



MACDONALD-LAURIER INSTITUTE

# A Year of Growth

Annual Report 2025





Sir John A. Macdonald



*I see a great future for our country and our people. It will be a land of industry, of intelligence, of wealth, and of freedom.*



Sir Wilfrid Laurier

*We are here a nation, composed of the most heterogeneous elements... but with one common aim, and that is the good of our common country.*



*MLI is an indispensable source of reasoned and timely thought leadership that aims to make Canada the best governed country in the world. 🍁*

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# FROM THE CHAIR AND MANAGING DIRECTOR

*Dear Friends and Supporters of the Macdonald-Laurier Institute,*

2025 was a year of unprecedented growth and profound influence for the Macdonald-Laurier Institute (MLI). As Canada's think tank, our impact resonates from coast to coast to coast. When we speak Canadians listen.

This year's theme, "A Year of Growth," is reflected in every metric of our operations. Our revenue grew by 19 per cent. We published 74 major publications, placed 469 op-eds in national and international media, and hosted 43 in-person events. Our digital reach has exploded, with 3.7 million video views and nearly 800,000 website sessions. Canadians are hungry for the principled thought leadership that MLI provides.

Never has it been easier to demonstrate our influence on public policy. In the domestic sphere, the federal government has begun acting on several long-standing MLI priorities, including lowering immigration levels, reducing housing development charges, and strengthening bail and sentencing laws. Provincially, our work has informed significant policy shifts in Alberta regarding higher-education, DEI and gender identity. MLI's research into the total cost of internal trade barriers was cited by no less a figure than The King in his speech from the throne.

MLI remains the leading voice on national security, national defence, and foreign policy. Our Dragon at the

Door project achieved a major victory when an MLI press conference led the premier of PEI to call for a federal investigation by the RCMP and FINTRAC into foreign interference in Prince Edward Island. In November, MLI was honoured to welcome His Majesty King Carl XVI Gustaf of Sweden for a private roundtable on the future of Swedish-Canadian co-operation in the Arctic. We also expanded our intellectual bench, welcoming distinguished new fellows such as General Andrew Leslie and the Hon. Ed Fast to bolster our expertise in defence and trade.

Whether we are defending Western values through our Voices That Inspire series in Vancouver, pushing Canada to act on its ambition to become an energy superpower, or confronting Islamism and antisemitism via The Promised Land project, our mission remains the same: to make Canada the best governed country in the world and to defend this great dominion from threats to our sovereignty, security and prosperity.

As MLI's leadership, we're proud of the team and the successes we've seen both in the direct influence on Canadian public policy and in the growth and maturity of our operations internally. We invite you to review these successes in the pages that follow. None of this growth would be possible without your support. 🍁



A handwritten signature in black ink, appearing to read "Gerry Protti".

**Gerry Protti**  
Chair



A handwritten signature in black ink, appearing to read "Brian Lee Crowley".

**Brian Lee Crowley**  
Managing Director

**2025:**  
A YEAR  
OF GROWTH

**797,000**  
website(s)  
sessions

**57**  
podcasts

**43**  
in-person events

*bringing together VIPs,  
policy-makers, and  
corporate leaders*

**74**  
major publications

*including peer-reviewed research papers,  
and long-form commentaries*

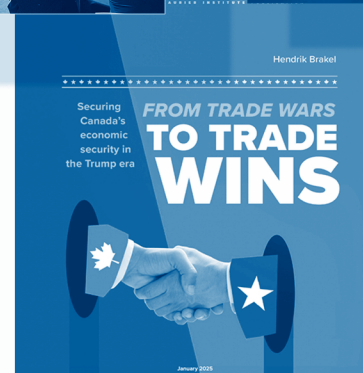
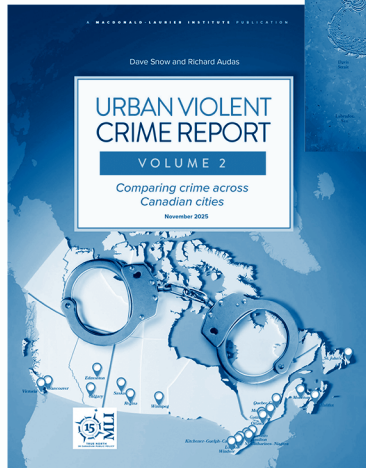
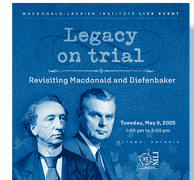
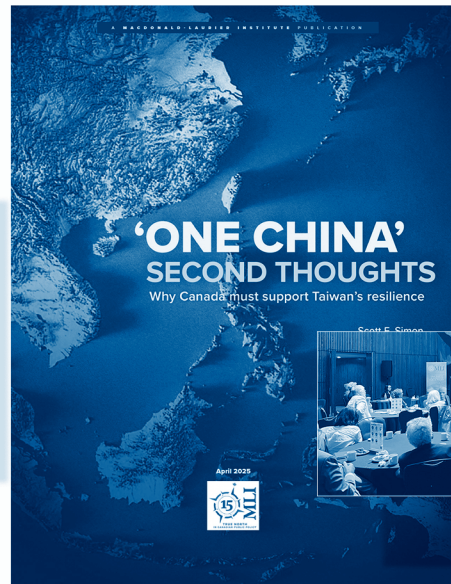
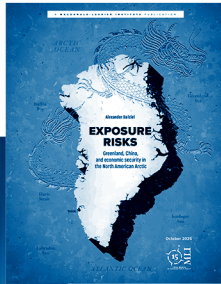
**11**  
webinars

