MACDONALD-LAURIER INSTITUTE

IDEAS THAT CHANGE CANADA

2018 ANNUAL REPORT
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. We are the leading platform for the best new policy thinking in the country. And our goal is to be an indispensable source of reasoned and timely thought leadership for policy-makers and opinion leaders, and thereby contribute to making Canada the best governed country in the world.
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Dear Friends and Supporters of the Institute,

Nine years since it was founded, the Macdonald-Laurier Institute has consolidated our efforts on all major policy areas and successfully transitioned into a truly “full service” think tank.

In 2018, we have been able to influence and shape the national conversation on a great many major public policy areas under the authority of the federal government – from Indigenous affairs, the economy and health care to intellectual property, justice, national security and foreign policy.

MLI is now the indispensable voice on all these (and other) policy areas, allowing us to raise our profile and burnish our reputation as the foremost public policy think tank in the nation’s capital.

In 2018, we also hosted a growing number of events that have featured distinguished speakers from around the world.

According to international rankings, we were once again recognized as the top think tank in Ottawa and one of the top five in the country. In 2018 we also received growing international recognition, with MLI being named the Top Social Policy Think Tank in North America at the prestigious Prospect Magazine Think Tank Awards.

Whether measured by our goals for fundraising, publications, or communications, one thing is clear – 2018 was a truly great year for MLI. Our social media reach has expanded, our web traffic has never been stronger, and our publications have never been of higher quality or achieved greater impact. Our digital media presence has also been particularly strong in 2018, with a range of new communications products, including
podcasts and videos, the latter of which has seen a truly dramatic increase in the size of viewership.

We also strengthened our capacity and expertise with the addition of several distinguished senior fellows. And we have added additional board members and brought on board several new key members of our staff.

MLI’s growing impact has been felt on almost every major public policy domain. Indeed, many of the most talented and influential policy thinkers in Canada and abroad have increasingly chosen to present their ideas on the MLI platform, due to our excellent reputation for getting those ideas noticed by those who matter most. Foundations and corporate funders have also been eager to fund our work for that very reason as well.

MLI’s success is largely due to the hard work of a number of people. Both of us wish to express our recognition and gratitude to them. In particular, we wish to thank our board of directors, our advisory council, our research advisory board, our fellows and authors, our funders, and, crucially, our staff who have given so unstintingly of their time, passion and intelligence.
In 2018, the Macdonald-Laurier Institute continued our successful transition to a larger, more diverse organization. MLI and its authors have been recognized with prestigious awards, and 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.

Our impact and influence were particularly felt on a number of important and extremely timely issues – from the NAFTA renegotiations to safeguarding our interests vis-à-vis China. MLI’s capacity to respond quickly to such evolving public policy issues and to help shape the national conversation around them has proven a critical competitive advantage, especially compared to larger, more well-established think tanks.
Our success can be best measured by our extensive policy impact and the growing recognition, in Canada and abroad. In 2018, we strengthened our capacity and expertise with the addition of several distinguished senior fellows, and the creation of the new position of MLI ambassador:

**NEW SENIOR FELLOWS**

- Duanjie Chen, expert on economics and international trade
- David Kilgour, human rights advocate and former Secretary of State for Asia-Pacific
- Eric Lerhe, Indo-Pacific and maritime security expert and former Commander of the Canadian Fleet Pacific
- Alexander Moens, professor and expert on NATO
- Shawn Whatley, former president of the Ontario Medical Association and expert on healthcare policy

**MLI AMBASSADOR ON CANADA-CHINA POLICY**

- Anastasia Lin, human rights advocate

The past year has seen us take great strides in our foreign policy work, alongside our traditional strengths in domestic policy and Indigenous affairs.
MLI has always punched above our weight. We have achieved significant success in terms of our impact and activities, while remaining very disciplined when it comes to our staffing levels.

In 2018, we replaced key staff who had departed, added new board members, advisory council members, and senior fellows, and organized key events, such as our highly successful annual dinner on Canada-US relations, a growing number of panel events, and small, intimate roundtable meetings. Pursuant to our broad mandate, our events have covered a range of public policy issues, including Indo-Pacific security, NATO, NAFTA negotiations, and Indigenous economic development. We have also fully capitalized on our new offices in Sandy Hill by hosting many of these events in our building; and we have made extensive use of our in-house “media room” to produce timely, thoughtful, and highly accessible videos and podcasts.

