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.

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 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.
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 Boutilier, 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

**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, 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 10th 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.

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<th>Year</th>
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**TABLE 1**
MLI’s revenue growth, from 2011 to 2020
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 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.
RISING TO THE CHALLENGE

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

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

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
We celebrated our 10th 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 10th 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.
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.

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 Nuctech to supply security equipment to Canadian embassies, and later joined Christian Leuprecht and David Mulroney to testify before Parliament on Nuctech. The government ended up rejecting the bids by Shandong Gold and Nuctech, citing national security risks.
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.
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 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.
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

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 Mulroney, 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
PANELS

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

  ![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](image)

  ![L-R: Steve W. Laut, Executive Vice-Chairman, Canadian Natural; Lisa Raitt, Vice Chair for Global Investment Banking, CIBC](image)

  ![Ken Coates, MLI Munk Senior Fellow](image)
ROUND TABLES

- 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

June 15, 2020

June 30, 2020

August 20, 2020

Shawn Whatley, MLI Munk Senior Fellow

Marcus Kolga, MLI Senior Fellow

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

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
Richard Fadden, Former National Security Advisor to the Prime Minister

Jonathan Berkshire Miller, MLI Senior Fellow

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

Balkan Devlen, MLI Senior Fellow
Tasha Kheiriddin, Principal, Navigator

Eva Pejsova, Senior Japan Fellow, Vrije Universiteit Brussel

Shawn Whatley, MLI Munk Senior Fellow

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


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


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 MADE: 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 Therchin, 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 ‘shecession,’ 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 minilateralism 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. 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 Tharchin 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. 56 – Combatting Information Warfare with a Resilient Society, December 22, 2020
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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Allison Carrigan, Manager of Events and Administration

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Sharleen Gale, Senior Fellow
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The Macdonald-Laurier Institute is a registered charitable institution for educational purposes in Canada and the United States. It is Canada’s only truly national public policy think tank based in Ottawa and it is rigorously independent and non-partisan, as symbolized by its name. 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.

**Donors and Event Sponsors**

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

**Donations**

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

* MLI only accepts foreign funding from liberal democratic countries that are aligned with Canada’s interests and values.
# Financial report

Year ended December 31

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<thead>
<tr>
<th>REVENUE</th>
<th>2020</th>
<th>2019</th>
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<tr>
<td>Donations</td>
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<td>Foundation</td>
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<td>Corporate and associations</td>
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<td>Individual</td>
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<td>In-kind and travel recoveries</td>
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<td>Event registration and sponsorship</td>
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<td>Government COVID assistance</td>
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<td>Publication (Inside Policy)</td>
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<tr>
<td>Interest</td>
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<td>TOTAL</td>
<td>$2,424,574</td>
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<tr>
<th>EXPENDITURES</th>
<th>2020</th>
<th>2019</th>
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<tr>
<td>Accounting and legal</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>
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<td>Editing and design</td>
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<td>Event speaker fees, catering, supplies and promotion</td>
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<td>Insurance</td>
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<td>Office supplies</td>
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<td>Printing</td>
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<td>Rent</td>
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<td>Research, writing, translation and reader fees</td>
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<td>Salaries and benefits</td>
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<td>Travel and accommodations</td>
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<td>TOTAL</td>
<td>$2,216,909</td>
<td>$2,336,720</td>
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Excess (deficiency) of revenue over expenditures $207,665 (15,178)

* full audited statements available on request at our offices
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

— Sir Wilfrid Laurier

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

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.

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

Gardener 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

Pathways to Indigenous Economic Self-Determination
Heather Exner-Pirot

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

Turning the Channel on Cancon
Jill Golick, Sean Speer

Facing the Authoritarian Challenge
Balkan Devlen
WHAT PEOPLE ARE SAYING ABOUT MLI

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 Paul Martin

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 21st 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.

Jody Wilson-Raybould

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.

Irwin Cotler

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.

Pierre Poilievre

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