



MACDONALD-LAURIER INSTITUTE

IDEAS
THAT CHANGE
CANADA



2018 ANNUAL REPORT

True North in
Canadian public policy

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. 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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Letter from the Chair and Managing Director

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 distin-

guished 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.

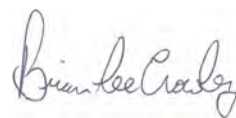
MLI's growing impact has been felt on almost every major public policy domain. Indeed, many of the most talented and influential policy thinkers in Canada and abroad have increasingly chosen to present their ideas on the MLI platform, due to our

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.



Pierre Casgrain
CHAIR



Brian Lee Crowley
MANAGING DIRECTOR

2018 MLI ANNUAL REPORT

Ideas that change Canada

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.



A successful transition

MLI covers the full range of public policy issues that fall under the jurisdiction of the Canadian federal government. With its broad mandate, MLI is distinct from other think tanks that tend to focus on a much narrower range of issues – and we remain eager to expand our thought leadership into new and important policy areas. In particular, the past year has seen us take great strides in our foreign policy work, alongside our traditional strengths in domestic policy and Indigenous affairs. In 2018, we were able to consolidate our efforts on all three major areas and successfully transition into a truly “full service” think tank.

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.

Watch us grow

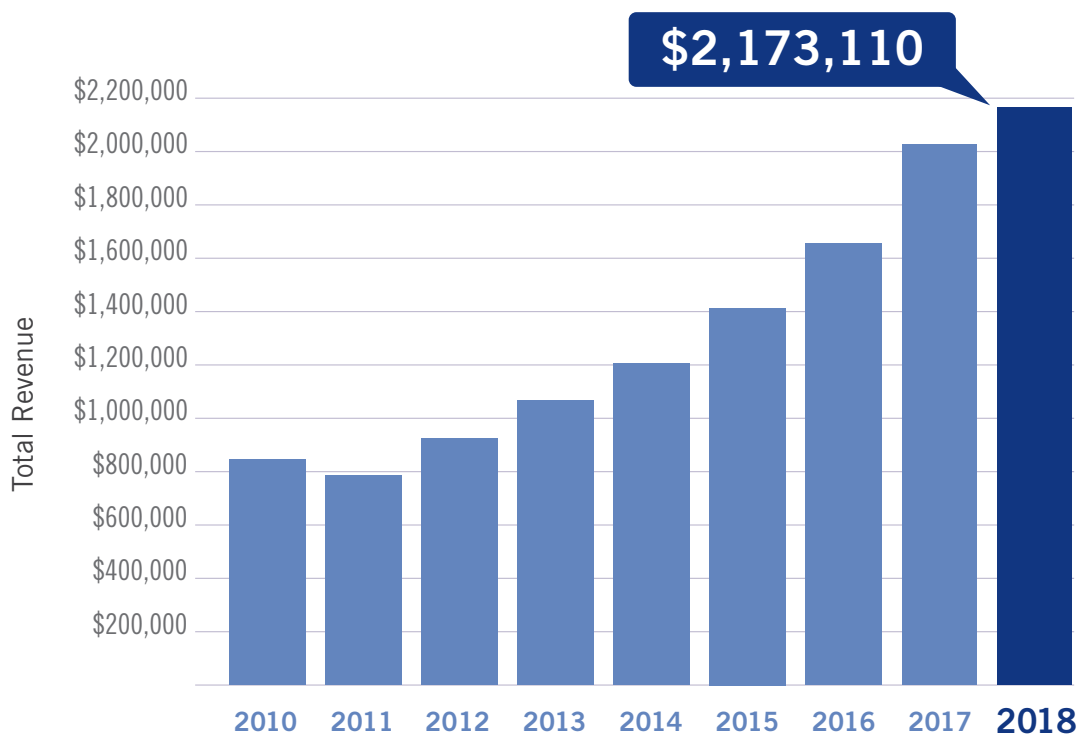
MLI has always punched above our weight. We have achieved significant success in terms of our impact and activities, while remaining very disciplined when it comes to our staffing levels.

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



MLI's 2018 ACCOMPLISHMENTS

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.

Connecting with Canadians

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.