The following tables summarize our productivity growth in key measures over 2018, while keeping the same staffing levels, demonstrating once again that MLI offers real value for money.

### TABLE 1
MLI’s revenue growth, from 2010 to 2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue</th>
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</thead>
<tbody>
<tr>
<td>2010</td>
<td>$800,000</td>
</tr>
<tr>
<td>2011</td>
<td>$600,000</td>
</tr>
<tr>
<td>2012</td>
<td>$800,000</td>
</tr>
<tr>
<td>2013</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>2014</td>
<td>$1,200,000</td>
</tr>
<tr>
<td>2015</td>
<td>$1,400,000</td>
</tr>
<tr>
<td>2016</td>
<td>$1,600,000</td>
</tr>
<tr>
<td>2017</td>
<td>$1,800,000</td>
</tr>
<tr>
<td>2018</td>
<td>$2,173,110</td>
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</tbody>
</table>
What we did

MLI has made important strides in becoming a truly “full service” think tank in 2018. Our reach, whether measured by traditional and social media or multimedia, has never been stronger. We have received awards and national and international recognition for our good work. And our expertise has informed numerous policy decisions.
Through our communication efforts, we have made the most of our competitive advantage and have leveraged current and past publications to the greatest extent possible to ensure our story is being told. And we were very successful in 2018.

In the past year, the number of unique visitors on our website increased to nearly 168,000 users. We have also reached well over 6,000 earned media hits, which represent occasions when MLI, its staff and fellows were mentioned in print, online or broadcast media in Canada or abroad. We published 180 op-eds, a tremendous increase over the 136 published in 2017. Our op-eds have appeared in major Canadian and international media, including the Globe and Mail, National Post, Maclean’s, the Toronto Star, the Washington Post, and Washington Examiner.

Furthermore, alongside our focus on traditional media, we made extensive use of MLI’s new media room to turn around video interviews, podcasts and other products on a weekly or even daily basis in response to breaking news and developing issues. MLI’s new series of Pod Bless Canada podcasts has featured a number of prominent guests, many of whom were in Ottawa to speak at one of our events. By uploading better, high-quality, and more interesting videos more frequently, we were able to tap into radically new audiences.

As a result, our audience for MLI videos also have dramatically expanded, with nearly 250,000 views between YouTube and Facebook. The graphics below show the great range of publications where our op-eds have appeared, the growth in web traffic, and our performance on a range of measures of success.
* The OTHER category includes op-ed placements that were more infrequent than 5 placements last year. Notable placements include the Washington Post, the National Post, the Taiwan Sentinel, the Washington Examiner, and more.
## TABLE 5
MLI WEBSITE:
Visits annually (target vs actual numbers)

<table>
<thead>
<tr>
<th>Year</th>
<th>Target Number</th>
<th>Actual Number</th>
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<tbody>
<tr>
<td>2014</td>
<td>70,000</td>
<td>47,000 visits</td>
</tr>
<tr>
<td>2015</td>
<td>55,000</td>
<td>88,952 visits</td>
</tr>
<tr>
<td>2016</td>
<td>100,000</td>
<td>98,932 visits</td>
</tr>
<tr>
<td>2017</td>
<td>120,000</td>
<td>134,011 visits</td>
</tr>
<tr>
<td>2018</td>
<td>140,000</td>
<td>167,784 visits</td>
</tr>
<tr>
<td>TABLE 6</td>
<td>2018 VIDEO VIEWS: (target vs actual numbers)</td>
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<tr>
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<td></td>
</tr>
<tr>
<td></td>
<td>253,722</td>
<td></td>
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<tr>
<td></td>
<td>16,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TABLE 7</th>
<th>2018 EARNED MEDIA HITS: MLI staff and fellows mentioned in print, online or broadcast media in Canada and abroad (target vs actual numbers)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,418</td>
</tr>
<tr>
<td></td>
<td>1,750</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TABLE 8</th>
<th>2018 INSIDE POLICY ARTICLES (online): (target vs actual numbers)</th>
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<tbody>
<tr>
<td></td>
<td>50 articles</td>
</tr>
<tr>
<td></td>
<td>74 articles</td>
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</table>

