



Annual Report



Rapport annuel

2007-08

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Fiscal year 2007-08 marks the eve of AIMS' 15th anniversary, and my first year as Chair of the Board of Directors.

From the outset, AIMS has served as a distinctive voice on public policy regionally, nationally and internationally. It has set the benchmark, and continues to raise the bar, with respect to public policy by drawing together the freshest most forward-looking thinking available from some of the world's foremost experts and applying that thinking to the challenges we face.

The Institute continues to generate debate on key public policy issues through its thought-provoking and unique research. It is only through such informed debate that the best public policy can be implemented and that is the role of a public policy think tank. AIMS lives up to that role in society whether it is in public education, public health care, public finance, or government accountability. Its projects — such as Atlantica, the high school report card, the new municipal report card, or the Equalization series— have had a significant impact on our society. AIMS continues to 'push the envelope', by asking the tough questions and providing unique answers that can work today, whether it is locally, regionally or nationally.

Of course none of this is possible without the assistance, dedication and hard work of many individuals. It is my pleasure to recognize and thank them.

This past year saw the return to the Institute of its founding president, Brian Lee Crowley, from his secondment as the Clifford Clark Visiting Economist with the Finance Department in Ottawa. The experience he gained through this prestigious appointment only adds to the perspective that AIMS brings to its research in public policy. The fact he was named one of the most influential people in Ottawa during his tenure speaks volumes about his remarkable talent.

I want to also thank Charles Cirtwill, the Executive Vice President, for his leadership during Brian's absence. He continues to run the day to day operations at AIMS and ensures it continues to examine policies that are relevant and important. It is a tribute to his expertise that he continues to be an informed voice on public policy issues in the region and the country.

Brian and Charles are supported by a hard-working and experienced staff. Ian Munro as the Director of Research; Barbara Pike as Director of Communications; Bobby O'Keefe, a senior policy analyst; Lori Peddle, the operations manager; Holly Chisholm, a public policy analyst; Barrie Hebb, the research economist and Alex Wilner, Defence and Security Policy Intern;



L'année financière 2007-2008 marque la veille du 15^e anniversaire de AIMS, et ma première année à titre de président du conseil d'administration.

Depuis ses débuts, AIMS s'est révélé une voix distinctive sur la politique publique aux plans régional, national et international. Il a établi les critères et continue de hausser les normes en ce qui a trait à la politique publique en faisant appel aux réflexions les plus novatrices provenant d'experts parmi les plus reconnus au monde, et en les appliquant aux défis que nous affrontons.

L'Institut continue de susciter des débats sur les principales questions de politique publique par le truchement de recherches uniques stimulant la réflexion. Seuls, des débats bien documentés permettent de mettre en œuvre les meilleures politiques publiques, et c'est effectivement le rôle d'un groupe de travail axé sur la politique publique. AIMS assume ce rôle dans la société, qu'il s'agisse de l'éducation publique, des soins de santé, des finances publiques ou de l'imputabilité des gouvernements. Ses projets, comme par exemple Atlantica, le bulletin des écoles secondaires, le nouveau bulletin des municipalités, ou la série sur la Péréquation- ont créé un impact important dans notre société. AIMS continue de repousser les limites, en posant les questions difficiles et en apportant des réponses originales et fonctionnelles aujourd'hui tant aux plans local, que régional et international.

Évidemment, rien de tout cela ne serait possible sans l'aide, le dévouement et le travail ardu de nombreux individus. Je suis donc heureux de les reconnaître et de les remercier.

L'année dernière a marqué le retour à l'Institut du président fondateur, Brian Lee Crowley, suite à son détachement comme économiste invité Clifford Clark au ministère des Finances à Ottawa. L'expérience qu'il a acquise au cours de cette prestigieuse affectation contribue à élargir les perspectives dans lesquelles AIMS situe ses recherches sur la politique publique. Le fait qu'il ait été nommé l'une des personnalités les plus influentes à Ottawa durant l'occupation de ce poste en dit long sur ses remarquables talents.

Je désire également remercier, Charles Cirtwill, vice-président exécutif, de son leadership durant l'absence de Brian. Il continue de vaquer aux opérations quotidiennes de AIMS et de s'assurer de la poursuite de l'examen des politiques importantes et pertinentes. Sa compétence lui vaut de continuer à être une voix informée sur les questions de politique publique dans la région et au pays.

Brian et Charles ont le soutien d'un personnel travaillant et expérimenté : Ian Munro, directeur de la recherche, Barbara

are all dedicated to their jobs and the work of the Institute. I'd also like to take this opportunity to thank Diane Hache for her efforts as development coordinator.

There are two other groups that make a valuable contribution to the Institute: the Advisory Council and the Board of Research Advisors. I would like to thank the Advisory Council for its continuing guidance and the Board of Research Advisors under the chairmanship of Robin Neill for its consistent research excellence.

Of course, I want to also thank all of my fellow Board members for their hard work and support during my first year as chair. Their opinions, insight and advice are valued not only by me, but also by our staff. I would particularly like to acknowledge the hard work and expertise of Dianne Kelderman, our Vice-Chair, Martin MacKinnon, our Treasurer, and Faye Shaw, our Corporate Secretary.

In addition, I would be remiss not to acknowledge the work of John C. Crosbie and Peter C. Godsoe, both served AIMS as Vice-Chairs. John resigned during the year after his appointment as Lieutenant-Governor of Newfoundland and Labrador; a well-deserved honour for his years of unfailing support to his home province. Peter stepped down at the end of the year. Their dedication to AIMS from the beginning has made a significant difference to the success of the Institute. Both will be missed.

And my deepest thanks go to our many funders whose support allows AIMS to do the important work it does. We are truly indebted to them.

AIMS' work will continue in 2009 as we celebrate 15 years of linking ideas with public policy challenges and making sure that business leaders, the media, policy makers and all citizens have the knowledge and the understanding necessary to ensure that government action will contribute to a safer, stronger, freer and more prosperous region and country.

John F. Irving
Chair

Pike, directrice des communications, Bobby O'Keefe, analyste principal des politiques; Lori Peddle, gestionnaire des opérations; Holly Chisholm, analyste de la politique publique; Barrie Herb, économiste chercheur, et Alex Wilner, chercheur en politiques de la défense et de la sécurité; ils sont tous dévoués dans leurs emplois et dans leur travail à l'Institut. Je voudrais également profiter de cette occasion pour remercier Diane Hache de son travail assidu à titre de coordonnatrice du développement.

Je tiens également à souligner la contribution remarquable à l'Institut de deux autres groupes : le Conseil consultatif et le Comité des conseillers à la recherche. Je désire remercier le Conseil consultatif de son orientation soutenue et le Comité des conseillers à la recherche, présidé par Robin Neill, pour l'excellence constante de ses recherches.

Il va sans dire que, je désire également remercier tous mes collègues du Conseil de leur travail et soutien assidus durant ma première année à la présidence. Leurs opinions, leur inspiration et leurs conseils sont appréciés, non seulement à titre personnel, mais aussi par le personnel. Je voudrais tout particulièrement souligner le travail assidu et la compétence de Dianne Kelderman, notre vice-présidente, de Martin MacKinnon, notre trésorier, et de Faye Shaw, notre secrétaire générale.

En outre, je serais négligent de ne pas reconnaître le travail de John C. Crosbie et de Peter C. Godsoe, qui tous deux, ont servi AIMS à titre de vice-présidents. John a démissionné au cours de l'année après sa nomination comme lieutenant-gouverneur de Terre-Neuve et du Labrador, honneur bien mérité pour ces années de soutien sans relâche à sa province natale. Peter a quitté ses fonctions à la fin de l'année. Leur dévouement à AIMS dès le début, s'est révélé un précieux apport au succès de l'Institut. Ils nous manqueront tous les deux.

Et mes remerciements les plus sincères à nos nombreux investisseurs dont le soutien permet à AIMS d'accomplir le travail qu'il fait. Nous leur sommes très reconnaissants.

Le travail de AIMS se poursuivra en 2009 alors que nous célébrerons 15 ans de juxtaposition des idées avec les défis que posent les politiques publiques et continuerons de faire en sorte que les dirigeants d'entreprises, les médias, les décideurs et tous les citoyens disposent des connaissances et de la compréhension nécessaires pour s'assurer que l'action des gouvernements contribuera à une région et à un pays plus sécuritaire, plus fort et plus prospère.

Le président du conseil d'administration,
John F. Irving

What people want depends on what they know – about themselves, their resources, and the real choices open to them. To discover what people really want, we must be constantly striving to offer them ever-changing choices, letting them know that these choices exist. Since by its very nature this information can never be complete, we are embarked, in a free economy, on a permanent quest for knowledge. This quest is the goal of public policy think tanks. It is to provide our fellow citizens; whether business leaders, the media, policy-makers or ordinary citizens; the knowledge and understanding to ensure that government will contribute to a safer, freer, more prosperous region and country for all of us.



AIMS is now entering its 15th year. We pride ourselves on providing a uniquely Atlantic Canadian voice on key public policy issues that are important to our region and our country. We have generated informed debate on public education, public health care, Atlantica and equalization, to name a few. This past year we launched the Municipal Report Card for Nova Scotia and New Brunswick. The publication of interim reports were heralded by citizens and municipal leaders as a much needed vehicle to understand what goes on within our municipalities and to hold them accountable.

As Atlantica moved from an “AIMS concept” to the main stream, after school boards and education departments made public student achievement data, and while commentators dusted off an AIMS paper on population change to address the issue of labour shortages, it is clear our Institute does make a difference. AIMS welcomes its role in providing people the information that prompted these shifts in public policy. The impact of our research is not always immediate, but it is becoming more and more obvious.

This past year, I returned to AIMS after an 18 month secondment as the Clifford Clark Visiting Economist with the federal Department of Finance in Ottawa. It was a relief to return to the world outside the strictures of the civil service. However, I am also thankful for the experience gained during my time in Ottawa, and hope that my presence has left an impression with those with whom I worked. I know that my tenure reinforced my belief that the work conducted by public policy think tanks across this country is critical to the implementation of sound public policy.

I want to thank Charles Cirtwill for his dedication and hard work as acting President in my absence. Under his leadership the Institute continued to produce the high quality research AIMS has built its reputation on through the past 14 years.

Ce que les gens veulent est évidemment fonction de ce qu'ils savent – sur eux-mêmes, leurs ressources et sur les choix réels qui leur sont offerts. Afin de découvrir véritablement ce que veulent les gens, nous devons continuellement nous efforcer de leur offrir des choix en constante évolution, et les informer que ces choix existent. Étant donné que par sa nature même, l'information ne peut jamais être complète, nous sommes dans une économie libre, engagés dans une quête quasi incessante de connaissances. Cette recherche est l'objectif des groupes de travail en politique publique. Nous avons pour tâche de fournir à nos concitoyens, qu'il s'agisse de dirigeants d'entreprises, de médias, de décideurs ou de simples citoyens, les connaissances et la

compréhension nécessaires pour s'assurer que le gouvernement contribuera pour tous à une région et à un pays plus sécuritaire, plus libre et plus prospère.

AIMS entre maintenant dans sa 15e année. Nous sommes fiers d'apporter une voix unique dans l'Atlantique canadien sur les principales questions de politique publique qui sont importantes pour notre région et notre pays. Nous avons lancé des débats informés sur l'éducation publique, les soins de santé, Atlantica et la péréquation, pour n'en citer que quelques-uns. L'année dernière, nous avons lancé le Bulletin municipal pour la Nouvelle-Écosse et le Nouveau-Brunswick. La publication de rapports intérimaires a été accueillie par les citoyens et les dirigeants municipaux comme un outil qui s'imposait pour comprendre ce qui se passe dans nos municipalités et leur faire assumer leurs responsabilités.

Après que Atlantica ait évolué d'un « concept de AIMS » pour s'ancrer dans la réalité, que les conseils scolaires et les départements d'éducation ont rendu publiques les données sur les résultats scolaires des élèves, et que les commentateurs ont dépoussiéré un document de AIMS sur les changements démographiques pour aborder la question des pénuries de main-d'œuvre, il est devenu indiscutable que notre Institut fait une différence. AIMS se réjouit de son rôle à fournir à la population l'information qui a suscité ces changements dans la politique publique. L'impact de nos recherches n'est pas toujours immédiat, mais, il devient de plus en plus évident.

L'année dernière, je suis revenu à AIMS après un détachement de 18 mois comme économiste visiteur Clifford Clark au ministère fédéral des Finances à Ottawa. Ce fut un soulagement de revenir dans un monde hors des contraintes de la Fonction publique. Toutefois, je suis aussi reconnaissant de l'expérience acquise durant mon séjour à Ottawa, et j'espère que ma présence a laissé une impression à ceux avec qui j'ai travaillé. Je sais que mon mandat a renforcé ma conviction que le travail effectué sur la politique publique par les groupes de travail à travers ce pays est essentiel à la mise en œuvre de saines politiques publiques.

