

2009 Annual Report
2010 Rapport annuel



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2009 The People Behind AIMS

2010 L'équipe de l'AIMS

The AIMS Board of Directors Le Conseil d'administration de l'AIMS

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Barbara B. Pike, Vice President
Lori Peddle, Operations Manager
Bobby O'Keefe, Research Manager
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Message from the Chairman

Rapport du président du conseil d'administration

When Purdy Crawford asked me to take on the role of chairman of AIMS earlier this year, I agreed partly because Purdy asked me, and I have the utmost respect for the man, and partly because I do believe that public policy matters. Good public policy is critical to the future of our region. Ideas matter and good ideas do make a difference.

AIMS is well positioned to provide policy guidance as the region struggles with a low growth environment, huge fiscal debt and unrealistic expectations as to the role of Government and public services, particularly health care.

We need to aggressively stimulate debate, get the broad community involved in understanding the extent of the problem and provide ideas on policy response. Never has the role of public policy been more important to the region than it is now.

As AIMS marks the end of its first 15 years, it has proven it does make a difference.

Over our 15 years we have tackled most public policy issues. Health care, equalization, public finances, energy, fishery, taxation, regional development, and of course public education. The actual impact, on the ground in our communities, on issues that affect our day to day lives is an indication of AIMS' success.

Those accomplishments include:

Competitive taxes • AIMS was THE principal public advocate for NB's plan to lower taxes and the report of the committee, part of which was ignored by the government of the day, relied heavily on AIMS work

The Federal Gateway Program • came in response to AIMS multi-year effort on the Atlantica concept, a concept that sees a cooperative vision for Atlantic Canada, eastern Quebec and the northeastern United States

Municipal administration/services/taxation • AIMS work has been used by community advocates and government to demonstrate best practices and push for change and improvement in municipal government, not just in Atlantic Canada, but across the country

Oil and gas • whether it is exploration, royalty, taxation, or transportation AIMS work has been cited by government in all of these areas in making changes that matter to our day to day lives

Schools and education • AIMS work on choice, accountability and rewarding good teachers influenced many important initiatives in Atlantic Canada, particularly in New Brunswick: early literacy intervention and testing, the school level public report cards, the idea of an innovation fund for creative and effective teachers to spend

Poverty • AIMS work in identifying what works (a hand up, support for training, the removal of barriers on the transition from welfare to work) are all reflected in current discussions on how to alleviate poverty, reduce disparity and respond to the demographic shift.

Health care • AIMS is the ONLY voice looking at experience outside the region and the country with NEW (or at least NEW to us) ideas for funding and delivering health care – the majority of others are, like in the US debate, focused not on innovation but on new ways to maintain the old system

All of this to say – AIMS is listened to, our work has led to better schools, cheaper health care, better transportation systems, lower taxes (in some provinces) and more productive citizens and workers.

And that is what a successful public policy think tank does!

In the following pages you will see a sampling of some of the work and accomplishments of the Institute in the past year. A highlight was the 15th anniversary dinner in Moncton with former Florida Governor Jeb Bush, who championed significant education reform in that state. His words echoed much of the work AIMS has championed on education over our 15 years.

I would also like to take this opportunity to recognize our hard-working staff. President & CEO Charles Cirtwill continues to keep AIMS focused on its core function, the examination of public policies that are relevant and important in our day to day lives. He is supported by the hard-working and experienced staff; Vice President Barbara Pike, Operations Manager Lori Peddle, Government Accountability Manager Bobby O'Keefe and Research Assistant Denise Deslauriers.

I would be remiss if I did not mention and thank our many funders – those corporations, foundations and individuals – whose support allows AIMS to do the important work it does. We are truly indebted to them.

Of course, I also want to thank all of my fellow Board members for their hard work and support. Their knowledge, insight and advice are a valuable asset to the Institute. I thank them for the faith they have placed in me and look forward to another interesting and challenging year. To those who are leaving the Board this year as their term expires, Dr. J. Colin Dodds and Jacquelyn Thayer Scott, a special thank you.

