

2014 ANNUAL REPORT

MACDONALD-LAURIER INSTITUTE

Canada's Crossroads for Ideas



MACDONALD-LAURIER INSTITUTE



What We Do

The Macdonald-Laurier Institute aims to ensure liberty, security and prosperity for all Canadians through thought leadership on vital national issues. Our goal is to help make Canada the best-governed country in the world.

“ *MLI continues to be the instigator of important conversations that bring needed attention to the issues that matter to Canada and our future.* Their thought leadership ... is an important driver for framing and solving policy challenges and opportunities vital to the future prosperity of business and our nation as a whole. ”

Greg D'Avignon,
PRESIDENT AND CEO, BUSINESS COUNCIL OF BRITISH COLUMBIA

Table of Contents

Letter From the Chair and Managing Director	1	Impact on Public Policy.....	15
2014 Annual Report in Numbers	3	MLI's Media Profile.....	16
Thought Leadership	4	Connecting with Canadians	17
Areas of Influence	5	Leadership.....	18
Inside Policy	11	Our Supporters	19
Events	12	Financial Report	20

Letter From The Chair and Managing Director



Dear Friends and Supporters,

Now established as one of Canada's leading voices on public policy, the Macdonald-Laurier Institute (MLI) has demonstrated time and again an ability to reach Canada's policy makers and opinion leaders with thoughtful, focused and high-quality public policy research. We present policy issues in a way that leads to action, to better quality policy decisions, to more effective government, and to a more focused pursuit of the national interest of all Canadians.

In 2014, MLI not only published papers on conventional topics of federal concern, such as health care economics, taxation policy, regulation and internal trade; we also led the way on emerging issues such as prostitution law, digital privacy, vehicle biofuels, and the rising cost of policing. And we continue to bring a much-needed nuanced and comprehensive approach to the debate surrounding the development of Canada's natural resource wealth; articulating a better understanding of how government, industry and First Nations can make the natural resource economy work in the interests of all.

Building our audience was a particular focus in 2014. Midway through the year, we added a Communications Manager to our team and launched a fully redesigned, mobile responsive website. Both these measures were highly effective in drawing increased attention to our work. Our media profile, website traffic and social media following belie our limited resources as we are outpacing comparable organizations with much bigger budgets.

A registered charity, MLI relies on the support of organizations and people who share our vision for an even better Canada, who believe that ideas matter, and who will not settle for poor public policy. Our body of work offers pragmatic and constructive solutions to many pressing issues facing the country, and we are thankful to the generous funders, dedicated staff and distinguished volunteers of the Board of Directors, Research Advisory Board and Advisory Council for making this possible.

Sincerely,

Rob Wildeboer
CHAIR

Brian Lee Crowley
MANAGING DIRECTOR

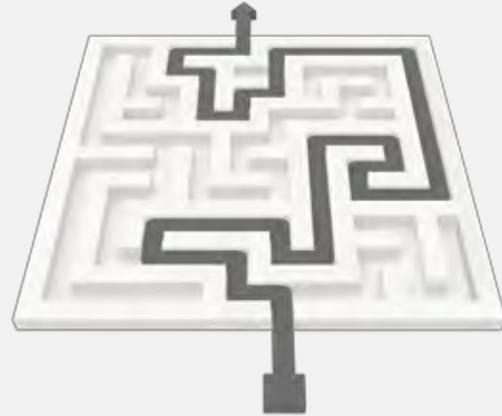
2014 Annual Report in Numbers

#1

THINK TANK
IN OTTAWA*



4 YEARS OF THOUGHT
LEADERSHIP



7 EVENTS ON
NATIONAL
POLICY
ISSUES



**2014 Global Go to Think Tank Index Report, University of Pennsylvania*



+21% WEB TRAFFIC

40 MAJOR PUBLICATIONS AND VIDEOS



+105% SOCIAL MEDIA INTERACTIONS



1,000+



MACDONALD-LAURIER INSTITUTE

*True North in Canadian
Public Policy*

Thought Leadership

Our job at MLI is to put ideas on the table about how to make Canada the best governed country in the world. Those ideas can come in many forms: major research papers, commentaries, Straight Talk interviews, op-eds and columns in major newspapers, magazine articles, media interviews, institute events, testimony before parliamentary committees, speaking engagements with local, regional and national organisations and much more. In its fourth year of operation MLI has increased its profile and reach in every one of these areas, establishing itself indisputably as the top think tank in the country focused exclusively on ideas of national concern.

High-quality publications are a trademark of the Macdonald-Laurier Institute (MLI). We offer thoughtful policy recommendations based on non-partisan and independent research. Our authors are among the top experts in their fields, often with high public profiles.

At MLI, ideas matter. In 2014 we renewed our commitment to going beyond mere words and affecting real, positive change in Canadian public policy. During the past year we covered a wide range of the federal issues that matter most to Canadians, including health care, economic prosperity, justice, security, natural resource development, and Aboriginal affairs.

“ We need to re-think policing in Canada.
Leuprecht’s work has *kick-started*
a conversation that’s overdue. ”

Gary McNamara,
PRESIDENT OF THE ASSOCIATION OF MUNICIPALITIES OF ONTARIO
ON NEW MLI SENIOR FELLOW CHRISTIAN LEUPRECHT.

