Defining Canada’s Agenda

2019 Annual Report
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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Dear Friends and Supporters of the Institute,

Since it was founded in 2010, the Macdonald-Laurier Institute has emerged as the national thought leader on public policy issues – as 2019 bear eloquent witness.

As a “full-service” think tank, our influence and reach has been felt across nearly every public policy area under the federal government – including economic and fiscal policy, pharmacare, telecommunications, Indigenous reconciliation, the natural resource economy, Canada-China relations, foreign disinformation, national security and more.

The MLI’s profile and reputation has only grown over the past several years, earning us the important distinction of being the foremost public policy think tank in the nation’s capital. Indeed, as in previous years, we were once again recognized as the top think tank in Ottawa and one of the top five in the country, according to international rankings.

Members of our team have been recognized with prestigious Canadian and international awards, including Richard Fadden, Christian Leuprecht, and Shawn Whatley, among others. And our roster of experts has only grown in numbers and stature in 2019, with the addition of yet more prominent policy-makers, scholars, and other notables to our institute.

In 2019, we also hosted a growing number of events that have brought together leaders in business, politics and the media and featured some of Canada’s and the world’s top thought leaders.

Meanwhile, MLI’s publications, communications, and fundraising efforts have continued to be strong. We have made important strides in communications and digital media, giving us a strong presence amongst both traditional and social media. Indeed, we have experienced an explosion of attention in print, online, or broadcast media, with a particularly noteworthy performance in television and international media.
2019 was a great year for MLI. Our impact and influence on public policy issues have never been stronger.

Our papers, commentaries and op-eds have been both timely and hard-hitting. That has allowed us to become the go-to source for innovative public policy ideas.

Thanks to our excellent reputation for getting policy ideas noticed by those who matter most, foundations and others have also been eager to support our work. And many of the most talented and influential thought leaders in Canada and abroad have increasingly chosen to present their ideas on the MLI platform.

2019 was a great year for MLI. Our impact and influence on public policy issues have never been stronger, and we are well-prepared to continue our ongoing success as into 2020.

The MLI could not have achieved such success without the hard work of a number of people. We would like to express our recognition and immense 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 much of their time, passion and intelligence into making the MLI what it is today: the number one voice on public policy in our nation’s capital.

Pierre Casgrain
CHAIR

Brian Lee Crowley
MANAGING DIRECTOR
Defining Canada’s Agenda

In 2019, the Macdonald-Laurier Institute played a central role in the national discussion on what we believed would, or should, be the key issues in the October federal election and throughout the year. We wanted to make sure Canada’s media and politicians took notice of the vital concerns of Canadians beyond the “gotcha” politics that dominated the headlines.

MLI’s impact and influence was particularly felt on such issues as health care reform, fiscal and economic policy, Indigenous rights and relations, natural resource development, foreign interference, and Canada’s place in the Indo-Pacific, among others. Our expansive program of policy work was also recognized with prestigious awards and accolades, 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.
MLI’s mandate as a full-service federal public policy think tank sets us apart from other think tanks that are more limited in their focus, allowing us to expand our work into timely new national public policy issues that could benefit from MLI’s clear-eyed analysis. A hallmark of our work is an ability to react quickly and decisively, while bringing the best expertise to bear on the most pressing policy issues facing Canadians. This was on full display with our “A Mandate for Canada” series that offered a range of public policy recommendations as the 2019 federal election approached.

Our work is increasingly consolidated under three program areas: domestic policy, including health, justice, jobs and the economy, and other issues; foreign policy, under the rubric of MLI’s Centre for Advancing Canada’s Interests Abroad; and Indigenous affairs. We have established new relations with like-minded organizations, such as the Prospect Foundation, Observer Research Foundation, Japan Institute for International Affairs, Konrad Adenauer Stiftung, and Taiwan Foundation for Democracy, and added new individual thought leaders to our roster of experts:

NEW SENIOR FELLOWS
- Stephen Buffalo, president and CEO of the Indian Resource Council of Canada
- Sharleen Gale, Chair of the First Nations Major Projects Coalition
- Peter Menzies, former CRTC Vice-Chair of Telecommunications
- Jonathan Berkshire Miller, international affairs professional and JIIA senior fellow
- Kaveh Shahrooz, lawyer and human rights activist, former GAC senior policy advisor

MLI AMBASSADOR ON CANADA-HONG KONG POLICY
- Nathan Law, democracy activist and founder of Demosisto

A hallmark of our work is an ability to react quickly and decisively.
Punching above our weight

MLI’s capacity to respond quickly to evolving public policy issues and remain disciplined when it comes to our staffing levels have proven a critical competitive advantage, allowing us to punch well above our weight when it comes to our impact and productivity.

