

MACDONALD-LAURIER INSTITUTE

# RISING

to the challenge

2020 Annual Report

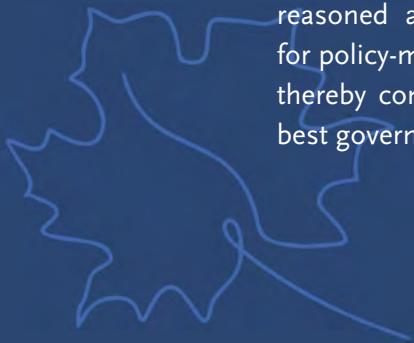
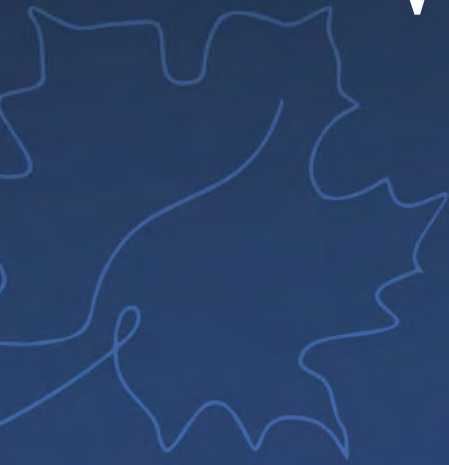


MACDONALD-LAURIER INSTITUTE

# What we do

**At MLI, we believe ideas matter.**

The Macdonald-Laurier Institute is the only non-partisan, independent public policy think tank in Ottawa focusing on the full range of issues that fall under the jurisdiction of the federal government. 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,

In 2020, the Macdonald-Laurier Institute began the year in celebration of the 10th anniversary of our founding.

We had much to celebrate. MLI continued to show why we are the national thought leader on public policy issues, with our influence and reach felt on nearly every issue of importance for the federal government – including foreign policy, disinformation, economic and fiscal policy, health care, telecommunications, Indigenous reconciliation, resource development, and others.

Unfortunately, our time of celebration proved short-lived. The COVID-19 pandemic upended much of the world, with lockdowns, numerous fatalities, and a global economic downturn. Yet this crisis also reminded us of the need for MLI's thought leadership. If anything, the pandemic has only revealed that poor quality public policy remains rampant in Canada – and that our job to make such policies unacceptable is more vital than ever.

We are pleased to say that MLI has risen to this challenge with great success, its profile and reputation strengthened and its team as dedicated

as ever to our mission. We have become a sought-after source of commentary on the impact of pandemic policy and a major critical voice on both misguided public health and economic measures.

In addition, while rightly pivoting to focus on COVID-19, we continued our expansive program of policy work that covered a range of themes on domestic policy, foreign policy, and Indigenous affairs. Our roster of experts has only grown in numbers and stature in 2020, with the addition of yet more prominent policy-makers, scholars, and other notables to our institute.

In 2020, while unable to host in-person events, we quickly adopted new technologies to host webinars with experts from around the world. In so doing, we added a new tool to our arsenal and brought new audiences to our platform.

Meanwhile, MLI's publications, communications, and fundraising efforts have continued to be strong. Our papers, commentaries, op-eds, podcasts, webinars, and videos have been both timely and hard-hitting. Indeed, it was our significant traditional and social media

## MLI emerged from 2020 stronger than ever. We are well-prepared to continue our success into 2021.

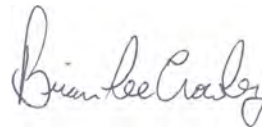
presence, robust publications program, and digital communication tools that have allowed us to stay connected with Canadians during this difficult year.

Foundations and other funders have been eager to support our work, allowing us to weather the economic uncertainty generated by the pandemic. Despite its many challenges, MLI emerged from 2020 stronger than ever. We are well-prepared to continue our success into 2021.

We 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 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

## 2020 MLI ANNUAL REPORT

# Rising to the challenge



**2020 marked the 10th anniversary of MLI's founding.**

We were delighted to start the year with celebration at our annual dinner and testimonials from key thought leaders, such as former Prime Minister Paul Martin, former Minister of Justice and Attorney General Jody Wilson-Raybould, Russian democracy activist Garry Kasparov, former National Security Advisor Richard Fadden, and many others.

Soon afterwards, however, we were forced to adapt to the unprecedented situation of the COVID-19 pandemic. Yet MLI was able to rise to the challenge, becoming an important source of insight and ideas on the health, social and economic impacts of the pandemic. We also quickly shifted to hosting webinars rather than in-person events, which allowed us to continue our success in this area.



## Safeguarding our success

**MLI has been able to maintain** its position as the foremost full-service federal public policy think tank in the nation's capital. 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 – and these traits were on full display throughout 2020. Mastering the issues, formulating clear and relevant policy advice, and then getting it out to the widest possible audience continue to be crucial elements of our approach.

In 2020, MLI was able to not only focus on issues around COVID-19, but also continued to expand our work on key themes under our 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 had an opportunity at our 2020 Annual Dinner to celebrate with friends and supporters from across Canada and around the world. We also established new partnerships with the Konrad Adenauer Foundation and the Japanese Ministry of Foreign Affairs, for example, and added new individual thought leaders to our roster of experts:

### NEW DISTINGUISHED FELLOWS

- **James Boutillier**, former Special Advisor (Policy), MARPAC

### NEW SENIOR FELLOWS

- **Balkan Devlen**, Adjunct Research Professor, Norman Paterson School of International Affairs, Carleton University
- **JP Gladu**, member of the board of directors at Suncor; former President and CEO, Canadian Council for Aboriginal Business
- **Jamil Jivani**, award-winning lawyer and author, Government of Ontario's first-ever advocate for Community Opportunities
- **Dan Pujdak**, former Director of Policy to Canada's Minister of Crown – Indigenous Relations
- **Scott Simon**, Professor and Research Chair of Taiwan Studies, University of Ottawa
- **Sarah Teich**, international human rights lawyer, legal advisor to Canadian Coalition Against Terror

### ADVISORY COUNCIL

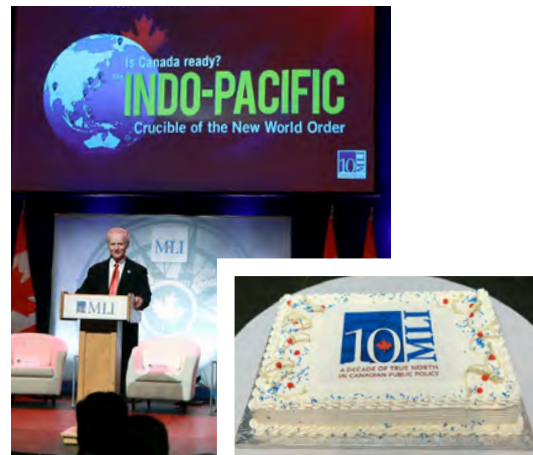
- **David Mulroney**, former Canadian Ambassador to China

## Adapting our operations

**MLI was forced to adapt our operations** due to the pandemic. For instance, our staff was required to work remotely and our in-person events, a major element of our program, were no longer feasible due to lockdown restrictions and travel bans. Yet we demonstrated the capacity to respond to unforeseen new issues and circumstances, to remain disciplined when it comes to our staffing levels, and to rally our staff and experts to the cause of great public policy.

In 2020, we were an important voice in pursuing a balanced public health approach in dealing with the COVID pandemic, responding to China's efforts to undermine global and Canadian institutions and freedoms, and ensuring prosperity and justice for Indigenous peoples in Canada.

Some of our major highlights included our annual dinner, where we were able to celebrate our 10<sup>th</sup> anniversary with friends and supporters from Canada and around the world, including distinguished guests from the Indo-Pacific; the creation of our **Disinfowatch.org** and **Speak for Ourselves** projects under Senior Fellows Marcus Kolga and Jamil Jivani, respectively; and our growing body of work on the COVID-19 crisis, which began with our March 2020 special issue of *Inside Policy* on COVID and was bookended by our December 2020 issue, where we named COVID-19 as "Canada's Policy-Maker of the Year."