Areas of Influence

Aboriginal Canada and the Natural Resource Economy

Canada has a tremendous opportunity in its vast resource riches, but there are many challenges to development, foremost of which is the need for negotiation with increasingly empowered Aboriginal communities, who rightly feel they have been left out of the process for too long. MLI has without a doubt established itself as the nation's leader on what is perhaps the most important national issue facing Canada today. We have become trusted advisers to Aboriginal leaders, industry and government, and we have helped to renew a sense of optimism that this is indeed a time for an end to uncertainty and a positive new beginning for relations with Canada's Aboriginal peoples.

Our multi-year project, Aboriginal Canada and the Natural Resource Economy was front and centre for MLI in 2014 as we built on the initial success of the launch in 2013, and MLI's reputation continued to grow. Our papers focused on the ever-changing legal landscape on Aboriginal rights, cutting through much confusion surrounding historic and recent Supreme Court decisions and reassuring stakeholders that while there are many challenges, there is great opportunity for development and shared prosperity:



Senior Fellow Ken Coates

“The End Is Not Nigh: Reason over alarmism in analysing the Tsilhqot’in decision”, authored by Senior Fellows Ken Coates and Dwight Newman, provided a much needed rational analysis following the Supreme Court’s high-profile decisions in the cases of *Grassy Narrows*, and particularly *Tsilhqot’in Nation* in the spring of 2014. A fine example of MLI’s ability to react to a fast-developing policy environment, the paper was published in early September to coincide with the B.C. premier’s summit with First Nations to discuss title issues. It succeeded in debunking much of the overblown rhetoric over the meaning of these decisions for Aboriginal peoples and resource development.

The *Tsilhqot’in* paper was covered by the *Vancouver Sun*, CBC, CKNW radio and others, particularly in British Columbia, where these issues were top of mind. Coates and Newman published an op-ed in the *Globe and Mail*, and the two have become widely considered the top experts in the country on Aboriginal legal rights, with numerous speaking opportunities in the province, including Coates’ appearance at the Premier’s Resource Forum.

Earlier in 2014, MLI published Newman’s first MLI report, *“The Rule and Role of Law: the Duty to Consult, Aboriginal communities, and the Canadian natural resource sector”*, which provided a long-awaited interpretation of the much discussed “duty to consult and accommodate”, a legal term thrown around with such carelessness in the public debate that its original meaning and significance had been completely lost.

This paper was a call for all to speak about the duty to consult in responsible ways rather than to perpetuate misunderstandings. The duty to consult provides protection for key Aboriginal interests, and creates a lever to cause Aboriginal communities, government, and businesses to come to an agreement over resource projects that benefit all parties. The paper launched Newman into the national spotlight, making his vast expertise accessible to a broad audience outside academia.

To give another example of MLI's influence in this area, when the Assembly of First Nations elected new national chief, Perry Bellegarde, Ken Coates published op-eds in both the *Globe and Mail* and *National Post* on different aspects of this breaking story.

Rebuilding a National Consensus on Natural Resource Development

While Canadians generally understand the importance of natural resources to the Canadian economy, there is still a great deal of hype and rhetoric on the subject. MLI has continued to show leadership in promoting clear thinking on this vital issue. Indeed, at the 2014 B.C. Premier's Resource Forum, Greg D'Avignon, president of the Business Council of British Columbia called MLI "the best think tank in Canada". He described MLI's work on the issue of "social licence" as required reading for people in the industry.

When the notion of social licence had become an almost universally accepted truism, Brian Lee Crowley shook the nation out of its complacency by subjecting the term to a humorous interrogation in the *Globe and Mail*. Lots of people took notice. The column inspired a conference hosted by the University of Calgary School of Public Policy which featured Crowley as a speaker, resulting in a big spread on the issue on the front page of that weekend's *National Post*.

Authors Dwight Newman and Brian Lee Crowley, in their separate commentaries, "*Be Careful What You Wish For: Why some versions of 'social licence' are unlicensed and may be anti-social*", and "*When Demands for Social License Become an Attack On Democracy*", trace the rise of the term "social licence" from its benign origins as a form of corporate risk management to its increasingly common use as justification for blocking any development of any kind.

Also published in 2014 was "*An Unfinished Nation: Completing the Devolution Revolution in Canada's North*", by Ken Coates and Greg Poelzer. This paper demonstrated that the key to successful governance of Canada's vast Arctic is the process of devolution, that is, the transfer of government power, authority, and resources from the national government to sub-national governments, which has been underway since the early 1970s and has accelerated in recent years, but has for the most part gone unnoted by the Canadian public at large. This paper was accompanied by the commentary "*The Next Northern Challenge: The Reality of the Provincial North*" which highlighted the vitally important, but sadly neglected "north below the north" in the northern regions of the provinces. The commentary became the basis for a *Globe and Mail* op-ed by Poelzer and Coates.

Also related to resource development, Brian Lee Crowley and Dwight Newman, combined to help change the discussion on the Energy East pipeline proposal. With separate *Globe and Mail* op-eds, respectively to explain the pipeline's significance to the economy, and to challenge the claim of Ontario and Quebec to be able to make demands for concessions from Alberta. Newman was also interviewed on CTV News Channel on the issue.