**3,700,000**  
video views

*on our social media channels including  
YouTube, X, LinkedIn, and Facebook*

**568**  
op-eds and  
*Inside Policy*  
articles

# PROGRAMS AND PROJECTS 2025



# DOMESTIC POLICY Program

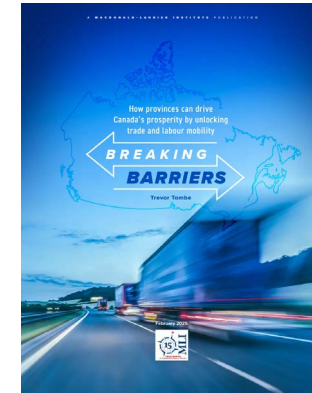


**Tim Sargent**  
Director



**Peter Copeland**  
Deputy Director

MLI's Domestic Policy program continued to influence Canada's policy debate through research and reform proposals on immigration, housing, public safety, federalism, spending, and social policy. Governments have begun acting on several MLI priorities, including lowering immigration levels, reducing housing development charges, strengthening bail and sentencing laws, addressing money laundering, removing internal trade barriers, protecting property rights, and limiting government growth. Alberta has also advanced policies addressing DEI influence over higher-education, gender identity, and Medical Assistance in Dying (MAiD) that reflect MLI's work. While progress is evident, many reforms remain partial, symbolic, or insufficiently comprehensive. 🍁



## MLI's blueprint for removing Canada's internal trade and labour mobility barriers

**TYPE: PAPER**

**DATE: FEBRUARY 27, 2025**

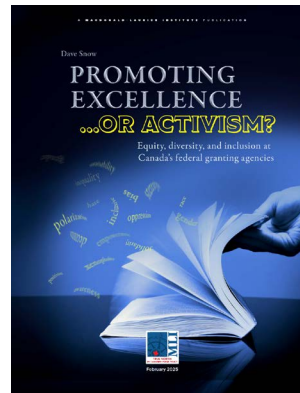
MLI's *Breaking Barriers* paper made the case for a stronger, more prosperous Canada by showing how provinces can unlock growth through freer internal trade and labour mobility. The report revealed that outdated provincial barriers cost Canadians billions each year, limiting jobs, investment, and productivity. By advancing mutual recognition and reducing red tape, provinces can strengthen national unity, boost competitiveness, and build one truly Canadian economy.



## MLI’s urgent national conversation on the future of MAiD in Canada

**TYPE: PANEL**  
**DATE: JUNE 4, 2025**

As Canada’s MAiD regime expands, MLI brought together leading medical, legal, and ethical experts to confront the growing risks to vulnerable Canadians. *Unravelling MAiD in Canada* examined the weakening of safeguards, the normalization of euthanasia as medical care, and the danger of assisted death replacing proper treatment and support. The discussion challenged Parliament to restore stronger protections and rethink the country’s approach to dignity, consent, and care.



## MLI’s call to restore merit and excellence in Canadian research funding

**TYPE: PAPER**  
**DATE: FEBRUARY 4, 2025**

MLI’s report, *Promoting Excellence or Activism?*, exposed how diversity, equity, and inclusion (DEI) mandates have increasingly shifted Canada’s federal granting agencies away from research excellence and toward ideological activism. Examining nearly \$4 billion in annual taxpayer-funded grants, the paper showed how identity-based targets, mandatory bias training, and activist-driven criteria risk undermining merit, academic freedom, and public trust. It called for a renewed commitment to excellence, neutrality, and objective scholarship.



## MLI’s deep dive into organized crime and Canada’s growing security threats

**TYPE: PODCAST**  
**DATE: MAY 29, 2025**

As concerns over drugs, foreign interference, and border security intensify, MLI examined how organized crime networks are undermining Canada’s institutions and public safety. In this timely podcast, investigative journalist Sam Cooper joined MLI’s Peter Copeland to expose the scale of transnational criminal operations, the failures of political leadership, and the urgent need for stronger policies to protect Canada’s sovereignty, security, and rule of law.