Some of our major highlights in 2019 included the annual dinner, featuring powerful Indigenous voices we feel Canadians need to be hearing more from, “A Mandate for Canada” series that offered public policy recommendations for the post-election government, and our December 2019 Inside Policy issue, where we named Chinese President Xi Jinping as “Canada’s Policy-Maker of the Year” due to the Chinese regime’s clear influence on Canadian affairs.

Our offices in Sandy Hill have become a go-to location for many of our events and meetings with foreign dignitaries, scholars, and other policy leaders, while an array of prominent guests have visited our in-house “media room,” allowing us to produce timely, thoughtful, and highly accessible videos and podcasts.

Figure 1 summarizes our growth in revenue while keeping the same staffing levels, demonstrating once again that MLI offers real value for money.

![Figure 1: MLI’s revenue growth, from 2011 to 2019](image)
What we did

2019 has been another stellar year for MLI. Our reach has expanded across traditional and social media alike, while our multimedia products – from our videos to our podcasts – have allowed us to connect with new audiences across Canada and around the world. MLI and our fellows have received numerous awards and accolades in recognition of our out-sized thought leadership on public policy issues that matter the most to Canadians. We ended 2019 in a great position to continue our good work for the year ahead.
In the past year, the number of unique visitors on our website increased to nearly 193,000 users. We have also experienced an explosion of media attention, with MLI and our experts receiving a total of 15,431 earned media hits, which represent occasions when MLI, its staff and fellows were mentioned in print, online or broadcast media in Canada or abroad. Particularly noteworthy has been the fact that 2000 hits were accrued on television and roughly 6000 can be attributed to international media.

Equally compelling has been our success in op-ed placement, with 216 published op-eds appearing in major Canadian and international media, including the Globe and Mail, National Post, Toronto Star, Maclean’s, Ottawa Citizen, The Hill Times, Japan Times, Nikkei Asian Review, National Interest, Foreign Policy, and The Economist. MLI’s new media room has also allowed us to turn around different multimedia products on a weekly or even daily basis.

As a result, we have been able to achieve significant audience engagement across different social media platforms with all our products. 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.

In 2019, MLI has been able to leverage our traditional and social media presence, current and past publications, and digital communication tools, such as infographics, podcasts, videos, and other multimedia products. This effort has allowed us to connect with Canadians, highlight evidence of our impact, and celebrate the many successes of our work. We have a great story to tell, and judging by our expanding audience, it seems Canadians would agree.
### FIGURE 2
Overview of MLI’s publication and digital media numbers

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Followers</td>
<td>8038</td>
<td>of MLI’s Twitter account, @MLInstitute</td>
</tr>
<tr>
<td>Op-Eds</td>
<td>216</td>
<td>placed in influential media publications</td>
</tr>
<tr>
<td>Media Hits</td>
<td>15,431</td>
<td>of MLI staff and experts mentioned in print, online or broadcast media in Canada and abroad</td>
</tr>
<tr>
<td>Users</td>
<td>193,000</td>
<td>to the MLI website macdonaldlaurier.ca</td>
</tr>
<tr>
<td>Publications</td>
<td>54</td>
<td>released in 2019</td>
</tr>
<tr>
<td>Podcasts</td>
<td>21</td>
<td>of MLI’s program Pod Bless Canada</td>
</tr>
<tr>
<td>Op-Ed Videos</td>
<td>40</td>
<td>on MLI’s Youtube channel</td>
</tr>
<tr>
<td>Articles (online)</td>
<td>71</td>
<td>in MLI’s flagship magazine INSIDE POLICY</td>
</tr>
</tbody>
</table>

### FIGURE 3
2019 OP-ED ARTICLES: placement breakdown and percentage of appearances per publication

- **Globe and Mail**: 27.0%
- **Toronto Star**: 5.7%
- **National Post**: 5.7%
- **Epoch Times**: 8.3%
- **Toronto Sun**: 8.8%
- **Financial Post**: 10.9%
- **Other**: 22.9%

*The other category includes op-ed placements that were less frequent than 10 placements last year. Notable placements include the Wall Street Journal, South China Morning Post, Foreign Policy, Ottawa Citizen, The Economist, Japan Times, Maclean’s, Nikkei Asian Review and more.*
FIGURE 4
OP-ED ARTICLES: Comparative annual numbers (target vs actual numbers)