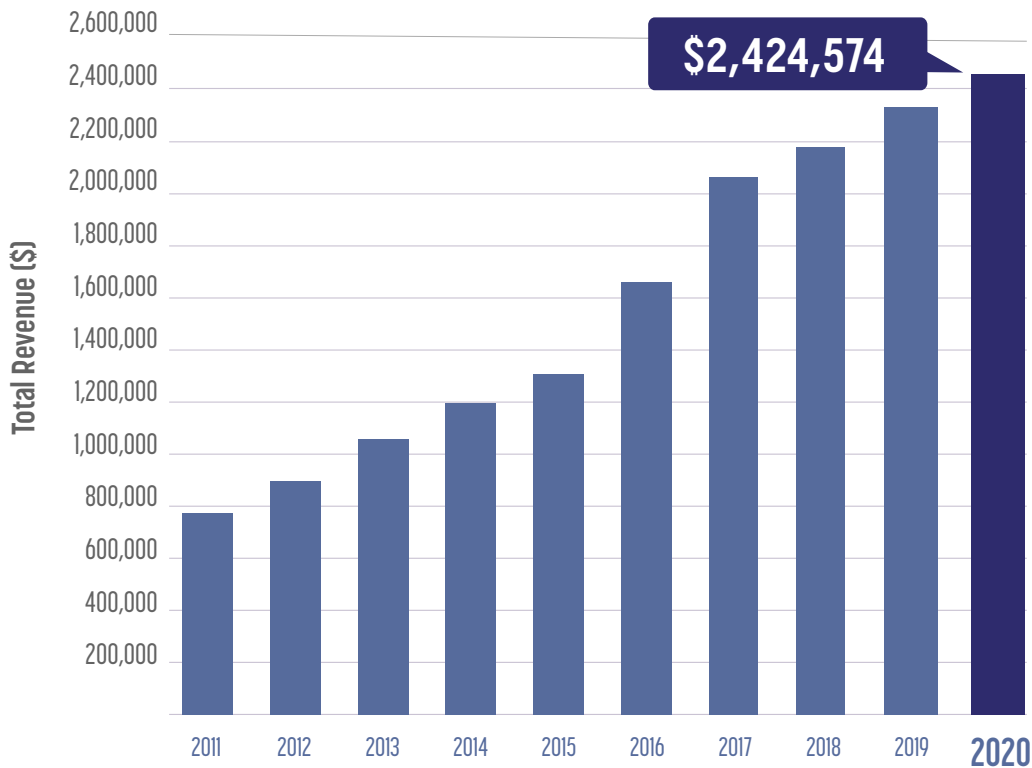




In recent years, MLI has hosted a variety of events with a goal of raising the profile of the institute and our work, associating ourselves with leading Canadian and international thinkers on vital policy issues, and convening stakeholders and potential donors. Unfortunately, COVID prevented us from hosting events either at our Sandy Hill

headquarters or elsewhere. Yet we were able to build on our recent success with events by pivoting towards hosting highly successful and popular webinars.

Economic uncertainty arising from the pandemic also caused us to re-budget and control costs. However, as shown in Table 1, MLI was still able to grow during this period.



**TABLE 1**  
MLI's revenue growth,  
from 2011 to 2020



## MLI'S 2020 ACCOMPLISHMENTS

# What we did

**2020 has been a challenging but ultimately successful year.** Our reach has expanded across traditional and social media alike, while our multimedia products – from our videos and podcasts to new products like webinars – have connected us 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 2020 in a great position to continue our good work for the year ahead.

# Connecting with Canadians

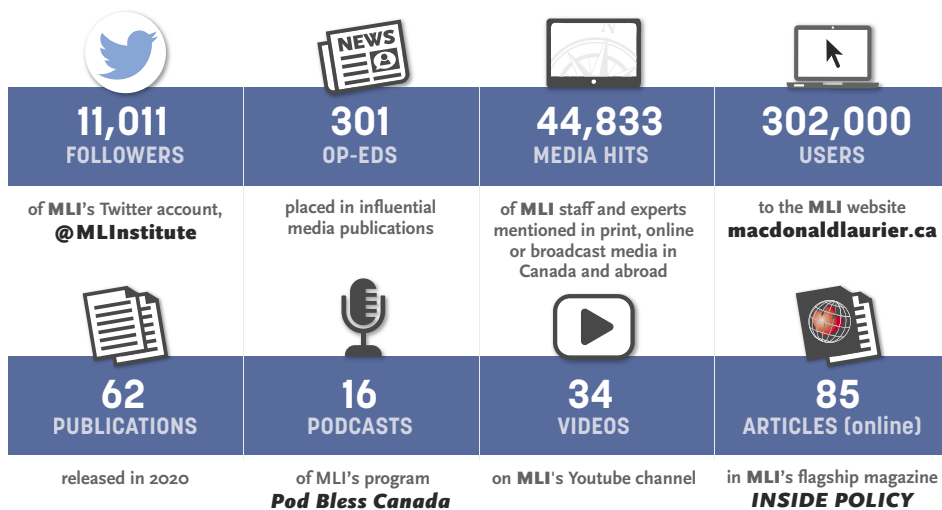
**MLI benefits from** our significant traditional and social media presence, robust publications program, and digital communication tools, such as infographics, podcasts, videos, and other multimedia products. This allowed us to remain connected with Canadians.

In the past year, the number of unique visitors on our website increased to over 300,000 users. Media attention has continued its explosive growth, with MLI and our experts receiving a total of 44,833 earned media hits, which represent occasions when MLI, its staff and fellows were mentioned in print, online or broadcast media in Canada or abroad.

Equally impressive has been our success in op-ed placement, with 301 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*, and *Foreign Policy*.

We have been able to achieve significant audience engagement across different social media platforms with all our products. The graphics below show the range of publications where our op-eds have appeared, the growth in web traffic, and our performance on a range of measures of success.

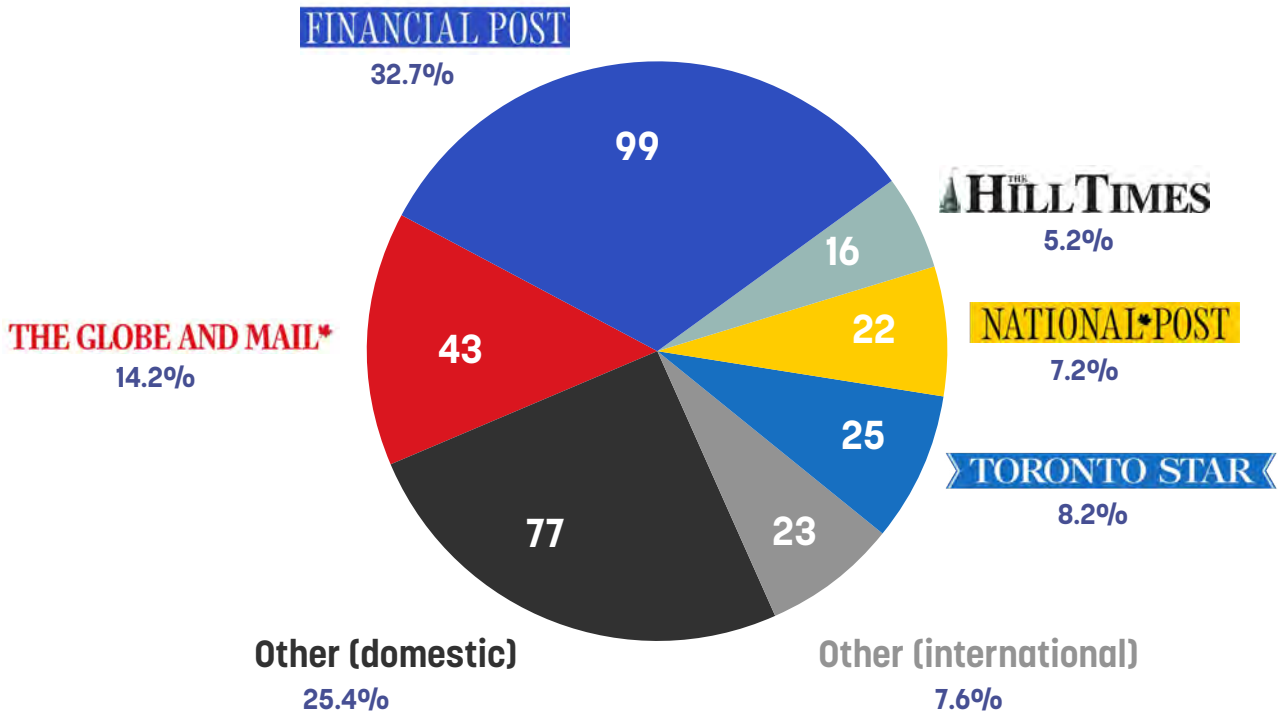


◀ **FIGURE 2**  
 Overview of MLI's publication and digital media numbers

### OP-ED ARTICLES



▼ **FIGURE 3: 2020 OP-ED ARTICLES**  
placement breakdown and percentage of  
appearances per publication