While many of us at AIMS are regularly asked to be keynote speakers at various events around the region, there were a few national and international invitations of note during the past fiscal year. Charles Cirtwill was invited to make a keynote presentation at a seminar in Milan, Italy, organized by the Istituto Regionale di Ricerca della Lombardia (IReR) called the Freedom of Choice in Education: Responsibility as Systemic Principle. Brian Ferguson, AIMS Senior Fellow on Health Care Economics presented the Annual Economics Lecture for the Cyprus Economic Society and the Department of Economic and Management at the University of Cyprus. His topic was National Health Systems: Incentives, Problems & Best Practices. Another AIMS senior fellow, David MacKinnon made a presentation to The Empire Club of Canada in Toronto. His speech on the inequity of equalization made headlines across the country. Remarks to various groups and association, along with presentations to legislative committees are edited or revised for publication as Commentaries on the AIMS website.

In addition to a number of presentations I made to various groups which will be mentioned later, I was invited to hold a salon and be a panelist at the international gathering of think tank leaders known as the "Atlas Experience" and was a keynote speaker at the Centre for the Study of Canada Seminar at McGill University.

The 2007/08 year has been a busy one for the Institute, building on its past work and generating new projects. The following are some of the highlights:

Making it public – finally!

When AIMS issued its first Atlantic Canadian high school report card in 2003, a common problem was the lack of information about what is going on inside our classrooms. Not only was data on student achievement inaccessible to the public, in most cases it was just uncollected and therefore unavailable to anyone.

We said from day one, that the more the public knows, the better the schools will be. An in-depth study in 2007 by the Organization for Economic Cooperation and Development (OECD) confirmed AIMS' position by finding a direct link between a country's achievement on the Programme of International Student Assessment (PISA) and the publication of performance results at the school level. The performance improvement was significant even when things like local incomes, unemployment, and education levels were considered.

We have to look no further than our own region to provide evidence of that link. A year after our first high school report card, Newfoundland and Labrador began publishing student achievement data. It now provides the widest sets of measures in the region and this year added one more measure – participation in university preparatory courses. That openness is reflected

Je désire remercier Charles Cirtwill de son dévouement et de son travail assidu à titre de président par intérim durant mon absence. Sous son leadership, l'Institut a continué de produire de la recherche de grande qualité sur laquelle AIMS a bâti sa réputation au cours des 14 dernières années.

Bien que nombre d'entre nous à AIMS soient régulièrement invités comme conférenciers principaux à divers événements dans la région et les environs, il y a lieu de souligner quelques invitations nationales et internationales au cours de la dernière année financière. Charles Cirtwill a été invité à faire une importante présentation à un séminaire à Milan, Italie, organisé par l'Istituto Regionale di Ricerca della Lombardia (IReR), intitulée The Freedom of Choice in Education : Responsibility as Systemic Principle. Brian Ferguson, chercheur principal de AIMS en économie des soins de santé, a présenté l'Annual Economics Lecture pour l'Economic Society de Chypre, et le Department of Economic and Management de l'Université de Chypre. Il avait intitulé sa présentation : National Health Systems Incentives, Problems and Best Practices. Un autre chercheur principal de AIMS, David MacKinnon, a fait une présentation à l'Empire Club of Canada à Toronto. Son discours sur l'iniquité de la péréquation a défrayé les manchettes à travers le pays.

Des commentaires à divers groupes et associations, de même que des présentations à des comités législatifs sont mis au point ou révisés pour publication sous la rubrique Commentaries du site Web de AIMS.

En plus d'un certain nombre de présentations à divers groupes dont je ferai mention plus loin, j'ai été invité à tenir un salon et à être panéliste à une rencontre internationale de directeurs de groupes de travail intitulée « the Atlas Experience » et aussi l'un des principaux conférenciers au séminaire du Centre for the Study of Canada à l'Université McGill.

L'année 2007-2008 a été très active pour l'Institut. Nous avons poursuivi le travail du passé, et lancé de nouveaux projets dont voici quelques-uns des points saillants

Enfin ! Des données accessibles au public

Lorsque AIMS a publié son premier bulletin des écoles secondaires en 2003, un problème fréquemment évoqué était le manque de données sur ce qui se passe dans les salles de classe. Non seulement les données sur les résultats des élèves étaient inaccessibles au public, mais dans la plupart des cas, elles n'étaient pas recueillies et n'étaient donc pas disponibles pour personne.

Dès le premier jour, nous avons affirmé que plus le public sera renseigné, plus les écoles seront bonnes. Une étude en profondeur effectuée en 2007 par l'Organisation de coopération et de développement économiques (OCDE) a confirmé la position de

in results. Student achievement on international tests has gone from last place in Canada to the middle of the pack, and Newfoundland and Labrador now leads this entire region in student performance.

In Nova Scotia, after battling school boards through the *Freedom of Information Act* for five years seeking data, the Department of Education and some school boards have now committed to make student achievement data public. In New Brunswick, after continued criticism from AIMS for dropping provincial exams, the government announced it plans to re-instate the exams and in a news story in the *Telegraph-Journal* Education Minister Kelly Lamrock acknowledged AIMS' work repeating our Institute's position on the reason such data is critical to improving our public school system.

"We believe that if you aren't evaluating how kids are progressing, if you are not checking in on which schools and which teachers and which methods are most effective, then kids are going to lose out. Restoring the evaluations is one way of many that we can move forward," said Lamrock.

"There are times I think evaluations are important and I think AIMS has done a huge service to the public in reminding us of the importance of having clear goals and measuring them well."

AIMS does make a difference.

Making City Hall Accountable

Everyone loves to complain about the municipal services they receive and the taxes they pay. Invariably they pay more and get less than the next guy, and they know this based on what the next guy told them, or what they figure the next guy would tell them if they asked him.

This year AIMS had a better idea. It released interim Municipal Report Cards for New Brunswick and Nova Scotia and invited tax-payers to put up or shut up. The interim report cards did not give ranks and grades for municipalities in the provinces. However, it does provide one-stop access to a range of information about where they live and about how the "other half lives". It provided an opportunity for tax-payers to actually help measure how well roads, sewers, and garbage collection are managed in their own municipalities.

Not surprisingly the reports weren't always well received within municipalities, but they did generate a lot of discussion in newspapers and at city and town council meetings in both provinces.

AIMS en établissant un lien direct entre les résultats d'un pays aux termes du Programme international pour le suivi des acquis des élèves (PISAE) et la publication des résultats du rendement au niveau scolaire. L'amélioration du rendement s'est révélée appréciable même en tenant compte d'éléments comme les revenus, le chômage et l'éducation aux niveaux locaux.

Tenons nous en à notre propre région pour fournir des preuves de ce lien. Une année après la publication de notre premier bulletin sur les écoles secondaires, Terre-Neuve et le Labrador ont commencé à publier des données sur le rendement des élèves. À l'heure actuelle, les deux fournissent les plus vastes séries de mesures dans la région, et cette année, ils en ont ajouté une autre, soit la participation aux cours préparatoires à l'université. Cette ouverture se reflète dans les résultats. Les résultats des élèves dans les tests internationaux qui occupaient la dernière place au Canada, sont passés au milieu du peloton, et présentement, Terre-Neuve et le Labrador mènent dans toute la région au chapitre du rendement des élèves.

En Nouvelle-Écosse, après avoir livré bataille aux conseils scolaires par le biais du *Freedom of Information Act* pendant cinq ans en vue d'obtenir des données, le ministère de l'Éducation et certains conseils scolaires se sont maintenant engagés à rendre publiques les données sur le rendement des élèves. Au Nouveau-Brunswick, après avoir subi les critiques continues de AIMS pour avoir laissé tomber les examens publics, le gouvernement a annoncé son intention de rétablir les examens, et dans une nouvelle parue dans le *Telegraph Journal*, le ministre de l'Éducation Kelly Lamrock a reconnu le travail de AIMS, en reprenant à son tour la position de notre Institut selon laquelle ces données sont essentielles à l'amélioration de notre système scolaire public.

« Nous croyons que si vous n'évaluez pas les progrès des enfants, si vous ne cherchez pas à déterminer quelles écoles, quels enseignants et quelles méthodes sont les plus efficaces, les enfants seront alors les perdants. Le rétablissement des évaluations est l'un des nombreux moyens nous permettant de réaliser des progrès », de dire Lamrock.

« Je crois qu'à certains moments, les évaluations sont importantes et j'estime que AIMS a rendu un énorme service au public en nous rappelant l'importance de se donner des objectifs précis et de savoir bien les mesurer ». (traduction libre)

AIMS : une voix qui fait une différence

Rendre les municipalités responsables

Tous les gens aiment se plaindre des services municipaux qu'ils reçoivent et des taxes qu'ils paient. Invariablement, ils paient davantage et obtiennent moins que leurs voisins, et ils le savent d'après ce que les voisins leur ont dit, ou encore, ils imaginent ce

This is not an exercise to dictate where municipalities spend tax-payers' money. It is to determine where the money is spent and provide that information to tax-payers to determine whether they are getting value for their money.

As one editorial in a provincial newspaper pointed out, "The demand on municipal services differs a bit from city to city. The demand for fair value does not. Looking at these comparisons, residents must wonder what they're getting to justify higher service costs."

AIMS does make a difference.

Ageing Gracelessly

Almost ten years ago AIMS sounded the alarm about Atlantic Canada's ageing population in *Population Change in Atlantic Canada: Looking at the Past, Thinking about the Future*. Its analysis and conclusions are proving prophetic as analysts across the country this year finally caught up.

This past year the Institute built on its prior work by releasing a number of Commentaries about the shifting demographics. *Crunch Time: Population change will challenge Atlantic Canada's future* written by AIMS' Director of Research Ian Munro attracted attention across the country and prompted a flurry of news stories, policy papers, and commentary.

Our *Population Change* paper concluded, "Only careful analysis can provide the information required to make well informed policy decisions, and policies that take prospective demographic changes into account are likely to be better than those that ignore them." That is as true today as it was then. An example is my Commentary, *Trade: It's not just about goods anymore*, in which I explain that Canada's success in dealing with the challenges of population ageing (including rising programme costs for government, falling participation rates by Canadians in the workforce and growing labour shortages even in the face of rising immigration levels, to pick just a few) will almost certainly depend on our remaining open to trade, including so-called "offshoring", or the transfer of jobs from Canada to other countries.

Such Commentaries, as well as presentations to various groups and associations, pushed the impact of changing demographics up the list of public policy issues across the country.

AIMS does make a difference.

Taking Atlantica to the next level

Atlantic Business magazine named Atlantica one of the biggest business newsmakers of 2007 and AIMS was given credit for the concept and its research showing the benefits of Atlantica. Mere

que leurs voisins pourraient leur dire s'ils le leur demandaient

Cette année, AIMS a eu une meilleure idée. Il a publié des Bulletins municipaux intérimaires pour le Nouveau-Brunswick et la Nouvelle-Écosse, et invité les contribuables à endurer ou à se taire. Les bulletins intérimaires n'ont pas établi de classement ni donné des notes aux municipalités dans les provinces. Toutefois, ils ont fourni un guichet unique pour un éventail de données sur l'endroit où ils habitent et comment « les autres s'en tirent ». Ils ont donné aux contribuables la possibilité de contribuer réellement à mesurer de quelle façon les routes, les égouts et la collecte des déchets sont gérés dans leurs municipalités.

Nous n'avons pas été surpris de constater que les rapports n'ont pas toujours été bien accueillis dans les municipalités, mais, ils ont suscité de nombreuses discussions dans les médias et dans les réunions des conseils municipaux des deux provinces.

Cet exercice ne visait pas à dicter comment les municipalités devraient dépenser les taxes payées par les contribuables. Il a plutôt pour but d'établir où les sommes sont dépensées, et de rendre ces données disponibles aux contribuables afin qu'ils puissent déterminer s'ils en ont pour leur argent.

Un éditorial d'un journal provincial a souligné, « La demande de services municipaux diffère quelque peu d'une ville à une autre. Cependant, vouloir en avoir pour son argent est une demande qui ne change pas. En examinant ces comparaisons, les résidents peuvent se demander ce qu'ils obtiennent effectivement pour justifier les coûts plus élevés des services ».

AIMS : une voix qui fait une différence

Vieillessement difficile

Il y a près de 10 ans, AIMS avait sonné l'alarme au sujet de la population vieillissante de l'Atlantique canadien dans *Population Change in Atlantic Canada : Looking at the Past, Thinking about the Future*. Ses analyses et ses conclusions se sont révélées prophétiques car cette année, les analystes se sont finalement intéressés à la question.

L'année dernière, l'Institut a enrichi ses travaux précédents en publiant un certain nombre de Commentaries sur l'évolution démographique. *Crunch Time : Population change will challenge Atlantic Canada's future*, rédigé par Ian Munro, directeur de la recherche à AIMS, a attiré l'attention à travers le pays et suscité une avalanche d'articles dans les médias, de documents d'orientation et de commentaires.

Notre document *Population Change* concluait en ces termes : « Seule, une analyse attentive peut fournir l'information requise pour arrêter des décisions politiques informées, et les politiques

mention of the concept no longer prompts protest, but more likely encourages debate. The Atlantica concept did mature in this fiscal year, but that's not to say there isn't more work to be done.