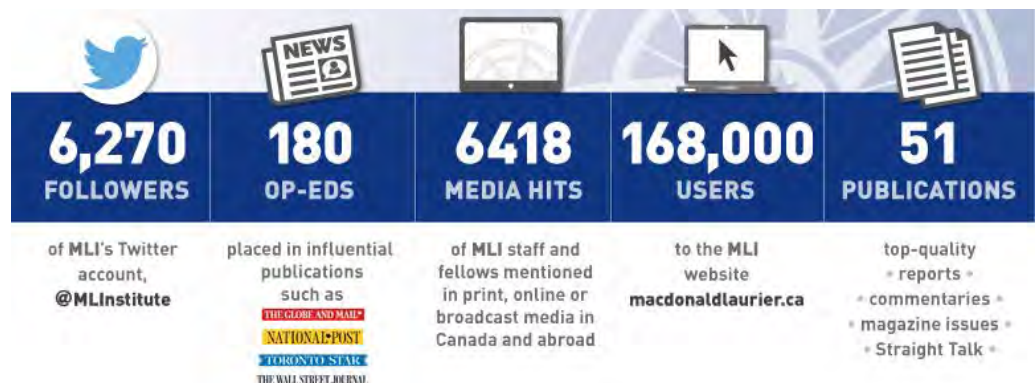
In the past year, the number of unique visitors on our website increased to nearly 168,000 users. We have also reached well over 6,000 earned media hits, which represent occasions when MLI, its staff and fellows were mentioned in print, online or broadcast media in Canada or abroad. We published 180 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.

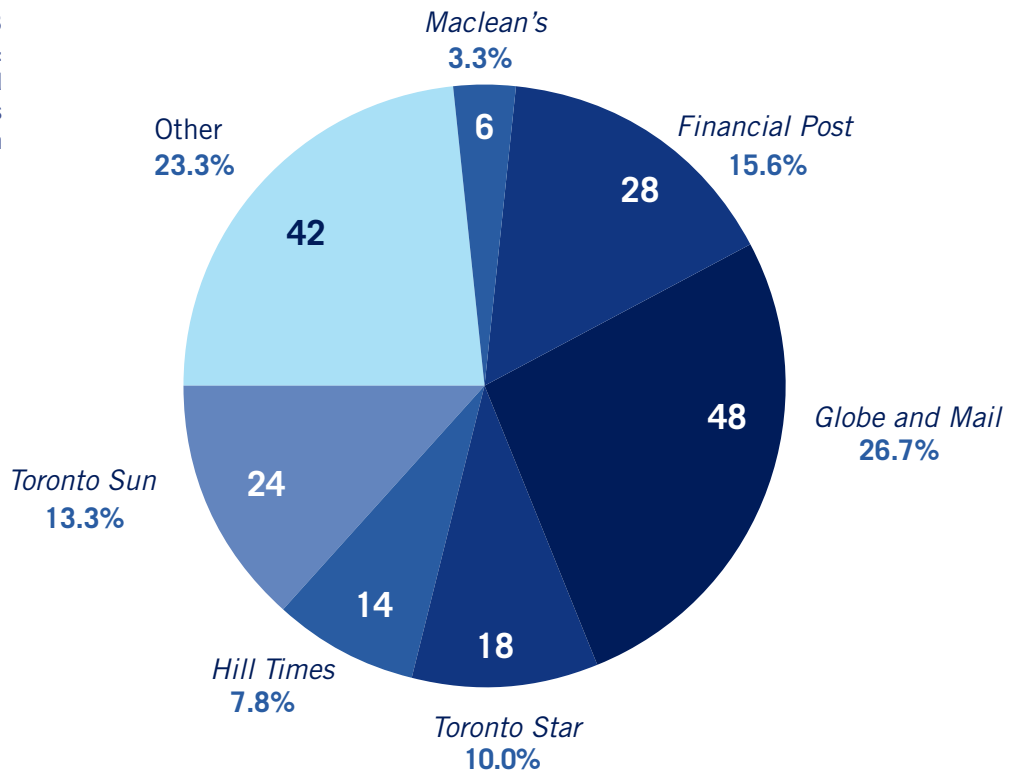
As a result, our audience for MLI videos also have dramatically expanded, with nearly 250,000 views between YouTube and Facebook. The graphics below show the great range of publications where our op-eds have appeared, the growth in web traffic, and our performance on a range of measures of success.