John Risley

Chair



Rapport du président du conseil d'administration

Message from the Chairman

Lorsque Purdy Crawford m'a demandé d'assumer le rôle de président de l'AIMS plus tôt cette année, j'ai accepté, en partie parce qu'il me l'a demandé et que j'ai le plus grand respect pour lui et en partie parce que je crois en l'importance de la politique publique. Une bonne politique publique est essentielle pour l'avenir de notre région. Les idées comptent, et les bonnes idées font une différence.

AIMS est dans une excellente position pour offrir de l'orientation politique alors que la région se débat dans un contexte de faible croissance, d'énorme endettement fiscal et d'attentes irréalistes face au rôle du gouvernement et des services publics, particulièrement sur le plan des soins de santé.

Nous devons insuffler une grande dynamique dans le débat, convaincre l'ensemble de la collectivité d'y participer pour lui faire comprendre l'envergure du problème et avancer des propositions de réponse stratégique. Le rôle de la politique publique n'a jamais été aussi important pour la région qu'il l'est aujourd'hui.

Alors qu'elle marque ses 15 premières années d'existence, l'AIMS se félicite d'avoir prouvé qu'elle fait une différence.

Au cours de ces 15 années, nous nous sommes attaqués à la plupart des enjeux en matière de politique publique : soins de santé, péréquation, finances publiques, énergie, pêche, fiscalité, développement régional et, évidemment, éducation publique. Les incidences réelles, sur le terrain, dans nos collectivités, sur les enjeux qui touchent nos vies tous les jours, sont une indication du succès de l'AIMS.

Au nombre de ses réalisations, mentionnons :

Fiscalité concurrentielle • L'AIMS a été le principal promoteur du plan du Nouveau-Brunswick de réduire les impôts, et le rapport du comité, dont une partie a été laissée de côté par le gouvernement de l'époque, était largement inspiré du travail de l'AIMS.

Programme fédéral de la porte d'entrée • Ce programme a été mis sur pied en réponse au travail pluriannuel de l'AIMS sur le concept ATLANTICA, lequel fait la promotion d'une vision commune et de collaboration entre le Canada atlantique, l'est du Québec et le nord-est des États-Unis.

Administration municipale, services municipaux, fiscalité municipale

Les travaux de l'AIMS ont été utilisés par des défenseurs des collectivités et par des représentants des gouvernements pour promouvoir les pratiques exemplaires et exiger des changements et des améliorations en matière d'administration municipale, non seulement au Canada atlantique, mais partout dans le pays.

Hydrocarbures • Que ce soit en matière d'exploration, de redevances, de fiscalité ou de transport, les travaux de l'AIMS ont été cités par le gouvernement dans tous ces domaines afin d'apporter des changements qui comptent dans notre quotidien.

Écoles et études • Le travail de l'AIMS pour ce qui est des choix à faire, de l'obligation de rendre des comptes et de récompenser les bons enseignants a eu des incidences sur beaucoup d'initiatives importantes au Canada atlantique, particulièrement au Nouveau-Brunswick : intervention précoce et évaluation du niveau d'alphabétisation, bulletins sur le rendement des écoles publiques, proposition de créer un fonds d'innovation que les enseignants créatifs et efficaces pourraient dépenser.

Pauvreté • L'AIMS s'efforce de faire en sorte que les interventions efficaces (coup de main, soutien à la formation, suppression des obstacles pour passer des prestations d'aide sociale au monde du travail) sont toutes abordées dans les discussions en cours sur les façons de soulager la pauvreté, de réduire les disparités et de réagir au changement démographique.

Soins de santé • L'AIMS est la SEULE organisation qui examine les expériences à l'extérieur de la région et du pays où sont mises en application de NOUVELLES (à tout le moins NOUVELLES pour nous) idées pour le financement et la prestation des soins de santé; la majorité des autres sont – comme dans le débat qui a cours aux États-Unis – axés non sur l'innovation mais bien sur de nouvelles façons de préserver l'ancien système.

Bref, l'AIMS est écoutée, et les résultats sont probants : meilleures écoles, soins de santé moins chers, réseaux de transport améliorés, impôts plus bas (dans certaines provinces), citoyens et travailleurs plus productifs.

C'est ce que doit faire, et ce que fait, un groupe de réflexion sur la politique publique qui joue bien son rôle!