In *Saving Atlantica and the Atlantic Gateway from the Politicians*, I warned of the threat to the concept through the federal government's Atlantic Gateway strategy and the grab for cash it has instigated from every possible interest regardless of the reality of whether they are needed for the strategy to succeed. Based on my remarks to the Halifax Shipping Association, the Commentary concludes that government has to think strategically about how to use the investments, not to provoke political battles, but to concentrate on the prize to be won.

An invitation from the World Affairs Council of Maine to be the Distinguished Speaker at the Sumner Bernstein Forum for International Understanding in June provided an international stage to talk about taking Atlantica to the next level. The remarks and subsequent Commentary investigated the relationship between trade, freedom and prosperity. It explored the unique economic and trade relationship that Canada and the U.S. are in the midst of creating in North America, often in spite of ourselves, and the challenges of managing this new creation successfully.

The visit also afforded me the opportunity to testify before the Maine Citizens' Trade Committee of the State Legislature in Augusta. My remarks and the resulting Commentary, explained that the key to diversifying the region's final markets is to improve truck and short sea shipping service and building rail and road links through southern New Brunswick and south through Maine and the other northern New England states. As well, harmonisation is needed of regulations between jurisdictions, interprovincial, cross-border and interstate.

Atlantica remains an important project for the Institute, but no longer does AIMS stand alone in declaring its necessity for the future prosperity of the region. No longer do people raise a quizzical eyebrow when the word is uttered. It has become a mainstay of public policy debate in business circles around the region.

AIMS does make a difference.

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As you can see fiscal 2007-08 was a busy year for the Institute. We published 38 papers and Commentaries. The AIMS website received almost 1,000,000 unique visitors (for almost 6,000,000 hits). AIMS' staff and authors were featured in more than 500 news stories covering newspapers, magazines, radio, and television and magazine. Their informed comment and expert analysis on critical public policy issues was read, heard or seen by well over 10,000,000 people. Op-eds written by our staff and authors

tenant compte des changements démographiques éventuels seront probablement meilleures que celles qui les ignorent ». (traduction libre). Cette affirmation est aussi vraie aujourd'hui qu'elle l'était alors. En voici un exemple tiré de mon commentaire : *Trade : : It's not just about goods anymore*, dans lequel j'explique que le succès du Canada à faire face aux défis du vieillissement de la population (notamment l'augmentation des coûts des programmes pour le gouvernement, le déclin des taux de participation des Canadiens dans la population active et les pénuries grandissantes de main-d'œuvre, et ce, malgré les niveaux grandissants de l'immigration, pour n'en nommer que quelques-uns) dépendra de façon quasi certaine du maintien de notre ouverture au commerce, y compris ce que l'on nomme la « délocalisation » ou le transfert d'emplois du Canada à d'autres pays.

Ces Commentaries, de même que des présentations à divers groupes et associations, ont fait grimper l'impact des changements démographiques dans la liste des questions de politique publique à travers le pays.

AIMS : une voix qui fait une différence

Hisser Atlantica à un autre niveau

Le magazine *Atlantic Business* a nommé Atlantica l'une des plus grandes nouvelles de 2007 et AIMS s'est vu accorder le crédit du concept et des recherches démontrant les bénéfices qu'Atlantica pouvait nous valoir. La simple mention du concept non seulement ne soulève plus de protestations, mais est plus susceptible d'encourager les débats. Au cours de cette année financière, le concept Atlantica a acquis de la maturité, mais il ne faut pas s'asseoir sur nos lauriers, car il reste encore beaucoup à faire.

Dans *Saving Atlantica and the Atlantic Gateway from the Politicians*, j'ai servi une mise en garde contre la menace au concept que faisait peser la stratégie de la porte d'entrée de l'Atlantique du gouvernement fédéral et de la ruée sur des sommes considérables, déclenchée par tous les intérêts possibles, sans se préoccuper de savoir s'ils sont réellement nécessaires au succès de la stratégie. Selon mes remarques à l'Halifax Shipping Association, le Commentaires concluait que le gouvernement doit établir une stratégie sur la façon d'utiliser les investissements, et non pas de provoquer des querelles politiques, mais au contraire de se concentrer sur le prix à gagner.

Une invitation en juin du World Affairs Council du Maine comme conférencier distingué au Sumner Bernstein Forum for International Understanding, m'a offert une scène internationale pour promouvoir le passage d'Atlantica à un niveau supérieur. Mes remarques et le Commentaires ultérieur ont permis d'investiguer les rapports commerciaux entre la liberté du commerce et la prospérité. Ils ont exploré les relations économiques et commerciales uniques

appeared in the *Globe and Mail*, *The National Post*, *The Toronto Star* as well as major papers across the country, particularly in Atlantic Canada.

None of this would be possible without dedicated and committed staff, Board and funders. My sincere thanks to Charles Cirtwill, Executive Vice President, who kept the Institute on track during my secondment as the Clifford Clark Visiting Economist with the Department of Finance in Ottawa. In addition, my thanks to Director of Communications Barbara Pike, Director of Research Ian Munro, Operations Manager Lori Peddle, Senior Policy Analyst Bobby O'Keefe, Policy Analyst Holly Chisholm, Research Economist Barrie Hebb, and our editor, Barry Norris.

A special thanks for the members of the Board who continue to give freely of their time and advice. Their informed insight of the major issues facing this region and country is valued by the Institute as we move forward with research projects. Their feedback, both positive and negative, adds to the work that we do.

There are also our Policy Fellows Peter Fenwick, Kelvin Ogilvie, Patrick Luciani, Brian Ferguson, Julia Witt, David Zitner, David MacKinnon, Alex Wilner and Angus McBeath; and the Research Advisory Board under the chairmanship of Robin Neill.

Of course, none of this would be possible without the generous financial support of philanthropic foundations, corporations, and the general public. Whether it is a contribution of \$20 or \$20,000, the generosity of our donors allows us to continue to do the work we do. I want to thank them all for their continued faith in our work.

AIMS continues to have a significant impact on the public policy debate in this region and this country. It is a direct testament to the ideas, energy and commitment of the people whose hard work is the foundation of the Institute. Our quest continues as we enter our 15th year to provide our fellow citizens; whether business leaders, the media, policy-makers or ordinary citizens; the knowledge and understanding to ensure that good public policy will ensure a safer, more open, more prosperous region and country for all of us. AIMS does make a difference.

Brian Lee Crowley
President

que le Canada et les États-Unis sont en voie de créer en Amérique du Nord, souvent malgré eux, et les défis que pose la gestion fructueuse de cette nouvelle création.

Cette visite m'a également fourni l'occasion de témoigner devant le Maine Citizens' Trade Committee of the State Legislature à Augusta. Mes remarques et le Commentaires qui s'en est suivi, visaient à expliquer que la clé de la diversification des marchés finaux de la région tient à l'amélioration du camionnage et du service de navigation sur courtes distances, ainsi qu'à la construction de voies ferroviaires et de routes de liaison à travers le sud du Nouveau-Brunswick et du sud jusqu'au Maine, ainsi que dans les autres États du nord de la Nouvelle-Angleterre. La nécessité s'impose aussi d'une harmonisation des réglementations entre les compétences interprovinciales, transfrontalières et interétatiques.

Atlantica demeure un projet important pour l'Institut, mais AIMS n'est plus seul à déclarer qu'il est nécessaire à la future prospérité de la région. Les gens ne s'étonnent plus lorsque le mot est prononcé. Il est devenu l'une des assises des débats sur la politique publique dans les cercles d'affaires de la région.

AIMS : une voix qui fait une différence

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Comme vous pouvez le voir, l'année financière 2007-2008 a été très chargée pour l'Institut. Nous avons publié 38 documents et Commentaires. Le site Web de AIMS a reçu près d'un million de visiteurs (pour environ 6 000 000 de consultations). Le personnel de AIMS et ses auteurs ont fait l'objet de plus de 500 articles dans les médias, les magazines, la radio et la télévision. Leurs commentaires documentés et leurs analyses judicieuses sur d'importantes questions de politique publique ont été lus, écoutés ou vus par plus de 10 000 000 de personnes. Des points de vue rédigés par notre personnel et nos auteurs ont été publiés dans *The Globe and Mail*, *The Toronto Star*, de même que dans de grands journaux à travers le pays, particulièrement dans le Canada de l'Atlantique.

Rien de tout cela ne serait possible sans un personnel dévoué et engagé, le Conseil et ses membres. Mes sincères remerciements à Charles Cirtwell, vice-président exécutif, qui a maintenu l'Institut en piste durant mon détachement à titre d'économiste visiteur Clifford Clark au ministère des Finances à Ottawa. Je désire aussi remercier Barbara Pike, directrice des communications, Ian Munro, directeur de la recherche, Lori Peddle, gestionnaire des opérations, Bobby O'Keefe, analyste principal des politiques, Holly Chisholm, analyste des politiques et Barrie Hebb, économiste de la recherche.

Un merci particulier aux membres du Conseil qui continuent à nous offrir gratuitement leur temps et leurs avis. Leur jugement éclairé sur les grandes questions auxquelles font face notre région et le pays est vivement apprécié par l'Institut, d'autant plus que nous allons de l'avant avec des projets de recherche. Leurs réactions, positives et négatives contribuent au travail que nous accomplissons.

Il faut également mentionner nos associés de recherche Peter Fenwick, Kelvin Ogilvie, Patrick Luciani, Brian Ferguson, Julia Witt, David Zitner, David MacKinnon, Alex Wilner et Angus McBeath, et le Comité consultatif de recherche présidé par Robin Neill.

Évidemment, rien de tout cela n'aurait été possible sans le généreux soutien financier de fondations philanthropiques, d'entreprises et du grand public. Qu'il s'agisse d'une contribution de 20\$ ou de 20 000\$, la générosité de nos donateurs nous permet de continuer de faire notre travail. Je veux les remercier tous de la confiance soutenue qu'ils accordent à notre travail.

AIMS continue d'exercer un impact appréciable sur les débats en politique publique dans cette région et dans le pays. Il constitue en sorte un testament des idées, de l'énergie, et de l'engagement des personnes dont le travail ardu est la fondation de l'Institut. Notre recherche se poursuit alors que nous entrons dans notre 15^e année en vue de fournir à nos concitoyens, qu'il s'agisse de dirigeants d'entreprises, de médias, de décideurs ou de simples citoyens, les connaissances et la compréhension nécessaires pour s'assurer que de bonnes politiques publiques seront le gage d'une région et d'un pays plus sécuritaires, plus libres et plus prospères pour nous tous. AIMS, une voix qui fait la différence.

le président,
Brian Lee Crowley

October 2007

The potential of private sector health care in Canada

This background paper from the Canadian Health Care Consensus Group explains that fixing our health care system woes requires more flexibility. Author Brian Ferguson, an economics professor at the University of Guelph and AIMS Fellow in Health Care Economics, says that if we are to successfully address problems within our nation's health care system, then we must be open to a multitude of options.

November 2007

Whose education is this anyway? Why the “public” in “public education” should mean the children, not the system.

AIMS points out that expanding the Tuition Support Program, not getting rid of it, is in the best interest of students in Nova Scotia. Authors Charles Cirtwill and Bobby O'Keefe explain how more control and authority at the school level is in the best interest of public education, whether in government or private schools.

November 2007

Are big cities really saving the Canadian economy?

In this Commentary, AIMS Senior Fellow in Urban Policy Patrick Luciani takes a look at the driving force behind growth in Canada's cities. Some recent theories say that growth is driven by the elite “creative” class and therefore cities should invest heavily in culture and the arts. Luciani points out that while it may be a fine sentiment, the data don't appear to support the theory.

December 2007

Crunch Time: Population change will challenge Atlantic Canada's future

A decade ago, AIMS was among the first voices in the Atlantic region to sound the alarm with regard to shifting demographic patterns and a looming labour shortage. In Crunch Time, AIMS Director of Research Ian Munro finds little has changed, and population stagnation and decline is upon us. He examines the ramifications of that population crunch on the economy of the region.



February 2008

Canadian Regional Subsidies: Killing the Golden Goose and Weakening Canada

AIMS Senior Fellow in Fairness in Confederation; the Ontario Perspective David MacKinnon explains why equalization is anything but equal.

February 2008

Spend & Tax: Improving efficiency and accountability of taxation in HRM

Property taxes, municipal services, increasing costs, bigger potholes - all are part of the reality of today's urban centre. This paper examines taxation in the Halifax Regional Municipality and recommends how municipal taxation can be more efficient and accountable. The recommendations by author Harry Kitchen, Professor Emeritus in the Department of Economics at Trent University in Ontario, can be adapted by other municipalities.

March 2008

The LNG Window of Opportunity: Opened or Closed?

Author Angela Tu Weissenberger examines the evolving global LNG market and the implications for related projects in Atlantica.

March 2008

A Pill Too Hard to Swallow: The US can't solve its prescription drug woes at the cost of Europe or Canada

AIMS President Brian Lee Crowley highlights the problems of drug re-importation schemes ... and Europe's hypocrisy in condemning American plans to do so.