► TABLE 2
MLI's social media numbers for 2018



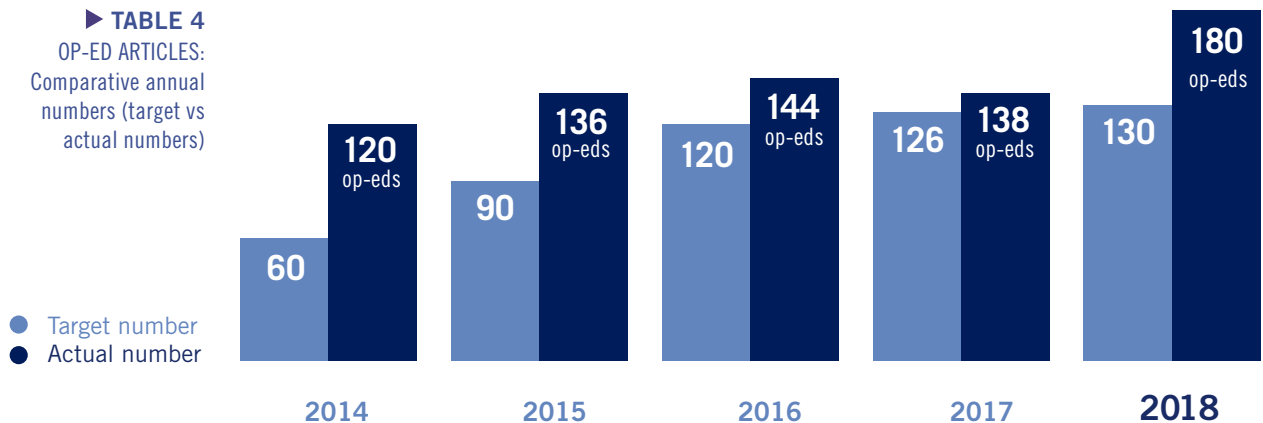


► **TABLE 3**
2018 OP-ED ARTICLES:
placement breakdown and
percentage of appearances
per publication



* 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 4**
OP-ED ARTICLES:
Comparative annual
numbers (target vs
actual numbers)

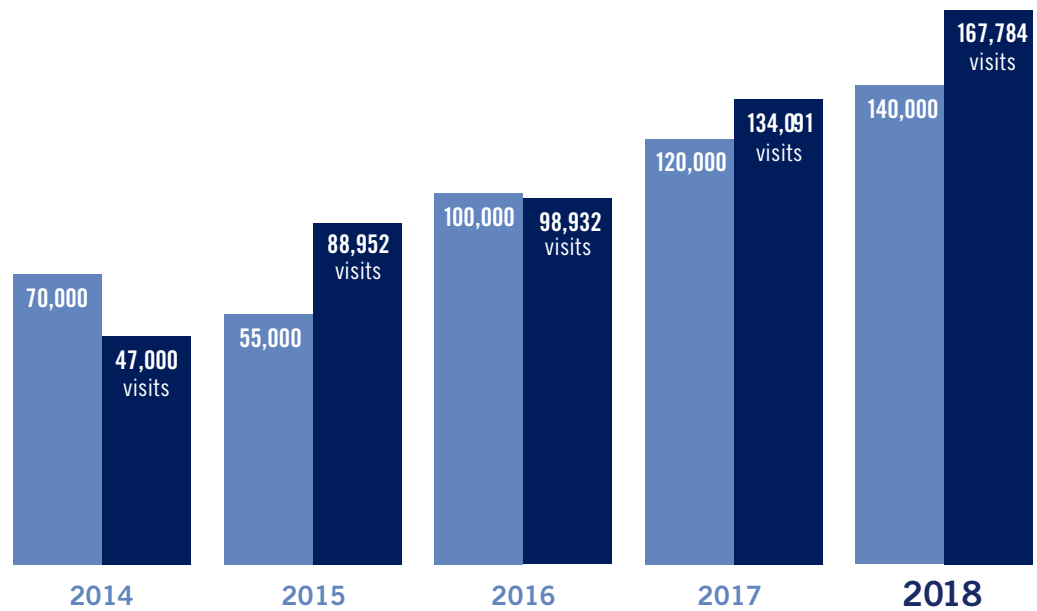




Media, website and social media

- Target number
- Actual number

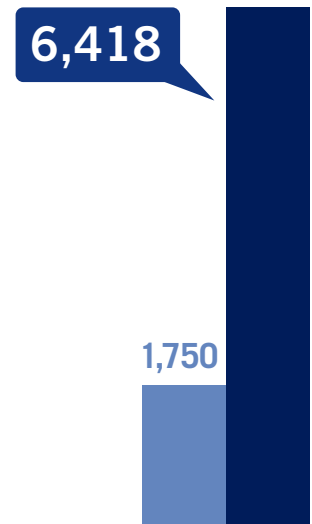
► **TABLE 5**
MLI WEBSITE:
Visits annually (target vs
actual numbers)