Vous trouverez, dans les pages qui suivent, des exemples du travail de l'institut au cours de la dernière année et de ses réalisations. Un point saillant de ses activités a été le souper, à Moncton, marquant le 15^e anniversaire de l'AIMS, souper au cours duquel M. Jeb Bush, ancien gouverneur de la Floride qui s'est fait le champion d'une réforme en profondeur de l'éducation dans cet état, s'est adressé aux participants. Ses paroles faisaient écho aux efforts déployés par l'AIMS en matière d'éducation pendant ses 15 années d'existence.

Je voudrais aussi profiter de l'occasion qui m'est donnée pour saluer les membres du personnel de l'institut. Grâce à Charles Cirtwill, président et chef de la direction, l'AIMS garde le cap et reste centré sur son rôle fondamental qui est d'examiner les politiques publiques pertinentes et importantes dans la vie de tous les jours. Il peut compter sur le soutien d'un personnel dévoué et expérimenté : Barbara Pike, vice-présidente; Lori Peddle, directrice des opérations; Bobby O'Keefe, directeur, responsabilisation de gestion du gouvernement; et Denise Deslauriers, adjointe de recherche.

Je m'en voudrais de ne pas mentionner nos nombreux bailleurs de fonds – sociétés, entreprises, fondations et particuliers – dont le soutien permet à l'AIMS de poursuivre ses importants travaux. Nous leur devons beaucoup.

J'adresse aussi mes remerciements à tous mes collègues membres du conseil d'administration pour leur travail et leur soutien. Leurs connaissances, leurs idées et leurs conseils sont de précieuses ressources pour l'Institut. Je les remercie pour la confiance qu'ils m'ont accordée, et j'envisage avec plaisir une autre année intéressante et stimulante. Je remercie tout particulièrement Dr J. Colin Dodds et Mme Jacquelyn Thayer Scott, dont le mandat prend fin et qui quittent le conseil d'administration cette année.

John Risley

président du conseil d'administration



President's Message

Rapport du président

A little over nine years ago I came to AIMS on a contract basis to help finish a paper on port governance, Portability we ended up calling it. Perhaps we should have called it “Golden Opportunity”, because, for me, opportunity had indeed come calling. From that first contract, I quickly took on the role of development and communications coordinator for AIMS, from that to Operations Manager and from that to Vice President and for the past year President.

Anyone who knows me will tell you AIMS is likely my dream job. Passionate, committed, unapologetic and honest – never shy of opinion, and better still, never short of evidence to back up that opinion, in other words a flaming pain but highly entertaining. All of those things can be said of AIMS, they have certainly been said of me.

We make a difference, and we have fun doing it.

From our humble beginnings to being one of the most decorated think tanks in the world, that is success by anyone's yardstick. I define success for AIMS not via a scorecard of being right or wrong but by the changes we can see in public policy. Changes that make the lives of individuals better; individual Canadians, individual Atlantic Canadians.

If there is one thing for which I owe a debt of gratitude to my colleague and our founding President Brian Lee Crowley, it is that he taught me a fundamental maxim about think tank success and ultimately about public policy and the civil society – that it is about people.

It is a message my students in public policy at Dalhousie University hear me preach at every turn, policy is entirely about people. Remember that and even your failures will be a success; forget it and even your successes will always be tinged with failure. Policy is after all an intensely personal thing. It is about you, me, our children, our grandchildren, our neighbours and our friends.

Public policy affects EVERYTHING in our lives, from what type of toilet paper we can buy, to where we can buy it, to when we can buy it, and ultimately to how much we pay for it. And all too often we forget that. Or perhaps many of us never knew it to begin with.

I don't see Big Brother, or Sister, lurking around every corner, although consider the number of road signs, traffic lights, bylaw posters, video cameras and other trappings of government you see in your everyday life. But despite their omnipresence, the important question for me isn't whether they are watching us; it is whether WE are watching THEM.

THAT is the crux of what a think tank does. We not only have ideas, we test the ideas of others, and we do so not under the soft light of day but under the harsh floodlights provided by the television camera, the editorial page, the blog or the speaker's podium.