The Environment

While concern about climate change is an important issue for many Canadians, not all efforts to deal with the problem are created equal, and simplistic policy ideas tend to lead to unintended consequences. This reality was made clear by two incisive research papers published by MLI in 2014.



In “*Money to Burn: Assessing the cost and benefits of Canada’s strategy for vehicle biofuels*”, economists Douglas Auld and Ross McKittrick laid out the enormous amount spent by Canadian governments on biofuels subsidies and established that the environmental benefits, if they exist at all, are far less than the expenditure. The report was covered by the *Regina Leader-Post* and *Canadian Business*, and the authors published an op-ed in the *National Post*.

In “*The Carbon Tax Win-Win: Too good to be true?*” economist Robert Murphy explains that contrary to widespread belief that carbon taxes are always good for the environment and the economy, if they are poorly designed such taxes can be quite damaging and do little to benefit the environment. This point was emphasized by MLI Senior Fellow Philip Cross in *National Post* columns, on the Business News Network, and in a debate on CBC’s *The 180*.

Reforming Canada’s Inefficient Health Care System

Canada continues to feel the ills of Medicare’s Midlife Crisis with inefficient health care delivery and payment models which fail to protect the welfare of Canadians.

In early 2014, health economist Audrey Laporte’s paper “*How Markets Can Put Patients First: Economics before politics in Canadian health care delivery*” debunks common assumptions that economic theory does not apply to the delivery of medical care. Laporte urges policy makers to consider taking advantage of market-based incentives to improve efficiency and meet the needs of that forgotten and neglected stakeholder – the patient. She paints a picture of what an economically rational health care system would look like by examining central issues from the economist’s perspective: insurance, organization of supply, demand for health care, and the role of government.



Brian Lee Crowley further examined the issue with his commentary “*Why Health Care’s Broken and How to Fix It: Three drivers of system reform*”. Crowley argues that the statement that Canada has the best health care system in the world is a statement about morals, beliefs and desires, not the true state of affairs. This magical thinking ignores the factors that are already shaping Canada’s health care system and forcing Canadians to accept the reality that serious reform is needed to improve efficiency, save money and improve health outcomes. Crowley based his remarks on a keynote address he was invited to give for the Canadian Association of Healthcare Reimbursement. Also, in November 2014, MLI research on the Canada Health Act by legal expert Michael Watts was presented at a conference organized by the Toronto law firm Osler, Hoskin and Harcourt LLP. Both of these speaking engagements demonstrate the importance of MLI’s work to the top people in the relevant fields.

MLI further shook up Canadians’ perceptions of their health system with its Straight Talk Q&As, presenting insights from *Globe and Mail* national affairs columnist Jeffrey Simpson, former Swedish cabinet minister Sven Otto Littorin, and ER physician Brett Belchetz. Belchetz caused a stir by giving readers a frank and revealing look at medicare from the experience of someone on the front lines.

National Security

With governments at all levels feeling the fiscal pinch, there was a terrific appetite for Christian Leuprecht’s March 2014 paper “*The Blue Line or the Bottom Line of Police Services in Canada: Arresting runaway costs*”. Leuprecht explains the escalation of police budgets across the country and why they are unsustainable, and refocuses debate to the way police services are delivered and administered. He argues that highly paid, well-trained uniformed officers are spending too much time away from core policing duties on tasks such as sitting in court waiting to give testimony, transcribing interviews, teaching CPR, or transporting prisoners, and he offered a long list of practical reforms. Leuprecht’s paper received an enormous amount of coverage. He has been interviewed by the CBC, the *Toronto Star*, the *Globe and Mail*, *Postmedia*, TVO’s *The Agenda*, *London Free Press*, *Telegraph-Journal* and numerous smaller publications and radio stations. He authored his own op-ed on the subject in the *Toronto Star* and his work was profiled in a column by the *Globe and Mail*’s Margaret Wentz. Leuprecht, now an MLI Senior Fellow, continues to be highly sought after for comment on this issue.



Senior MLI Fellow Christian Leuprecht

Photo: Sonja S. Photography

Another important national security issue that is often neglected is the importance of “following the money to the bad guys”. This was the title of a Straight Talk Q&A with Jeanne Flemming, who before retiring was the long-time director of the Financial Transactions and Reports Analysis Centre of Canada, or FINTRAC. In a revealing interview, she voiced concern over Canadians’ naïveté on the extent of organized crime and terrorism in this country, and called for more resources to better equip Canada’s security agencies to act on the intelligence created by FINTRAC.

The Digital Economy

Internet privacy is perceived by many as an unalloyed good. But in a paper that finally brought some balance to the Canadian debate on the subject, legal expert Solveig Singleton explained the harms done to both business and consumers by excessive privacy regulation, and urged Canadian officials to allow the digital economy to thrive. Her study, *“Finding the Balance on Digital Privacy: Toward a New Model for Data Protection in the 21st Century”* was released into a simmering debate on digital privacy rights in June, 2014. Singleton argued that Canada’s laws governing Internet privacy are overbroad and often in conflict with other rights and principles such as free expression, competition and economic growth. Singleton’s paper was launched at a roundtable session co-hosted by MLI and the Digital Policy Forum, and she authored an op-ed for Postmedia papers and was a guest on CTV’s *Power Play* among other media requests.