<table>
<thead>
<tr>
<th>TABLE 9</th>
<th>2018 NEW TWITTER FOLLOWERS: (target vs actual numbers)</th>
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<tbody>
<tr>
<td></td>
<td>1,200</td>
</tr>
<tr>
<td></td>
<td>1,274 new followers</td>
</tr>
</tbody>
</table>
Some other notable television appearances in 2018 included:

- **Elliot Tepper** on CTV News, August 8, 2018 on Saudi Arabia’s diplomatic “antics”
- **Christian Leuprecht** on TVO’s *The Agenda*, January 12, 2018 on ISIS returnees
- **Brian Lee Crowley** on Radio-Canada, May 17, 2018 on Trans Mountain
- **Marcus Kolga** on CBC News, July 12, 2018 on Canada’s mission in Latvia
- **Chris Sands** on Global News’ The West Block, June 28, 2018 on NAFTA talks
- **Robert Murray** on Global News, June 7, 2018 on NAFTA talks
- **Laura Dawson** on BNN Bloomberg, June 1, 2018 on Trump’s steel and aluminum tariffs
- **Sean Speer** on CBC’s *On the Money*, May 31, 2018 on Trans Mountain
MLI’s impact and influence

MLI’s foremost goal is to help shape for the better the policy choices available to Canadians. We want policy-makers, the media and all Canadians to come to us to help them answer the key public policy questions of the day. By this measure, 2018 was another great year for MLI.

INTERNATIONAL RECOGNITION
MLI has been regularly recognized for our influential thought leadership in Canada. But a good indicator of our growing influence can be seen in the increased international recognition our work has received. In 2018, MLI was once again named the top think tank in Ottawa and one of the top five in the country by the University of Pennsylvania.

Most impressively, at a ceremony in London in July 2018, MLI was named the Top Social Policy Think Tank in North America at the prestigious Prospect Magazine Think Tank Awards. To give just one example of the competition, a runner up in our category was the RAND Corporation, an institution that is hundreds of times the size of MLI. The prize was awarded to MLI on the strength of our Justice Report Card project, led by Munk Senior Fellow and UBC law professor Benjamin Perrin and Memorial University economist Rick Audas. Of additional note, organizers applauded MLI’s attention to and expertise on Indigenous issues in Canada.

CHINA
One of the foremost objectives for MLI in 2018 has been to educate Canadians and their political leaders about the risks of dealing with non-market economies and illiberal regimes such as China. While the government had made clear its preference to pursue the economic opportunities presented by China, MLI has been one of the leading voices urging the government to think twice.

Our work on the security risks of allowing the takeover of Canadian construction giant Aecon by a Chinese state-owned enterprise included a panel event that featured former CSIS director Ward Elcock, scholar and former diplomat Charles Burton (who joined us as a Senior Fellow in 2019), and Munk Senior Fellow Duanjie Chen, who also contributed a commentary and op-eds.
Following the event, Elcock also participated in MLI’s Pod Bless Canada podcast with Munk Senior Fellow Shuvaloy Majumdar. The event attracted policymakers, government officials and the media, with coverage by both of Canada’s national newspapers, the Globe and Mail and National Post, and the CBC, Canada’s national broadcaster. MLI’s work on this file helped cause the government to submit the deal to a full security review and ultimately to block it.

MLI followed up on this success with an op-ed by Managing Director Brian Lee Crowley and former national security advisor (and MLI Advisory Council member) Richard Fadden explaining the dangers of allowing Chinese telecommunications giant Huawei to develop sensitive core elements of Canada’s next-generation 5G networks. This op-ed led to dozens of media interviews, and was followed by a number of videos by Crowley and MLI Ambassador on Canada-China Policy Anastasia Lin outlining the dangers of relying on China as a trade partner, which has been viewed tens of thousands of times.