# FOREIGN POLICY, NATIONAL DEFENCE, AND NATIONAL SECURITY Program



**Christopher Coates**  
Director

MLI's **Foreign Policy, National Defence, and National Security program** addresses the many challenges and opportunities that exist outside the normal domestic activities of the nation. The program takes a multi-disciplinary approach to Canada's trade with partners and emerging relationships, its evolving global defence requirements, and the range of security questions affecting Canadians' lives. Using evidence-based arguments, the program challenges conventional wisdom and ineffective policies with articles and events supported by national and international experts and stakeholders. The program plays a leading role in advocating for needed reforms to Canada's foreign, defence, and security institutions. 🍁

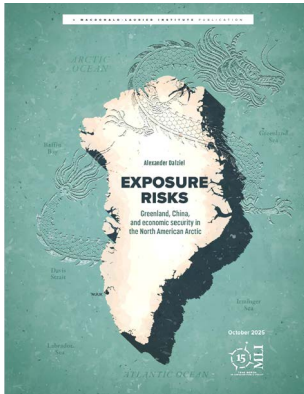


## Canada's evolving role in the Indo-Pacific

**TYPE: ROUNDTABLE DISCUSSION**  
**DATE: AUGUST 22, 2025**

MLI's roundtable on Canada's evolving role in the Indo-Pacific brought together leaders from diplomacy, government, business, and academia to assess how Canada can turn strategy into sustained action. The discussion emphasized that Canada must engage ASEAN and the broader region as a committed partner, not simply as a counterweight to China, while building stronger private-sector ties in trade, technology, supply chains, and innovation.





## Exposure Risks: Greenland, China, and the economic security of the North American Arctic

**TYPE: PAPER**  
**DATE: OCTOBER 9, 2025**

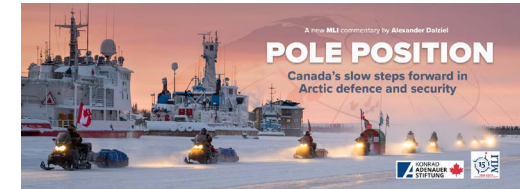
MLI Senior Fellow Alexander Dalziel's *Exposure Risks* examined how China's influence in the Arctic is driven less by direct military threat than by economic leverage. Focusing on Greenland's dependence on Chinese fish markets and China's dominance in strategic mineral processing, the paper showed how downstream supply-chain risks can threaten Arctic prosperity and security. It called on Canada to work more closely with Greenland and Denmark to build a safer, more resilient North American Arctic.



## Advancing Canada–Korea security co-operation

**TYPE: ROUNDTABLE DISCUSSION**  
**DATE: JUNE 10, 2025**

MLI's Canada–Korea roundtable, hosted with support from the Korea Foundation, brought together policy analysts, defence experts, and senior officials to examine security challenges in the Indo-Pacific. The discussion focused on North Korea's provocations, great power competition, procurement, and hybrid threats, while highlighting practical ways Canada and South Korea can deepen defence co-operation in support of a free, open, and rules-based region.



## Pole position: Canada's slow steps forward in Arctic defence and security

**TYPE: COMMENTARY**  
**DATE: MARCH 15, 2025**

Senior Fellow Alexander Dalziel argued that Canada is making progress in Arctic defence and security, but not quickly enough for a harsher geopolitical era. The piece examined how Russia, China, economic security, disinformation, and hybrid threats are reshaping the North, while stressing that Canada needs stronger military capabilities, infrastructure, diplomacy, and partnerships with Arctic allies and Indigenous communities to become a true Arctic leader.

# INDIGENOUS AFFAIRS Program



**Karen Restoule**  
Director

MLI's **Indigenous Affairs program** has established itself as a leading source of policy research on the evolving relationship between Indigenous peoples, governments, and the Canadian economy. Over the past year, our work has examined critical issues including Indigenous participation in resource development, economic self-determination, treaty implementation, and governance reform. Through sustained engagement with Indigenous leaders, industry stakeholders, and policy-makers, the program has helped elevate practical, solutions-oriented approaches to reconciliation. Our research brings evidence and clarity to complex debates, highlighting opportunities for partnership, investment, and long-term prosperity. As these issues continue to shape Canada's future, MLI remains a respected and influential contributor to national discussions on Indigenous policy and economic growth. 🍁



## Scorched earth: A quantitative analysis of arson against Canadian religious institutions and its threat to reconciliation

TYPE: PAPER

DATE: APRIL 24, 2025

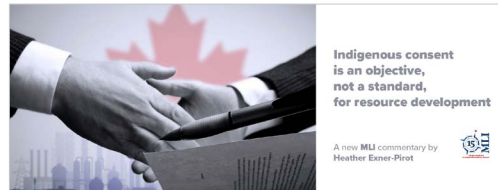
**Edgardo Sepulveda's** *Scorched Earth* offered the first empirical investigation into the rise of arson attacks against Canadian religious institutions in the wake of the Kamloops "unmarked graves" controversy of 2021. The report found that these attacks more than doubled and have not significantly declined, while few have resulted in charges. It warned that failing to investigate and condemn these crimes threatens religious liberty, public safety, and the broader work of Indigenous reconciliation.