That's the challenge that I relish, the one I so willingly took up over nine years ago and the one I look forward to meeting each and every day. I want to be the voice of the single mother in New Brunswick who actually benefits from the \$200 monthly cheque from the government, because it means she can hire her neighbour to watch her children instead of riding the bus for forty minutes to get to the closest formal daycare facility. I enjoy making the case that it isn't always a lack of opportunity that drives our young people away, or keeps them in Toronto or Red Deer. Sometimes, the fact that taking a higher paying job here means a lower take home pay is the culprit. It is important to me to be available to point out the insanity of asking someone making \$25,000 a year to foot the bill for the pensions, perks and premiums of public servants making \$125,000. And don't get me started on the need to oppose the idea of handing all of our four year olds over to our government schools just because the schools are there and we have to do something with them.

The eloquent call this “speaking truth to power”. I think of it as being willing to ask the hard questions. And to ask them again, and again, and again. I am proud to say AIMS has a reputation, perhaps even a fetish for asking the hard questions, often at the most inopportune time.

Consider with me some of the challenges facing just those of us living here in Atlantic Canada today:

- Ask yourself when next you actually look at the taxes taken off your pay stub or attached to your next mortgage payment. Why is it that higher taxes and better services hardly ever go hand in hand?
- Consider the quandary of the willing buyer and the willing seller when, in provinces with severe budget deficits, people are still banned from using their own money to pay for necessary medical services. And as you think about “two tier” health care, ask yourself whether your health and drug plan, or your neighbour's plan, is as good as your local MLA's. Or whether we should pass a law banning travel to the United States to secure health treatment not readily available at home.
- Ask yourself the question I ponder every day - Why is it, in a region with the nation's worst education performance, it is only the rich, the determined or the desperate who have any hope of holding the education system to account?

These are the questions that, at first, only AIMS will ask. But we must ask them, and then ask them again until others take up the call and until we get either a satisfactory answer or a change in direction. It is this change in direction, this redefinition, that is the holy grail of the think tank world.

And AIMS has had its successes.



Just this year, in Nova Scotia, the ad hoc Tuition Support Programme became a permanent program of the province's NDP government. In New Brunswick the former Liberal government's tax reform policy mirrored a policy paper presented to the government by AIMS. In Newfoundland and Labrador, the Department of Education posts to a website the performance of individual schools around the province and asks principals to use the results to build a business plan aimed at improving student performance.

For eight years AIMS has produced an Annual Report Card for Atlantic Canadian High Schools which promotes just that. Publishing school by school results and using that data to improve student performance. This year AIMS expanded the project, in collaboration with the Frontier Centre for Public Policy, to Western Canada with an Interim Report Card for high school in Manitoba, Saskatchewan, Alberta and British Columbia. The first Annual Report Card for Western Canadian High Schools will be published in the winter of 2011 and is eagerly awaited by parents, students and teachers in the four western provinces.

Our annual report this year would not be complete without mentioning our 15th anniversary events. The first, in Halifax, in October attracted almost 500 people for "The Freedom Dinner" with Afghan Ambassador to Canada Jawed Ludin. Ambassador Ludin was introduced by AIMS' founding director George Cooper who just returned from Afghanistan and was able to provide a personal view of the work being done by Canadian Troops.

In June, former Florida Governor Jeb Bush spoke at the AIMS' Education Dinner in Moncton, New Brunswick. His message of choice, vouchers, testing and accountability mirrored much of AIMS' work on education policy in the last 15 years. His appearance received wide coverage locally, regionally and nationally.

Much of policy discussion in Atlantic Canada in the fall of 2009 and the winter of 2010 centered on the proposed sale of NB Power to Hydro Quebec. After writing about NB Power for more than a decade, AIMS was strategically prepared to talk about the proposed deal. In the days before the announcement, I warned that the sale of a public utility is a political minefield that needs to be carefully managed by the government. In the weeks after the announced sale AIMS produced Commentaries and opinion pieces explaining the need for the sale of NB Power and the shortfalls of the particular deal with Hydro Quebec. The revised MOU worked out between NB Power and Hydro Quebec, corrected many of the issues raised by AIMS during the discussion.

When I am asked to explain what a think tank does I always refer to Winston Churchill's quote that "politics is the art of the possible".

To me that remark sums up quite nicely the fact that politicians and indeed public policy are constrained by what the people are willing to accept. They are limited to ideas that are generally accepted as "possible". Think tanks exist for one simple reason – to redefine the possible.