Another issue relevant to the digital economy is that of temporary foreign workers. As revealed in a Straight Talk interview with MLI Senior Fellow Linda Nazareth, there are plenty of holes in the conventional wisdom. While there was strong public opposition to Canada’s temporary foreign worker program, Nazareth explained the importance of TFWs to companies, particularly IT companies that require workers with specific skills. Nazareth also authored an op-ed for *iPolitics* on the subject.



Justice and the Courts

With impeccable timing following the December 2013 Supreme Court decision striking down Canada’s prostitution laws, MLI released a paper in January 2014 by Senior Fellow Benjamin Perrin, titled *“Oldest Profession or Oldest Oppression?: Addressing prostitution after the Supreme Court of Canada decision in Canada v. Bedford”*. Perrin surveyed the evidence in jurisdictions such as the Netherlands and Germany and finds that street prostitution continues to thrive and conditions in brothels have not improved. He concludes that “exiting prostitution is the only way to truly protect prostitutes”. With that outcome in

mind, Perrin argues that the starting point for overhauling Canada’s prostitution laws should be inspired by an abolitionist model developed successfully by Sweden and since adopted by other countries. Perrin authored an op-ed on the Bedford decision in the *Globe and Mail*, and *National Post* columnist Barbara Kay called the paper “refreshingly politically incorrect common sense”. The federal government’s ensuing prostitution legislation featured many of Perrin’s recommendations.

Perrin pushed the debate further on Bill C-36 with his commentary entitled *“How to Make Canada’s New Prostitution Laws Work”*. Perrin argues the new legislation, which as he recommended, rightly targets johns and pimps instead of prostitutes, could well withstand a constitutional challenge as long as key steps were taken to help women exit prostitution.

In another commentary paper in 2014, “*More Than Words: Enhancing the Proposed Canadian Victims Bill of Rights (C-32)*”, Perrin recommended important changes to the government’s legislation that would actually give teeth to the government’s efforts to help crime victims.

And last but not least for a very busy 2014 for Perrin, was his authoritative study, “*The Supreme Court of Canada: Policy-Maker of the Year (2014)*”. From November 2013 to October 2014, the Supreme Court of Canada released decisions that struck down Canada’s prostitution laws, made a first-time ruling of Aboriginal title, rejected a government nomination for the Supreme Court and raised the bar for reforming the Senate. Perrin’s study of these and other decisions found that during 2014, the Supreme Court of Canada’s decisions had significant implications for law and policy across many areas, and that it was justified to name the court the “policy maker of the year”. The paper generated enormous attention in the media and on MLI’s website and formed the basis for the institute’s annual “Policy Maker of the Year” issue of its magazine, *Inside Policy*. Perrin’s work on the Supreme Court was a smash hit. He wrote a column in the *National Post* that was perfectly timed to the nomination of Justice Suzanne Côté and the paper was covered by the *Globe and Mail*, *Postmedia*, *Canadian Press* and CPAC. Perrin’s paper was also the inspiration for an event at the Manning Networking Conference which included Dwight Newman on a panel. Newman was interviewed for a video on the subject by *Maclean’s*.

2014 also saw the publication of a paper by MLI board member Lincoln Caylor and colleague Gannon Beaulne, which debunked the conventional wisdom in legal and media circles on Parliament’s role in criminal sentencing. “*Defending Mandatory Minimum Sentences*” made the convincing case that Parliament had a proper role to play in ensuring just sentences, rather than leaving all to judicial discretion. The paper was profile in the *Law Times* and the authors contributed an op-ed to *Postmedia* papers. Their expertise was highly sought after following the Supreme Court’s decision in the case of *R. v. Nur*. The authors were quoted in a column by John Ivison in the *National Post*, and a story by the *Canadian Press*, and they were interviewed by talk radio stations and CTV’s *Power Play*.

Understanding the True Size of Government

How big is government in Canada? It’s hard to imagine a more fundamental question in discussions on public policy, but it’s one that is almost universally misunderstood. For the first time, MLI has answered the question definitively. “*Estimating the True Size of Government*”, a two-



part series by MLI Senior Fellow Philip Cross and former Statistics Canada Chief Economist Munir Sheikh, explained that the traditional definition of program spending as a portion of GDP doesn’t tell nearly the whole story. The two papers, “*Estimating the True Size of Government: Adjusting for regulation*”, by Cross, and “*Estimating the True Size of Government: Adjusting for tax expenditures*”, by Sheikh, exposed the fact that government controls nearly two-thirds of the economy, significantly higher than traditional measures of program spending. Sheikh and Cross had columns on their papers in the *Globe and Mail* and *National Post* respectively, and they were covered in the *Vancouver Sun*, *Manzella Report*, *CJOB* and *CFRA*.