## Eco-colonialism and Indigenous involvement in the natural resource sector

TYPE: WEBINAR  
DATE: JANUARY 23, 2025

This webinar examined how environmental opposition to natural resource projects can undermine Indigenous economic self-determination. Featuring Indigenous voices, the discussion explored how outside activists have challenged community-supported development, disrupted resource industries, and ignored local priorities. The event highlighted the need to respect Indigenous leadership, support responsible development, and ensure communities can choose their own path to prosperity.



## Indigenous consent is an objective, not a standard, for resource development

TYPE: COMMENTARY  
DATE: OCTOBER 16, 2025

Senior Fellow and Energy, Natural Resources, and Environment Director **Heather Exner-Pirot** argued that while Indigenous consent should be a goal in resource development, it is not a legal requirement in Canada. The piece explained how unclear expectations around consultation, accommodation, and consent have created uncertainty for major projects. It called for a shift from adversarial, rights-based disputes toward practical, interest-based partnerships that allow Indigenous communities, industry, and Canada's economy to benefit from responsible development.



## Empowering First Nations' economic growth in Canada

TYPE: PODCAST  
DATE: JANUARY 21, 2025

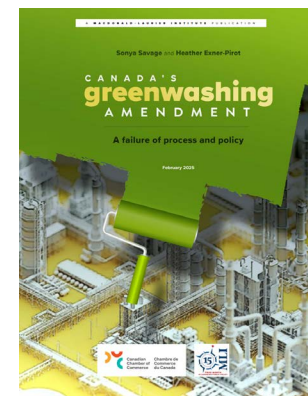
In this episode of *Inside Policy Talks*, Distinguished Fellow **Ken Coates** spoke with **Kody Penner** of Nations Royalty about a new model for strengthening Indigenous participation in Canada's mining sector. Penner explained how consolidating and diversifying royalty payments can help First Nations build wealth, gain upfront capital, and invest in community priorities, while giving Indigenous communities greater control over resource projects on their lands.

# NATURAL RESOURCES, ENERGY, AND THE ENVIRONMENT Program



**Heather Exner-Pirot**  
Director

MLI's **Natural Resources, Energy, and Environment program** examines how resource development can strengthen Canada's economy and global influence. Through research, convening, and timely commentary, it advances practical solutions on regulatory reform, infrastructure, energy security, and critical minerals policy. The program explores how Canada can use its energy and resource wealth to become an energy superpower, deepen international partnerships, and seize opportunities in the global commodity cycle. By connecting domestic policy with global affairs, it brings together industry leaders, policymakers, Indigenous partners, and experts to advance Canada's prosperity and strategic influence. 🍁

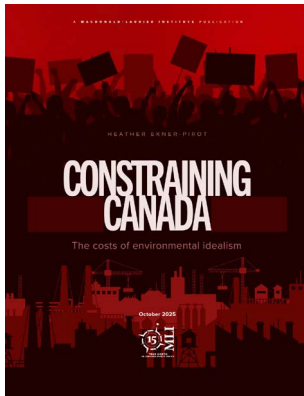


## Canada's greenwashing amendment: A failure of process and policy

**TYPE: PAPER**

**DATE: FEBRUARY 26, 2025**

Co-authors **Sonya Savage** and **Heather Exner-Pirot** argued that Canada's greenwashing amendment has created uncertainty for businesses trying to communicate environmental goals. The paper warned that vague standards, reverse onus rules, private complaints, and major penalties could chill public discussion without clear consumer benefit. It called for the amendment to be repealed, citing flaws in both the policy itself and the rushed process that produced it.



## Constraining Canada: The costs of environmental idealism

TYPE: PAPER  
DATE: OCTOBER 8, 2025

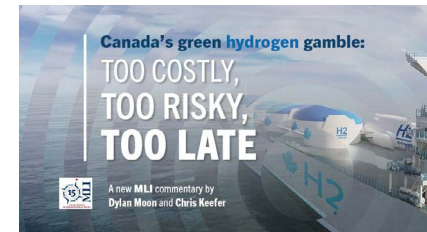
**Heather Exner-Pirot's** *Constraining Canada* argued that Canada's resource economy has been held back by restrictive laws, aggressive regulation, and public funding for environmental groups that use legal and procedural tactics to delay development. The paper warned that this approach weakens investment, infrastructure growth, and national competitiveness, and called for greater transparency, accountability, and balance in environmental policy.