MLI had been saying these things for many months, and we were well positioned to comment on the diplomatic storm since the arrest of Huawei executive Meng Wanzhou in Vancouver in December. Indeed, in 2018, MLI was mentioned in 603 print and broadcast stories on Huawei. Ultimately, we have become the
We have seen new examples of the importance of our work on removing the barriers to interprovincial trade.

**INTERNAL TRADE**

As we have long maintained, one of the most important achievements of Confederation back in 1867 was to create an economic union where, in the words of George Brown, “a citizen of one” would be “a citizen of the whole.” However, 150 years later this dream has not yet come to pass. The most recent attempt to liberalize interprovincial trade, the *Canadian Free Trade Agreement*, illustrates this failure. Hundreds of pages of exemptions prove that this is no free trade deal at all. The provincial premiers have shown no inclination to give up the protectionist policies that win them votes at home.

However, there is hope. Late in 2018, MLI Managing Director Brian Lee Crowley and Manitoba Premier Brian Pallister co-authored an op-ed that demonstrated a real vision to end this problem. It is truly historic that a Canadian premier has publicly acknowledged federal authority over internal trade. And he has joined MLI in calling on the other premiers to follow suit in exchange for increased freedom for provinces in how they administer and pay for health services. This would represent a real win-win for Canadians, removing much counter-productive federal meddling in health care while adopting a federal *Charter of Economic Rights* that would clarify in law that Canadians may work and trade freely across the country. To highlight the importance of this breakthrough, Andrew Coyne, likely Canada’s most respected national affairs commentator, devoted a column to Pallister and Crowley’s proposal, and offered a full-throated endorsement of the plan. New Alberta Premier Jason Kenny campaigned officially on these ideas in the provincial election that brought him to power and other premiers have expressed support privately.

**JUSTICE**

The second edition of MLI’s ground-breaking Report Card on the Criminal Justice System was launched in March 2018 and received a tremendous amount of media attention. In fact, we received as many mentions of MLI in Canadian media in one day as we usually receive in a month. The authors also contributed op-eds in the *Toronto Sun, Times-Colonist*, and the *Province*. It has also directly
Our recommendations were generally in-line with how the [NAFTA] negotiations successfully concluded.

government responded to our 2018 review by releasing a criminal justice modernization program. Senior judges in Manitoba and lawyers have also used the report during litigation. Lastly, this report was selected for inclusion in a web-based “Introduction to the Canadian Criminal Justice System” course at Thompson Rivers University in BC. This material will have worldwide distribution, and acquiescing to US demands to reduce protectionist barriers around supply management. Similar points were also made by Crowley in a number of video commentaries that have proven to be some of our most successful, having been viewed over 100,000 times on Youtube alone.

Notably, our recommendations were generally in-line with how the negotiations
successfully concluded. According to one of the leading experts on Canada-US relations, Christopher Sands, “The Institute has once again shown that it is far ahead of the curve on Canadian public policy by shining a bright light on the practical path forward at a time when many commentators were predicting the failure of negotiations over NAFTA renewal. Weeks later those negotiations have succeeded, and the compromises that made the resulting USMCA possible look remarkably like the ones that MLI’s analysts recommended.”

FOREIGN AFFAIRS AND DEFENCE

In July 2018, the federal government announced it would extend Canada’s mission to Latvia for another four years until 2023 and increase its deployment to 540 troops, as recommended by experts affiliated with MLI. For instance, Munk Senior Fellow Christian Leuprecht had co-authored an MLI report – alongside Joel Sokolsky from the Royal Military College of Canada and Jayson Derow from the NATO Association of Canada – on the need for Canada to renew its mission in Latvia, which garnered significant media attention in *Maclean’s*, Global News, CBC News, and The Canadian Press.

We also hosted an event that brought former national security advisor Richard Fadden and LGen. (Ret’d) Andrew Leslie, Parliamentary Secretary to the foreign affairs minister, to comment on the issues and express his support for standing strong with Canada’s allies in the Baltics. MLI ended the year by recognizing the Honourable Chrystia Freeland as the Policy-Maker of the Year for her role in negotiating the new US-Mexico-Canada trade agreement and responding to Russian aggression.