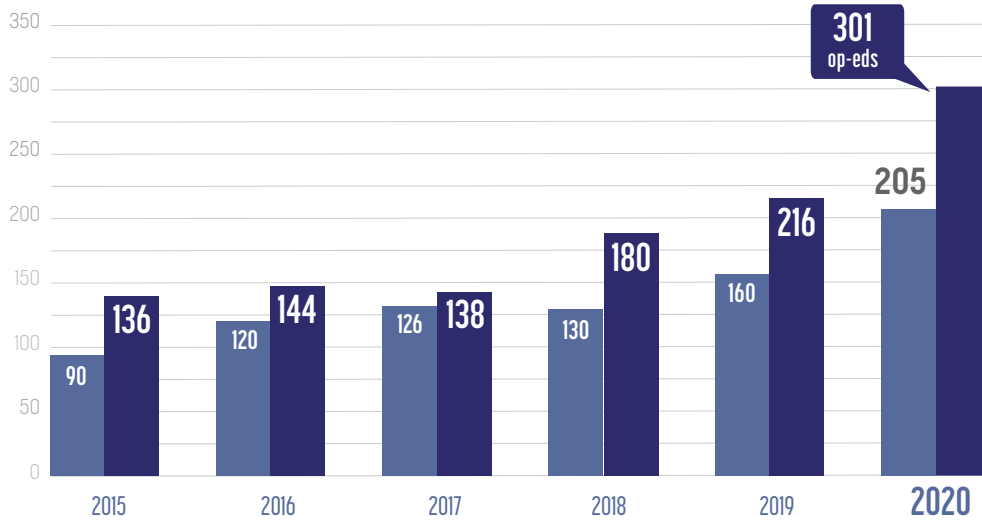
\* The **Other** category includes op-ed placements that were less frequent than 15 placements last year. Notable placements include the *Wall Street Journal*, *New York Times*, *Ottawa Citizen*, *Sun* papers, *National Review*, *The Independent*, *Montreal Gazette*, *Japan Times*, *Maclean's*, *Taiwan Sentinel*, *Nikkei Asian Review*, *Epoch Times* and more.





▼ FIGURE 4: OP-ED ARTICLES  
Comparative annual numbers (annual plan target vs. actual)

● Target number  
● Actual number

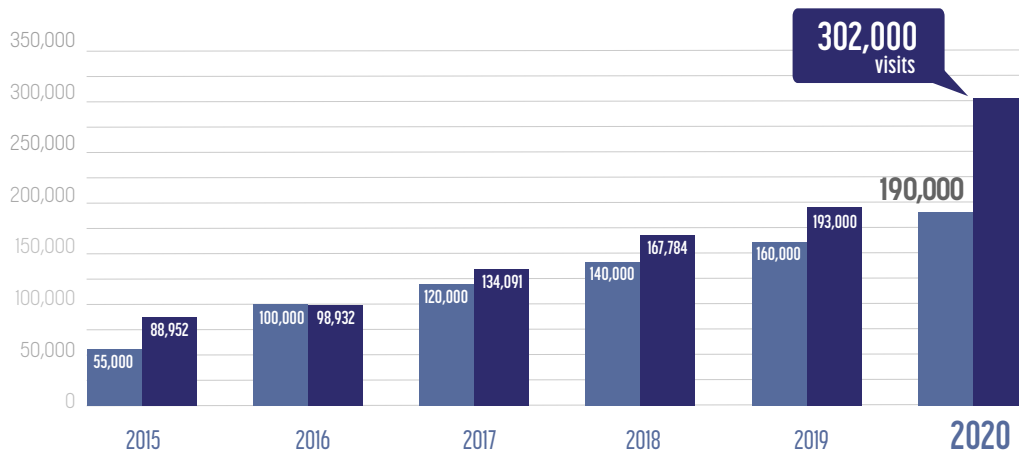


### MEDIA, WEBSITE AND SOCIAL MEDIA

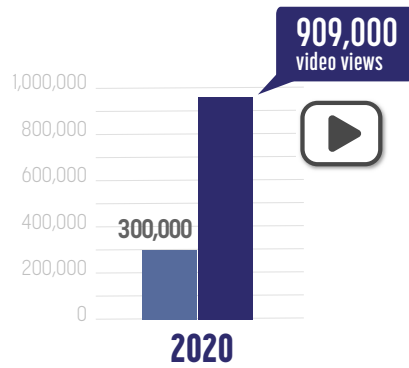


▼ FIGURE 5: MLI WEBSITE  
Visits annually (target vs actual numbers)

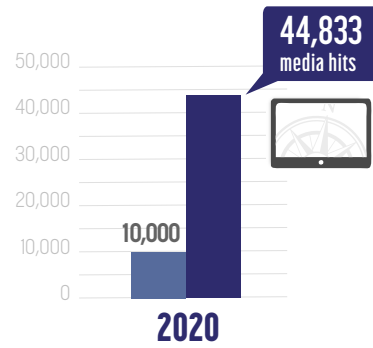
● Target number  
● Actual number



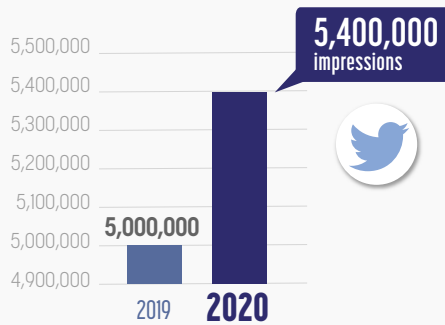
► FIGURE 6: 2020 VIDEO VIEWS  
(target vs actual numbers)



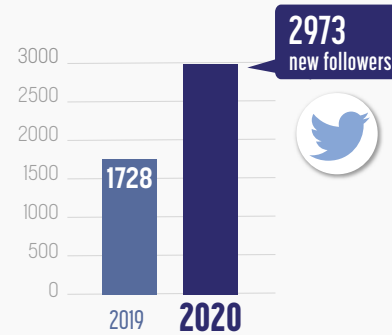
► FIGURE 7: 2020 EARNED MEDIA HITS  
MLI staff and experts mentioned in print, online or broadcast media in Canada and abroad  
(target vs actual numbers)



► FIGURE 8: 2020 TWITTER IMPRESSIONS (vs. 2019)



► FIGURE 9: 2020 NEW TWITTER FOLLOWERS (vs. 2019)





IN THE NEWS



▶ Marcus Kolga on CBC News, October 26, 2020



▶ Jack Mintz on BNN Bloomberg, November 4, 2020



▶ Linda Nazareth on The Agenda, February 4, 2020

Some other notable television appearances in 2020 included:

- **Philip Cross** on CTV News, March 12, 2020 on oil price drop
- **Charles Burton** on CTV News, June 19, 2020 on Michael Spavor and Michael Kovrig
- **David Mulroney** on CBC's Power and Politics, June 25, 2020 on Meng Wanzhou
- **Nathan Law** on BBC's Hardtalk, July 19, 2020 on Hong Kong
- **Elliot Tepper** on CTV News, August 12, 2020 on Lebanon
- **Christian Leuprecht** on Global News, September 1, 2020 on police body cameras
- **Kaveh Shahrooz** on NewsTalk 1010, September 21, 2020 on human rights
- **Philip Cross** on BNN Bloomberg, October 21, 2020 on Canada's economy.

## MLI's impact and influence

**MLI takes great pride** in being an indispensable source of advice for Canada's political and opinion leaders – and the uncertainty around COVID-19 and Canada's pandemic response has only made that advice all the more valuable. Despite its significant challenges, 2020 proved to be another strong year for MLI, with particularly strong growth in output and impact by our Foreign Policy Program.

### NATIONAL AND INTERNATIONAL RECOGNITION

In 2020, 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. MLI also was recognized by the International Pain Foundation as one of its top 50 Rare Diseases Awareness Advocates, thanks to our work on Canadian drug policy.

Distinguished Fellow Jack Mintz was appointed to lead the 12-member Alberta Economic Recovery Council, Senior Fellow Alex Moens was named by the Latvian Embassy as a NATO Champion in Canada, and Latvian Ambassador Kārlis Eihenbaums presented Senior Fellow Marcus Kolga with the Ambassador's Recognition Award. Meanwhile, Senior Fellow Christian Leuprecht was also appointed to the Ontario Research Fund Advisory Board.