► **TABLE 6**
2018 VIDEO VIEWS:
(target vs actual numbers)



► **TABLE 7**
2018 EARNED MEDIA HITS:
MLI staff and fellows
mentioned in print, online or
broadcast media in Canada
and abroad (target vs actual
numbers)



► **TABLE 8**
2018 *INSIDE POLICY*
ARTICLES (online):
(target vs actual numbers)



► **TABLE 9**
2018 NEW TWITTER
FOLLOWERS:
(target vs actual numbers)





On the news

- ▶ Philip Cross on Global News, October 1, 2018



- ▶ Laura Dawson on TVO's *The Agenda*, October 5, 2018



- ▶ Shulavoy Majumdar on CBC's *Power & Politics*, August 8, 2018



- ▶ Benjamin Perrin on CTV News, October 5, 2018



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

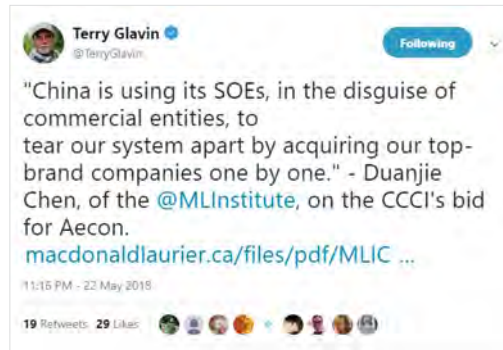
One of the foremost objectives for MLI in 2018 has been to educate Canadians and their political leaders about the risks of dealing with non-market economies and illiberal regimes such as China. While the government had made clear its preference to pursue the economic opportunities presented by China,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

▼ Alastair Gillespie (L), representing MLI, receiving the Prospect Magazine Think Tank Award from Prospect Magazine Editor Tom Clark (R)



► Tweet by Terry Glavin about MLI's paper on Chinese SOEs by Munk Senior Fellow Duanjie Chen



► Tweet by Mark Goldberg on MLI Advisory Council member Richard Fadden's op-ed on Huawei



► Tweet by MP Erin O'Toole on MLI's Aecon event



Following the event, Elcock also participated in MLI's Pod Bless Canada podcast with Munk Senior Fellow Shuvaloy Majumdar. The event attracted policy-makers, 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



▲ MLI event, April 25, 2018. L-R: Munk Senior Fellow Shuvaloy Majumdar; Charles Burton, Brock University; and former CSIS Director Ward Elcock

go-to source for informed commentary about how best to defend the security and freedom of Canadians from the strategic ambitions of the Chinese regime.

We have seen new examples of the importance of our work on removing the barriers to interprovincial trade.

▼ Tweet by Manitoba Premier Brian Pallister on his proposed grand bargain to end internal trading barriers, as outlined in his op-ed with Managing Director Brian Lee Crowley



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



▲ MLI's second Justice Report Card, published in March 2018

led to MLI's work on criminal justice reform being awarded the 2018 *Prospect Magazine* Think Tank Award for Best North America Social Policy Think Tank.

The report card has raised the national debate on the efficiency and effectiveness of the criminal justice system and has driven reform in a great many ways. For instance, the federal government launched a full-scale review of the criminal justice system to modernize it and invited the authors of the MLI report to participate in that process. The themes in the review are the same ones identified in the MLI report. Indeed, in the sincerest form of flattery, the federal justice department has announced that it will develop its own justice system report as recommended by MLI. As well, the Manitoban

and the course (with continuous enrollment) began in January 2019.