## Northern corridors: Hype or hope?

TYPE: COMMENTARY  
DATE: APRIL 24, 2025

**Heather Exner-Pirot** examined whether northern rail lines, roads, and Arctic ports can realistically unlock Canada's resource potential and diversify trade routes. While northern corridors may serve important social, political, and security goals, the piece warned that harsh geography, high costs, seasonal access, and limited commercial demand make them unlikely to drive broad economic growth compared with eastern and western trade routes.



## Canada's green hydrogen gamble: Too costly, too risky, too late

TYPE: COMMENTARY  
DATE: OCTOBER 2, 2025

**Dylan Moon** and **Chris Keefer** argued that Canada's green hydrogen export strategy is built on shaky economics, costly subsidies, and unrealistic assumptions about global demand. The piece warned that green hydrogen is expensive to produce, difficult to transport, and unlikely to compete with closer European suppliers. Rather than locking Canada into high-cost, low-value exports, the authors called for a pivot away from subsidy-driven hydrogen projects.

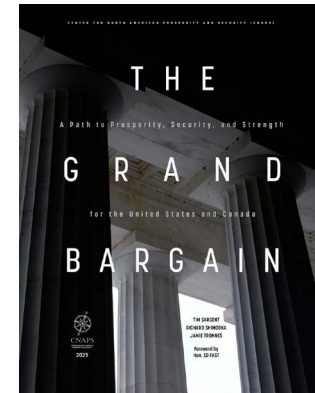
# CENTER FOR NORTH AMERICAN PROSPERITY AND SECURITY (CNAPS)

## Project



**PROJECT LEAD**  
**Jamie Tronnes**  
Executive Director

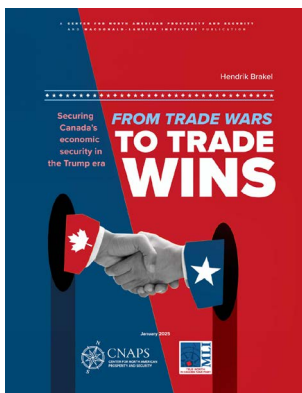
As Canada and the United States confront rising geopolitical competition, economic uncertainty, and mounting security challenges, CNAPS has emerged as a leading voice advancing a more ambitious vision for North American cooperation. Through research, events, media engagement, and high-level policy discussions in both Ottawa and Washington, CNAPS has helped shape debates on the future of the Canada-US relationship, including the USMCA review, continental defence, border security, energy integration, and critical mineral supply chains. By promoting practical solutions that strengthen both economic competitiveness and collective security, the project has built a growing network of policymakers, business leaders, and security experts committed to a stronger North American partnership. CNAPS continues to elevate Canada’s strategic importance in Washington while encouraging both countries to pursue a shared agenda rooted in prosperity, resilience, and long-term continental strength. 🍁



## CNAPS’ bold vision for a stronger Canada–US partnership

**TYPE: PAPER**  
**DATE: JULY 10, 2025**

As trade tensions and geopolitical risks strain the Canada-U.S. relationship, CNAPS proposed a “Grand Bargain” to reset North America’s future. Moving beyond narrow USMCA negotiations, the paper argued for a comprehensive agreement built around energy security, continental defence, and economic integration. By treating Canada as an essential strategic partner – not a competitor – the report outlined a path to greater prosperity, stronger security, and long-term stability for both nations.



## CNAPS' strategy to turn trade conflict into long-term economic strength

**TYPE: PAPER**  
**DATE: FEBRUARY 3, 2025**

As tariff threats and economic pressure from US President Donald Trump intensified, CNAPS argued that Canada must move beyond reactive trade disputes and pursue a stronger long-term strategy. *From Trade Wars to Trade Wins* called for deeper North American economic integration, stronger border and energy security, and a more competitive investment climate at home. The paper outlined how Canada can protect its sovereignty while turning trade risks into opportunities for growth and resilience.



## CNAPS and CSIS' roadmap for North American trade, security, and strategic renewal

**TYPE: EVENT**  
**DATE: OCTOBER 22, 2025**

As the 2026 USMCA review approaches and geopolitical pressures intensify, CNAPS and CSIS convened senior trade and policy experts to examine the future of North American co-operation. The event explored tariffs, border security, continental defence, critical minerals, and energy integration – making the case that a stronger trilateral partnership between Canada, the United States, and Mexico is essential for shared prosperity, economic resilience, and long-term strategic security.



## CNAPS' case for treating Canada as America's closest strategic ally

**TYPE: OP-ED**  
**DATE: JULY 21, 2025**

In a powerful *Wall Street Journal* op-ed edited and produced by CNAPS, former Canadian trade minister **Ed Fast** argued that Canada is not a competitor to be punished, but America's most reliable partner in prosperity and security. He made the case that tariffs and trade wars weaken both nations while strengthening shared adversaries like China. The piece called for renewed strategic co-operation on trade, energy, and continental defence to protect North American strength and stability.