#6 HIGH SCHOOL REPORT CARD



April 2008

AIMS 6th Annual Report Card on Atlantic Canadian High Schools

Making performance data public on a school by school basis has been proven to improve student performance. The AIMS 6th Annual Report Card on Atlantic Canadian High Schools proves that leaders can become

laggards by ignoring that research, and laggards can become leaders by embracing it.

April 2008

Beyond Trade: Taking Canada and America to the Next Level

The need to adapt our thinking on international trade to reflect the reality of the 21st century is examined in this Commentary. AIMS President Brian Lee Crowley asks us to throw out our old perceptions of what constitutes trade. Trade deficit may be a four-letter word for some, but Crowley points out that trade deficit statistics tell us nothing meaningful and in fact are used to justify all sorts of mistaken and wrong-headed conclusions. He examines trade between the United States and Canada, and explains that increasingly Canadians do not make finished products and sell them to Americans, but rather the two countries make things together and then sell them to the world.

April 2008

Good Enough for Government Work

Not too hot is how one could rate how well our provincial governments handle the public purse. In this annual national review of provincial finances, author and AIMS Director of Research Ian Munro finds that some of the richest provinces still get failing grades, while some of the poorest are working hard to stay within budget.

April 2008

International trade and the US presidential elections: Why international trade is good for rustbelt states too

Free trade and the North America Free Trade Agreement (NAFTA) has moved to the centre of the US presidential primaries with both remaining Democrat candidates blaming it for all the economic woes of the country. In this Commentary, AIMS President Brian Lee Crowley sheds a more informed light on the topic. He strips away the rhetoric and shows that trade agreements are not the culprit they are made out to be.



April 2008

Single-Payer Health Care for Maryland

The Maryland Public Policy Institute turned to AIMS first, when it sought expert analysis of a proposal for state-wide universal health care in its state. AIMS and the MPPI partnered in this joint evaluation of the proposal, providing both a Canadian and American perspective.

May 2008

How Bad Politics and Good Intentions Destroyed the Atlantic Canadian Economy: And What That Tells Us About Canada and the Welfare State

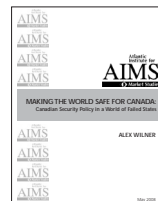
This Commentary, based on remarks delivered to the Centre for Canada Study Seminar at McGill University, examines economic development and equity programmes in Canada. AIMS President Brian Lee Crowley shows how such public policies lead to a welfare state and actually harm the very regions such policy is meant to help. He says programmes need to have stated goals and need to be examined to ensure those goals are met. Crowley says such is not the case in Canada today.



May 2008

Having Your Say

In the first step in AIMS' Municipal Report Card project, Having Your Say is an interim report for New Brunswick municipalities. It provides information on how municipalities spend our tax dollars, and invites New Brunswickers to comment.



May 2008

Making the World Safe for Canada

Canada's failed state policy is dangerously outdated. AIMS Security and Defence Policy Fellow Alex Wilner weighs in on how Ottawa might better protect Canadians.

May 2008

Cronyism in Canada? Surely Not . . .

Does Third World-style cronyism exist in Canada? In this Commentary, AIMS President Brian Lee Crowley examines that question and points out that ancient wisdom tells us that if something looks like a duck and quacks like a duck, then it probably is indeed a duck. So, if governments in Canada exhibit similar behaviours to those in some of the world's most backwards countries, should we conclude that Third World-style cronyism is alive and well here at home?

May 2008

Tiger in the tank or bats in the belfry: Who has the best explanation of how oil prices work?

Everyone seems to be raging against the oil companies these days over the price of gasoline. This Commentary by AIMS President Brian Lee Crowley sheds light on the true economics of oil pricing.

May 2008

Saving Atlantica and the Atlantic Gateway from the Politicians

AIMS President Brian Lee Crowley writes that an undignified scramble for “free government money” threatens the strategy.

June 2008

Atlantica and the Future of Our Shared Region

In this Commentary, based on testimony before the Maine Citizens’ Trade Committee of the State Legislature, AIMS President Brian Lee Crowley explains what the region gains by embracing Atlantica. He says the choices made now will dictate the region’s future prosperity. Crowley told committee members the key to diversifying the region’s final markets is to improve truck and short sea shipping service and building rail and road links through southern New Brunswick and south through Maine and the other northern New England states. It includes harmonization of regulations between jurisdictions, interprovincial, cross-border and interstate



June 2008

Measuring Up . . . or Not

In this paper AIMS provided Nova Scotians an opportunity to do more than just complain about municipal services and property taxes. This interim report for Nova Scotia municipalities provides in one location the data that are collected and made available by the municipal and provincial governments. Unfortunately, an early finding in this exercise is that little information is available to answer the question of whether Nova Scotians are getting good value for money from their municipal governments.

June 2008

Shaping our government: Promoting efficiency, accountability and good service in your City Hall.

Based on remarks to Citizens for Halifax, this Commentary provides direction for all municipal governments. From municipal amalgamation to public sector competition, AIMS President Brian Lee Crowley explains the failure of one and the potential of the other. He explains why the Halifax amalgamation cost the city more than four times the original estimate of under \$10-million. He says there has been no cost savings, no economies of scale and no debt reduction observed yet. Crowley also provides proven examples of where local government should be headed.

June 2008

Canada-US Relations in an Age of Superstitions

This Commentary is based on remarks by AIMS President Brian Lee Crowley to the World Affairs Council of Maine as the Distinguished Speaker at the Sumner Bernstein Forum for International Understanding. Crowley talks about the relationship between trade, freedom and prosperity. He explores the unique economic and trade relationship that Canada and the U.S. are in the midst of creating in North America, often in spite of ourselves, and the challenges of managing this new creation successfully. And he explains how trade, the freedom on which it is premised, and the prosperity it can create, could affect the northeast corner of North America known as Atlantica.

July 2008

The Middle East’s Moral Challenge to the West

Based on remarks by renowned Israeli journalist Caroline Glick, this Commentary reflects her powerful and thought-provoking message. Glick sets out three moral challenges for the West and says that she believes that if we abide by these and we do it in a clear way, there is no doubt that we will emerge victorious and stronger for having struggled. However, she said that if the West doesn’t, or only abide by some of them and not others, we will find ourselves in more precarious situations in the future.

July 2008

One Size Fits None: Putting kids’ achievement first, comes with putting kids first.

It’s time for a big idea. This Commentary tells New Brunswick how to truly put kids first in education. Forget about the old and staid; ignore the calls for a return to the past; it’s time for something completely different. Based on a submission to the Minister’s consultation on the future of Early French Immersion, this Commentary points out that one programme does not fit all schools or communities. Co-authors Charles Cirtwill and Bobby O’Keefe explain there is though one solution that fits all programmes in all schools and communities. That solution is choice.

July 2008

What is the Government Good for Anyway? Liberty, Property and Regulation

Richard Epstein has written on a wide variety of legal topics, and is known for a generally libertarian approach to issues in legal theory. *What is the State Good for Anyway?* is based on Epstein's remarks to the 2008 Civitas National Conference in Winnipeg. In it he asks "what do we do as a minority in a very complex political environment in order to make the current system less intrusive, less regulatory and less government-dominated."

August 2008

Culture's friends, culture's enemies: The tangled web of arts funding in Canada

Robert Fulford explores cultural bureaucracy and its impact on Canada's culture. He explains that dependency on government funding has turned many of Canada's artists into cultural bureaucrats, the exact opposite of what they seek.



August 2008

Trade: It isn't just about goods anymore

This Commentary is based on the opening remarks to the Work Research Foundation's round table on trade, entitled Greenlighting Trade, by conference facilitator Brian Lee Crowley, the founding President of AIMS. He sets the tone for

the conference and explains that no longer is trade just about goods and materials and natural resources. He warned it will more and more be about people and labour and workers.



September 2008

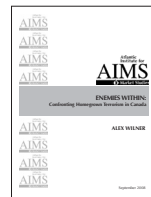
"Yes, Minister" is a No-No

This paper is based on a submission to the Nova Scotia government on school board governance. Authors Charles Cirtwill and Bobby O'Keefe explain why schools and school communities, not the Minister of Education, should call the shots in public education. They point to the greater issues surrounding education in the province and recommends systemic solutions rather than mere patchwork fixes.

September 2008

Halifax is Different

This paper, the 4th in the AIMS Atlantica Port Series, looks at the port typology and determines where the Port of Halifax fits.



September 2008

Enemies Within: Confronting homegrown terrorism in Canada

Homegrown terrorism is an evolving global phenomenon. AIMS Security and Defence Policy Fellow Alex Wilner discusses how Canadians might better protect themselves from the terrorism to come. He says understanding how to combat homegrown terrorism will require an innovative, multi-faceted, and coordinated strategy, and he provides four strategies.

To be or not to be *Advancing employee rights*



Are workers' rights in Canada being violated by forced membership in labour unions? Is Canada lagging behind the rest of the world in protecting workers' human rights?

On 01 October 2007, Swedish human rights lawyer Jan Södergren explored the topic in a presentation to an AIMS luncheon entitled, "To Be or Not to Be". His work in many high-profile cases has advanced the rights of employees and citizens

throughout the European Union. Södergren represented the unionized employees in the landmark Evaldsson case at the European Court of Human Rights, which established that unions cannot take dues, including for political and other purposes not related to workplace needs from unionized employees who are not also union "members".

Södergren was in Halifax as part of a national tour with the Canadian LabourWatch Association. AIMS luncheon with Södergren explored the issue of employee rights in a union shop. He said one of the last countries to allow government legislation and collective bargaining agreements to force workers to become union members is Canada, which allows workers' human rights to be violated

The local government index *Measuring Canadian municipal governments*



Are taxpayers getting a good return on the money they pay to their municipal governments? Are municipalities putting tax dollars toward infrastructure and services, or frittering it away on non-necessities while roads fall apart? Should

we be demanding more from our local government?

On 28 November 2007, public policy and finance expert Larry Mitchell was in Halifax to present his paper on Local Government Performance Index published by the Frontier Centre for Public Policy. It reviews Canada's 30 most populous municipalities and measures performance according to a variety of financial indicators. The index used only publicly available information.

The only city reviewed in Atlantic Canada was Halifax, which Mitchell says is ranked in the middle of the pack when evaluated on the information that was available for study. However, he was quick to point out that Halifax needs to be far more transparent and disclose more of its finances to the public.

Mitchell also offered advice on how Canadian cities can improve their performance. Foremost among his prescriptions is changing from a cash-based accounting system to an accrual based system. He noted that more progressive local governments, such as those in New Zealand, have been using the accrual system for more than 20 years.

The Grano Series 2007 – 08 ***The Race to the White House***

Once again this year, AIMS was pleased to be a partner in the prestigious Grano Speaker Series in Toronto. The Grano Series takes place at Toronto's Grano restaurant under the proprietorship of Roberto Martella. Grano's intimate atmosphere provides a perfect combination of informal dining with an energetic atmosphere for debate and discussion. The theme for the 2007-2008 series was The Race to the White House. On November 4, 2008, Americans elected their 44th President. The wide-open primaries, the presidential campaign revolved around two of the most historically contentious issues in U.S. politics: race and the use of American power abroad. Speakers for the series were Camile Paglia, Shelby Steele, James Carville and David Gergen.

The Geography of Transportation: ***How Atlantica can make the most of it***



In a fascinating exploration of the trends in port development along the east coast of North America, Jean-Paul Rodrigue, Department of Economics and Geography at Hofstra University in New York lays bare the challenge facing the Port of Halifax in the very near term.

Go big or go home.

With the continued need to service the largest possible market in the most effective and efficient manner combined with the realities of ever tighter margins because of increasingly fuel costs, the gap between the big ports and the not so big ports is getting wider.

Rodrigue calls this 'divergence'. In essence it is the widening gap between ports that have fully integrated their supply chains to serve the largest possible market at the lowest price, and those that have not. His warning is that Halifax has not. The challenge for the Port community and indeed for all of Atlantica is can we, and can we in time

Electronic health records in Canada: ***Addressing the challenges, reaping the rewards***

At an AIMS Breakfast Briefing on 16 April, Richard Alvarez President & CEO Canada Health Infoway, discussed the progress that's been made across the country and the challenges that lie ahead with electronic health records.

Health care is Canada's largest, most information-intensive industry. Three times larger than the country's biggest bank, its revenues would rank tenth among the Fortune 500. Every minute, some 2,000 health care transactions take place, requiring documentation and information flow. Yet these health care transactions are still largely recorded and stored on disconnected pieces of paper. The technology that has revolutionized almost every other area of human endeavour in the past two decades remains largely absent from Canada's health care system.

The country's health care system is under pressure from increased incidence of chronic disease a growing shortage of clinicians, a shift from acute to home care and other alternatives, and rising costs. Recognizing the urgency of addressing these pressures, stakeholders in Canada's health care system, have consistently identified the importance of electronic health records as a necessity.

Keeping up with our Jones's: Continental Integration on the Trans-national Regions Model

22 January 2008, Annual Seminar

Economic Development Council of Maine, Bangor, ME

In this keynote address to the annual seminar of the Economic Development Council of Maine, AIMS Director of Research Ian Munro updated the progress and roadblocks of Atlantica. He explained some of the infrastructure short-comings, and updated which regulations continue to cause problems doing business within the northeastern region of North America and beyond.