### DOMESTIC POLICY



#### COVID response

Within days of the initial lockdown in response to COVID-19, MLI released a special edition of *Inside Policy* featuring a full slate of expert opinion on all aspects of the crisis. This has set the tone for a large body of work that is pointed and critical, but solidly based in analysis and research. Our fellows, board members and contributors have been invited to testify before Parliament on various aspects of the crisis, including Jack Mintz, Philip Cross, Jonathan Berkshire Miller, Richard Fadden and Christian Leuprecht; Dr. Shawn Whatley has been invited to advise the Ontario



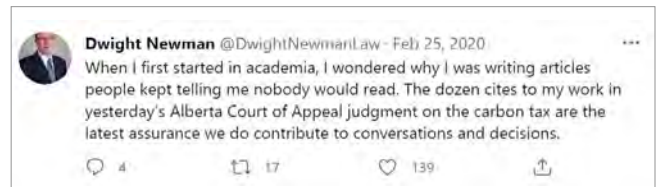
government on rebuilding Ontario's health system post-COVID; MLI's former Chair Rob Wildeboer has been advising all levels of government on protecting our supply chain, getting Canadians back to work safely, and restarting the economy.

Most importantly, an Open Letter to the Prime Minister sponsored by MLI and signed by two dozen leaders in business, health care and public policy including MLI Managing Director Brian Lee Crowley, called for leadership in ending the lockdown. In the first few days after publication, the letter was viewed over 12,000 times on the MLI website; we can attribute more than 160 media hits to coverage of the letter including a prominent story in the *National Post* and affiliated papers across the country including the *Ottawa Citizen*, stories in the *Hill Times* and *Epoch Times*, and columns by the *Post's* William Watson, the *Star's* Tonda MacCharles and others; interviews related to the letter were heard on 50 radio stations with broad regional reach; and dozens of prominent Canadians shared the letter and expressed support for it.

### Carbon Tax

In February, the Alberta Court of Appeal ruled the federal carbon tax to be unconstitutional in a four-to-one decision. In its judgment, the court cited the work

of Senior Fellow Dwight Newman. "The dozen cites to my work in yesterday's Alberta Court of Appeal judgment on the carbon tax are the latest assurance we do contribute to conversations and decisions," wrote Newman in a tweet.



▲ Tweet by Dwight Newman

### Fiscal and Economic Policy

In February, Munk Senior Fellow Philip Cross appeared before the House of Commons Standing Committee on Finance Pre-Budget Consultations in Advance of the 2020 Budget. In April, Cross and Mintz appeared as witnesses at the Standing Committee on Finance. According to MP James Cumming, "Some great takeaways from #FINA so far: Phil Cross @MLInstitute said the simpler way to get capital to businesses is to stop tax them & let



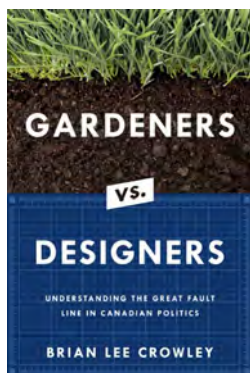
▲ Tweet by James Cumming

We celebrated our 10<sup>th</sup> anniversary with impressive speakers and distinguished guests.

them keep capital (e.g. GST & carbon tax); @jackmintz proposed to rely on banks more than gov't portals to help biz owners #cdnpoli #cdnecon." Both Cross and Mintz also testified at the Standing Committee on Finance of the House of Commons in December.

### Books

MLI Managing Director Brian Lee Crowley published an influential new book, titled *Gardeners vs. Designers: Understanding the great fault line in Canadian politics*. MLI hosted a launch event which included



commentators like Andrew Coyne, Danielle Smith, Bob Plamondon and Jamil Jivani. Excerpts and opinion pieces based on the book appeared in the *Globe and Mail*, *National Post*, and *Toronto Star*. Senior Fellow Shawn Whatley also published a much talked about new book in the fall of 2020, titled

*When Politics Comes Before Patients: Why and How Canadian Medicare is Failing*. As part of its release, MLI hosted an online event featuring perspectives from across the political spectrum.

### FOREIGN POLICY

#### Annual Dinner

One of our greatest successes of the year was our Annual Dinner in February. We celebrated our 10<sup>th</sup> anniversary with impressive speakers and distinguished guests. The theme of Canada and the Indo-Pacific attracted support from the diplomatic community. Members of Parliament and government bureaucrats covering Asia were in attendance.



▲ MLI Annual Dinner, February 19, 2020. L-R: Shuvaloy Majumdar, MLI Munk Senior Fellow; David Mulroney, former Canadian Ambassador to China; Dr. Robert Spalding, BGen, USAF (Ret'd), former Senior Advisor to the President for Strategy, National Security Council; Brian Lee Crowley, MLI Managing Director; Mercedes Stephenson, Ottawa Bureau Chief for Global News and host of *The West Block*; Dhruva Jaishankar, Director of the US Initiative, Observer Research Foundation; Hideshi Tokuchi, Senior Fellow at GRIPS and former Japanese Vice Minister of Defense; Steve W. Laut, Executive Vice-Chairman, Canadian Natural; Alex Surca, Manager, Government Relations, Canadian Association of Petroleum Producers

## Disinformation and Foreign Interference

MLI launched a new foreign disinformation monitoring platform, DisinfoWatch.org, led by Senior Fellow Marcus Kolga. This platform has generated interest from government agencies studying foreign state-sponsored disinformation. In November he participated in a press conference organized by MPs Garnett Genuis and Pierre Paul-Hus on Chinese, Russian and Iranian intimidation and harassment in Canada.



▲ DisinfoWatch.org

## International Affairs

Our fellows were often sought for their insights on global affairs. Senior Fellow Kaveh Shahrooz provided the plenary address at the 12th Geneva Summit for Human Rights and Democracy. Senior Fellow Jonathan Berkshire Miller discussed Canada's bid to secure a seat at the UN Security Council with

then Foreign Minister François-Philippe Champagne's office in June.

MLI is at the forefront of highlighting Taiwan's leadership in combatting the COVID-19 pandemic. A short time later, Prime Minister Trudeau stated his support for Taiwan's observer role in the WHO – an important step that MLI has long recommended. Furthermore, Senior Fellow J. Michael Cole's work on the WHO's failures during the COVID-19 pandemic was cited in an issue brief released by the US-China Economic and Security Review Commission in May.

MLI's experts have also been sought after for testimony and counsel on Canada-Asia issues, particularly before Parliament's China committee. Senior Fellow Charles Burton was the first non-government expert to testify before the new committee. Burton also raised the problems associated with the bid by China's Shandong Gold to take over TMAC Resources with MPs Erin O'Toole and Michael Chong, gave evidence at the UK All Party Parliamentary Group on Cyber Security on the bid by China's Nucotech to supply security equipment to Canadian embassies, and later joined Christian Leuprecht and David Mulroney to testify before Parliament on Nucotech. The government ended up rejecting the bids by Shandong Gold and Nucotech, citing national security risks.



▲ Statement by the Chinese Embassy

MLI sponsored open letters holding Beijing to account for suppressing information on the COVID pandemic and detaining the two Michaels, which received international acclaim and news coverage. They were signed by China experts and senior political figures, including several MLI fellows, members of the Canadian, European, Australian, Estonian and Lithuanian Parliaments as well as members of the UK House of Commons and House of Lords. The Chinese Embassy in Ottawa put out a statement decrying one of the open letters: “The Chinese side expresses its firm opposition over such actions by the MLI.” In response, Global Affairs Canada released a statement saying: “Think tanks and civil society organizations play a vital role in the free exchange of ideas that is essential to a healthy democracy.” Deputy Prime Minister Chrystia Freeland added “I personally hold the Macdonald-Laurier Institute in very high regard.”

MLI conducted a public opinion poll to explore Canadian attitudes and views towards foreign policy and international affairs, the results of which showed the extent to which Canadian public opinion has shifted against China. This polling resulted in extensive media coverage. Prominent commentators like Terry Glavin, Bob Fife, Norman Spector, Ben Roswell, and others tweeted about the survey results, and the polling was even referenced in the House of Commons.

Given our success on this file, it is perhaps no surprise that the *South China Morning Post* said the Macdonald-Laurier Institute “dominates Canada’s media” on the issue of China.