# VOICES THAT INSPIRE

## Project



### PROJECT LEAD

**Tim Sargent**  
Director of  
Domestic Policy



### PROJECT LEAD

**Peter Copeland**  
Deputy Director  
of Domestic Policy

MLI's *Voices That Inspire* series brings leading global thinkers, authors, policymakers, and public intellectuals to Canada for bold conversations on the defining issues of our time. From national security and Western civilization to family, freedom, and history, the series creates a platform for fearless dialogue and serious debate. By challenging assumptions and confronting difficult questions, *Voices That Inspire* strengthens public discourse and helps shape a more confident, resilient Canada. 🍁



## MLI's fearless conversation on colonialism, history, and moral reckoning

TYPE: EVENT

DATE: JUNE 26, 2025

In a debate too often driven by ideology, MLI brought together **Lord Nigel Biggar** and MLI Managing Director Brian Lee Crowley to challenge simplistic views of colonialism and defend the importance of honest historical inquiry. The discussion examined empire, slavery, Indigenous policy, and residential schools – asking whether colonialism's legacy is defined by oppression alone or also by institutions, reform, and progress. It was a powerful defence of academic freedom and open debate.



## MLI's bold conversation on freedom, family, and the limits of the sexual revolution

TYPE: EVENT  
DATE: OCTOBER 2, 2025

MLI welcomed acclaimed author **Louise Perry** for a provocative discussion on the social consequences of the sexual revolution and the modern pursuit of limitless personal freedom. In conversation with **Andrea Mrozek**, Perry explored how declining marriage, family instability, and growing social isolation are reshaping communities, economic security, and long-term social cohesion. The event challenged assumptions about liberation and made the case for a renewed focus on human flourishing.



## MLI's urgent call to rebuild Canada's military strength and national resolve

TYPE: EVENT  
DATE: NOVEMBER 5, 2025

As global instability grows and Canada's defence readiness is increasingly questioned, MLI brought together Brian Lee Crowley and **Lt.-Gen. (Ret'd) Michel Maisonneuve** for a candid discussion on the future of national security. From military preparedness and NATO to Arctic sovereignty, cyber threats, and defence culture, the event examined what it will take for Canada to restore its strength, credibility, and capacity to defend its interests in a dangerous world.



## MLI's defining conversation on the West's future and Canada's place in a changing world

TYPE: EVENT  
DATE: DECEMBER 1, 2025

At a time of rising authoritarianism and weakening Western confidence, MLI welcomed **Sir Niall Ferguson** for a powerful discussion on civilizational decline, strategic renewal, and the future of the free world. In conversation with Brian Lee Crowley, Ferguson examined how internal division, lost moral confidence, and geopolitical upheaval threaten Western leadership – and what Canada must do to defend its sovereignty, security, and place in an increasingly unstable world.

# THE PROMISED LAND

## Project



**PROJECT LEAD**  
**Casey Babb**  
Senior Fellow



**PROJECT LEAD**  
**Peter Copeland**  
Deputy Director  
of Domestic Policy



## The future of Israel–Canada relations with Israeli Ambassador Dor Shapira

**TYPE: ROUNDTABLE DISCUSSION**  
**DATE: DECEMBER 1, 2025**

MLI’s roundtable with Israeli Ambassador **Dor Shapira** examined the future of Israel–Canada relations and Canada’s approach to a rapidly shifting Middle East. Moderated by **Casey Babb**, the discussion explored Israel’s security concerns, Iran’s nuclear ambitions, regional changes involving Hezbollah and Syria, rising antisemitism in Western societies, and the challenge of building a clear long-term Canadian strategy in the region.

In 2025, *The Promised Land* made a major impact through globally published articles in outlets like *The Free Press*, *The Spectator*, the *New York Post*, *The Hill Times*, and the *National Post*; virtual events and podcasts reaching thousands; and live discussions with leading diplomats, experts, and public figures, including Tony Abbott, David Hirsh, and Matti Friedman. These efforts kept antisemitism, extremism, and threats to Western liberal values at the centre of Canadian public policy debates during a pivotal year. 🍁



## National security priorities for the next government

TYPE: EVENT

DATE: JUNE 24, 2025

MLI's forum with Secure Canada brought together policymakers, experts, and thought leaders to examine how Canada can strengthen national resilience against domestic and international threats. Across two panels, speakers discussed radicalization, antisemitism, ideological extremism, foreign interference, border security, law enforcement, and civic cohesion, calling for clear-eyed leadership to protect Canada's democratic institutions and social fabric.