NATIONAL SECURITY

Canada has engaged with the US to get them to improve their visa screening. In addition, the recently appointed Minister of Border Security and Organized Crime Reduction Bill Blair has noted that he has sent a letter to his US counterpart Kirstjen Nielsen on amending the Safe Third Country Agreement. MLI author Scott Newark has recommended these actions in his writings with MLI in 2017.

Scott Newark also briefed Senator Frances Lankin’s staffer on Bill C-59...
in July 2018. Senator Lankin is a member of the Standing Senate Committee on National Security, which was poised to consider Bill C-59 on national security issues. Newark has previously appeared before this committee in February 2018 to discuss issues related to that piece of legislation. Newark had also discussed border security issues at Public Safety, raising some of the content from his Inside Policy piece on the US Northern Border Strategy.

Indigenous Affairs

MLI Munk Senior Fellow Ken Coates has achieved terrific, real-world impact by leading MLI’s efforts to work closely with Indigenous organizations, including the Indian Research Council, the Canadian Council for Aboriginal Business, and the First Nations Major Projects Coalition. In March 2018, the Coalition hosted First Nations from other parts of Canada for two days of meetings, in which Coates was a participant. In April, Coates also spoke at the Nunavut Mining Symposium in Iqaluit. Shortly afterwards, Coates appeared along with Munk Senior Fellow Dwight Newman to offer testimony on the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) at the House Standing Committee on Indigenous and Northern Affairs. Coates also advised Senator Frances Lankin’s office on the issue of UNDRIP.

Our recommendations on how to achieve greater Indigenous participation in the natural resource economy have also been frequently adopted as policy. For example, Coates has been among the most vocal proponents of government resource revenue sharing with Indigenous peoples, something that has been embraced by the Ontario government (old and new) and resulted in a major deal in spring 2018 with Northern Ontario First Nations. Coates is now working with New Brunswick First Nations on a similar deal for them.

In November 2018, MLI hosted a high-level panel event on “Reconciling Duty to Consult and Economic Opportunity.” On the sidelines, we facilitated a meeting between notable Indigenous leaders – Stephen Buffalo, President and CEO, Indian Resource Council; Sean Willy, President and CEO, Des Nedhe Development; and Theresa Tait-Day, Founding Member, First Nations Major Projects Coalition – with a number of Senators who were engaged on Bill C-69.
**TRANS MOUNTAIN**

MLI Munk Senior Fellow Dwight Newman, one of the most widely quoted experts on energy infrastructure, has had a great influence on government efforts to deal with the constitutional issues surrounding Trans Mountain. On May 8, he appeared before the Senate Committee on Transport and Communication to discuss Bill S-245—legislation that asserted that federal authority superseded regulatory delaying tactics by British Columbia. This followed the release of his MLI commentary that delved into how interprovincial transportation has long been an important federal power, meaning primary federal jurisdiction over interprovincial pipelines.

In addition, MLI experts such as Brian Lee Crowley, Sean Speer, Philip Cross, and Ken Coates have all been sought after by dozens of media outlets to weigh in on the Trans Mountain debate, including the *Globe and Mail and National Post*, CBC and CTV, the *Wall Street Journal* and the *Economist*, just to name a few. We have been at the forefront of efforts to chart a way out of the pipeline impasse that threatens Canada’s economy.
MLI has emerged as a leader in convening high-quality events that bring together the leaders in business, politics and the media and expose them to the top thought leaders from across Canada and the world. We have hosted a number of events in 2018 that have significantly raised the profile of the institute and our work. This includes our Annual Dinner, panel events, and smaller, invitation-only roundtable discussions. MLI hosted a total of 12 events in 2018.

**ANNUAL MLI DINNER**

Our 2018 Annual Dinner brought together a who’s who of policy-makers, business leaders, international figures, leading experts, opinion leaders and members of the media to enjoy an evening of lively and informative discussion about “The Future of Canada-US Relations.” The event was held at the Canadian War Museum on February 13.