Over the past fifteen years we at AIMS have attacked pre-conceptions, assaulted "norms", disproved truisms, and upset conventional wisdom. What we can achieve in the next fifteen is only limited by our imagination and our willingness to commit energy and resources in pursuit of those new possibilities.

This is truly our time – our time to make a difference, to eliminate poverty, to deliver quality education for all, to make health care truly accessible and universally affordable, to focus government on our needs, not our wants, and to test our ideas for doing so against the best anyone else has to offer.

I want to thank my colleagues and friends at AIMS. And also to thank the members of our Board of Directors who have provided me sage and true advice in my first year as president.

Also, I would like to thank our regular and future donors and both our friends and indeed even those who see us as enemies. For whatever is AIMS for, if not to test the veracity of ideas in the free market of the public square?

Charles R. Cirtwill

President

Rapport du président

President's Message

Il y a un plus de neuf ans, je suis arrivé à l'AIMS pour remplir un contrat et participer à la mise au point d'un document sur l'administration des ports que nous avons éventuellement intitulé *Portability*. Peut-être aurions-nous dû lui donner le titre « Golden opportunity » (une occasion en or) parce que pour moi, ce fut véritablement une occasion en or. Après ce premier contrat, j'ai rapidement assumé le rôle de coordonnateur du développement et des communications pour l'AIMS, pour ensuite accéder au poste de directeur des opérations puis à celui de vice-président et, l'année dernière, à celui de président.

Quiconque me connaît vous le dira : pour moi, le travail au sein de l'AIMS est un emploi de rêve. Passionné, déterminé, impénitent et franc – n'hésitant jamais à exprimer mon opinion, et qui plus est, armé de preuves à l'appui de cette opinion – bref, un adversaire redoutable mais néanmoins divertissant. Tous ces qualificatifs peuvent s'appliquer à l'institut, mais ils m'ont tous été destinés un jour ou l'autre.

L'AIMS fait une différence, et nous avons beaucoup de plaisir à ce faire.

Après des débuts modestes, l'AIMS est devenu l'un des groupes de réflexion les plus décorés du monde – et peu importe le point de vue, c'est là une marque de succès. Je mesure le succès de l'AIMS non à l'aide d'une carte de pointage où sont cochés les bons et les mauvais points, mais par les changements que l'on peut constater dans la politique publique. Des changements qui améliorent la vie de tous : des Canadiens en général et des Canadiens de la région atlantique en particulier.

S'il y a une chose pour laquelle j'ai une dette de gratitude envers mes collègues et envers Brian Lee Crowley, président fondateur de l'AIMS, c'est de m'avoir appris une maxime fondamentale sur le succès d'un groupe de réflexion et, en bout de ligne, sur la politique publique et la société civile – c'est qu'il faut placer les gens au centre de notre réflexion.

C'est un message que mes étudiants en politique publique à l'Université Dalhousie m'entendent prêcher chaque fois que l'occasion se présente : la politique est exclusivement affaire de personnes. Gardez cette maxime à l'esprit, et même les échecs deviendront réussites; oubliez-la et même les réussites auront un arrière-goût d'échec. Après tout, la politique est une affaire intensément personnelle. Elle nous concerne tous : vous, moi, nos enfants, nos petits-enfants, nos voisins, nos amis et nos connaissances.

La politique publique a des incidences sur TOUS les aspects de nos vies : le type de papier de toilette que nous achetons, où et quand nous l'achetons et, éventuellement, le prix que nous payons. Nous l'oublions trop souvent. Ou peut-être certains d'entre nous ne l'ont-ils jamais su.

Je ne vois ni Big Brother, ni Big Sister, dissimulés derrière chaque arbre, malgré le nombre de panneaux routiers et de feux de circulation, d'affiches rappelant les règlements, de caméras vidéos et de divers signes qui nous rappellent tous les jours l'omniprésence des gouvernements. Mais en dépit de tout cela, ce qui est important pour moi n'est pas de me demander si les gouvernements nous surveillent; il faut plutôt se demander si NOUS LES surveillons.

C'est autour de cette question que s'articule le travail d'un groupe de réflexion. Non seulement suscitons-nous les idées, nous mettons à l'épreuve les idées des autres, et nous ne le faisons pas sous un éclairage flatteur, mais sous la lumière crue des projecteurs, devant l'œil des caméras de télévision, dans les pages éditoriales, dans des blogues ou de la tribune du président.