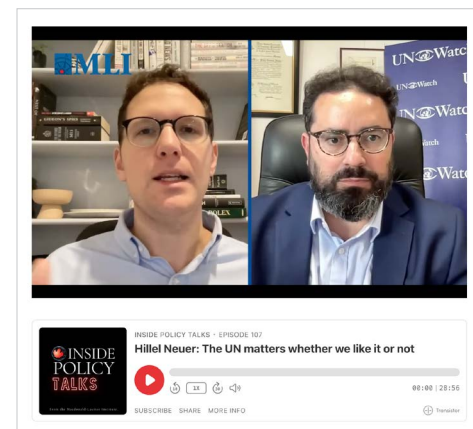


## The Aftermath of October 7

TYPE: WEBINAR

DATE: OCTOBER 7, 2025

MLI's webinar brought together **Hussein Aboubakr Mansour**, **Casey Babb**, and **Einat Wilf** two years after the October 7 attacks to examine the Israel-Hamas conflict and its wider consequences. The discussion explored the war in Gaza, Israel's security challenges, rising antisemitism in Canada and the West, shifting Arab political thought, and the need for a clearer roadmap toward a more secure future for Israel.



## The UN matters whether we like it or not

TYPE: PODCAST

DATE: NOVEMBER 13, 2025

In this episode of *Inside Policy Talks*, UN Watch Executive Director **Hillel Neuer** joined **Casey Babb** to examine the contradictions and failures of the United Nations. Neuer argued that despite the UN's credibility problems, its debates shape global opinion, especially on Israel and human rights. The discussion called on Canada and its allies to challenge hypocrisy at the UN and defend liberal democratic values on the world stage.

# DRAGON AT THE DOOR

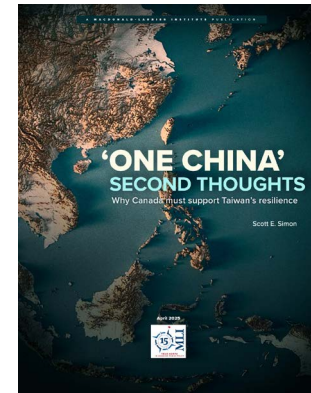
## Project



### PROJECT LEAD

**Christopher Coates**

Director of Foreign Policy, National  
Defence, and National Security



## MLI's call for Canada to defend Taiwan's resilience and uphold democratic sovereignty

TYPE: PAPER

DATE: APRIL 29, 2025

As China's threats toward Taiwan intensify, MLI argued that Canada must move beyond strategic ambiguity and clearly support peace, stability, and democratic self-determination in the Taiwan Strait. The paper challenged Beijing's misuse of international law, clarified Canada's own "One-China Policy," and outlined practical steps to strengthen trade, security, and diplomatic ties with Taiwan – protecting both Canadian interests and the international rules-based order.

MLI's *Dragon at the Door* project confronts the growing challenge of Chinese interference, their economic coercion, and China's authoritarian influence that threatens Canada's sovereignty and security. From exposing money laundering and elite capture, to strengthening Taiwan's resilience and defending the Arctic, the project examines how China and proxies exploit weak institutions and strategic vulnerabilities. This project advances practical policy solutions to protect Canada's democratic integrity and national security against Chinese interference. 🍁





## MLI's press conference that sparked a federal investigation into foreign interference in PEI

TYPE: PRESS CONFERENCE  
DATE: OCTOBER 16, 2025

MLI brought national attention to allegations of foreign interference, money laundering, and elite capture in Prince Edward Island through a high-profile press conference and policy event in Ottawa. Featuring former senior law enforcement and political leaders, the event raised urgent concerns about national security and institutional integrity. Days later, PEI Premier Rob Lantz formally called on the RCMP and FINTRAC to launch federal investigations – showing the real policy impact of MLI's work.



## MLI's strategic dialogue on strengthening Taiwan's resilience and Canada's Indo-Pacific role

TYPE: EVENT  
DATE: DECEMBER 5, 2025

As China's pressure on Taiwan intensifies, MLI hosted Taiwan Deputy Foreign Minister **Ming-chi Chen** for a high-level discussion on regional security, democratic resilience, and Canada's role in the Indo-Pacific. In conversation with Brian Lee Crowley, the event explored Taiwan's defence preparedness, economic security, and the growing importance of Canada-Taiwan co-operation. It reinforced the case for stronger partnerships to defend freedom, stability, and the rules-based international order.



## MLI's warning that foreign money is putting Canada's Arctic sovereignty at risk

TYPE: *INSIDE POLICY* ARTICLE  
DATE: JULY 21, 2025

MLI exposed how opaque foreign investment and money laundering networks – particularly those linked to Chinese state and criminal actors – could be quietly undermining Canada's Arctic security. The article showed how weak corporate transparency, shell companies, and under-regulated resource development create openings for foreign influence in strategically vital regions. It called for stronger investment screening, beneficial ownership transparency, and greater domestic investment to protect Canada's North.