AIMS Municipal Report Card

28 January 2008, Saint John Board of Trade, Saint John, NB

AIMS acting President Charles Cirtwill used an invitation to speak to the Saint John Board of Trade as an opportunity to unveil AIMS' latest project, the Municipal Report Card. The MRC is designed to evaluate municipalities and local service districts (LSDs) on the service they provide to their residents.

Canadian Regional Subsidies: Killing the Golden Goose and Weakening Canada

07 February 2008 – The Empire Club of Canada, Toronto, ON

Canadian regional subsidies including equalization are the opposite of what they seem. Rather than being beneficial, they have impeded the growth of all regions and have resulted in public services that are far more accessible in recipient jurisdictions than in Ontario and Alberta. They have also locked Ontario, the home of more than a third of all Canadians, in a financial vise which darkly shadows its future. AIMS Senior Fellow David MacKinnon made headlines following this address to the prestigious Empire Club of Canada in Toronto. MacKinnon's remarks in February proved prophetic as news broke later in the year that Ontario would join the ranks of the equalization receiving provinces.

Standing Senate Committee on Transport and Communication

08 February 2008, Halifax, NS

At the invitation of the committee, AIMS acting President Charles Cirtwill made a presentation on the institutional and physical obstacles to the competitiveness of Canada's intermodal transportation system. He explained what the public sector should do, including to promote a better business climate – let business do business. Cirtwill also told the Senators that among other things there needs to be harmonization of trucking and business regulations generally; a reduction in taxation to improve the business climate; better collection, collation and provision of data; and more research so public policy decisions have a sound foundation.

Canadian Competitiveness – The Innovation Imperative

27 February 2008. FEI Canada National Breakfast Seminar

Halifax, NS

AIMS' Charles Cirtwill presented the keynote speech at this seminar. At the time the rise in Canadian dollar had eliminated Canada's artificial competitive advantage. Cirtwill explained that innovation in products and services is critical if Canada is to survive in the globally integrated economy. His remarks focused the seminar on a discussion of issues to identify best practices in product and process innovation and focus on the critical role senior financial executives have in ensuring that their companies won't lag behind their international competitors.

Saving Atlantica and the Atlantic Gateway from the Politicians"

28 April 2008, Halifax Shipping Association, Halifax, NS

AIMS President Brian Lee Crowley was the keynote speaker at the annual meeting of the Halifax Shipping Association which attracted delegates from around the region. He warned that the Atlantic Gateway strategy must not be based on a pot of money dangled in front of the region with every possible interest needing to be bought off regardless of the reality of their alleged potential role in the strategy. He said government has to think strategically about how to use the investments, not to provoke political battles, but to concentrate on the prize to be won.

Beyond Trade: Taking Canada and America to the Next Level

Work Research Foundation's Trade Corridors Roundtable

Ottawa, ON

AIMS President Brian Lee Crowley told the international gathering at the Trade Corridors Roundtable to throw out their old perceptions of what constitutes trade. He examined trade between the United States and Canada, and explained that increasingly Canadians do not make finished products and sell them to Americans, but rather the two countries make things together and then sell them around the world. Crowley said the whole metaphor of international trade is now too narrow to encompass what is being built around us.

Building a National Health System: Learning From Other Countries' Mistakes

06 May 2008, Nicosia, Cyprus

AIMS Fellow in Health Care Economics, Brian Ferguson, presented the Annual Economics Lecture for the Cyprus Economic Society & the Department of Economics and Management at the University of Cyprus. Ferguson explained that the state of the debate on health policy today is such that anyone who begins a talk by saying that they believe markets have a valuable role to play in a national health care system is likely to be labelled as an

opponent of any government involvement national health care systems. Drawing on his years of research with AIMS, Ferguson said, “Perhaps the most important lesson to be drawn from other countries experience is that in health care as in everything else, demand curves slope down, supply curves slope up and people respond to incentives. The most serious mistake which a health policy maker can make is to assume that these principles do not apply, and to ignore evidence to the contrary.”

The Human Development Challenge in Atlantic Canada

09 May 2008, Canadian Education Association national seminar
Fredericton, NB

AIMS was invited to set the tone for a one day seminar hosted by the Canadian Education Association. The focus in Fredericton is on Teaching that Works: Learning that Matters. The audience was mainly school and school district leaders, policy makers and association representatives drawn primarily but not exclusively from New Brunswick and the other Atlantic provinces. Charles Cirtwill explained what the changing demographics will mean to education, and how educators need to prepare now for the changes that will come to the classroom, the school and the community.

The Edmonton Model

17 June 2008, Freedom of Choice in Education conference
Milan, Italy

AIMS’ work in public education and choice drew the attention of the organizers of an international education conference in Milan, Italy. The conference “Trust, Freedom and Responsibility: Towards a New Governance” attracted delegates from across Europe. AIMS Acting President Charles Cirtwill delivered a keynote address explaining how the Edmonton Model has succeeded in improving education in that city. He walked the delegates through the evolution and revolution in Edmonton.

Challenges for Canadian-American Relations in the Next Decade

19 June 2008, Sumner Bernstein Forum for
International Understanding, Falmouth, ME



AIMS President Brian Lee Crowley was the Distinguished Speaker for the fifth annual Sumner Bernstein Forum for International Understanding. Crowley talked about the relationship between trade, freedom and prosperity. He explored the unique economic and trade relationship that Canada and the U.S. are in the midst of creating in North America, often in spite of ourselves, and the challenges of managing this new creation

successfully. And he explained how trade, the freedom on which it is premised, and the prosperity it can create, could affect the northeast corner of North America known as Atlantica.

Atlantica and the Future of Our Shared Region

20 June 2008, Maine Citizen’s Trade Committee of the
State Legislature, Augusta, ME

In testimony before the Maine Citizens’ Trade Committee in Augusta, AIMS President Brian Lee Crowley said the choices made now will dictate the region’s future prosperity. Using the example of St. Louis and Chicago in the middle of the 19th century, he explained that choices made by those two cities broke one and fixed the other. St. Louis rejected the potential of the railway and withered, Chicago embraced the railway and prospered. “The story of the railway is, in a way, a parable about ‘globalisation’, which is merely shorthand for an incredible ‘densification’ of a whole series of networks that girdle the globe and create huge and growing value for those who are connected to them,” Crowley told the committee members. His remarks were later reported in newspapers in both Maine and New Brunswick..

The Future of Higher Education

19 August 2008, National Meeting of Post-Secondary
Student Associations, Halifax, NS

Charles Cirtwill’s comments about the future of post-secondary education generated plenty of debate and discussion during this national meeting of student associations. He explained that post-secondary institutions have to recognize the changing demographics and the changing technologies as they prepare to offer their services in the future. Cirtwill explained that no longer does a student have to sit in a ‘bricks and mortar’ building to learn, and no longer should university degrees take four years to complete.

Trade: It isn’t just about goods anymore

09 September 2008, Greenlighting Seminar, Work
Research Foundation, Ottawa, ON

AIMS President Brian Lee Crowley was asked to provide the opening remarks and facilitate the two day Trade Corridors Roundtable which brings together leading trade experts from around North America. In his remarks Crowley encouraged delegates to think outside the ‘container’ when thinking about trade. He explained it’s no longer just about manufactured goods that cross our borders, but about people and services.

“How Canada stalls a Sudanese Crisis”

02 October 2007

AIMS Intern in Security and Defence Policy Alex Wilner takes a look at the crisis in Sudan in this op-ed. He notes that there are specific short, medium and long-range goals that Canada must take to ensure that the refugee crisis is averted.

By Alex Wilner
Various

“If we don’t matter in Ottawa, it’s OUR fault”

09 October 2007

In his fortnightly column, AIMS acting President Charles Cirtwill takes on the naysayers, who constantly decry the past injustices they perceive the region has suffered from Ottawa. He says by constantly bemoaning the past, we miss the opportunities of today and tomorrow. Instead, we should be looking to improve ourselves and increase our power so that the voice of Atlantic Canada means more on Parliament Hill.

By Charles Cirtwill
Chronicle-Herald

“Mr. Sheridan’s first budget”

13 October 2007

As the new PEI government prepares to release its first budget, AIMS Director of Research Ian Munro has a few words of advice. In this op-ed that appeared in The Guardian, Munro goes through some of the actions needed to make a good first impression.

By Ian Munro
The Guardian

“Atlantica’s Gateway: Have we learned our lessons?”

23 October 2007

It’s time for business to step up to the plate and take action on the Atlantic Gateway and Atlantica. In his bi-weekly column, AIMS acting President Charles Cirtwill notes recent announcements are generating a lot of momentum, which we can take advantage of if we’re smart. But he cautions government to take a supportive role in Atlantica and leave leadership to private enterprise.

By Charles Cirtwill
Chronicle-Herald

“Should we SAC the School Boards?”

06 November 2007

In asking for some big new ideas, the Premier of Nova Scotia laid down a challenge to a gathering of education stakeholders – incremental changes are not enough. In his fortnightly column AIMS acting president Charles Cirtwill took up that challenge in spades. He proposes not only doing away with school boards but combining that move with a shift to true site based management at the school level. Making schools responsible for student performance and making the department responsible for supporting, not running, schools.

By Charles Cirtwill
Chronicle-Herald

“A New Nova Scotia? Let’s Do It!”

20 November 2007

In his fortnightly column in the Chronicle-Herald, AIMS acting President Charles Cirtwill takes aim at a lethargic Nova Scotia. He notes that too often habit drives the political process. As a result we get stuck in a rut instead of pioneering new solutions. He says that we all have to stop looking for other people to give us the answers and start coming up with them ourselves.

By Charles Cirtwill
Chronicle-Herald

“Public-Private Partnerships – Evil Undead or Ghost of Christmas Future?”

04 December 2007

In his fortnightly column, AIMS acting President Charles Cirtwill dispels some of the baseless fears that pop-up whenever the government even suggests partnering with private industry. He notes that so-called P3s allow the government to tackle projects it wouldn’t otherwise be able to contemplate without raising taxes or cutting jobs.

By Charles Cirtwill
Chronicle-Herald

“Fixing the Roof with Crumpled Twenties”

15 March 2008

In this op-ed in the Chronicle-Herald, AIMS Director of Research Ian Munro argues that relying on windfall revenues is the wrong way for governments to fund the maintenance and replacement of key infrastructure like bridges, roads, and sewers. Ensuring the safety and quality of infrastructure should indeed be a high priority, says Munro, but the process of choosing high priorities for funding also entails determining which lower priorities should see funding reductions.

By Ian Munro
Chronicle-Herald

“Experts’ Corner: Parallel Imports Are Not a Cure For America’s Prescription Drug Access Problem”

02 April 2008

The Stockholm Network turned to AIMS Senior Fellow Brian Ferguson for expert commentary on the prescription drug re-importation issue facing the United States.

By Brian Ferguson
Stockholm Network

“From leaders to laggards in five short years”

04 April 2008

Usually AIMS submits unsolicited an op-ed for inclusion on a newspaper’s opinion page. Other times AIMS is asked to produce an article on a particular topic. However, this article that appeared in the New Brunswick Telegraph-Journal was a bit different. The editorial editor decided to publish the AIMS news release on the results for New Brunswick schools verbatim as a Commentary on its opinion page.

By Staff
Telegraph-Journal

“Extraordinary law should not be broken – or even bent”

16 April 2008

This op-ed by AIMS Director of Research Ian Munro appeared in numerous newspapers around Nova Scotia. He explains why the province consistently ends up at the bottom of the list for any review of provincial fiscal management.

By Ian Munro
Chronicle-Herald, The Cape Breton Post

“New Brunswick’s great idea”

09 June 2008

The tax reform outlined in New Brunswick’s green paper has AIMS Director of Research Ian Munro singing its praises. In this op-ed that appeared in newspapers across the country, he calls it a bold move in public policy and one that raises the bar for all other jurisdictions. That is, of course, if the proposals are implemented.

By Ian Munro
The Globe and Mail

“No wonder our students can’t read”

26 June 2008

In this op-ed in The Chronicle Herald, AIMS senior policy analyst Bobby O’Keefe questions the priorities of the Nova Scotia education system. He suggests mission statements of schools, boards and departments should place an emphasis on academic achievement.

By Bobby O’Keefe
The Chronicle Herald

“Board chaos is good for the kids”

08 July 2008

In this op-ed in the Cape Breton Post, AIMS senior policy analyst Bobby O’Keefe ponders the usefulness of school boards. He points out the best student performance in the province takes place in school districts where the elected boards are in disarray.

By Bobby O’Keefe
The Cape Breton Post

“Equalization a moral failure”

26 July 2008

In this Opinion piece that appeared in the Toronto Star, AIMS Senior Fellow David MacKinnon explains why equalization is bad public policy and how regional subsidies are damaging the economy of the entire country.

By David MacKinnon
The Toronto Star

“Face the new economic reality”

01 September 2008

In this Labour Day Commentary, requested by the New Brunswick Telegraph-Journal, AIMS President Brian Lee Crowley reflects on the new reality of today’s labour market. He points out that with Atlantic Canada’s ageing population, it is in for a very bumpy road.