Our speakers explored issues facing the Trump and Trudeau governments, including NAFTA negotiations, border security and military cooperation. The event was held at the Canadian War Museum and was moderated by former Canadian Ambassador to the US, Frank McKenna, and featured Congressman Pete Sessions, (R-TX); Kelly Knight Craft, the new US Ambassador to Canada; Frank Buckley, one of President Donald Trump’s speechwriters; and MLI Munk Senior Fellow Laura Dawson. CPAC livestreamed the event. Of note, this was Ambassador Craft’s first major Canadian speech. The dinner was the most successful one we’ve held to date, thanks in large part to high-profile guests such as Sessions and Craft.

Our speakers explored issues facing the Trump and Trudeau governments, including NAFTA negotiations, border security and military cooperation.
US Congressman Pete Sessions giving the keynote address at the Annual MLI Dinner, February 13, 2018

Munk Senior Fellow Laura Dawson at the Annual MLI Dinner, February 13, 2018

L-R: Former Canadian ambassador to the US Frank McKenna; US Ambassador to Canada Kelly Knight Craft; US Congressman Pete Sessions at the Annual MLI Dinner, February 13, 2018
• Canada’s military mission to Latvia and its importance to NATO;
• Russia’s threat to Canada and the North Atlantic community;
• How Canada can work with allies to preserve a free and open Indo-Pacific;
• Chinese sharp power campaigns directed at Canadian institutions and the Chinese diaspora;
• The security concerns regarding corporate takeovers by Chinese SOEs in Canada; and
• Canada’s energy resources and their global significance.

These events featured an array of prominent speakers from Canada and abroad, including former national security advisor Richard Fadden; former CSIS director Ward Elcock; Andrew Leslie, parliamentary secretary to the minister of foreign affairs; Janis Garisons, state secretary for defence in Latvia; prominent US Russia-expert Tom Nichols from the US Naval War College; James Boutilier, special advisor to the commander, Maritime Forces Pacific; Hisashi Ikeda, president and CEO of Mitsubishi Canada; Australian academic Clive Hamilton, author of *Silent Invasion: China’s influence in Australia*; Mohan Malik from the Asia-Pacific Center for Security Studies at the US Department of Defense.

While events on foreign affairs, defence and security were a strength, we devoted plenty of attention to Indigenous affairs.
While events on foreign affairs, defence and security were a strength, we devoted plenty of attention to Indigenous affairs and domestic policy as well.

These events explored:

- how to best ensure affordable and accessible drugs in Canada;
- the need for Indigenous communities to have strong economic opportunities; and
- the role of innovation and intellectual property in the NAFTA negotiations.

Some of the distinguished speakers at these events included: Stephen Buffalo, president and CEO of Indian Resource Council; Sean Willy, president and CEO of Des Nedhe Development; Theresa Tait-Day, founding member of the First Nations Major Projects Coalition; Bob Feeney, who heads government affairs for North America at Ipsen; and the Honourable Charles Boustany, former US Congressman (LA-7) and co-founder of the House Doctors Caucus.

In addition, MLI welcomed J. Michael Cole (who in 2019 joined us as a Senior Fellow) to a smaller, invitation-only roundtable, where he discussed the risk of conflict at the China-Taiwan flashpoint. We also hosted a German delegation for a roundtable that explored Canadian-German cooperation.
In 2018, MLI released a total of 51 major publications, a list that includes research papers, commentaries, Straight Talks, and our flagship magazine Inside Policy. It has been a truly great year when it comes to our research output. Our most important objective is to establish MLI as a thought leader and to have maximum impact on public policy, and publications form the backbone of the institute’s work. Below, you will find a list of our major publications:

**Research Papers**

*Straightened Up and Flying Right: Canadian Courts Offer Renewed Support of IP Rights*, by Richard Owens, January 31, 2018

*The Unkindest Cut: How a new plan for slashing drug prices could harm the health and prosperity of Canadians*, by Wayne Critchley and Richard Owens, February 8, 2018

*A Tale of Two Governments: How Historical Trends Cast Doubt on Federal Promises of Fiscal Restraint*, by Sean Speer, February 21, 2018

*Report Card on the Criminal Justice System 2*, by Benjamin Perrin and Rick Audas, March 5, 2018

*Reconsidering Canada’s Strategic Geography: Lessons from history and the Australian experience for Canada’s strategic outlook*, by Andrew Pickford and Jeff Collins, April 12, 2018