Actual number
Target number

FIGURE 5
MLI WEBSITE: Visits annually (target vs actual numbers)
FIGURE 6
2019 VIDEO VIEWS:
(target vs actual numbers)

FIGURE 7
2019 EARNED MEDIA HITS:
MLI staff and experts mentioned in print, online or broadcast media in Canada and abroad (target vs actual numbers)

FIGURE 8
2019 TWITTER IMPRESSIONS:
(target vs actual numbers)

FIGURE 9
2019 NEW TWITTER FOLLOWERS:
(target vs actual numbers)

FIGURE 10
2019 INSIDE POLICY ARTICLES (online):
(target vs actual numbers)
Some other notable television appearances in 2019 included:

- Philip Cross on CTV News, January 2, 2019 on Canada’s economy in 2019
- Christian Leuprecht on Bridge City News, March 11, 2019 on Huawei as a security threat
- Elliot Tepper on CTV News, March 14, 2019 on OECD concern over SNC-Lavalin
- Sean Speer on BNN Bloomberg, March 25, 2019 on the 2019 federal budget
- Shuvaloy Majumdar on CBC’s Power and Politics, May 29, 2019 on Modi’s re-election in India
- Philip Cross on BNN Bloomberg, July 5, 2019 on infrastructure projects
- Charles Burton on CTV Your Morning, August 13, 2019 on Hong Kong protests
- Sean Speer on TVO’s The Agenda, October 4, 2019 on the middle class in 2019
MLI’s raison d’être is to make poor quality public policy in Ottawa unacceptable to Canadians. We always take great pride in being an indispensable source of advice for Canada’s political and opinion leaders. By this measure, 2019 was another great year for MLI.

INTERNATIONAL RECOGNITION
MLI and our fellows have been increasingly recognized for our thought leadership at home and abroad. In 2019, 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.

In 2019, Munk Senior Fellow Christian Leuprecht was appointed the Fulbright Research Chair in Canada-US Relations at John Hopkins University’s School of Advanced International Studies (SAIS). He was also appointed to the Police Services Board of the City of Kingston.

Munk Senior Fellow Shawn Whatley was the 2019 recipient of the Medico-Legal Society Award from the Medico-Legal Society of Toronto. This award is the highest expression of esteem that the Society can convey and is intended to honour those members of the Medical, Legal or Scientific community who have made a significant contribution to their profession, as well as to the Society or the community at large.

Richard Fadden, former national security advisor to the Prime Minister and a member of MLI’s Advisory Council, was also awarded the CDA Institute’s 2019 Vimy Award – a lifetime achievement award for his significant and outstanding contribution to national security and defence.

Managing Director Brian Lee Crowley became the 2019 CIM Distinguished Lecturer, which was awarded by the Canadian Institute of Mining Metallurgy and Petroleum. He was given this award in recognition of his taking a stand for Canada’s most important endowment: the rule of law and a strong civil society.

Lastly, prior to joining MLI as our Senior Fellow and Deputy Director of the Centre for Advancing Canada’s Interests Abroad, Jonathan Berkshire Miller was appointed to the ASEAN Regional Forum’s Eminent and Expert Persons Group for Canada.

In 2019, MLI was once again named the top think tank in Ottawa.
DOMESTIC POLICY

**Economic and Fiscal Policy**

In September, MLI released a well-received paper, titled *Forgotten People and Forgotten Places: Canada’s Economic Performance in the Age of Populism*. Written by Munk Senior Fellow Sean Speer, the paper attracted significant media attention, with articles covering the paper in the *National Post*, *Toronto Sun*, and elsewhere. In addition, Speer published an op-ed based on the paper that was featured in the *Globe and Mail* – appearing as a nearly full-page feature leading the opinion section and promoted with a poster-style front page of the Saturday paper.

The MLI report and op-ed generated extensive support on social media from prominent Canadians, including John Ibitson, Terry Glavin, Chris Alexander, and others. Ibitson said of the paper: “This may be the most important opinion piece on public policy published in the Globe, or anywhere, this year.”

In another example of our impact, Speer was also appointed by the Ontario government to lead a review of the province’s labour policy framework with a particular focus on the Workplace Safety and Insurance Board.