By Brian Lee Crowley
The Telegraph-Journal

“‘Yes, Minister’ ethos prevails at Education Department “

10 September 2008

This op-ed explains why the provincial government missed out on an opportunity for real reform when it reviewed school board governance. It’s time for Nova Scotia to embrace school choice and site-based management.

By Charles Cirtwill
The Chronicle-Herald; New Glasgow News;
Port Hawkesbury Reporter

“In education, choice works”

12 September 2008

In this op-ed, AIMS Executive Vice President Charles Cirtwill explains why choice works in public education. He says residents of Ontario should be fighting to increase choice in their province, not encouraging a monopoly.

By Charles Cirtwill
The National Post

“To be a bigger region, we need to be bigger people”

13 September 2008

In this Commentary requested by the New Brunswick Business Journal, AIMS Executive Vice President Charles Cirtwill points out that in order to succeed this region needs to start working for each other, rather than against each other.

By Charles Cirtwill
New Brunswick Business Journal

“Three questions for Ontario candidates”

15 September 2008

In this op-ed that appeared in The Toronto Star, David MacKinnon, AIMS senior fellow in fairness in Confederation, the Ontario Perspective, provides Ontario residents with three questions they should ask during this federal election.

By David MacKinnon
The Toronto Star

Liberals will pay the price for raising taxes, posting \$260M surplus: taxpayers' rep.

02 October 2007

Daily Gleaner

The Liberal government in New Brunswick recently announced a better than expected surplus. This comes after the government increased taxes for 2007-08. Charles Cirtwill, AIMS acting president, says that while surpluses are positive, they should trigger tax cuts and not increased spending.

City hall has control issues: councillors

04 October 2007

Halifax Daily News

When Halifax municipal councillors began muttering that perhaps the city had too much regulation, the Halifax Daily News turned to AIMS for comment. Acting president Charles Cirtwill says there is no doubt the city council is too quick to pass bylaws without considering enforcement, the cost or the need.

Nova Scotia readies for Atlantic Gateway

05 October 2007

CBC Radio; CBC on-Line

As Atlantic Canadians wait to hear what kind of plans the federal government has for the Atlantic gateway, AIMS acting president Charles Cirtwill observes that just handing out money won't build strong businesses.

MacKay lauds Atlantic Gateway

06 October 2007

Daily Gleaner, Times & Transcript, The Canadian Press

The release of the federal government's report on the Atlantic Gateway is generating a lot of buzz around the Maritimes. There is potential for significant regional growth. However, AIMS acting President Charles Cirtwill says he's concerned that the Atlantic Gateway may be used to have public finances fund private interests.

Don't forget to think about the customer

06 October 2007

Chronicle-Herald

In the rush to grab a piece of Asian trade, Atlantic shipping ports are in danger of working against each other say AIMS acting President Charles Cirtwill. He explains that if the region wants to make money from the opportunities, it needs to make sure it's thinking about the customer's needs, not just its own.

Think-tank head warns of Gateway cash free-for-all

10 October 2007

Telegraph-Journal

AIMS acting President Charles Cirtwill warns that the federal Atlantic Gateway fund may result in Atlantic provinces battling for handouts instead of co-operating to strengthen the region.

Education assessments must be public: AIMS

19 October 2007

CBC On-Line

PEI has literacy and numeracy assessments for grade three and nine students, but it's not making the results public. Instead it is just releasing individual student results to the students. AIMS acting President Charles Cirtwill says such assessments are a more valuable performance assessment tool when released as school and board results.

Provincial tests not the only measure of success

23 October 2007

Times & Transcript

Educators need to not only collect data about student performance, but they need to continue to use it to improve performance. AIMS senior policy analyst Bobby O'Keefe explains that the New Brunswick education department appears to have it right as it works to improve math and literacy skills.

Strong loonie doesn't mean America is ours for the buying

25 October 2007

Here

Reporters around the country were scrambling to cover the story of the soaring loonie. In this New Brunswick magazine article, AIMS acting President Charles Cirtwill provides some basic tips to consumers. He says if people neglect to factor in duties and other add-ons, they could end up paying a lot more than they anticipated.

Poll of top economists finds unanimous opposition to cutting goods and services tax

25 October 2007
Globe and Mail

In the lead up to the proposed cut to the GST, a Globe & Mail survey showed that Canada's top economists disagreed with the cut. Among the 20 economists surveyed was Ian Munro, AIMS Director of Research. He argued that the federal government's giant surplus would be better spent by reducing the source of the surplus – personal income taxes and taxes on business.

Broad-based tax cuts will benefit N.B.

31 October 2007
Telegraph-Journal

As the federal finance minister was announcing tax cuts, reporters were turning to AIMS acting President Charles Cirtwill to explain the impact. He says the plan to cut taxes by \$60 billion over the next five years will help small and medium sized businesses, and the low corporate tax rate can lead to a competitive advantage globally.

Atlantic Region needs proper forum for transportation

02 November 2007
Chronicle-Herald

Charles Cirtwill, AIMS acting president, says the call for a regional forum to address transportation issues is the right move, but there is no need to create an entirely new organization; there are existing bodies that can take on the role.

Public and private: Lessons from the other side

07 November 2007
Business Voice

Nova Scotia has been actively engaged in public-private partnerships (P3s) for a number of years now. While some of the projects have functioned smoothly with little public opposition, others have generated controversy. Charles Cirtwill, AIMS acting president, notes that even P3s that elicited a public outcry managed to accomplish things that the government wouldn't have been able to do alone.

Re-Evaluating Health Care

08 November 2007
Making Waves

AIMS Fellow in Health Care Policy, David Zitner, looks at the way we measure health care in Canada. Too often we focus entirely on the costs without looking at the outcomes.

The Co-op Experiment

09 November 2007
Making Waves

AIMS Fellow in Health Care Economics, Brian Ferguson, examines the ability of consumer health co-ops to address local needs within a system that often overlooks them.

Soaring loonie creates winners and losers

08 November 2007
Times & Transcript

The Moncton Times & Transcript called on AIMS for comment on the high-flying loonie. Ian Munro, Director of Research, pointed out that a rising Canadian dollar does present challenges for exporters, but also makes Canadian consumers richer and provides a golden opportunity for Canadian firms to invest in capital and boost productivity for the long term.

Proposing a Change in Direction

12 November 2007
Woodstock Bugle Observer

Business leaders in New Brunswick met in Woodstock to discuss the potential benefits of a proposed East-West toll road in Maine. The road represents a significant improvement in infrastructure and may ease transport between New Brunswick and western markets. It also showcases the benefits focusing on Atlantica as a region. An investment in infrastructure in the U.S. can have serious economic benefits on the Canadian side of the border.

Recycling Money

12 November 2007
Halifax Daily News

Comments by AIMS once again sparked debate and led to this editorial in the Halifax Daily News. AIMS acting President Charles Cirtwill noted that many of the federal government's recent infrastructure promises have been delivered to Nova Scotia before.

Let's speed up highway rebuild

15 November 2007
Cape Breton Post

When dissecting the details of the \$634-million federal infrastructure announcement the Cape Breton Post turned to AIMS acting President Charles Cirtwill. The result is this editorial, in which Cirtwill points out that the federal government is re-using some of its past promises.

Maine container port could be good for Saint John: economist

20 November 2007
Telegraph-Journal

A proposed port in Maine could see major economic benefits in Saint John. AIMS acting president Charles Cirtwill notes that although ports in Halifax, Sydney and the Strait of Canso may see a new port as competition, projected container traffic from Asia will likely keep all the area's ports busy.

Halifax think-tank says N.S. immigration picture looking better

05 December 2007
The Canadian Press

Canada's labour shortage is no more critical than in Atlantic Canada where an ageing population is compounded by high out-migration and low immigration. AIMS acting President Charles Cirtwill says while more immigrants are attracted to Nova Scotia, the province needs to do even more.

Restaurant owner says he needs workers now

05 December 2007
Daily Gleaner

Immigration continues to be an important public policy issue for the Atlantic region because of its declining population. AIMS acting President Charles Cirtwill says one of the major barriers to increasing immigration is a system that seeks "ideal" candidates instead of trying to match people to open positions.

Experts call for increase in testing in N.B. schools

15 December 2007
Times & Transcript

AIMS acting President Charles Cirtwill welcomes news that New Brunswick is taking a serious look at data collection and student testing. However, he points out it is how educators use data that will help make improvements to the public education system.

Outmigration stymies Atlantic governments

16 December 2007
Chronicle-Herald

Outmigration may heighten Atlantic Canada's population crisis, but it may have some hidden benefits for Atlantic business. AIMS acting President Charles Cirtwill says that Atlantic Canadians working outside the region may seek to do business with familiar, trusted Atlantic Canadian companies, which will benefit the region's economy.

Think-tank warns Atlantic region will be Third World unless population grows

21 December 2007
The Canadian Press

A Commentary by AIMS Director of Research Ian Munro struck a chord with reporters in the region. His examination of the population crisis and existing public policy concluded drastic changes are needed now to address the crisis.

N.L. plans 2008 campaign to lure residents back home

22 December 2007
Saskatoon Star-Phoenix

In this article in the Saskatoon Star-Phoenix, AIMS acting Director of Research Ian Munro weighs in on a plan by Newfoundland and Labrador to lure former residents 'back home'.

Time is now to weigh priorities

02 January 2008
Ottawa Sun

An AIMS Commentary by Patrick Luciani is recommended as mandatory reading for city councillors across the country in this column in the Ottawa Sun. Writer Walter Robinson says the Commentary hits all the points on urban infrastructure that elected officials should consider before paying out the cash.

North - south ties

02 January 2008
The Globe & Mail

The economic integration of North America is the topic of this opinion piece by Globe & Mail columnist Neil Reynolds. The foundation of his argument is the work conducted by the chair of AIMS' Board of Research Advisors, Robin Neill.

Maritimes sail best under winds of Atlantica

04 January 2008
The Globe & Mail

Globe and Mail business columnist Neil Reynolds uses AIMS' latest Atlantica paper to explain why the concept works, and why the federal government should just let it be.

School-by-school test results to be released

04 January 2008
The Guardian

The PEI government has accepted AIMS' advice and is releasing school by school test results. Senior policy analyst Bobby O'Keefe points out that data is critical if educators are serious about improving results. Such data, he says, show what a school is doing well, where it isn't succeeding, and how to make improvements.

Tracking student loan defaults has merit, says think-tank

05 January 2008
Times & Transcript

AIMS gave the NB government full marks for introducing a system to track students who default on student loans. However, acting President Charles Cirtwill says there is a potential problem if the government uses the default information to dictate that schools need to change their curriculum.

Atlantica named one of top newsmakers of the year

22 January 2008
Atlantic Business

Atlantic Business magazine named the top newsmakers of the year and Atlantica was named one of the top five. The magazine explained the AIMS concept has moved to the mainstream of business strategies.

Community college grads have no trouble finding jobs -- survey

24 January 2008
Daily Gleaner

Keeping track of their graduates is paying off for community colleges in New Brunswick. AIMS acting President Charles Cirtwill explains that high employment rates among graduates shows that the colleges are meeting the needs of the market.

Ensuring money goes where it's needed

25 January 2008
Telegraph-Journal

In this front page story in the New Brunswick Telegraph-Journal, reporter David Shipley examines patient-focused funding for public health care. He turned to AIMS Fellow in Health Care Economics Brian Ferguson for expert analysis.

Health research 'key to reform'

28 January 2008
The Canadian Press

This CP story picked up from the New Brunswick Telegraph-Journal explains that governments need to spend money on research to understand the health care system, before it can save money on fixing it.

Construction to begin in summer for Guysborough County container port

04 February 2008
CBC On-Line

When Melford International Terminals announced plans to begin construction this summer of a new container port in Guysborough County, CBC Radio turned to AIMS acting president Charles Cirtwill for comment. He explained there is room for a second container terminal, as long as it is 100% privately funded.

N.B. government unveils plan to boost population by 100,000 by 2026

06 February 2008
The Canadian Press

New Brunswick is working on a plan to boost its population, but AIMS points out the plan should also look at demographics.

Educational choice a basic human right

07 February 2008
Chronicle-Herald

In this article from the Halifax Chronicle-Herald, William Forrestall says school choice is a human right that is being denied in Atlantic Canada. A member of an NB school board, he says "Atlantic Canada's education bureaucrats' mastery is not successful student outcomes, but protecting their monopoly funded fiefdoms from the competitive checks and balances that define education in normal democratic societies."

Equalization payments equal unfairness

20 February 2008
The Globe and Mail

In his regular column in The Globe and Mail, Neil Reynolds uses a recent speech by AIMS Senior Fellow in Fairness in Confederation David MacKinnon to highlight the inequality of equalization.

Halifax should be able to levy income tax, user fees: expert

21 February 2008
CBC Radio On-Line

A paper published by AIMS on municipal taxation took centre stage at Halifax City Hall. The report by Harry Kitchen says the city needs to depend less on property tax and more on other forms of revenue.