Tearing Down the Barriers to Interprovincial Trade

One of MLI's favourite topics, the maddeningly persistent barriers to free trade within the provinces, was under the microscope in 2014. Industry Minister James Moore announced a new initiative to reform the Agreement on Internal Trade. In the *Globe and Mail*, MLI Managing Director Brian Lee Crowley welcomed the government's attention to the issue, but warned that its approach of working with the provinces was doomed to defeat; much better to exercise the federal government's power to make real reform happen.



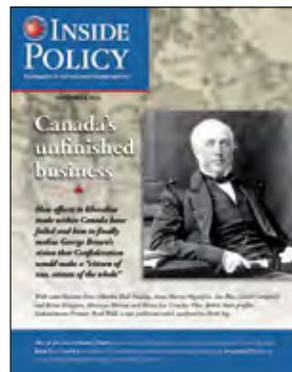
MLI also published a commentary by Anna Maria Magnifico, the former executive director of the Agreement on Internal Trade, who for the first time publicly revealed why the AIT failed.

Magnifico's commentary, and insightful pieces by Ian Blue, Martha Hall Findlay, Ailish Campbell and Brian Kingston of the Canadian Council of Chief Executives, and Monique Moreau of the Canadian Federation of Independent Business were featured in a highly popular special edition of *Inside Policy* in November of 2014.

Inside Policy

MLI's flagship magazine, *Inside Policy*, is our most effective vehicle for reaching a mass audience of decision makers and opinion leaders. Published six times a year, and distributed to parliamentarians, senior government officials, business leaders, journalists, MLI supporters and more, the magazine highlights the findings of MLI's study papers and other publications and offers original content inspired by current events and prevailing public policy concerns.

During 2014 the magazine spurred debate with a number of theme issues including "Canada's unfinished business" on internal trade, the controversial selection of the Supreme Court as Policy-Maker of the Year, analysing the merits of political reform, preparing for a balanced federal budget, and reflecting on the stellar record of the late former Finance Minister, Jim Flaherty.



Contributing to the magazine was a who's who of prominent public policy experts, including Stanley Hartt, Chrystia Freeland, Martha Hall Findlay, Robin Sears, Ailish Campbell, Ken Coates, Brian Lee Crowley, F.H. Buckley, Laura Dawson, Bob Plamondon, Philip Cross and many more.

Events

One of MLI's greatest strengths is our ability to be flexible and create timely events to further the discussion on pressing issues. Organizations such as the International Finance Club of Montreal, University of Calgary School of Public Policy, the Canadian Federation of Independent Business, and the BC Chamber of Commerce have relied on and entrusted MLI to present on topics such as natural resource development, social licence, barriers to internal trade, and regulation, throughout the year.

MLI's Senior Fellow Ken Coates was invited to speak to important audiences belonging to and involved with the Aboriginal community about MLI's Aboriginal Canada and the Natural Resource Economy project.

MLI carried out a busy event schedule in 2014 comprising both outreach activities which showcased the institute and conferences that augmented our research program. Events in Toronto, Montreal, Edmonton, Saskatoon and Calgary were a clear indication of the importance to MLI of having a presence outside of the capital.

The 4th Annual Macdonald-Laurier Soirée

In honour of Flag Day, MLI celebrated its annual Soirée with a house full of parliamentarians, public servants, policy makers, journalists, business leaders and other members of Ottawa's political circles. The evening was highlighted by inspiring speeches about Canada's great Prime Ministers, by Industry Minister James Moore, who honoured Sir John A. Macdonald, and former Justice Minister Irwin Cotler, who made a moving tribute to Lester Pearson.



1) The Hon. James Moore 2) The Hon. Peter Milliken, The Hon. Irwin Cotler, Senator David Smith, Brian Lee Crowley, Senator Janice Johnson 3) Ailish Campbell and Brian Lee Crowley

“

I was delighted to participate in the Macdonald-Laurier Soirée and regard it as an exemplary and outstanding success from every perspective.

I have been a long-time admirer of your contribution to public policy discourse and debate in this country, and *look forward to continuing to be the beneficiary of your principled and thoughtful initiatives.*”

The Hon. Irwin Cotler, MP FOR MOUNT ROYAL

Trans-Pacific Partnership Panel Discussions

With the negotiations ongoing for Canada to join the Trans-Pacific Partnership, it's clear the future of Canada's economic growth lies in Asia. Taking the lead, MLI, in partnership with Dawson Strategic and the Taipei Economic and Cultural Office, hosted panel discussions across Canada to hear from top experts on some of Canada's most important trade opportunities.

These discussions, in Ottawa, Calgary, Toronto and Vancouver, were well attended by diplomats, business representatives, consultants, and government officials.



Laura Dawson, Amb. Bruce Linghu, Douglas Goold, Brian Lee Crowley, Hon. Tim Hudak, Matthew Kronby

Great Canadian Debates

The Great Canadian Debates are perhaps MLI's favourite and highest-profile activity, during which the institute engages directly with politically minded people from all walks of life on sensitive issues.

The Great Canadian Debates series kicked off with a provocative subject in February, debating the resolution "Muslim immigration is no threat to Canada or the West". This debate featured Salim Mansur who opposed and Doug Saunders in favour of the resolution.