**Health Care and Internal Trade**

Alberta Premier Jason Kenney’s 2019 election platform suggested that, as proposed by MLI, the provincial government could work with the federal government to convert the Canada Health Transfer and Canada Social Transfer to tax points for the provinces. Kenney also promised to partner with Brian Pallister, Premier of Manitoba, to press the federal government to adopt a Charter of Economic Rights that would “clarify the vital rights of Canadians to sell their goods and services and exercise their trades and professions in every part of Canada.” In so doing, Kenney had effectively supported the grand national bargain proposed by Manitoba Premier Brian Pallister and MLI Managing Director Brian Lee Crowley in 2018.
Justice

Munk Senior Fellow Christian Leuprecht provided testimony to the House of Commons Standing Committee on Citizenship and Immigration on Bill C-97, as well as the Senate National Security Committee on the proposed “Declaration of Victims Rights” within the military justice process.

In the omnibus budget implementation Bill C-97, new rules were introduced to restrict asylum ‘shopping’ for people from countries that are uncooperative in taking back deportees, which has been recommended by MLI. In addition, the Senate National Security Committee voted to amend C-59 (Anti-Terrorism Bill) and they adopted (and even cited) the changes that MLI has recommended.

Also, as evidence that imitation is the sincerest form of flattery, the federal justice department released its State of the Criminal Justice System Dashboard and 2019 Report. Such an initiative has been recommended by MLI in its work with parliamentarians to improve how we understand our justice system, and has no doubt been inspired in part by MLI’s Report Card on the Criminal Justice System.

Finally, Munk Senior Fellow Richard Owens and MLI author Arthur Cockfield have separately written against a rule passed by the Law Society of Ontario that could result in lawyers losing their licence for failing to promote equality, diversity, and inclusion. Notably, lawyers who opposed this rule were resoundingly elected in the Law Society of Ontario. Cockfield’s piece was widely circulated by lawyers prior to this election.

Broadcasting and Creative Industries

The House of Commons Heritage Committee released a report in May 2019 titled “Shifting Paradigms,” which offered copyright recommendations in support of Canada’s creative industries. MLI had proposed similar recommendations in the past.

On September 26, MLI released a paper by Sean Speer and Jill Golick, titled Turning the Channel on CanCon: How to Unleash

Tweet by Patrick de Sousa about Jill Golick’s and Sean Speer’s MLI paper on CanCon
In 2019, we took the lead in commenting in the media on the diplomatic storm that followed Canada’s decision to detain Huawei CFO Meng Wanzhou in Vancouver.

Canadian Creativity in the Digital Age. Patrick de Sousa Lahey from the Director’s Guild of Canada tweeted: “I very seldom agree with @MLInstitute on anything, but this policy paper by @jill38o is pretty much the best encapsulation of the most important reforms Canada can & must undertake in the creative sector – whoever wins on October 21st. Massively worth a read for anyone in #cdntv.”

FOREIGN AFFAIRS AND DEFENCE

China Policy
MLI has done a great deal to raise concerns about China’s threat to national security and the liberal international order. In 2019, we took the lead in commenting in the media on the diplomatic storm that followed Canada’s decision to detain Huawei CFO Meng Wanzhou in Vancouver. In one article, Senior Fellows Shuvaloy Majumdar and Marcus Kolga took aim at then Canadian Ambassador to China John McCallum’s unseemly remarks on the Meng’s case. Shortly afterwards, the ambassador submitted his resignation.

In addition, Senior Fellow Charles Burton debated UBC professor Paul Evans on the value of Canada’s relationship with China at the Manning Networking Conference in March. MLI also hosted the national book launch for noted journalist Jonathan Manthorpe’s new book, Claws of the Panda: Beijing’s Campaign of Influence and Intimidation in Canada.

As part of our ongoing “The Eavesdropping Dragon” work, Burton wrote an Inside Policy piece debunking myths around Huawei that University of Waterloo Professor Bessma Momani called an “excellent article” and China expert Margaret McCuaig-Johnston said was “superb.”

In our December issue of Inside Policy, MLI named Chinese President Xi Jinping Policy-Maker of the Year, in recognition
of the Chinese strongman’s outsized and negative influence on the Canadian public policy debate. This generated significant media attention, with articles detailing this choice appearing in *The Hill Times*, *Toronto Star*, and the *Epoch Times*. US journalist Bethany Allen-Ebrahimian wrote on Twitter: “WOWOW... That is one gutsy think tank!” while Canadian journalist Terry Glavin says this was “The right choice...The only choice.” Glavin also goes on to describe the cover story by Charles Burton as “positively magisterial.”

Lastly, Canada and the United States signed a memo of understanding to reduce their reliance on China for rare-earth elements, which are critical to high-tech and military products. This was one of the recommendations outlined by MLI.

