in Ottawa and it is rigorously independent and non-partisan, as symbolized by its name. The diagram demonstrates the breakdown of our revenue streams in 2017.

We would like to extend our gratitude to all our valued donors (some of whom have requested anonymity). Your continuous support allows us to deliver hard hitting and timely research and promote better public policy in Canada. We believe that with your help we will bring Canada closer to becoming the best governed country in the world.



▲ TABLE 6
2017 percentage of revenue generated

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¹ Some of our donors have requested anonymity and so are not included on this list.

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We would not be able to continue to make such a difference for Canadians without this support. If you would like to become a supporter please contact:

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Financial report

Year ended December 31

| REVENUE | 2017 | 2016 |
|--------------------------------------|------------------|------------------|
| Donations | | |
| Foundation | \$ 1,465,825 | \$ 1,075,268 |
| Corporate | 305,394 | 295,969 |
| Individual | 22,226 | 22,985 |
| In-kind and travel recoveries | 219,589 | 163,250 |
| Event registration and sponsorship | 73,534 | 72,310 |
| Publication (<i>Inside Policy</i>) | 1,633 | 11,901 |
| Interest | 1,537 | 132 |
| TOTAL | 2,089,738 | 1,641,815 |

| EXPENDITURES | 2017 | 2016 |
|--|------------------|------------------|
| Accounting and legal | \$ 25,626 | 27,027 |
| Advertising and promotions | 112,375 | 38,051 |
| Bank charges | 3,342 | 3,664 |
| Contract fees | 606,915 | 604,453 |
| Editing and design | 86,087 | 74,203 |
| Event speaker fees, catering, supplies and promotion | 86,149 | 72,455 |
| Insurance | 7,055 | 7,166 |
| Office supplies | 52,616 | 21,047 |
| Printing | 27,406 | 24,513 |
| Rent | 53,616 | 57,798 |
| Research, writing, translation and reader fees | 89,342 | 104,485 |
| Salaries and benefits | 652,758 | 515,169 |
| Travel and accommodations | 112,710 | 45,734 |
| Video services | 19,088 | 31,969 |
| Website | 20,643 | 13,989 |
| TOTAL | 1,958,669 | 1,641,723 |

| | | |
|---|----------------------|-----------------|
| Excess (deficiency) of revenue over expenditures | \$ 131,069.00 | \$ 92.00 |
|---|----------------------|-----------------|

* full audited statements available on request



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