Municipal report card is 'going to make apples to apples comparisons' of local service districts

03 March 2008
Telegraph-Journal, Daily Gleaner, Times & Transcript

News that AIMS is preparing a municipal report card in New Brunswick generated front page stories across the province. AIMS acting president Charles Cirtwill says the report card is about trying to find the best practices in the municipal environment that allows people to get better value for their money.

How does your council rate?

04 March 2008
Times & Transcript

This editorial in the New Brunswick Telegraph-Journal supports AIMS' plan to produce a municipal report card. It points out that such measures are needed to determine which practices produce the best results and whether our tax dollars are well spent.

Province lagging behind national workforce

05 March 2008
Telegraph-Journal

In this front page story in the Telegraph-Journal, AIMS acting President Charles Cirtwill says the latest employment figures should have provincial governments asking themselves whether the tax structures designed for the manufacturing sector, have been amended to reflect the realities of a service based economy.

Wanted: more high-end jobs

06 March 2008
CanadaEast

This editorial posted to CanadaEast online draws on comments from AIMS acting president Charles Cirtwill to make its point.

Surging oil costs could mean drastic spikes in food prices for Maritimers

12 March 2008
Trucknews.com

Looking on the positive side - the rising cost of oil may help transload facilities in Atlantic Canada. AIMS Director of Research Ian Munro explains the reasoning in this article in an online transportation publication.

List of writeoffs names ACOA clients

24 March 2008
The Canadian Press

AIMS has written extensively about ACOA over the years, so when Canadian Press reporter Michael Tutton was looking for comment on the latest report from the federal agency, he turned to Director of Research Ian Munro for insight.

MLAs stand to profit from 'unseemly' vote - CEO

25 March 2008
Canadadest News Service

New Brunswick MLAs are expected to vote this year on their own pay raise. AIMS executive vice president Charles Cirtwill suggests any pay raise for MLAs should only be effective after the next provincial election.

Pre-paid power rate hikes fuel anger

25 March 2008
Times & Transcript

In this front page story, AIMS executive vice president Charles Cirtwill explains that power utilities should be more transparent in rate hike applications and justify the increase before sending the bill.

Crowley named visiting senior fellow with the Galen Institute

27 March 2008

Galen Institute on-line

AIMS Founding President Brian Lee Crowley is joining the ground-breaking Galen Institute, based in Washington, DC. Crowley is visiting senior fellow and will advance the Galen Institute's work on public policy using the Canadian health care experience to shed light on the US policy debate.

New RHA only creates illusion: To move forward, N.B. must look to better, cheaper health service models

28 March 2008

Telegraph-Journal

When New Brunswick announced its structural changes to improve health care service in the province, AIMS Executive Vice President Charles Cirtwill was quick to point out that more than cosmetic changes are needed for real reform and improvement.

AIMS says N.B., N.S., reluctant to make student performance data public

03 April 2008

The Canadian Press

Within minutes of release of the AIMS 6th Annual Report Card on Atlantic Canadian High Schools, the story was on the 'news wire'. The message clear, to know what's going on in our classrooms school by school grades need to be made public by departments of education and school boards.

Area high schools rate near top, bottom

04 April 2008

Daily Gleaner

AIMS 6th Annual Report Card on Atlantic Canadian High Schools confirms recent international studies that the more we know about our schools the better they are. This article from The Daily Gleaner points out that as New Brunswick cut back on provincial exams and public reporting, student performance suffered.

N.B. education system slammed: Education minister says criticism of English system's lack of provincial assessments justified; problem to be addressed in upcoming budget

04 April 2008

Times & Transcript

In this front page story in the Times and Transcript, NB Education Minister Kelly Lamrock says AIMS is justified to criticize the lack of provincial testing in Anglophone high schools in his province. He says things will change.

P.E.I. schools steady in AIMS study

04 April 2008

CBC Radio

CBC Radio in Prince Edward Island reported high schools on the island remain steady in AIMS 6th Annual Report Card on Atlantic Canadian High Schools. AIMS Executive Vice President pointed out the province's plan to release school by school results of provincial tests in the lower grades is a step forward.

Towards a public school system

04 April 2008

Amherst Daily News

Following the release of the AIMS 6th Annual Report Card on Atlantic Canadian High Schools, this editorial in The Amherst Daily News echoed the Institute's call for complete public reporting of school by school grades.

AIMS report: High schools are 'going backwards'

04 April 2008

Telegraph-Journal

The AIMS 6th Annual Report Card on Atlantic Canadian High Schools made news around the region. This story in the New Brunswick Telegraph-Journal picks up on the Institute's criticism for the lack of standardized testing in anglophone high schools in the province.

Big gaps in provincial wealth, but similar grades for using tax dollars - think tank

08 April 2008

The Calgary Herald

The article comments on the AIMS report 'Good Enough for Government Work' with views from Director of Research Ian Munro.

Critics take aim at Tories

08 April 2008

Chronicle-Herald

This story is based on the AIMS' annual review of provincial government fiscal performance. For the first time in 2008, AIMS published one national report card.

Overgoverned

15 April 2008

Telegraph-Journal

AIMS Director of Research Ian Munro explains that an abundance of civil servants hampers recruitment in the private sector and contributes to higher deficits in the public sector. He adds that governments need to keep the public service in check.

Buzz from Burbs

17 April 2008

Bedford - Sackville Weekly News

Nova Scotia columnist Ed McHugh uses AIMS' 6th annual Report card on Atlantic Canadian High Schools for his weekly column in the Bedford community newspaper. He applauds AIMS for its initiative and points out that schools should use the information to make improvements.

Windfall blowback unconvincing

22 April 2008

The Cape Breton Post

This editorial in The Cape Breton Post uses statements by AIMS Director of Research Ian Munro to make its point about the need for accountability in government spending.

Back of the class

29 April 2008

allnovascotia.com

This editorial by Kevin Cox in *allnovascotia.com* asks why we can't get teachers out of the classroom who aren't doing their job. It mirrors much of the arguments raised in AIMS' paper titled, "Getting the Fox out of the Schoolhouse".

Should we pay kids to learn?

01 May 2008

Toronto Sun

The Toronto Sun turned to AIMS Fellow in Public Education Reform, Angus McBeath, when it sought expert suggestions on improving student performance.

AIMS releases interactive municipal report

07 May 2008

News 88.9 Radio

Denise Barkhouse from News 88.9 speaks with AIMS Director of Research Ian Munro about the New Brunswick Interim Municipal Report Card. This is a story that appeared on the station's website.

City leads in policing costs: report card

07 May 2008

Telegraph-Journal

The Telegraph Journal examines Saint John's results from the New Brunswick Interim Municipal Report. AIMS Executive Vice President Charles Cirtwill is not surprised that the province's largest city has the highest cost for police services per capita, but indicates that the real question is how well the city is policed.

Not all equalization is created fairly

09 May 2008

The National Post

For more than a decade AIMS has been publishing research that shows Canada's equalization programme is anything but equal. Now as Ontario faces the brink of becoming an equalization receiving province, others finally understand. This column in The National Post uses AIMS' research to make its point.

Highlights from the Interim Municipal Report Card

12 May 2008

Telegraph-Journal

AIMS' Interim Municipal Report Card for New Brunswick made headlines around the province. In Saint John, the provincial newspaper published the highlights on its front page.

The Post editorial board on equalization: Canada's albatross

12 May 2008
The National Post

This editorial in The National Post draws on AIMS depth of research to make the point that equalization is doing more harm to Canada than good.

Major tourism shifts change marketing efforts

29 May 2008
Nova Scotia Business Journal

AIMS executive Vice President Charles Cirtwill takes a look at the cyclical nature of the tourism industry in this story in the Nova Scotia Business Journal.

Document to offer ways to lower personal income tax

31 May 2008
Canadaeast News Service

A suggestion by the New Brunswick government to drastically overhaul its tax regime is welcome news, particularly says AIMS Executive Vice President Charles Cirtwill if that includes a major reduction in income tax. It's a suggestion made repeatedly by AIMS in various research papers through the years.

AIMS: Information gaps in many N.S. municipalities

06 June 2008
The Chronicle-Herald

AIMS Director of Research Ian Munro speaks with the Chronicle Herald about the release of the Interim Municipal Report Card for Nova Scotia. Munro emphasizes that the goal of the Interim Report Card is to highlight the knowledge gaps.

Lost generation? Exodus of youth presents 'scary' challenge on aging East Coast

23 June 2008
The Canadian Press

The Canadian Press turned to AIMS President Brian Lee Crowley for insight of Atlantic Canada's aging population. He calls the region, "The canary in the mine" for Canada's coming demographic shift.

Amalgamation was a bad idea

24 June 2008
Cape Breton Post

This article in the Cape Breton Post takes a look at the AIMS Interim Municipal Report Card. It points out that the combined transfer payments from all other levels of government are highest in the three amalgamated municipalities.

Labour shortage looms large on national horizon: Ablonczy

26 June 2008
NovaNewsNow.com

To make her point of a looming labour shortage, Secretary of State for Small Business and Tourism Diane Ablonczy uses research by AIMS president Brian Lee Crowley.

East Coast out-migration adds to debate on role of gov't development agencies

27 June 2008
The Canadian Press

For the past 40 years, Ottawa created policies that were designed to "mop up" the excess workers of the baby boom generation. In this article, the second in an outmigration series by The Canadian Press, AIMS President Brian Lee Crowley says those policies need to change to address the shrinking labour market.

A councillor seeks value for money

04 July 2008
Telegraph-Journal

This editorial in the New Brunswick Telegraph-Journal uses the AIMS Interim Municipal Report Card, to show the need for fair value for the money taxpayers spend on municipal services. It says such information is vital if local councillors are to make informed and fair decisions.

Board firings a lab experiment

10 July 2008
The Cape Breton Post

This editorial in the Cape Breton Post builds on an earlier opinion piece by AIMS senior policy analyst Bobby O'Keefe. The editorial says it is time to ask some tough questions, "Should we have centralized school boards at all, how should local school governance work, and what should be the role of the Department of Education?"

Does property tax make sense?

14 July 2008

Times & Transcript

Property values are an archaic way to determine a tax bill, AIMS Executive Vice President Charles Cirtwill tells the Times & Transcript. He says municipal taxes should not be tied to the value of your home at all, but rather to the services you consume.

From rags to riches: Boom times for the 'have nots' are redrawing Canada's economic and political map

18 July 2008

Canwest News Service

This story examines the shifting economic balance in Canada. A shift that AIMS president Brian Lee Crowley says will only be exacerbated by the pending labour shortage.

Provinces watch N.B.'s tax reforms

19 July 2008

Times & Transcript

The best thing is for New Brunswick to move forward and let Nova Scotia and P.E.I. sit on their hands and whine about being special, AIMS Executive Vice President Charles Cirtwill told the Times & Transcript about the provinces' tax reform.

The 'curse' of untold wealth

23 July 2008

Ottawa Citizen; Montreal Gazette

Non-renewable resource revenues are boosting the economies of the once poor provinces of Saskatchewan and Newfoundland and Labrador. When journalist Richard Foot explored the pitfalls of that wealth, he turned to AIMS president Brian Lee Crowley to explain the curse and the antidote.

Nix corporate income tax: Cutting corporate tax rates encourages businesses to invest in growth

02 August 2008

Telegraph-Journal

AIMS' presentation before a New Brunswick legislative committee is the basis of this story on tax reform. AIMS Executive Vice President Charles Cirtwill explains how cutting corporate income tax will boost investment and he points out that businesses will still be on the hook for property taxes, consumption taxes as well as mandatory labour taxes.

Stepping 'off the edge of a demographic cliff'

19 August 2008

Telegraph-Journal

AIMS President Brian Lee Crowley warns Canadians of the pending country-wide labour shortage at the 50th Annual General Meeting for the Association of Canadian Port Authorities. Crowley proposes cut backs to the public sector, encouraging the unemployed back into the labour force and implementing incentives for delaying retirement.

Ivy League dreams can come true

20 August 2008

Chronicle-Herald

Charles Cirtwill, AIMS Executive Vice President, describes a new "bits & bytes" alternative to traditional university education in his presentation to the "What's Next?" policy forum held in Halifax, Nova Scotia.

Nursing home needed a lot of patients when they want to recover their illness

23 August 2008

Online Nursing

The New Brunswick government is looking at its ageing population and talking about the need to plan now for more nursing home beds. In this story, AIMS Executive Vice President Charles Cirtwill points out that it is better for the private sector to supply the extra beds, then burden the province's taxpayers.

Regionalization rests on value for money

29 August 2008

Telegraph-Journal.

AIMS Interim Municipal Report Card and its continued work on municipal affairs prompted this editorial about value for money in the New Brunswick Telegraph-Journal.

AIMS: Government should butt out of school boards, Think-tank urges more local control

05 August 2008

Chronicle-Herald

Tweaking school board governance in Nova Scotia isn't going to solve the problems facing the province's public education system. This story in the Chronicle-Herald is based on AIMS' submission to the provincial government on how to fix the system.

Education matters

02 September 2008

education matters

This blog, posted early in September, takes a look at public education, and uses some of AIMS' extensive work on education choice to make its points.