**Hong Kong and Taiwan**

MLI held a roundtable event in September that explored Taiwan’s possible participation in international organizations, which coincided with an International Civil Aviation Organization meeting in Montreal and featured Taiwan’s Representative Winston Wen-yi Chen. Also of note, Canadian military sailed its naval frigate through the Taiwan Strait, in what amounted to a freedom of navigation operation, which has been recommended by MLI. Senior Fellow Marcus Kolga also travelled to Taiwan in December to meet Taiwan’s “Digital Minister” Audrey Tang, former Minister of Defense Andrew Yang, and Chen Ming-Chi of the Mainland Affairs Council and the Institute for National Defense and Security Research.
In May, MLI was proud to host Hong Kong Democratic Party founder Martin Lee and a delegation from Hong Kong for a talk and panel discussion. To further support our work, two leading voices for Hong Kong democracy – Anson Chan and Nathan Law – joined the institute as a Distinguished Fellow and Ambassador on Canada-Hong Kong Policy, respectively. Both Law and Chan have frequently appeared in the media to discuss the ongoing crisis in Hong Kong. In particular, Nathan Law has contributed articles to *The Economist*, *The Independent*, and the *Financial Times*.

In October, MLI welcomed a delegation from the Prospect Foundation in Taiwan and the Taiwan Foundation for Democracy for an invitation-only roundtable and panel event. Members of the delegation from Taiwan included Prospect Foundation Chairman Tan-Sun Chen and Taiwan Foundation Vice-President Chien-Fa Yan.

Defence Policy

In May, MLI published a report by Senior Fellow Richard Shimooka, titled *The Catastrophe: Assessing the Damage from Canada’s Fighter Replacement Fiasco*. Less than a week after its launch, the report garnered significant national and international media attention, including major news stories in the *Toronto Star*, *National Post*, *Globe and Mail*, *La Presse*, the Canadian Press, CBC, Global News, Reuters, CTV, and more. In total, there were nearly 300 media mentions of the report in major national and international media outlets, with a potential audience of over 50 million people having possibly read about the report.

Conservative politicians held a press conference to discuss MLI’s report, stating that “Canadians should be troubled by the [contents discussed in the] fighter jet report.” During Question Period, multiple MPs referenced MLI’s findings regarding the political motives of the fighter jet decision. Following the paper’s release, the government announced changes to its fighter jet competition, although more must still be done to make the competition fair.

This deluge of attention points to MLI’s strong capacity for independent thought leadership, as well as Shimooka’s unique
expertise on the topic. It is clear that MLI leads the discussion on the fighter jet situation, with many important ears listening to our perspective.

**Fighting Russian Disinformation**

In January, MLI published a report by Senior Fellow Marcus Kolga titled *Stemming the Virus*, which warned that the Canadian government should prepare for the Kremlin’s protracted and aggressive information warfare campaign. Following its release, MLI received messages of support from all corners, commending the institute for shining a bright light on the strategic objectives and tactics of Kremlin disinformation directed at Canada and Canadians.

Among the many notable supporters who have written in support of the paper and its author: Bill Browder, a world-renowned author and human rights champion through his work on Magnitsky legislation; ten MPs, representing the three main parties; former Canadian ambassador and cabinet minister Chris Alexander; world renowned Russia expert Aurel Braun; former Estonian president Toomas Hendrik Ilves; Russian human rights advocate Vladimir Kara-Murza, and other leaders and experts on Eastern European affairs and human rights.

In September, Kolga and *UpNorth Magazine* – alongside the embassies and associations of the Central and Eastern European communities in Canada – organized a symposium on the legacy of the Nazi-Soviet pact at the University of Ottawa. This event had a keynote speech by celebrated chess grandmaster and Russian pro-democracy and human rights leader, Garry Kasparov, with a panel discussion that featured Foreign Minister Chrystia Freeland, former Liberal Party leader Bob Rae, and others.

Lastly, in December, the Czech Republic’s Foreign Minister Tomáš Petříček spoke before that country’s Parliament and quoted an MLI study authored by Senior Fellow Marcus Kolga, Jakub Janda and Nathalie Vogel on Russia-proofing your election.

**Foreign Policy and National Security**

Munk Senior Fellow Christian Leuprecht testified at the House of Commons Committee on Public Safety and National Security in January and later participated at the annu-
Meanwhile, Munk Senior Fellow Alex Wilner worked closely with Public Safety Canada to help them develop a new Counter-Proliferation Dialogue. In April, Senior Fellow Charles Burton participated at RUSI’s Five Eyes Think Tank Dialogue in the UK, and the Stratcom Summit in Prague organized by the European Values Think-Tank & Wilfried Martens Centre for European Studies.