*Catching the Next Wave: How BC First Nations Can Benefit from Another LNG Boom*, by Ken Coates, April 26, 2018

*The Truth About the Unemployment Rate*, by Philip Cross, May 10, 2018

*Performance Anxiety: Post-Secondary Education and the Future of the Canadian Workforce*, by Ken Coates and Douglas Auld, May 31, 2018

*On the Baltic Watch: The Past, Present and Future of Canada’s Commitment to NATO’s Enhanced Forward Presence in Latvia*, by Christian Leuprecht, Joel Sokolsky, Jayson Derow, June 25, 2018
Should Canada Participate in Ballistic Missile Defence? A Survey of the Experts, by Jeff Collins, July 9, 2018

Fear and Dread: Russia’s strategy to dismantle North Atlantic and European security cooperation, by Alexander Moens with Cornel Turdeanu, July 31, 2018

The Federal Department of Health Nears 100: The Origins and Evolution of the Federal Role in Health Care and the Case for Reform, by Sean Speer, August 16, 2018

Rethinking the Taiwan Question: How Canada can update its rigid “One-China” policy for the 21st century, by Eric Lerhe, September 6, 2018

A Work and Opportunity Agenda for Canada, by Brian Lee Crowley and Sean Speer, September 27, 2018

The Hard Edge of Sharp Power: Understanding China’s Influence Operations Abroad, by J. Michael Cole, October 25, 2018

Performance Anxiety II: How to ensure post-secondary institutions deliver on the expectations of students, parents, employers, and governments, by Douglas Auld and Ken Coates, November 30, 2018

BC’s LNG Projects: A Turning Point for Canada’s Energy Industry, by Philip Cross, December 4, 2018

First Principles and the National Interest: Report Card on Canadian Defence Policy 2018, by Jeff Collins, December 6, 2018

Commentaries and Straight Talk

Amateur Hour: The Interim Super Hornet Saga and the Perils of Prioritizing Politics Over Defence, by Richard Shimooka, January 23, 2018

Bringing Security and Intelligence Into Focus: How to Clarify the Roles of Newly Created Accountability Bodies, by Scott Newark, February 28, 2018

Investment, Exports Suffering in Business-Unfriendly Canada, by Philip Cross, March 14, 2018

Rediscovering the case for enterprise, by Sean Speer, March 19, 2018

Straight Talk with J. Michael Cole on the Taiwan Strait, April 6, 2018

Pipelines and the Constitution: Canadian Dreams and Canadian Nightmares, by Dwight Newman, April 27, 2018
Straight Talk with Mohan Malik on Indo-Pacific Security, April 30, 2018

Cause and Effect: Why higher taxes require better contraband enforcement to reduce smoking, by Christian Leuprecht, May 17, 2018

The CCCI-Aecon Deal: An Integral Part of China’s National Strategy, by Duanjie Chen, May 22, 2018

Crowning Glory: Monarchy’s Little Understood Contribution to Canada’s Greatness, by Brian Lee Crowley, May 30, 2018

Why the American Economy is Hot, and Canada’s is Not, by Philip Cross, June 22, 2018

Feeling it in our wallets: What Surprisingly Poor Wage Figures Tell Us About Canada’s Labour Economy, by Philip Cross, July 27, 2018

Straight Talk with Jamil Jivani on Radicalism, August 17, 2018

Straight Talk with Richard Fadden on Foreign Cyber Threats, August 24, 2018

Major Government Efforts to Stimulate the Economy Have Failed, by Philip Cross, September 13, 2018

Paying It Forward: Sustaining the Transatlantic Relationship with Canada’s Mission in the Baltics, by Christian Leuprecht, Joel Sokolsky, Jayson Derow, October 2, 2018

NORAD, Continental Defence, and the Pilot Retention Crisis Facing Canada’s Air Force, by Richard Shimooka, October 11, 2018

A Counterproductive Outcome: Income Growth Slows Following Minimum Wage Hikes, by Philip Cross, October 19, 2018

How Did Tori Stafford’s Killer Get Transferred to a Minimum Security ‘Healing Lodge,’ by Scott Newark, October 26, 2018

The Canary in the Coal Mine: Taiwan’s Vital Role in the International Order, by Brian Lee Crowley, October 30, 2018