1



2

1) Salim Mansur 2) Barbara Kay

Taking on another hot topic, *National Post* columnist Barbara Kay and York professor Daniel Drache argued the resolution: “Free speech in Canadian universities is an endangered species”, in March.

Support from our media sponsors allowed us to leverage these events with print media opinion pieces and nationwide broadcasts of the debates on CPAC. In addition, the “Muslim immigration is no threat to Canada or the West” debate caught the attention of the international press, bringing MLI to the world.

Anti-Contraband Tobacco Panel Discussion

In November, Dawson Strategic and MLI convened members of the Anti-Contraband Tobacco Working Group in Ottawa to engage with a panel of experts on the contraband issue in Canada, linkages between illicit tobacco and organized crime and terrorism, and policy recommendations for the Canadian federal government. A full house attended at the Rideau Club, including Aboriginal leaders, government officials, members of Parliament, and advocacy groups.

Frank Buckley Book Launch

MLI reached out to a general audience with a book launch event for F.H. Buckley’s *The Once and Future King*. Close to 100 participants listened to Buckley elaborate on why he wrote the book, which argues that Canada’s political system is performing better than the United States’ when it comes to important issues such as protecting liberty and controlling the power of the executive. There was a discussion about the subject between Buckley and MLI Managing Director Brian Lee Crowley, before finishing off the evening with a lively Q&A.



1) Brian Lee Crowley and F. H. Buckley 2) Hon. Jason Kenny at the Labour Mobility Roundtable

Digital Privacy Forum

On June 10, 2014, the Macdonald-Laurier Institute partnered with Canada’s Digital Policy Forum (CDPF) to convene a who’s who of digital policy experts from government, business and civil society to discuss the federal government’s digital strategy and legislation that would have a major impact on businesses in the IT sector and all Canadians. The event generated a terrific discussion of the ideas raised by MLI author Solveig Singleton, in her report on digital privacy regulation.

Labour Mobility Roundtable

The Labour Mobility Roundtable hosted by the Canadian Employee Relocation Council and the Macdonald-Laurier Institute took place on November 27th in Ottawa with 30 participants. Participants shared their views on the importance of labour mobility as part of the solution to the growing skills gap, and its positive contribution to Canada’s overall economic prosperity. Guests included business leaders, government officials and policy researchers. Special remarks were made by Hon. Jason Kenney.

Impact on Public Policy

“*Perrin’s report makes good, principled sense.* Grounded in deep referential knowledge of his subject, and in refreshingly politically incorrect common sense, this report is a valuable contribution to a public-policy debate that may be heated and divisive, but one that will articulate our cultural understanding of “harm” – both to women and society. It’s a debate worth having, and one that is long overdue.”

National Post columnist Barbara Kay
ON MLI SENIOR FELLOW BENJAMIN PERRIN’S 2014 REPORT, “OLDEST PROFESSION OR OLDEST OPPRESSION”



Hon. Stephen Harper, Justin Trudeau, Hon. Thomas Mulcair.
Photos: PMO, Alex Guibord Flickr, Joe Cressy Flickr

At MLI we believe that to be effective, a think tank has to do more than talk. We must ensure that our ideas reach the right people, and influence action. For example:

- Following the publication of MLI Senior Fellow Benjamin Perrin’s report “*Oldest Profession or Oldest Oppression?*” federal government legislation adopted three general principles recommended by Perrin: Bill C-36 recognized that prostitution is inherently exploitive of women, it did not criminalize prostitutes themselves, and it targeted pimps, traffickers and johns with enhanced penalties.
- The federal government has introduced the *Removal of Serious Foreign Criminals Act*, intended to streamline the removal of foreign criminals in an effort to protect Canadians, in a move that adopted several recommendations by MLI author Scott Newark, in a 2012 publication.
- MLI’s leadership on credit card interchange fees proved effective in 2014, as the government resisted calls from the opposition and some business groups to regulate how much credit card companies could charge the businesses that use their services. The 2013 MLI report “*Credit Where its Due*”, argued against regulation, citing the costs to innovation and competition in the sector, and to consumers, including some of the least well-off. The government wisely opted for a voluntary, industry-led agreement instead.
- In 2014, MLI Senior Fellow Ken Coates was named to a three-member panel by the New Brunswick government to “create a new foundation for long-term relations between the provincial government and First Nations”, in the words of then Premier David Alward (Coates continues to advise the new provincial government).

- Also in 2014, Coates was recruited by Saskatchewan Treaty Commissioner George Lafond to take part in what he calls a “province-wide outreach initiative, designed to share ideas about Saskatchewan’s resource sector and the rapidly changing role of First Nations and Métis people in this important part of the economy.”
- Late in 2014, Coates was announced as a panelist at BC Premier Christy Clark’s Natural Resource Forum scheduled for January 2015
- Christian Leuprecht’s 2014 MLI paper, “*The Blue Line or the Bottom Line of Police Services in Canada*” had a significant impact on the report of the House of Commons Standing Committee on Public Safety and National Security on “*The Economics of Policing*”, and the report of the Association of Ontario Municipalities, titled “*Building a New Safety Model for Ontario*”. Ottawa Police Services Board Chairman Eli El-Chantiry committed to reviewing the Ottawa Police Service to see which duties that were being handled by highly-paid uniformed officers could be “civilianized”, as the Leuprecht report recommended, as a cost-saving measure. Leuprecht was invited to give a keynote to the Ontario Association of Police Services, an important demonstration of MLI’s leadership on this issue.
- In the 2014 budget, the federal government maintained funding for the Atlantic Integrated Commercial Fishery Initiative (AICFI), whose value was demonstrated in a 2012 MLI paper by Jacquelyn Thayer Scott titled “*An Atlantic Fishing Tale*” and a *Globe* column by Brian Lee Crowley.