In June, Senior Fellows J. Michael Cole and Jonathan Berkshire Miller participated at the prestigious Shangri-La Dialogue in Singapore. And in September, Senior Fellow Kaveh Shahrooz presented policy recommendations in a meeting with Brian Hook, the US President’s Special Representative on Iran.

**INDIGENOUS AFFAIRS**

**2019 Annual Dinner**

In February, MLI hosted its annual dinner at the Canadian War Museum, titled “Beyond Reconciliation: Forging a New Partnership with Indigenous Peoples.” MLI was pleased to bring together some of the leading experts and Indigenous voices who are trailblazing an economic Renaissance. Our crowd of around 240 political leaders, policy-makers, diplomats, academics, business leaders and members of the media heard powerful stories of how Canada has failed its Indigenous peoples in the past, and now risks frittering away their best opportunities for future prosperity. Our all-Indigenous panel and largely Indigenous program included Blaine Favel, Crystal Smith, Stephen Buffalo, Sean Willey, Theresa Tait-Day and Karen Ogen-Toews.

Stephen Buffalo, who has written for MLI in the past and participated at many of our events, has spearheaded an Indig-
enous initiative to purchase the Trans Mountain pipeline from the federal government. He has since been interviewed extensively on that initiative. And later in 2019, he joined MLI as one of our newest Senior Fellows alongside fellow Indigenous business leader Sharleen Gale.

**Legislation**

Munk Senior Fellow Dwight Newman testified before the Standing Senate Committee on Aboriginal Peoples about Bill C-262 in June. Bill C-262, with its attempt to harmonize Canadian law with UNDRIP, has direct implications to resource development, especially the requirement to obtain Free, Prior and Informed Consent on resource projects, including pipelines. Newman warned that the bill as it stood could introduce more uncertainty into Canadian law and needs to be amended.

Importantly, MLI also received an opinion from former Supreme Court of Canada Justice John C. Major addressed to Senator Lillian Dyck, Chairperson of the Standing Senate Committee on Aboriginal Peoples. Major’s letter reaffirmed Newman’s analysis and proposed reforms to mitigate potentially serious issues with the drafting of C-262. Alberta Senator Scott Tannas indicated that MLI’s work was key to changing many of the minds of Independent Senators on Bill C-262 and helped to defeat the bill.

In May, the Senate transport committee voted to defeat the Liberal government’s moratorium on oil tankers in northern BC, putting the controversial Bill C-48 on life support after years of political wrangling. MLI has spoken out early and frequently against this tanker moratorium, which threatens the economic livelihood of Indigenous communities that wished to capitalize on the natural resource sector.

One of the most prominent voices against C-48 is MLI author and Advisory Council member Calvin Helin, CEO of Eagle Spirit Energy Holding. In addition, Senior Fellow Stephen Buffalo contributed an op-ed on Bill C-48 in the Financial Post on the date of the Senate vote of the issue. The op-ed implored Indigenous senators to help adopt a compromise on the bill allowing a corridor in the tanker moratorium region so that First Nations in northern BC who support pipelines may do so. Senators agreed to consider a package of amendments in their study of Bill C-69, which are very much in line with recommendations that have been made by MLI experts.
Events

**MLI ANNUAL DINNER**
Beyond Reconciliation: Forging a new partnership with Indigenous peoples

Karen Ogen-Toews, CEO, First Nations LNG Alliance; Stephen Buffalo, President/CEO, Indian Resource Council

Crystal Smith, Chief Councillor, Haisla Nation Council

Blaine Favel, Founder and CEO, Kanata Earth

L-R: Theresa Tait-Day, Founding Member, First Nations Major Projects Coalition; Sean Willy, President and CEO, Des Nedhe Development
PANELS
- Embracing Taiwan: Canada has more options than we realise
- Hong Kong’s Imperilled Freedoms and their Impact on Canada
- Innovative Nations: Why USMCA is good for the innovative economies of North America
- A dose of reality: What can be done to improve drug coverage for Canadians
- Russia-proofing your election: Defending against disinformation and cyber threats
- Re-Imagining Canada’s Energy Future: Partnerships and Collaboration with Indigenous Peoples
- Is Donald Trump coming for Canadians’ medicines?
- Blunting China’s Sharp Power: How democracies can defend against Chinese influence operations
- Troubled Waters: Maritime Security Challenges in the Indo-Pacific
- Stepping up to meet Putin’s challenge: Toward a more resilient NATO