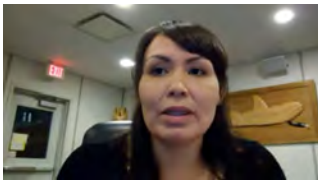
▲ Tweet by Robert Fife



## INDIGENOUS AFFAIRS

### Indigenous Engagement

One of our greatest points of pride is MLI's ability to give voice to the many impressive Indigenous leaders who are working to build economic opportunity for their people. In our webinars, speakers such as J.P. Gladu, member of



▲ Crystal Smith speaking at an MLI Webinar, September 29, 2020

the board of directors at Suncor, Stephen Buffalo of the Indian Resource Council, Mark Podlasly of the Cooks Ferry First Nation, Delbert Wapass of the Thunderchild First

Nation, and Crystal Smith of the Haisla Nation, have made a clear case that their people want the same economic opportunities as other Canadians, but our governments are standing in the way.

In August, MLI released a report written by MLI Senior Fellow Ken Coates titled "*How far we've come: Indigenous engagement with the Canadian energy economy.*" This report received significant media attention, and a tweet of support by Greg D'Avignon, President and CEO of the Business Council of BC: "An informed, thoughtful and revealing piece of research and commentary by Ken Coates on the transformative relationships and economic benefits through them in the oil and gas sectors." In an op-ed in the *Globe*

and *Mail*, Gladu and Coates also made a strong case for the role of the energy industry in creating a bright future for Indigenous peoples.

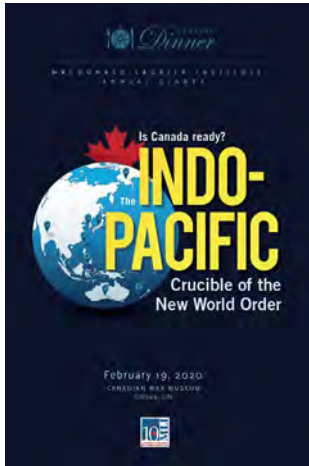
Meanwhile, on the East Coast, MLI's timely work on the 20th anniversary of the Marshall Decision last year has positioned us well to comment on the current unrest between Indigenous and non-Indigenous workers in the fishery. Coates has been doing countless interviews with media who are trying to understand the issues at play. In an op-ed in the *Globe and Mail*, Coates criticized Canadian governments for failing to clarify the income First Nations can earn from the fishery. And, in a subsequent piece in the *National Post*, Coates and Heather Exner-Pirot made a compelling case that the government's planned UNDRIP legislation will make the turmoil and confusion over fisheries look like a walk in the park.



▲ Tweet by Greg D'Avignon

# Events

## MLI ANNUAL DINNER



*Is Canada Ready? Indo-Pacific: Crucible of the New World Order,*  
February 19, 2020



▲ Dr. Robert Spalding, BGen, USAF (Ret'd), former Senior Advisor to the President for Strategy, National Security Council



▲ Shuvaloy Majumdar, MLI Munk Senior Fellow

◀ Mercedes Stephenson, Ottawa Bureau Chief for Global News and host of The West Block



▲ L-R: Mercedes Stephenson, Ottawa Bureau Chief for Global News and host of The West Block; Dr. Robert Spalding, BGen, USAF (Ret'd), former Senior Advisor to the President for Strategy, National Security Council; David Mulrone, former Canadian Ambassador to China; Hideshi Tokuchi, Senior Fellow at GRIPS and former Japanese Vice Minister of Defense; Dhruva Jaishankar, Director of the US Initiative, Observer Research Foundation



► L-R (Back): David McDonough, Deputy Editor; David Watson, Managing Editor and Director of Communications; George Habchi, Director of Business Development, Outreach and Stakeholder Relations; Elliot Tepper, Member of MLI's Advisory Council and Senior Fellow, NPSIA, Carleton University; Brett Byers, Communications & Digital Media Manager; Tristan Mele, Finance Manager; Pierre Casgrain, Chair of the MLI Board of Directors and Director and Corporate Secretary of Casgrain & Company Limited; Jonathan Berkshire Miller, Senior Fellow. F-R (Front): Shuvaloy Majumdar, Munk Senior Fellow; Allison Carrigan, Administrative and Event Coordinator; Brian Lee Crowley, MLI Managing Director; Amber Russell, Manager, Administration and Finance; Jennifer Bheemsingh, Event Intern

**PANELS**

- *Fuelling Prosperity and Global Security: Why the world needs Canada to unleash its energy resources*, February 18, 2020



▲ L-R: Steve W. Laut, Executive Vice-Chairman, Canadian Natural; Lisa Raitt, Vice Chair for Global Investment Banking, CIBC

▲ L-R: Jonathan Berkshire Miller, MLI Senior Fellow; Charles Burton, MLI Senior Fellow; Representative Winston Wen-yi Chen, Taipei Economic and Cultural Office in Canada; David Watson, MLI Managing Editor and Director of Communications

◀ Ken Coates, MLI Munk Senior Fellow

## ROUNDTABLES

- *In the Shadow of Beijing: Taiwan's Election*, January 29, 2020
- *Meeting with political directors of Latvia, Estonia, and Lithuania*, March 3, 2020
- *Sleeping next to the Bear: A roundtable discussion with Jānis Garisons*, March 5, 2020

## WEBINARS

- *Global Insight on Canada's COVID-19 Fight*, April 24, 2020
- *Fighting the Spread of Foreign Disinformation in the COVID Era*, June 11, 2020
- *Hidden Hand: Digital Book Launch*, June 15, 2020
- *Three Years on the Baltic Watch*, June 30, 2020
- *How Far We've Come: Indigenous Engagement with the Canadian Energy Economy*, August 20, 2020
- *Know Thy Enemy: Understanding the threat posed by Russia and China in the post-COVID era*, September 17, 2020
- *A Way Forward – Hong Kong: How the free world will respond to China's crackdown*, September 22, 2020
- *Where We Go From Here: Indigenous Prosperity at a Crossroads*, September 29, 2020
- *Gardeners vs Designers: Understanding the Great Fault Line in Canadian Politics: Virtual Book Launch*, October 6, 2020
- *Strong and Free: Reimagining Foreign Policy for a New World*, October 16, 2020
- *Partners in a Pandemic: How Japan and Canada can navigate the COVID era together*, October 28, 2020
- *Rising to the challenge: Why we need supply chain resilience and economic security in the COVID era*, November 20, 2020
- *WHO you gonna call? Why there's something strange about global institutions*, November 23, 2020
- *A Better Path: Building a world-leading health economy in Canada*, November 30, 2020
- *On the Horizon: Security challenges facing the Indo-Pacific and why they matter to Canada*, December 11, 2020
- *When Politics Comes Before Patients: Virtual Book Launch*, December 14, 2020
- *The ties that bind: Forging a closer transatlantic bond between Canada and Germany in a troubled world*, December 15, 2020





April 24, 2020



◀ Shawn Whatley, MLI Munk Senior Fellow



June 15, 2020



◀ Marcus Kolga, MLI Senior Fellow



June 30, 2020



◀ Rachel Ellehuus, Deputy Director and Senior Fellow, Europe Program, Center for Strategic and International Studies



August 20, 2020



◀ Heather Exner-Pirot, Research Advisor, Indigenous Resource Network



September 17, 2020



◀ Margaret McCuaig-Johnston, Senior Fellow, China Institute, University of Alberta



September 22, 2020



◀ Charles Burton, MLI Munk Senior Fellow



September 29, 2020



◀ Delbert Wapass, Founder of Project Reconciliation, former Chief of Thunderchild First Nation



October 6, 2020



◀ Brian Lee Crowley, MLI Managing Director



October 16, 2020



◀ Richard Fadden, Former National Security Advisor to the Prime Minister



October 28, 2020



◀ Jonathan Berkshire Miller, MLI Senior Fellow



November 20, 2020



◀ Ainikki Riikonen, Research Assistant, Technology and National Security Program, Center for a New American Security



November 23, 2020



◀ Balkan Devlen, MLI Senior Fellow



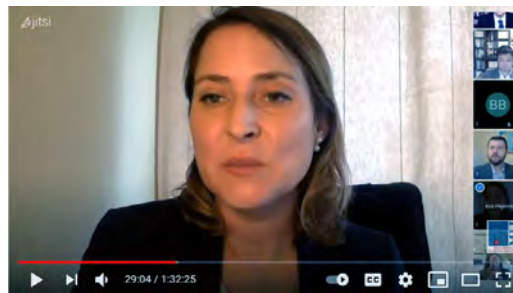
November 30, 2020



◀ Tasha Kheiriddin, Principal, Navigator



December 11, 2020



◀ Eva Pejsova, Senior Japan Fellow, Vrije Universiteit Brussel



December 14, 2020



◀ Shawn Whatley, MLI Munk Senior Fellow



December 15, 2020



◀ Christian Leuprecht, MLI Munk Senior Fellow

## Publications

### BOOKS



*Gardeners vs Designers: Understanding the Great Fault Line in Canadian Politics*, by Brian Lee Crowley, September 23, 2020