MLI’s Media Profile

In 2014, MLI continued to establish itself as an indispensable source of media commentary on breaking news on national issues. A continued strength was in the publication of op-eds and columns, which have been a tremendous forum for publicizing MLI’s ideas, and which contribute greatly to MLI’s prestige, with the great majority of our opinion pieces appearing in the nation’s top publications, particularly the *Globe and Mail* and *National Post*. We published more than 120 op-eds in 2014, some appearing in several papers, for more than 250 appearances in publications across the country. For comparison, one of our direct competitors, the much larger and more established C.D. Howe Institute, published half that number.

This is partly due to the quality of commentary offered by our many experts, and in part due to MLI’s strong relationship with the nation’s opinion editors.

In 2014, MLI Managing Director Brian Lee Crowley was a prolific columnist in the *Globe and Mail*, *Postmedia* and other publications. His sharp, incisive and often witty pieces helped shape the national conversation on issues such as the misguided crackdown on Uber drivers in Ottawa, why Google shouldn’t be regarded as a monopoly, and why Canada shouldn’t be complacent on military spending.



Senior Fellow Philip Cross wrote regularly for the *National Post*, shedding insights on issues including income inequality, misunderstandings about StatsCan data, and calls for a national carbon tax, and Benjamin Perrin wrote in op-eds for the *Globe and Mail* on issues including counterterrorism. New Senior Fellow Dwight Newman was also widely published on timely issues.

MLI also published at least one op-ed in connection with each paper or edition of the magazine.

Op-eds have also been a great way to raise profile for our events, with Christian Leuprecht writing on First Nations' role in combatting contraband smuggling in the *Toronto Sun*, for example, and Laura Dawson writing on new opportunities for the Trans-Pacific Partnership in the *Globe and Mail*.

Overall earned media was more than 1000 media hits in publications with a total circulation of nearly 100 million, according to professional media monitoring service Troy Media. Our most popular publications for reporters were Christian Leuprecht's cost of policing paper and Benjamin Perrin's paper on the Supreme Court, as detailed above.

Our Senior Fellows and report authors have had an increasing presence in TV news. To name just a few examples, in July, Brian Lee Crowley told Global News viewers what they needed to know about internal trade, and in June, Dwight Newman discussed the implications of the "duty to consult" Aboriginal peoples on BNN, CTV and CBC North. Christian Leuprecht appeared on TVO's *The Agenda* to discuss the cost of policing, and Philip Cross gave context on employment numbers on CTV's *Power Play*.

Connecting with Canadians

MLI's website continues to be the communications cornerstone for connecting Canadians with our work. In 2014 we launched a brand new, modern website, mobile site and app, which has increased MLI's appeal and accessibility in this social media and digital age immensely. We also hired a new communications manager, charged with significantly raising MLI's online profile. Traffic on our site increased 21 percent in just the last quarter alone. Total unique viewers numbered 47122, with a strong upward trend in the latter part of the year.

As we implemented a new web and social media strategy, 2014 saw exponential growth in our social media followers with a 105 percent increase in Twitter followers alone. We have the power to leverage social media platforms such as Reddit, Twitter, Google Plus and Facebook to directly engage Canadians with our work, promote and share events and MLI publications, and to highlight columns and media appearances by Brian Lee Crowley and MLI Senior Fellows and authors.

<p>Macdonald-Laurier @MLInstitute</p> <p>Why Canada's new prostitution laws are well positioned to survive a constitutional challenge</p> <p>09:02 am - 16 Oct 14</p> 	<p>Macdonald-Laurier @MLInstitute</p> <p>@Uber a challenge to cities' broken taxi systems: @brianleecrowley in the @OttawaCitizen</p> <p>10:52 am - 10 Oct 14</p> 	<p>Macdonald-Laurier @MLInstitute</p> <p>Canada needs to brace for labour shortages: @brianleecrowley in the @globeandmail</p> <p>07:28 am - 27 Jun 14</p> 	<p>Macdonald-Laurier @MLInstitute</p> <p>It's time to change the conversation on provincial trade: @MHallFindlay in the @OttawaCitizen</p> <p>09:00 am - 17 Nov 14</p> 
---	---	---	--



Leadership

Board of Directors

CHAIR

Rob Wildeboer,
*Executive Chairman,
Martinrea International Inc., Vaughan*

VICE CHAIR

Jacquelyn Thayer Scott,
*Past President and Professor,
Cape Breton University, Sydney*