ROUNDTABLES
- Asian Forum Roundtable
- Roundtable with Dr. Artis Pabriks
- Roundtable with Stephen Nagy
- Roundtable with Charles Burton and Scott Simon
- Roundtable on Blunting China’s Sharp Power

BOOK LAUNCH
- Claws of the Panda Book Launch

Bob Fife, Global and Mail’s Ottawa Bureau Chief; Jonathan Manthorpe, author of Claws of the Panda: Beijing’s Campaign of Influence and Intimidation in Canada; MLI Managing Director, Brian Lee Crowley

February 26, 2019


April 16, 2019

MLI Managing Director
Brian Lee Crowley, MLI
Senior Fellow Richard
Owens; Alberto Saracho,
President, Fundación IDEA;
Joe Crowley, Honorary
Co-Chair, Pass USMCA
Coalition; Patrick Kilbride,
Senior Vice-President,
Global Innovation Policy
Center

L-R: Lee Cheuk Yan, labour leader and former legislator; Martin Lee, Hong Kong Democratic Party founder; Mak Yin-Ting, Hong Kong Journalists Association

May 7, 2019

May 23, 2019
Washington, DC, USA

L-R: Durhane Wong-Reiger, President and CEO, Canadian Association for Rare Disorders; Matthew Brougham, Senior Global Consultant, Brougham Consulting & Certara, Evidence & Access; Judith Glennie, President, JL Glennie Consulting Inc.

MLI Munk Senior Fellow Sean Speer
L-R: Allan Rock, Canadian commissioner of the Transatlantic Commission on Election Integrity, former Justice Minister; Liz Wahl, broadcast journalist, candidate for the US Congress.

L-R: MLI Munk Senior Fellow Marcus Kolga

L-R: Joelle Walker, Vice President, Public Affairs, Canadian Pharmacists Association; Ujjal Dosanjh, former Canadian Minister of Health; Seema Nagpal, Vice President, Science and Policy, Diabetes Canada
Richard Fadden, former National Security Advisor to the Prime Minister, member of MLI’s Advisory Council

L-R: Balkan Devlen, Associate Professor, University of Copenhagen; Leah West, Lecturer, Carleton University; Quentin E. Hodgson, Senior International/Defense Researcher, RAND Corporation

L-R: Bethany Allen-Ebrahimian, Senior Report, International Consortium of Investigative Journalists; MLI Senior Fellow Charles Burton; Margaret McCuaig-Johnston, Senior Fellow, University of Ottawa

James Boutilier, Former Special Advisor, MARPAC

L-R: Greg Poling, Director, Asia Maritime Transparency Initiative; MLI Senior Fellow J. Berkshire Miller; Takako Hikotani, Gerald L. Curtis Associate Professor, Columbia University, Tanvi Madan, Senior Fellow, Brookings Institution; Julie Nguyen, Co-founder and Director, Canada-Vietnam Trade Council

October 28, 2019

November 20, 2019

December 2, 2019
Research Papers

**Stemming the Virus: Understanding and responding to the threat of Russian disinformation**, by Marcus Kolga, January 17, 2019

**Moving Beyond Rhetoric: Understanding the practical consequence of a Canada-China Free Trade Agreement**, by Duanjie Chen, March 28, 2019

**Canadian Terrorists by the Numbers: An Assessment of Canadians Joining and Supporting Terrorist Groups**, by Alex Wilner, April 9, 2019

**Evening the Odds: Giving Indigenous ventures access to the full financial toolkit**, by Dominique Collin and Michael L. Rice, May 2, 2019

**The Catastrophe: Assessing the Damage from Canada’s Fighter Replacement Fiasco**, by Richard Shimooka, May 6, 2019

**Who’s afraid of the USMCA? Why the intellectual property provisions in the US-Mexico-Canada Agreement are good for Canada and its trading partners**, by Richard Owens, May 23, 2019

**Harming Charity: The Potential Effects of High Personal Income Tax Rates on Charitable Giving**, by Sean Speer, June 27, 2019

**Russia-proofing your election: Global lessons for protecting Canadian democracy against foreign interference**, by Marcus Kolga, Jakub Janda, and Nathalie Vogel, July 31, 2019