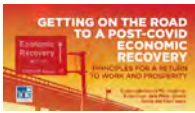
### RESEARCH PAPERS



*Huawei Risk is a China Risk: Why Canada Needs to Ban Huawei's Involvement in 5G*, by Duanjie Chen, March 19, 2020



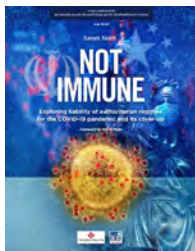
*Canada's Strategic Energy Resources: Why prioritizing the Indo-Pacific will benefit Canada and our allies*, by Jeff Kucharski, April 2, 2020



*The Cold Reality Behind Russia's Charm Offensive: Why Canada needs a realistic Arctic Policy*, by Aurel Braun and Stephen Blank, April 9, 2020



*Fiscal Fairness: How Equalization Failed Alberta in its Time of Need and How to Fix It*, by Thomas J. Courchene and Teresa M. Courchene, April 16, 2020



*Getting on the Road to a Post-COVID Economic Recovery: Principles for a Return to Work and Prosperity*, by Philip Cross, Jack Mintz, Donald Savoie, and Ken Coates, May 22, 2020



*Access to New Medicines: What Should Ottawa Learn from COVID-19*, by Nigel Rawson and John Adams, June 18, 2020

*NATO 2020: Dealing with Trump, Preparing for China*, by Brooke Smith-Windsor, June 23, 2020

*Not Immune: Exploring liability of authoritarian regimes for the COVID-19 pandemic and its cover-up*, by Sarah Teich, July 15, 2020

*Democracy Under Fire: China's political warfare against Taiwan during President Tsai Ing-Wen's first term*, by J. Michael Cole, July 29, 2020



*How far we've come: Indigenous engagement with the Canadian energy economy*, by Ken Coates, August 5, 2020

*Khalistan: A Project of Pakistan*, by Terry Milewski, September 9, 2020

*An Entrepreneurial Canada? Understanding Canada's Chronic Lack of Innovation and How We Can Fix It*, by Philip Cross, September 15, 2020



*Know Thy Enemy: Understanding the threat posed by Russia and China in the post-COVID era*, by Stephen Blank, J. Michael Cole, and Balkan Devlen, September 28, 2020

*Hard Choices: Why Canada needs a cohesive, consistent strategy towards Communist China*, by Andrew Pickford and Jeffrey F. Collins, October 15, 2020



*A Relic of the Past: Why the demise of the Cold War's INF Treaty will not alter the strategic military balance*, by James Fergusson, October 23, 2020

*Americans Are After Our Drugs Again: Why and What Can We Do About It?*, by Brian Ferguson, November 2, 2020

*Building Internet access is Job 1: Towards a communications strategy that meets the growing needs of Canadians in COVID and beyond*, by Peter Menzies and Chris MacDonald, November 5, 2020



*After the Pandemic: Confronting a New Geo-Strategic Environment in the Post-COVID-19 Era*, by Richard Shimooka, November 10, 2020



*Where we go from here: Indigenous prosperity at a crossroads*, by Ken Coates, November 26, 2020

*From middle to major power: Correcting course in Canadian foreign policy*, by Jeffrey Collins, Shuvaloy Majumdar, and Jonathan Berkshire Miller, December 3, 2020



*WHO you gonna call? Why there's something strange about international institutions*, by Olaf Wientzek, Balkan Devlen, and Jonathan Berkshire Miller, December 23, 2020



*The Ties that Bind: Forging a Closer Transatlantic Bond Between Canada and Europe in a Troubled World*, by Alexander Lanoszka and Philipp Dienstbier, December 28, 2020

## COMMENTARIES AND STRAIGHT TALK



*Missed Opportunities: Why Canada's North Warning System is Overdue for an Overhaul*, by James Fergusson, January 14, 2020



*Excessive debt leaves Canada vulnerable to global economic slowdown*, by Philip Cross, January 29, 2020

*The Bed We've MAiD: Moving Too Quickly and Without Evidence Down the Path of Medical Assistance in Dying*, by Harvey Schipper, February 14, 2020



*Navigating a New Canadian Course in the Indo-Pacific*, by David Mulroney, February 28, 2020



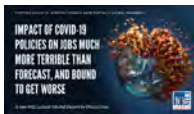
*Coronavirus hurts, but many of Canada's economic problems are homegrown*, by Philip Cross, March 11, 2020



*China Wants Face and We're Left with the Cost*, by Anne-Marie Brady, March 24, 2020



*How Taiwan is Leading by Example in the Global War on the COVID-19 Pandemic*, by J. Michael Cole, March 26, 2020



*Facing the Human and Economic Costs of Fighting COVID-19*, by Rob Wildeboer, April 1, 2020

*Impact of COVID-19 policies on jobs much more terrible than forecast, and bound to get worse*, by Philip Cross, April 17, 2020



*To Avoid Catastrophe, Our Leaders Need to Make Hard Choices Based on What We Know Now*, by Brian Ferguson, April 21, 2020



*AI and contact tracing: How to protect privacy while fighting the COVID-19 pandemic*, by Barry Sookman, April 22, 2020



*Straight Talk: Canada's Brain Waste Problem – How Canada has overlooked immigrant doctors*, with Robert Falconer, April 30, 2020

*Open Memo to the Special Committee on Canada-China Relations*, by David Mulroney, June 5, 2020



*COVID's Collateral Contagion: Why Faking Parliament is No Way to Govern in a Crisis*, by Christian Leuprecht, June 15, 2020

*Fighting the false narrative of Russia's COVID benevolence*, by Michael Weiss, June 22, 2020



*Fighting COVID-19 is not like fighting a war*, by Philip Cross, June 29, 2020

*How pandemic modelling failed policy-makers, and how to do better*, by Harvey Schipper, July 9, 2020

*Straight Talk: China's national security law: Is this the end of Hong Kong's promised autonomy?*, with Davin Wong and Alex Lee, July 9, 2020

*Assessing the 'price of caution' during the COVID-19 pandemic*, by David Zitner, August 13, 2020



*Systemic racism in policing in Canada and approaches to fixing it*, by Christian Leuprecht, August 31, 2020

*Straight Talk: Building resilience against the threat of disinformation*, with Michael Weiss, August 31, 2020



*Taiwan: Between the Extremes of War and Abandonment*, by J. Michael Cole, September 24, 2020

*Facing Reality: Why the US-China Rivalry is no Excuse for the Challenges posed by China*, by Akshay Singh, October 7, 2020

*Straight Talk: Standing Up for Freedom and Democracy in Tibet*, with Sherap Tharchin, October 8, 2020



*She-cession? Men and women now hurting equally from pandemic job losses*, by Philip Cross, October 9, 2020

*After the Throne Speech: 13 big ideas for Parliament's next session*, by Philip Cross et al., October 19, 2020

*Hong Kong – A Way Forward: How the Free World Will Respond to Beijing's Crackdown*, Transcript, October 26, 2020



*Straight Talk: Canadians are just waking up to a new Indigenous reality*, with JP Gladu, October 30, 2020

*Change of the Guard: The Biden Presidency and the Future of Western Engagement with Taiwan*, by J. Michael Cole, November 12, 2020



*The leadership Canadians expect in the post-COVID world order*, by Balkan Devlen, November 16, 2020

*Managing COVID-19 beyond lockdowns and vaccine research*, by Hugh O'Reilly, Matthew Bourkas, and James Stewart, November 18, 2020





*Straight Talk: First Nations decisions on energy projects need to include community members*, with Karen Ogen-Toews, November 25, 2020



*COVID-19's economic fallout: Addressing poorly targeted income support and the mythical 'she-cession,'* by Philip Cross, December 2, 2020

*The Moral Hazard in using Canadian Armed Forces as Provincial First Responders*, by Christian Leuprecht, December 8, 2020



*Never give in: How the West could reclaim global institutions*, by Olaf Wientzek, December 9, 2020

*More Challenges than Opportunities for Canada's Transatlantic Relationships*, by Alexander Lanoszka, December 15, 2020



*A renewed Canadian approach to alliance-building*, by Balkan Devlen, December 16, 2020

*Rethinking lockdowns: The risks and trade-offs of public health measures to prevent COVID-19 infections*, by Ari Joffe, December 18, 2020



