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**Part One: How do you beat City Hall? Join international municipal performance expert Larry Mitchell at an AIMS breakfast and find out how.**



AIMS is bringing one of the world's foremost experts on municipal performance to Atlantic Canada. **Larry Mitchell** of New Zealand is internationally recognized as an expert on city performance management systems. He will tell us how the most progressive municipalities are using sophisticated measurement techniques and accountability mechanisms to keep taxes low and service and satisfaction levels high. Find out how it's done and what we can do right here....

More than ever, Canadian municipalities are under pressure to provide quality services for reasonable costs. Exploding assessments, rising taxes, and increased municipal spending have not been accompanied by demonstrable improvements in the level or quality of municipal services. With the taxpayer being squeezed on all fronts, municipal governments must operate at the highest possible performance levels. But such measurement is not common in Canada.

To explore the issue of performance measurement systems in local government and the implications and lessons for Canada, join Larry Mitchell for this breakfast briefing on **Thursday 5, October**.

To learn more, [click here](#).

To register for the event, [click here](#).

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## **Part Two: Time to pull for Atlantica: Globe and Mail columnist roots for AIMS' Atlantica concept.**

In the September 20<sup>th</sup> edition of the Globe and Mail, columnist Neil Reynolds asked the question: Want efficient trade? Then he answered it by suggesting readers support cross border and transportation corridors to create that efficient trade.

He said the time has come to drag Atlantic Canada back to shore and he says it's time to support AIMS' concept of Atlantica which includes better cross border and transportation corridors.

Reynolds concluded:

*Atlantica needs the highway corridor and border crossings to move container cargo fast and efficiently. An off-loaded container leaves behind an economic benefit of roughly \$1,000; take 15,000 containers off a single supership in Halifax and pocket \$15-million in rewards. The United States has already made a huge commitment to Atlantikan infrastructure. Canada needs to match this investment. It's time to pull Atlantic Canada back to shore.*

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

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## **Part Three: Heed AIMS: Daily News columnist urges Canada's deputy ministers to pay attention to the message delivered to their annual retreat**

Once a year Canada's senior federal civil servants gather to exchange ideas and information. Top policy experts from across the country are invited to speak to the annual retreat of deputy ministers.

This year, AIMS president Brian Lee Crowley examined the pending shortage of labour in Canada. He reviewed federal government programmes, immigration policy and regulatory conditions that are contributing to the problem rather than providing solutions.

*"All of this implies a major shift in federal policy from supporting consumption to investing in Canadians' productive capacity. This will include changes in tax policy to improve the climate for private sector productivity-enhancing investment, as well as public sector spending on genuine infrastructure investments that pass a tough cost-benefit test."*

Crowley told the deputies that they as the "brains and muscle behind public policy in the federal government, have the opportunity of a generation to put a whole new face on the role of government in this country". He concluded that time is short and urged them to make the most of it.

The comments prompted Brian Flemming, a columnist in the Halifax Daily News, to muse:

*"Bringing the federal government's policies, programs and priorities "in accord*

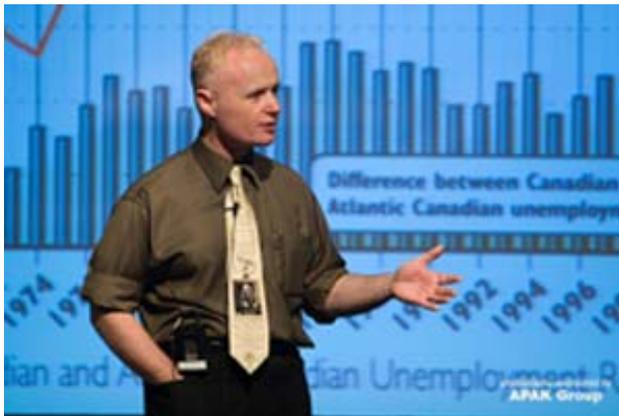
*with today's problems rather than yesterday's" will, Crowley asserted, be the principal policy challenge of the next decade. Let's hope all those DMs were paying attention to Crowley."*

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

To read the complete Commentary based on Crowley's remarks to this exclusive gathering of senior federal deputies, [click here](#).