MANAGING DIRECTOR

Brian Lee Crowley

SECRETARY

Lincoln Caylor,
Partner, Bennett Jones LLP, Toronto

TREASURER

Martin MacKinnon,
CFO, Black Bull Resources Inc., Halifax

DIRECTORS

John Beck,
*Chairman and CEO, Aecon Construction Ltd.,
Toronto*

Erin Chutter,
President and CEO, Global Cobalt Corporation

Pierre Casgrain,
*Director and Corporate Secretary of
Casgrain & Company Limited*

Navjeet (Bob) Dhillon,
*President and CEO, Mainstreet Equity Corp.,
Calgary*

Wayne Gudbranson,
CEO, Branbham Group Inc., Ottawa

Stanley Hartt,
Counsel, Norton Rose LLP

Peter John Nicholson,
*Former President, Canadian Council of Academies,
Ottawa*

Advisory Council

Jim Dinning,
Former Treasurer of Alberta

Brian Flemming,
International lawyer, writer, and policy advisor

Robert Fulford,
*Former Editor of Saturday Night magazine,
columnist with the National Post*

Calvin Helin,
Aboriginal author and entrepreneur, Vancouver

Hon. Jim Peterson,
*Former federal cabinet minister, now a partner at
Fasken Martineau, Toronto*

Maurice B. Tobin,
The Tobin Foundation, Washington DC

Research Advisory Board

Janet Ajzenstat,
Professor Emeritus of Politics, McMaster University

Brian Ferguson,
*Professor, Health Care Economics,
University of Guelph*

Jack Granatstein,
*Historian and former head of the
Canadian War Museum*

Patrick James,
Professor, University of Southern California

Rainer Knopff,
Professor of Politics, University of Calgary

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

Christopher Sands,
Senior Fellow, Hudson Institute, Washington DC

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

Staff

David Watson,
Managing Editor and Director of Communications

Patricia Bouchard,
Development and Administration Officer

Mark Brownlee,
Communications Manager

Pamela Louie,
Event and Marketing Manager

Johanna Roach,
Director of Administration

Our Supporters

Everyone at MLI wishes to express their thanks for the generous support of our donors and other supporters. Because of your vital help, we were able to continue our hard work of being in the right place at the right time to research and promote good public policy. It is because of foundations, corporations and individuals like you who believe that Canadians deserve the very best public policy that we can continue to strive to be the best think tank Canada has to offer.

Donors

Aurea Foundation
BCSG Enterprises
Canadian Fuels Association
Donner Canadian Foundation
Google Canada Corporation
Imperial Oil
Isles Foundation Incorporated
Johnson & Johnson Family of Companies in Canada
Laidley Foundation
Lodestar Security Solutions Inc.
Lotte and John Hecht Memorial Foundation
Martinrea International
Merck Canada Inc.
Mining Association of Canada
Oakwest Corporation Ltd.
Pirie Foundation
RBC Foundation
Tata Consultancy Services Canada Inc.
TD Bank Group
Torrance and Andrée Wylie Foundation
Wesbild Holdings Ltd.
Wilson Foundation

Event Sponsors

CGA Canada
Canadian Public Affairs Channel
Canadian War Museum
Intuit
iPolitics
Shaw Communications Inc.
Spectra Energy Corporation
Donors are the backbone of helping MLI achieve its goals. We are a registered charitable institution for educational purposes in Canada and the United States.
If you would like to become a supporter, please contact:
patricia.bouchard@macdonaldlaurier.ca



Financial Report

Macdonald-Laurier Institute Statement of Revenue and Expenditures

December 31	2014	2013
Revenue		
Donations	\$ 1,034,664	\$ 912,522
Event registration and sponsorship	131,938	99,185
Other	36,053	42,659
	1,202,655	1,054,366
Expenditures		
Contract fees	539,176	535,613
Event speaker fees, catering, supplies and promotion	56,864	133,480
Other	186,716	185,612
Salaries and benefits	410,802	299,341
	1,193,558	1,154,046
Expenditures over revenue	\$ 9,097	\$ (99,680)

Balance sheet

December 31	2014	2013
Assets		
Current		
Cash and cash equivalents	\$ 406,446	\$ 429,079
Accounts receivable	93,476	21,212
HST receivable	47,689	56,675
Prepaid expenses	7,224	13,953
	\$ 554,835	\$ 520,919
Liabilities		
Current		
Payables and accruals	\$ 64,596	28,720
Deferred revenue	387,488	398,545
	452,084	427,265
Fund balance		
General fund equity	102,751	93,654
	\$ 554,835	\$ 520,919

Full Audited Statements Available on Request

Thank You

From all of us at the Macdonald-Laurier Institute
thank you for your continued support.





MACDONALD-LAURIER INSTITUTE

True North in Canadian Public Policy

CONTACT US: Macdonald-Laurier Institute
8 York Street, Suite 200
Ottawa, Ontario, Canada K1N 5S6

TELEPHONE: (613) 482-8327

WEBSITE: www.MacdonaldLaurier.ca

CONNECT
WITH US:



MLI app:
<http://getmyapp.me/MLI/>



@MLInstitute



[www.facebook.com/
MacdonaldLaurierInstitute](http://www.facebook.com/MacdonaldLaurierInstitute)



[www.youtube.com/
MLInstitute](http://www.youtube.com/MLInstitute)