*A tale of two outcomes: Pandemic relief has hit households and businesses unevenly*, by Philip Cross, December 22, 2020

*Expanding the toolkit: How multilateralism can help fill the void left by failing international institutions*, by Balkan Devlen and Jonathan Berkshire Miller, December 23, 2020

**INSIDE POLICY**

March: *COVID-19: How Canada can meet this global challenge*

June: *Beyond Lockdown: Helping Canada's economy recover from the COVID emergency*

September: *The Struggle for Democracy*

December: *The Virus: 2020 Policy-Maker of the Year*



## PODCASTS



- Ep. 41 – *What's Putin up to?* With Balkan Devlen and Hanna Shelest, February 3, 2020
- Ep. 42 – *What the Taiwanese Election & Coronavirus mean for China* with Charles Burton & Brett Byers, February 17, 2020
- Ep. 43 – *Putting the Rail Blockades and Teck Frontier in Context* with Ken Coates and Brett Byers, February 28, 2020
- Ep. 44 – *Understanding China's "Stealth War,"* with Gen. Robert Spalding and Charles Burton, March 8, 2020
- Ep. 45 – *The Natural Resource Economy in Turmoil* with Jack Mintz and Ai-Men Lau, March 25, 2020
- Ep. 46 – *The Philosophy of a Pandemic* with Balkan Devlen and David Manheim, March 27, 2020
- Ep. 47 – *Canada's Brain Waste Problem: How Canada has Overlooked Immigrant Doctors*, April 15, 2020
- Ep. 48 – *Have We Lost Hong Kong?* With Davin Wong, Alex Lee, and Ai-Men Lau, May 27, 2020
- Ep. 49 – *Dissecting Russia's Disinformation* with Michael Weiss and Marcus Kolga, June 22, 2020
- Ep. 50 – *Exploring China and Iran's COVID-19 Liabilities* with Sarah Teich and Shuvaloy Majumdar, July 24, 2020
- Ep. 51 – *Standing up for freedom and democracy in Tibet* with Sherap Therchin and Ai-Men Lau, September 4, 2020
- Ep. 52 – *The Silent Invasion of our Academic Institutions* with Chemi Lhamo and Ai-Men Lau, September 15, 2020
- Ep. 53 – *Greek-Turkish Tensions in the Mediterranean* with Balkan Devlen and Dimitrios Triantaphyllou, September 22, 2020
- Ep. 54 – *Canadians are just waking up to a new Indigenous reality* with Ken Coates and JP Gladu, October 29, 2020
- Ep. 55 – *Indigenous Prosperity at the Crossroads* with Ken Coates and Karen Ogen-Toews, November 23, 2020
- Ep. 56 – *Combatting Information Warfare with a Resilient Society*, December 22, 2020

## 2020 FACTS AND FINANCIALS

# Who we are

**MLI could not succeed without its** supportive Directors and Advisors, its superb staff, and its generous sponsors and donors. We've had a few notable staff changes in 2020, including the addition of Ai-Men Lau as Communications Officer and the departure of Amber Russell, Manager, Administration and Finance.

# Leadership

(as of December 31, 2020)

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**J.Wayne Gudbranson**, CEO, Branham Group Inc., Ottawa

**Calvin Helin**, Aboriginal author and entrepreneur, Vancouver

**David Mulroney**, Former Canadian Ambassador to China, Toronto

**Peter John Nicholson**, Inaugural President, Council of Canadian Academies, Annapolis Royal

**James Peterson**, Former federal cabinet minister, Counsel at Fasken Martineau, Toronto

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**Rainer Knopff**, Professor Emeritus of Politics, University of Calgary

**Larry Martin**, Principal, Dr. Larry Martin and Associates and Partner, Agri-Food Management Excellence, Inc.

**Chris Sands**, Senior Research Professor, Johns Hopkins University

**Elliot Tepper**, Senior Fellow, NPSIA Carleton University

**William Watson**, Associate Professor of Economics, McGill University

## STAFF

**Brett Byers**, Communications & Digital Media Manager

**Allison Carrigan**, Manager of Events and Administration

**George Habchi**, Director of Business Development, Outreach and Stakeholder Relations

**Ai-Men Lau**, Communications Officer

**David McDonough**, Deputy Editor

**Tristan Mele**, Manager of Finance and Operations

**Jonathan Berkshire Miller**, Senior Fellow and Deputy Director, Centre for Advancing Canada's Interests Abroad

**David Watson**, Managing Editor and Director of Communications

## EXPERTS

**Stephen Blank**, Senior Fellow

**James Boutilier**, Distinguished Fellow

**Stephen Buffalo**, Senior Fellow

**Duanjie Chen**, Munk Senior Fellow  
(Chinese economy and investment)

**Ken Coates**, Munk Senior Fellow  
(Indigenous issues) and Program Leader

**Philip Cross**, Munk Senior Fellow  
(Economics)

**Laura Dawson**, Munk Senior Fellow  
(Canada-US relations)

**Balkan Devlen**, Senior Fellow

**Sharleen Gale**, Senior Fellow

**Alastair Gillespie**, Munk Senior Fellow  
(Canadian political tradition)

**JP Gladu**, Senior Fellow

**Jamil Jivani**, Senior Fellow

**David Kilgour**, Senior Fellow

**Marcus Kolga**, Senior Fellow

**Nathan Law**, Ambassador on Canada-  
Hong Kong Policy

**Eric Lerhe**, Munk Senior Fellow  
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**Christian Leuprecht**, Munk Senior Fellow  
(Defence and security)

**Anastasia Lin**, Ambassador on Canada-  
China Policy

**Jane Londerville**, Munk Senior Fellow  
(Real estate and housing)

**Shuvaloy Majumdar**, Munk Senior  
Fellow (Foreign policy) and Program  
Leader

**Peter Menzies**, Senior Fellow

**Jonathan Berkshire Miller**, Senior  
Fellow and Deputy Director, Centre for  
Advancing Canada's Interests Abroad

**Jack Mintz**, Distinguished Fellow

**Alexander Moens**, Senior Fellow

**Robert Murray**, Senior Fellow

**Linda Nazareth**, Senior Fellow  
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**Dwight Newman**, Munk Senior Fellow  
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**Richard Owens**, Munk Senior Fellow  
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**Dan Pujdak**, Senior Fellow

**Raheel Raza**, Munk Senior Fellow  
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**Richard Shimooka**, Senior Fellow

**Kaveh Shahrooz**, Senior Fellow

**Scott Simon**, Senior Fellow

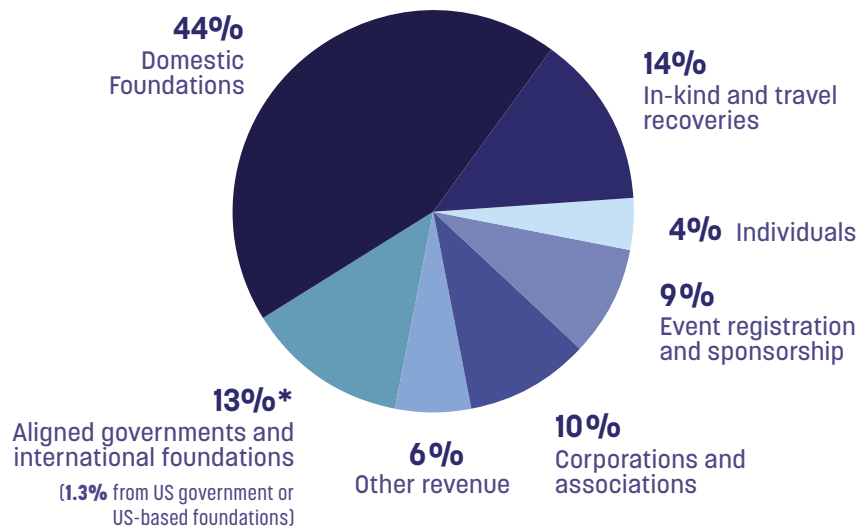
**Sarah Teich**, Senior Fellow

**Shawn Whatley**, Munk Senior Fellow  
(Health care policy)

**Alex Wilner**, Munk Senior Fellow  
(Counterterrorism and intelligence)

# Our supporters

The Macdonald-Laurier Institute is a registered charitable institution for educational purposes in Canada and the United States. It is Canada's only truly national public policy think tank based in Ottawa and it is rigorously independent and non-partisan, as symbolized by its name. We would like to extend our gratitude to all our valued donors. 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.



◀ **FIGURE 11**  
2020 percentage of revenue generated

### DONORS AND EVENT SPONSORS

A list of donors is available on request at MLI's offices.