## NEW FELLOWS

Each year, we strengthen our intellectual capacity by welcoming new fellows who bring expertise, insight, and credibility to our work. These individuals play a vital role in shaping high-quality research, informing public debate, and advancing the mission of the program. 🍁



**C.S. Duff Sullivan**

**Program:** Foreign Policy, National Defence, and National Security

**Areas of expertise:** Defence, international security, NATO



**General Andrew Leslie**

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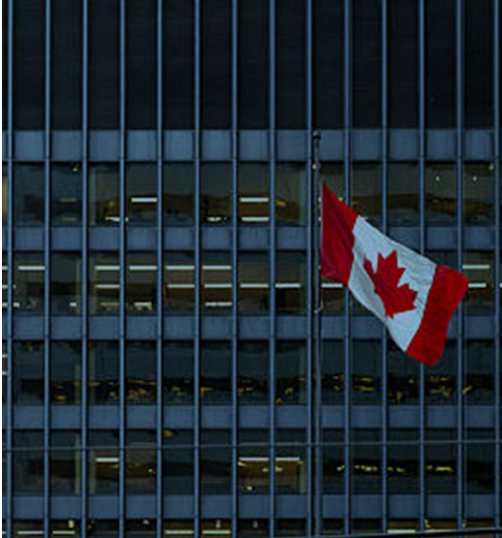
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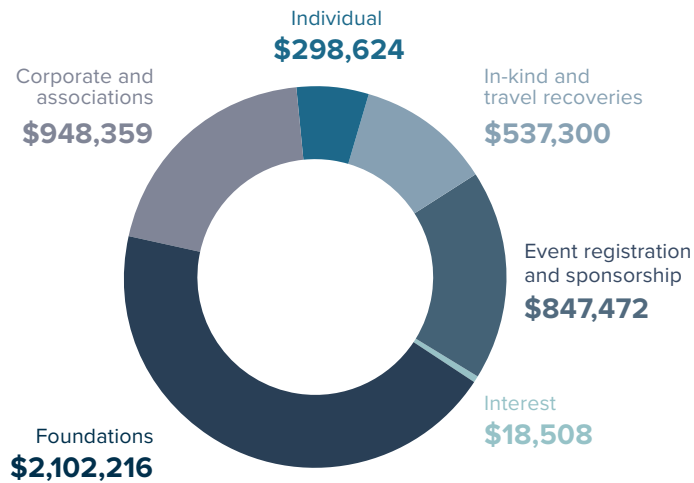
Associate Professor of Economics, McGill University, Montreal



# FINANCIAL REPORT

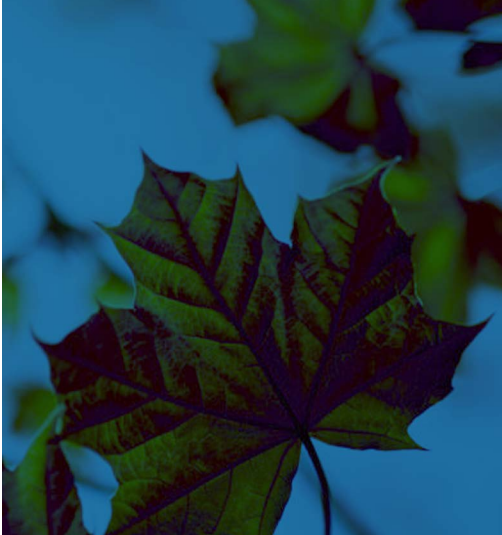
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## REVENUE 2025



## EXPENDITURES

	2025	2024
Accounting and legal	\$ 64,411	\$ 72,214
Advertising and promotions	68,507	110,386
Bank charges	16,502	9,868
Contract fees	1,462,748	1,088,021
Editing and design	66,470	108,978
Event speaker fees, catering, supplies, and promotion	554,440	607,135
Insurance	9,248	8,604
Office supplies	113,659	109,523
Printing	3,241	5,014
Rent	95,218	88,101
Research, writing, translation, and reader fees	270,581	409,485
Salaries and benefits	1,541,364	1,425,816
Travel and accommodations	311,563	270,708
Video services	70,669	20,112
Website	50,294	44,493
<b>TOTAL</b>	<b>4,698,915</b>	<b>4,378,458</b>
<b>Excess (deficiency) of revenue over expenditures</b>	<b>\$ 53,564</b>	<b>\$ (378,819)</b>



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At MLI, we believe that bold ideas, principled leadership, and courageous conversations are essential to safeguarding Canada's future. Whether we're shaping the national debate on foreign interference, defending democratic values, or influencing policy at the highest levels, none of this work would be possible without the generous support of Canadians like you. If you believe in our mission to make Canada the best-governed country in the world, we invite you to stand with us. 🍁

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