**The Most Responsible Politician: Who is the MRP for Health Canada in Canada?**, by Sean Whatley, August 19, 2019

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Turning the Channel on CanCon: How to Unleash Canadian Creativity in the Digital Age, by Jill Golick and Sean Speer, September 26, 2019

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End of the (Roxham) Road: Seeking coherence on Canada’s border-migration compact, by Christian Leuprecht, December 12, 2019

Taken to the Cleaners: How Canada Can Start to Fix its Money Laundering Problem, by Christian Leuprecht, December 19, 2019

China as a Rising Polar Power: What it means for Canada, Anne-Marie Brady, December 30, 2019

Commentaries and Straight Talk

The Public Health Agency of Canada: The risk of mission creep and the need for review, by Sean Speer, January 9, 2019

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Straight Talk with General Amos Tadlin on the future of the Middle East, January 31, 2019

Uncertainty and Confusion in Canada’s Natural Resource Development, by Jeffrey Simpson, February 22, 2019

Laying the Groundwork: How Policies Adopted After the Great Financial Crisis Are Threatening the Global Economy, by Philip Cross, February 28, 2019

Straight Talk with Tyler Cowen on challenges to the global economy, March 7, 2019

The SNC-Lavalin Case: Getting Past the Politics and Identifying Necessary Changes, by Scott Newark, March 21, 2019

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Straight Talk with Michael Ignatieff on populism in Europe, December 31, 2019

Inside Policy

March: Facing the Populist Moment

June: Free and Fair?

September: Canadians the Economy Forgot

December: Xi Jinping: Policy-Maker of the Year
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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 2019, including the addition of Tristan Mele as Finance Manager, Jonathan Berkshire Miller as a Senior Fellow and Deputy Director of MLI’s Centre for Advancing Canada’s Interests Abroad, and Joseph Quesnel as Program Manager (though Joseph left the organization at the end of the year).
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BCSG
Brendan Calder
Canadian Association of Petroleum Producers (CAPP)
Canadian Council for Aboriginal Business
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**FIGURE 11**
2019 percentage of revenue generated

52% Foundations

14% In-kind and travel recoveries

5% Individuals

12% Events

17% Corporations
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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:

goerge.habchi@macdonaldlaurier.ca
### Financial report

**Year ended December 31**

#### REVENUE

<table>
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<tr>
<th>Category</th>
<th>2019</th>
<th>2018</th>
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<tbody>
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<td>Donations</td>
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<tr>
<td>Foundation</td>
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<td>Corporate and associations</td>
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<td>453,786</td>
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<tr>
<td>Individual</td>
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<td>102,297</td>
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<tr>
<td>In-kind and travel recoveries</td>
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<td>253,949</td>
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<td>Event registration and sponsorship</td>
<td>270,445</td>
<td>187,911</td>
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<td>Publication (<em>Inside Policy</em>)</td>
<td>555</td>
<td>876</td>
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<tr>
<td>Interest</td>
<td>2,305</td>
<td>2,348</td>
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<td><strong>TOTAL</strong></td>
<td><strong>2,321,542</strong></td>
<td><strong>2,173,110</strong></td>
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#### EXPENDITURES

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<th>Category</th>
<th>2019</th>
<th>2018</th>
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<td>Accounting and legal</td>
<td>$35,284</td>
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<td>Advertising and promotions</td>
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<td>Bank charges</td>
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<td>Contract fees</td>
<td>786,320</td>
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<tr>
<td>Editing and design</td>
<td>39,058</td>
<td>66,464</td>
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<tr>
<td>Event speaker fees, catering, supplies and promotion</td>
<td>235,910</td>
<td>79,300</td>
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<td>Insurance</td>
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<td>4,374</td>
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<td>Office supplies</td>
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<td>51,123</td>
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<td>Printing</td>
<td>26,271</td>
<td>22,898</td>
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<td>Rent</td>
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<td>Research, writing, translation and reader fees</td>
<td>63,784</td>
<td>83,468</td>
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<td>Salaries and benefits</td>
<td>849,947</td>
<td>705,920</td>
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<td>Travel and accommodations</td>
<td>119,955</td>
<td>154,308</td>
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<td>Video services</td>
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<td>17,531</td>
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<td>Website</td>
<td>25,463</td>
<td>51,096</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,336,720</strong></td>
<td><strong>2,066,094</strong></td>
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**Excess (deficiency) of revenue over expenditures**

<table>
<thead>
<tr>
<th>2019</th>
<th>2018</th>
</tr>
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<tbody>
<tr>
<td>$(15,178)</td>
<td>$107,016</td>
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