Recall the riches of the railway

13 September 2008

Telegraph-Journal

A talk by AIMS President Brian Lee Crowley to the Maine Citizens' Trade Committee of the State Legislature is the basis of this feature in the New Brunswick Business Journal. It uses the example of 19th century Chicago to show how economic development can make N.B. prosperous.

Provincial test results not the end of the world; but they could be

16 September 2008

Chronicle-Herald

Pressure from AIMS finally has the Nova Scotia Department of Education releasing school by school student achievement data. AIMS Executive Vice President Charles Cirtwill explains that it's not just the release of data that is important, but the use of that information to improve the education system school by school that matters.

School board goes on defensive following release of assessment results

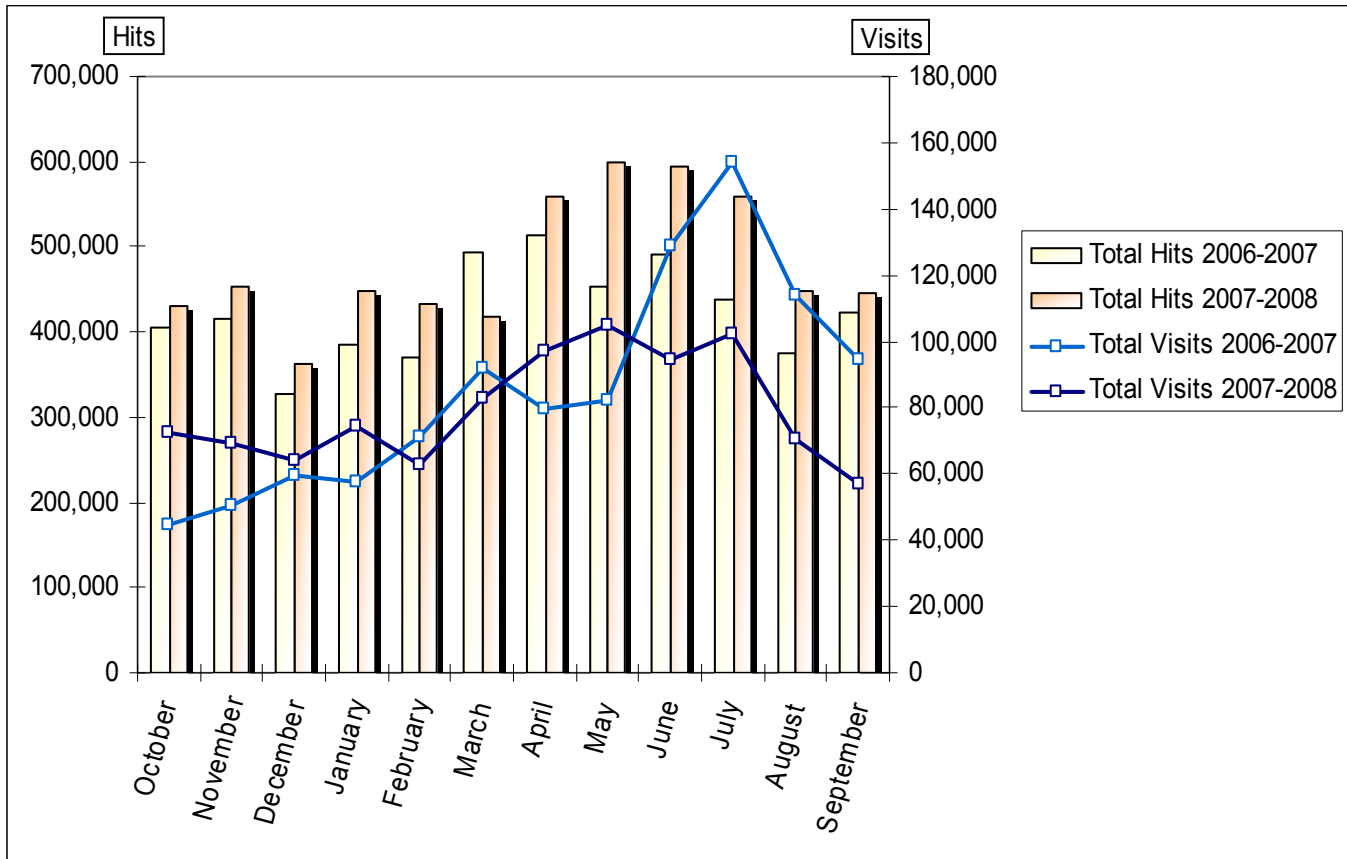
22 September 2008

The Vanguard; NovaNewsNow.com

Release by the provincial government of school by school student achievement results as demanded by AIMS prompts some indepth discussion at the Tri-County Regional School Board in Nova Scotia. School board members turn the debate to the plan to improve student results.

There were more than 5.7 million hits to the AIMS website in this fiscal year, an increase of 660,000 hits or over 13 percent from 2006-2007.

Over 950,000 visits took place, down from last year but still more than double the total in 2005-2006.



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Total
Total Hits	431,195	454,045	363,591	448,288	432,783	417,664	559,332	600,098	594,071	559,175	447,914	445,992	5,754,148
Total Visits	72,692	69,031	63,911	74,199	63,078	83,023	96,880	105,104	94,368	102,180	70,275	57,146	951,887

**To the Directors of the Atlantic Institute for
Market Studies**

The accompanying summarized balance sheet and statements of revenue, expenditures and fund balance are derived from the complete financial statements of the Atlantic Institute for Market Studies as at September 30, 2008 and for the year then ended on which we expressed an opinion without reservation in our report dated **November 14, 2008**. The preparation of summarized financial statements from the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of the Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying summarized financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations, changes in general fund equity and cash flows, reference should be made to the related complete financial statements.

Halifax, Nova Scotia
14 November 2008



Grant Thornton LLP
Chartered Accountants

**Aux administrateurs de l'Institut atlantique des
études de marché**

Le bilan condensé ainsi que les états condensés des revenus, dépenses et balance du fonds ci-joints ont été établis à partir des états financiers complets de Atlantic Institute for Market Studies au 30 septembre 2008 et pour l'exercice terminé à cette date à l'égard desquels nous avons exprimé une opinion sans réserve dans notre rapport daté du **le 14 Novembre 2008**. La préparation d'états financiers condensés à partir des états financiers complets relève de la responsabilité de la direction de l'Institut. Notre responsabilité, en conformité avec la Note d'orientation concernant la certification, publiée par l'Institut Canadien des Comptables Agréés, consiste à faire rapport sur les états financiers condensés.

À notre avis, les états financiers condensés ci-joints présentent, à tous les égards importants, un résumé fidèle des états financiers complets correspondants selon les critères décrits dans la note d'orientation susmentionnée.

Les états financiers condensés ci-joints ne contiennent pas toutes les informations requises selon les principes comptables généralement reconnus du Canada. Le lecteur doit garder à l'esprit que ces états financiers risquent de ne pas convenir à ses fins. Pour obtenir de plus amples informations sur la situation financière, les résultats d'exploitation, changement du fonds de fonctionnement et les flux de trésorerie de l'Institut, le lecteur devra se reporter aux états financiers complets correspondants.

Halifax, Nouvelle-Écosse
le 14 novembre 2008



Grant Thornton LLP
Comptables agréés

Summarized Statement of Revenue, Expenditures and General Fund Equity

État des revenus, dépenses et surplus du fonds de fonctionnement

Year ended September 30, 2008 • Pour l'exercice terminé le 30 septembre, 2008

Revenue/Revenus

Donations/Dons		
Foundations	\$ 744,832	
Corporate and Individual	399,285	
Events/Events	2,580	
Interest/Intérêts	7,186	
Other/Autres	0	
		\$1,153,883

Expenses/Dépenses

Salaries and Benefits/ Salaires et benefices	606,992	
Contract Fees/Frais de contrats	98,927	
Other/Autres	432,245	
		(1,138,164)

**Excess of Revenue over Expenditures/
Excédent les revenus seu des dépenses**

\$ 15,719

Fund balance, beginning of year / Surplus du fonds de fonctionnement, début de l'exercice	\$ 249,084
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Excess of Revenue over Expenditures / Excédent les dépenses sur des revenus	15,719
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**General Fund Equity, End of year/
Surplus du fonds de fonctionnement, fin de l'exercice**

\$ 264,803

Balance Sheet /Bilan

September 30, 2008/ le 30 septembre, 2008

Assets/Actif	\$734,329
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Liabilities/Passif	(469,526)
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Fund Balance/Solde de fonds	\$ 264,803
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Agrapoint International	Doane Raymond	Isles Foundation	Pfizer US
Air Canada	Donner Canadian Foundation	J. D. Irving Limited	Phil Knoll
Aliant Inc.	Doug Hall	J. William Ritchie	Pirie Foundation
Amirix	Earhart Foundation	J.M. Glazebrook	Pizza Delight
AMJ Campbell	Eastlink	J.W.E. Mingo	Proactive Consultants
Andrew Barker	Ed LaPierre	Jacquelyn Thayer Scott	Purdy Crawford
Archean Resources	Elizabeth Morgan	James Christian	RBC Financial Group
Assoc. of Atlantic Universities	Emera	James Gaudet	Read Restaurants Ltd.
Astra Zeneca	Empire Company Limited	James Rajotte	Reginald Stuart
Assumption Life	Enbridge Inc.	James S. Palmer	Richard Fraser
Atlantic Catch Data Limited	EnCana	Jane and Lewis MacKay	Rigel Shipping
Atlantic Corporation Limited	Ernst & Young	JC Consulting Ltd.	Rob Merrifield
Atlantic Economics	ExxonMobil	Jim Peers	Robert G. Deegan
Atlas Economic Research Foundation	Farnell Packaging Ltd.	John Crosbie	Robin Neill
Aurea Foundation	Fed. des caisses populaires acadiennes Ltee	John F. Irving	Ronald W. Burton
Bank of Montreal	Fishery Products International Limited	Kimberly-Clark Nova Scotia Inc.	Ronald W. Smith
Barbara Pike	Fortis Inc.	KPMG	Ross Craik
Baxter Foods Limited	Frank Himsl	Larry Swenson Ent.	Ross Haynes
Bayer Inc.	Fred Guptill	Liam O'Brien	Rothmans
Bell Canada Enterprise	Ganong Brothers Ltd.	Lotte & John Hecht Memorial Foundation	Royale Print and Packaging
Bell & Grant	Gary Hamblen	Lounsbury Corporation Limited	Rx&D
Betsy Chapman	George Weston Ltd.	L.W. MacEachern	Scotiabank
Brian Fitzpatrick	Gerald Pond	M. Ann McCaig	Seamark Asset Management
Brian Lee Crowley	Gordon S. Stanfield	Manulife Financial	Shell
Burnside Realty	Gower Holdings	Maple Leaf Foods	Shoppers Drug Mart
Cameron Corporation Ltd.	Graham Smith	Marigold Foundation Ltd.	Sight & Sound
Cara Operations	Grant Thornton	Maritime Northeast Pipeline	SNC Lavalin
CIBC	Great Eastern Corporation Limited	Maritime Paper Products	Sobeys Foundation
Canadian National	Greater Saint John Community Coalition	Maritime Steel and Foundries Limited	Sonoco Group Inc.
Canadian Pacific	Great-West Life Insurance Company	Max Bell Foundation	Southam Inc.
Canadian Petroleum Products Institute	Groupe Savoie	McCain Foods Limited	Steve Chipman
Charles Cirtwill	Haven Manor	McCain Foundation	Stewart McKelvey Stirling Scales
Chevron	High Liner Foods Incorporated	McInnes Cooper	Tavel Limited
Chris Bowie	Hilda Stevens	Merck Frosst	TD Bank Financial Group
Clarica Life Insurance Company	Hyndman and Company Limited	Minas Basin	The Co-operators
Clearwater Fine Foods Inc.	Ian Munro	Moosehead Breweries Limited	The John Dobson Foundation
Clive Schaeffer	I-Fax International Limited	Nancy Radcliffe	The Shaw Group Limited
Comeau Seafood Ltd.	Imperial Oil Limited	National Bank Financial	Theriault Financial
Commercial Properties Ltd.	Imperial Tobacco Canada Limited	Neurochem	Tim Powers
Corridor Resources	ING	Nova Corporation	Tom Jarmyn
CCL Group	Inco Limited	O'Regan's	Tom McLaren
Crombie Properties	Insurance Bureau of Canada	Osler, Hoskin & Harcourt	Ultramar
Dale Johnston	Investment Dealers Association of Canada	Oxford Frozen Foods Ltd.	United Water Canada
Dale Kelly	Irving Oil Limited	Patterson Palmer Hunt Murphy	Vaughn Sturgeon
David Burris	Island Fertilizers Limited	Paul Jardine	W. Garfield Weston Foundation
David Hawkins		Paula Minnikin	Warren Transport
David Zitner		Peter Munk Charity Foundation	Wayne Forster
Dennis H. Covill		Peter Worth	Werner Schmidt
Dianne Kelderman		Petro-Canada	William Ritchie
Discount Car and Truck Rentals		Pfizer Canada Inc.	



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