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#### **Part Four: Radical chic meets monopoly power: What public sector trade unionism has meant to Canada**



*"The most militant, ideological and intractable part of the trade union movement (the public sector) is also its fastest growing. The last redoubts of trade union ideology in its purest form are not the factories and the mines, where international competition long ago brought reason to the bargaining table. They are the unionized faculty clubs and white collar workers of the public sector." -*

AIMS president Brian Lee Crowley (left) to the Institute for Public Administration of Canada (IPAC) annual convention held in Charlottetown, PEI.

This Commentary takes a serious look at the differences between private and public sector trade unionism in Canada. As a share of private sector employment, trade unions have virtually disappeared, and the few that remain have had to accept wage concessions and higher productivity demands as a reality of their continued existence. Crowley writes that public sector unions meanwhile, have a virtual stranglehold on the delivery of public services and have translated that control into higher wages, lower expectations and unparalleled job security.

*"Have you ever tried to fire a teacher? Despite all the talk about public sector accountability, measures of productivity and performance in the public sector remain few and controversial, leaving low-performing public sector activities to their dogmatic slumbers . . . workers in the private sector, knowing how much their jobs depend on high productivity, flexible work practices and satisfying their customers, find the obstructive and militant attitudes of the modern trade union movement simply incomprehensible and frightening."*

Crowley says there are a number of explanations for why the public sector unions remain strong at a time when trade unions are becoming obsolete in the labour-strapped private sector. First, the growth of international competition that hit domestic industries in the private sector has been slower to hit the public sector; second the public sector creates lots of opportunities for what the economists call rent-seeking, or unearned benefits at others' expense; third, the discipline of the bottom line is absent in the public sector; and finally the public sector is itself an avid monopolist (as in e.g. health care), which dovetails nicely with every union's dream of monopolizing the

supply of labour in its industry. But as Crowley points out, the pressure for higher productivity and greater accountability is rising even in the public sector; the question is will public sector unions adopt, or obstruct this revolution.

The Commentary is based on remarks made to the annual convention of the Institute of Public Administration of Canada (IPAC) during a session titled *Democracy versus Solidarity: Public-Sector Unions*.

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

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### **Part Five: Tear down the walls to build the ships: How tariffs have failed the shipping industry.**

This week Irving Shipbuilding announced it won the contract to build one, possibly two, small cruise ships for American Cruise Lines (ACL). It is a rare piece of good news for the beleaguered, but once prosperous, Canadian shipbuilding industry.

There was a time when Canada was considered one of the greatest shipbuilding nations in the world. No more. So can it be revived and what needs to be done to make that happen?

Dr. Mary Brooks takes a look at part of that puzzle in *The Jones Act under NAFTA and its effects on the Canadian Shipbuilding Industry*. This research paper, published by the Atlantic Institute for Market Studies (AIMS), says that the existence of the 25 percent tariff on imported ships has been of little value to the shipbuilding industry and it has actually given rise to distortions in the Canadian marine transport market.



*"No other Canadian transportation mode is required to pay a similar duty on imported capital assets. The high cost of acquisition of ships, either through domestic construction or payment of duty, damages the competitive position of Canadian domestic shipping in relation to alternative international trade movements. Furthermore, the question about how much that currently moves by truck and rail could be switched to the more environmentally friendly marine mode cannot be answered while the modal distortion remains."*

Brooks, who holds the William A. Black Chair of Commerce at Dalhousie University, points out, suggests a gradual phase out of the 25% tariff and a commercial regional seas strategy complementing an external security perimeter as a rational for the mutual removal of Canadian and American cabotage legislation.

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

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### **Part Six: Creative Cities . . . the latest urban economic fad**

A recent Ontario study, "Imagine a Toronto...Strategies for a Creative City" suggests supporting a city's cultural community will pay big dividends in the long run for economic growth.

Patrick Luciani, AIMS Senior Fellow in Urban Policy, takes exception to such public policy. In *Creative Cities*, Luciani examines the Ontario study and questions the very definitions used by the authors to determine what is creative. He also suggests there is a better way to support creative or artistic cities. Luciani explains the money is better spent on tax cuts and education.

To read more, [click here](#).

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