China’s Influence Activities: What Canada can learn from Australia, by Clive Hamilton, November 2, 2018

Straight Talk with Jill Golick on Canada’s Creative Industries, November 15, 2018

It’s Time for an Effective Strategy to Deal with Canadian ‘Jihadis’ Detained Abroad, by Scott Newark, November 16, 2018
Chinese Cyber Espionage and the National Security Risks Huawei Poses to 5G Networks, by Michael Shoebridge, November 23, 2018

Russia’s Actions Are a Direct Attack on US and Allied Democracies, by Tom Nichols, December 10, 2018

Working-Class Opportunity and the Threat of Populism in Canada, by Sean Speer, December 14, 2018

Straight Talk with Julie Ann Wriston on the Value of the Resource Sector for Indigenous Peoples, December 17, 2018

Structure and Design: Why More Funding is not Necessarily Better for Health Research, by Sean Speer, December 20, 2018

Economic outlook darkens even after free trade deal with US and Mexico, by Philip Cross, December 23, 2018

Inside Policy

March 2018: “Can we live without NAFTA?”
June 2018: “What’s Next for Trans Mountain?”
October 2018: “First Do No Harm (Pharmacare)”
December 2018: “Chrystia Freeland: Canada’s Negotiator (Policy-Maker of the Year)”
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 2018, including the addition of Amber Russell as our Manager of Administration and Finance and Brett Byers as our new Communications and Digital Media Manager.
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(as of December 31, 2018)

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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.

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google.habchi@macdonaldlaurier.ca
## Financial report

### Year ended December 31

#### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Donations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foundation</td>
<td>$1,171,943</td>
<td>$1,465,825</td>
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<tr>
<td>Corporate</td>
<td>453,786</td>
<td>305,394</td>
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<tr>
<td>Individual</td>
<td>102,297</td>
<td>22,226</td>
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<tr>
<td>In-kind and travel recoveries (Note 5)</td>
<td>253,949</td>
<td>219,589</td>
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<tr>
<td><strong>Event registration and sponsorship</strong></td>
<td>187,911</td>
<td>73,534</td>
</tr>
<tr>
<td><strong>Publication (Inside Policy)</strong></td>
<td>876</td>
<td>1,633</td>
</tr>
<tr>
<td><strong>Interest</strong></td>
<td>2,348</td>
<td>1,537</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>2,173,110</td>
<td>2,089,738</td>
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</tbody>
</table>

#### Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting and legal</td>
<td>$32,480</td>
<td>$25,626</td>
</tr>
<tr>
<td>Advertising and promotions</td>
<td>52,482</td>
<td>112,375</td>
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<tr>
<td>Bank charges</td>
<td>3,209</td>
<td>3,342</td>
</tr>
<tr>
<td>Contract fees</td>
<td>689,493</td>
<td>606,915</td>
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<tr>
<td>Editing and design</td>
<td>66,464</td>
<td>86,087</td>
</tr>
<tr>
<td>Event speaker fees, catering, supplies and promotion</td>
<td>79,300</td>
<td>86,149</td>
</tr>
<tr>
<td>Insurance</td>
<td>4,374</td>
<td>7,055</td>
</tr>
<tr>
<td>Office supplies</td>
<td>51,123</td>
<td>52,616</td>
</tr>
<tr>
<td>Printing</td>
<td>22,898</td>
<td>27,406</td>
</tr>
<tr>
<td>Rent</td>
<td>51,948</td>
<td>53,616</td>
</tr>
<tr>
<td>Research, writing, translation and reader fees</td>
<td>83,468</td>
<td>89,342</td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>705,920</td>
<td>652,758</td>
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<tr>
<td>Travel and accommodations</td>
<td>154,308</td>
<td>112,710</td>
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<tr>
<td>Video services</td>
<td>17,531</td>
<td>19,088</td>
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<tr>
<td>Website</td>
<td>51,096</td>
<td>20,643</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>2,066,094</td>
<td>1,958,669</td>
</tr>
</tbody>
</table>

| Excess (deficiency) of revenue over expenditures | 107,016 | $131,069.00 |

* full audited statements available on request