NAFTA

On September 30, the federal government announced a draft agreement on a United States-Mexico-Canada Agreement (USMCA) to replace NAFTA. This followed 14 months of difficult negotiations and increasingly turbulent relations with the Trump administration. MLI's experts have been at the forefront on outlining what was needed to reach agreement on the future of NAFTA. Managing Director Brian Lee Crowley and Munk Senior Fellow Sean Speer had recommended that Ottawa reach agreement with the US on a number of key points – specifically, accepting a longer sunset clause stronger IP protec-

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

tion, 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

“The Institute has once again shown that it is far ahead of the curve on Canadian public policy.”

- Christopher Sands

▼ Christopher Sands
on CTV's *The West Block*,
June 28, 2018



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.”

mission in Latvia, which garnered significant media attention in *Macleans*’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.



▲ Foreign Affairs Minister
Chrystia Freeland, MLI’s
Policy-Maker of the Year

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

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.

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.



▲ MLI event, November 29, 2018. L-R: Managing Director Brian Lee Crowley; Theresa Tait-Day, Founding Member, First Nations Major Projects Coalition; Stephen Buffalo, President/CEO, Indian Resource Council

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

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.

We have been at the forefront of efforts to chart a way out of the pipeline impasse that threatens Canada's economy.



▲ Brian Lee Crowley on Radio-Canada, May 17, 2018

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.

Events

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

ROUNDTABLES AND PANELS

In 2018, we hosted a number of panel events and roundtables that have sparked policy discussion on other key issues that matter to us.

MLI held six panel events that explored some of the most pressing issues facing Canada in Europe and the Indo-Pacific, including:

- 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



▲ MLI event, March 27, 2018. L-R: Munk Senior Fellow Sean Speer; Wayne Critchley, Global Public Affairs; Munk Senior Fellow Richard Owens; and pharmaceutical policy expert Judith Glennie



▲ MLI event, June 15, 2018: L-R: Former national security advisor Richard Fadden; Elinor Sloan, Carleton University; Stephen Blank, American Foreign Policy Council; and Joel Sokolsky, Royal Military College of Canada

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

▼ MLI event, March 21, 2018. L-R: Edward Luttwak, CSIS; Mohan Malik, Asia-Pacific Centre for Security Studies; James Boutillier, Canada's Maritime Forces Pacific Headquarters; and Saturo Nagao, Hudson Institute



► Parliamentary Secretary to the Minister of Foreign Affairs Andrew Leslie speaking at an MLI event, June 15, 2018



► US Naval War College's Tom Nichols speaking at an MLI event, September 27, 2018



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 Feeny, 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.

Publications

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

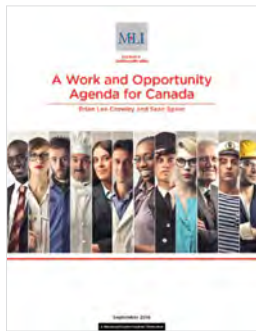
Catching the Next Wave: How BC First Nations Can Benefit from Another LNG Boom, by Ken Coates, April 26, 2018

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

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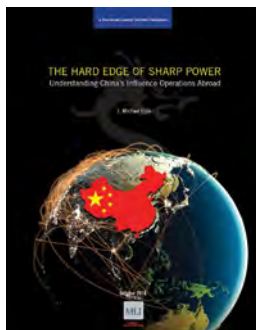
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Bringing Security and Intelligence Into Focus: How to Clarify the Roles of Newly Created Accountability Bodies, by Scott Newark, February 28, 2018

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

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

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December 2018: “Chrystia Freeland: Canada’s Negotiator (Policy-Maker of the Year)”



2018
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are

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its generous sponsors and donors.
We've had a few notable staff changes
in 2018, including the addition of
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(as of December 31, 2018)

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Year ended December 31

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

EXPENDITURES	2018	2017
Accounting and legal	\$ 32,480	\$ 25,626
Advertising and promotions	52,482	112,375
Bank charges	3,209	3,342
Contract fees	689,493	606,915
Editing and design	66,464	86,087
Event speaker fees, catering, supplies and promotion	79,300	86,149
Insurance	4,374	7,055
Office supplies	51,123	52,616
Printing	22,898	27,406
Rent	51,948	53,616
Research, writing, translation and reader fees	83,468	89,342
Salaries and benefits	705,920	652,758
Travel and accommodations	154,308	112,710
Video services	17,531	19,088
Website	51,096	20,643
TOTAL	2,066,094	1,958,669
Excess (deficiency) of revenue over expenditures	107,016	\$ 131,069.00




* full audited statements available on request



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