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*Where Tomorrow's Public
Policy Begins Today*

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Part One: From "C" to shining "C": AIMS releases the first National Municipal Performance Report

It's a first for Canada. A national municipal performance report for 31 cities across the country – and in this case a shining "C" is not a good grade.

The **AIMS National Municipal Performance Report** not only tells us whether we receive good municipal service, but also whether we pay too much for those services. The report grades Canada's largest cities and capitals based on the efficiency and effectiveness of service delivery using a three year average (2005, 2006 and 2007).

"What makes this report unique is that the methodology compares both actual and in context performance," says AIMS Executive Vice President Charles Cirtwill. "So you can see your city's performance considering such factors as population and socio-economic status."

Maclean's used the AIMS report to publish its Best (and Worst) Run Cities edition.

To read the AIMS National Municipal Performance Report, [click here](#).

Follow [this link](#) to the Maclean's coverage.

Part Two: A good look at hard numbers: The data behind the grades

AIMS' [National Municipal Performance Report](#) provides the final grades for 31 of Canada's largest cities and capitals. Those grades are based on publicly available information which we divided into 10 categories; People & Place, Financial History, Socio Economic Status, Governance & Finance, Taxation, Safety & Protection, Transportation, Environmental Health, Economic Development, and Recreation & Culture.

Follow the links below to view this information and compare the hard numbers on how your city stacks up on number of residents per city councillor, or average taxes paid per dwelling, or average number of crimes per 100,000 population.

- [People & Place](#)
- [Financial History](#)
- [Socio Economic Status \(SES\)](#)
- [Governance & Finance](#)
- [Taxation](#)
- [Safety & Protection](#)
- [Transportation](#)
- [Environmental Health](#)
- [Economic Development](#)
- [Recreation & Culture](#)

Part Three: The glass IS half-full: Recovering on the upside

In [this Commentary](#), AIMS Founding President Brian Lee Crowley explains that Canada is poised to come out of this downturn economically stronger than the United States.

Based on remarks to Finance Canada's 2009 Senior Managers' Retreat, [The downturn . . . and after](#) provides lessons on moving forward through this recovery period to come out the other end in the best possible position. Among the lessons Crowley offered to the audience, ". . . .concentrate the stimulus spending you absolutely have to make on displaced workers, not on failing industries, for the former will quickly be reabsorbed when the upturn comes, whereas the industries that are dying today will quite likely still be dying (or dead) in five years. And if we allow the destruction to occur in the downturn, when the upturn comes people will more quickly be placed in higher productivity and stronger firms."

Crowley concluded his remarks to the most senior and influential bureaucrats within Canada's federal finance department by explaining, "We have through sound public policy set the stage for the creation of a period of great economic strength for Canada compared to the US. We mustn't allow it to be drained away by the twin circumstances of economic downturn and ill-disciplined minority government. We have to find new policy anchors to return the country to disciplined policy, strong growth and improved productivity. Demographic change will help us get there, but there is no substitute for well-designed stimulus spending, restraint in such spending, milestones for ratcheting back the stimulus in a timely manner, avoiding creating long-term commitments, and setting new policy anchors to get us back on track once the

downturn is over."

To read the complete Commentary, [click here](#).

Part Four: Why a little tax competition is a good thing: Maine is following in New Brunswick's footsteps

The grass is always greener on the other side of the fence – or in this case border. New Brunswick's move to reform its tax regime has prompted action from its neighbour, not in Canada, but in the United States. Maine is following New Brunswick's lead. In this op/ed, published in the Globe and Mail, AIMS Executive Vice President Charles Cirtwill explains why other jurisdictions need to follow suit.

To read the complete op/ed, [click here](#).

Part Five: In the headlines: From union benefits to worst-run cities to demographics – AIMS fuels the discussion

Survey says we're among worst-run cities - AIMS' National Municipal Performance Report, which Maclean's used for its Best and Worst Cities issue, attracted attention across the country. In this story in the Windsor Star, a local councillor says he sees the survey as an opportunity to improve.

London one of Canada's best-managed cities, survey says - News stories were circulating on the web within minutes of Maclean's publication of its Best (and Worst) Managed Cities edition based on AIMS' National Municipal Performance Report. This story appeared in the online edition of the London Free Press.

Burnaby named best-run city in Canada - Not surprising the publication of AIMS' National Municipal Performance Report in Maclean's magazine prompted instant reaction in the top city, Burnaby, BC.

Government takes the lead on population growth - New Brunswick cabinet minister Victor Boudreau uses AIMS research and quotes AIMS Executive Vice President Charles Cirtwill as he explains his government's policy on population growth.

Utility on the block: For sale Premier says Quebec meetings may include discussions on privatizing NB Power - With the New Brunswick government talking about the possible privatization of NB Power, reporters turned to AIMS executive Vice President Charles Cirtwill for expert comment. Cirtwill says sell the utility. "The challenge you have is government trying to run a business, but you don't have anyone in government with the credentials. They don't have experience operating private sector companies."

What's the deal with union benefits?: Unions in PR battle for benefits in bad times - The National Post called on AIMS Executive Vice President Charles Cirtwill to provide insight of some union benefits that may need rethinking in today's economic environment.

Experts say loan guarantees good for economic development - When the NB government provided a loan guarantee to a Miramichi business, people started asking whether it was such a good idea. Reporters turned to AIMS Executive Vice President Charles Cirtwill for comment. He explained that a loan guarantee is better than a loan or an outright grant.

Tory leader questions assistance for construction firm - A loan guarantee by the New Brunswick government to a Miramichi construction company has some politicians in the province raising questions. In this story, AIMS Executive Vice President Charles Cirtwill points out that governments should start saying no when they become the lender of last resort.

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