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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:

[george.habchi@macdonaldlaurier.ca](mailto:george.habchi@macdonaldlaurier.ca)

\* MLI only accepts foreign funding from liberal democratic countries that are aligned with Canada's interests and values

# Financial report

Year ended December 31

REVENUE	2020	2019
Donations		
Foundation	\$ 1,368,579	\$ 1,203,140
Corporate and associations	250,325	387,029
Individual	97,872	122,351
In-kind and travel recoveries	340,792	335,717
Event registration and sponsorship	218,302	270,445
Government COVID assistance	147,191	
Publication ( <i>Inside Policy</i> )	-	555
Interest	1,513	2,305
<b>TOTAL</b>	<b>2,424,574</b>	<b>2,321,542</b>

EXPENDITURES	2020	2019
Accounting and legal	\$ 40,245	\$ 35,284
Advertising and promotions	98,681	41,056
Bank charges	3,389	2,140
Contract fees	805,713	786,320
Editing and design	49,553	39,058
Event speaker fees, catering, supplies and promotion	108,989	235,910
Insurance	14,505	5,237
Office supplies	24,316	32,820
Printing	3,317	26,271
Rent	68,709	59,922
Research, writing, translation and reader fees	161,574	63,784
Salaries and benefits	754,471	849,947
Travel and accommodations	44,242	119,955
Video services	8,085	13,553
Website	31,120	25,463
<b>TOTAL</b>	<b>2,216,909</b>	<b>2,336,720</b>
<b>Excess (deficiency) of revenue over expenditures</b>	<b>207,665</b>	<b>(15,178)</b>

\* full audited statements available on request at our offices





TRUE NORTH  
IN CANADIAN PUBLIC POLICY

excellent

THOUGHT-PROVOKING

“ Canada shall be the star towards which all men who love progress and freedom shall come.

- Sir Wilfrid Laurier

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important

insightful

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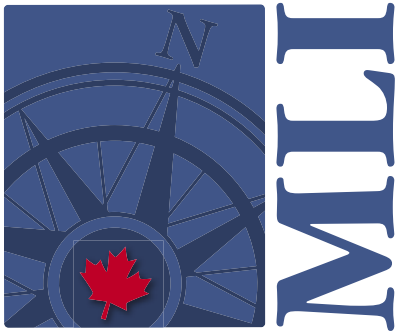
### Critically acclaimed, award-winning Institute

The **Macdonald-Laurier Institute** focuses on the full range of issues that fall under Ottawa's jurisdiction.

- Winner of the Sir Antony Fisher International Memorial Award (2011)
- Templeton Freedom Award for Special Achievement by a Young Institute (2012)
- Prospect Magazine Award for Best North America Social Think Tank (2018)
- Short-listed for the Templeton Freedom Award (2017)
- Cited by five present and former Canadian Prime Ministers, as well as by David Cameron, then British Prime Minister.
- *Hill Times* says **Brian Lee Crowley** is one of the 100 most influential people in Ottawa.
- *Wall Street Journal*, *Economist*, *Foreign Policy*, *Globe and Mail*, *National Post* and many other leading publications have quoted the Institute's work.

### WHERE YOU'VE SEEN US





**TRUE NORTH  
IN CANADIAN PUBLIC POLICY**

## WHAT DO 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.



**SIR JOHN A.  
MACDONALD**



**SIR WILFRID  
LAURIER**

## WHAT IS IN A NAME?

The **Macdonald-Laurier Institute** exists to renew the splendid legacy of two towering figures in Canadian history:

**Sir John A. Macdonald**  
and **Sir Wilfrid Laurier**.

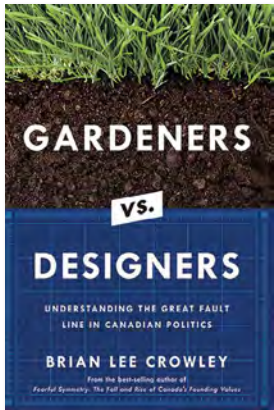
A Tory and a Grit, an English speaker and a French speaker, these two men represent the very best of Canada's fine political tradition. As prime minister, each championed the values that led to Canada assuming her place as one of the world's leading democracies. We will continue to vigorously uphold these values, the cornerstones of our nation.

## PROGRAM AREAS

The Institute undertakes an impressive program of thought leadership on public policy. Some of the issues we have tackled recently include:

- Building Canada's energy advantage;
- Achieving reconciliation with Indigenous peoples;
- Making Canada's justice system more fair and efficient;
- Defending Canada's innovators and creators;
- Controlling government debt at all levels;
- Advancing Canada's interests abroad;
- Regulating Canada's foreign investment; and
- Fixing Canadian health care.

BOOKS



**Gardeners vs. Designers**  
Brian Lee Crowley



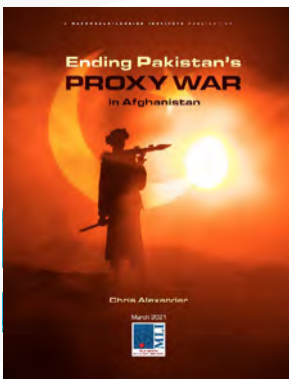
**Northern Light**  
Brian Lee Crowley, Robert P. Murphy, Niels Veldhuis



**The Canadian Century**  
Brian Lee Crowley, Jason Clemens, Niels Veldhuis



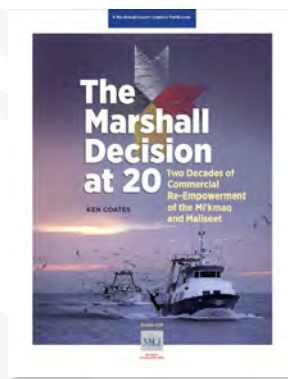
HIGHLIGHTS OF OUR PUBLICATIONS PROGRAM OVER THE YEARS



**Ending Pakistan's Proxy War in Afghanistan**  
Chris Alexander



**Countering China's Economic Coercion**  
Duanjie Chen



**The Marshall Decision at 20**  
Ken Coates



**Who's Afraid of the USMCA?**  
Richard C. Owens



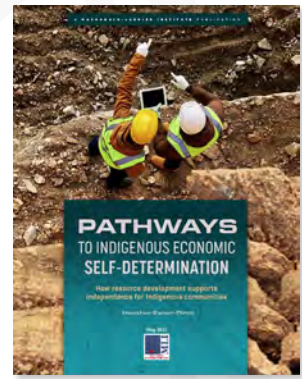
**Facing the Authoritarian Challenge**  
Balkan Devlen



**The Clean Fuel Regulation: Who Needs It?**  
Dennis McConaghy, Jack Mintz, Ron Wallace



**Turning the Channel on Cancon**  
Jill Golick, Sean Speer



**Pathways to Indigenous Economic Self-Determination**  
Heather Exner-Pirot

*constructive* *important* *forward-thinking*  
*excellent* *high-quality* *insightful*  
*active*

# Celebrating 10 years

## WHAT PEOPLE ARE SAYING ABOUT MLI

### The Right Honourable Paul Martin

I want to congratulate the **Macdonald-Laurier Institute** for 10 years of excellent service to Canada. The Institute's commitment to public policy innovation has put them on the cutting edge of many of the country's most pressing policy debates. The Institute works in a persistent and constructive way to present new and insightful ideas about how to best achieve Canada's potential and to produce a better and more just country. Canada is better for the forward-thinking, research-based perspectives that the **Macdonald-Laurier Institute** brings to our most critical issues.

### The Honourable Jody Wilson-Raybould

The **Macdonald-Laurier Institute** has been active in the field of Indigenous public policy, building a fine tradition of working with Indigenous organizations, promoting Indigenous thinkers and encouraging innovative, Indigenous-led solutions to the challenges of 21<sup>st</sup> century Canada. I congratulate **MLI** on its 10 productive and constructive years and look forward to continuing to learn more about the Institute's fine work in the field.

### The Honourable Irwin Cotler

May I congratulate **MLI** for a decade of exemplary leadership on national and international issues. Through high-quality research and analysis, **MLI** has made a significant contribution to Canadian public discourse and policy development. With the global resurgence of authoritarianism and illiberal populism, such work is as timely as it is important. I wish you continued success in the years to come.

### The Honourable Pierre Poilievre

The **Macdonald-Laurier Institute** has produced countless works of scholarship that solve today's problems with the wisdom of our political ancestors. If we listen to the **Institute's** advice, we can fulfill Laurier's dream of a country where freedom is its nationality.

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