C'est le défi que je trouve stimulant, celui que j'ai sans hésitation accepté il y a plus de neuf ans, celui que j'ai hâte de relever chaque jour. Je veux être la voix de la mère sans conjoint au Nouveau-Brunswick à qui le chèque de 200 \$ qu'elle reçoit chaque mois du gouvernement est utile parce qu'il lui permet de payer sa voisine qui garde ses enfants plutôt que de prendre l'autobus avec eux pour se rendre à la plus proche garderie, à des kilomètres de là. J'aime bien expliquer pourquoi ce n'est pas toujours le manque de possibilités qui fait que nos jeunes quittent la région ou qui les garde à Toronto ou à Red Deer. Parfois, c'est parce que fait d'occuper un poste bien rémunéré ici signifie un salaire net moins élevé que là-bas. Pour moi, il est important d'être disponible pour expliquer qu'il est déraisonnable de demander à quelqu'un qui gagne 25 000 \$ par année de payer les prestations de retraite, les primes et les avantages auxquels ont droit des fonctionnaires dont le salaire annuel est de 125 000 \$. Et ne me demandez pas pourquoi il est essentiel de s'opposer à l'idée de confier tous nos enfants, dès l'âge de quatre ans, aux écoles administrées par les gouvernements simplement parce que les écoles sont là et qu'il faut les remplir!

Certains appellent cette attitude « dire la vérité aux détenteurs du pouvoir ». Moi, je vois cela comme la volonté de poser les questions difficiles. Et de les poser encore et encore. Je suis fier de dire que l'AIMS a la réputation – peut-être même est-ce une manie – de poser des questions difficiles, souvent au moment le plus inopportun.

Voyez plutôt avec moi certains des défis auxquels font face ceux de nous qui vivent au Canada atlantique aujourd'hui :

- Demandez-vous, la prochaine fois que vous regarderez le talon de votre chèque de paye, ou que vous songerez aux taxes foncières que vous payez, pourquoi les augmentations de taxes et d'impôts ne s'accompagnent presque jamais d'amélioration de services.
- Voyez le dilemme de l'acheteur et du vendeur, tous deux désireux de conclure une transaction, dans les provinces aux prises avec de graves déficits budgétaires, mais qui ne peuvent utiliser leur argent pour payer pour des soins de santé nécessaires. Et lorsque vous songez aux services de santé à deux vitesses, demandez-vous si votre régime d'assurance maladie ou d'assurance médicaments, ou ceux de votre voisin, sont aussi bons que celui de votre député. Demandez-vous aussi si nous devrions adopter une loi interdisant de se rendre aux États-Unis pour y obtenir des soins de santé qui ne sont pas disponibles ici.
- Posez-vous aussi la question que je me pose tous les jours – pourquoi, dans une région qui a les pires taux de réussite pour les niveaux d'enseignement, ce sont uniquement les riches, les très déterminés ou les désespérés qui ont le moindre espoir d'exiger du système qu'il rende des comptes?



Ce sont les questions que l'AIMS sera le premier à soulever. Mais nous devons les poser, et les répéter encore et encore jusqu'à ce que d'autres prennent la relève et que nous obtenions une réponse satisfaisante ou un changement d'orientation. C'est ce changement de direction, cette redéfinition, qui est le Saint-Graal du monde des groupes de réflexion.

Et l'AIMS a remporté des victoires.

Cette année même, en Nouvelle-Écosse, le programme spécial de subvention des frais de scolarité est devenu un programme permanent du gouvernement néodémocrate de la province. Au Nouveau-Brunswick, la politique de réforme fiscale du gouvernement libéral est inspirée d'un exposé de principes présenté au gouvernement par l'AIMS. À Terre-Neuve-et-Labrador, le ministère de l'Éducation publie sur un site web les résultats individuels des écoles de la province et demande aux directeurs d'utiliser les résultats pour élaborer un plan d'action visant à améliorer le rendement des élèves.

C'est exactement l'objectif que poursuivait l'AIMS lorsqu'il a publié ses huit bulletins annuels des écoles secondaires du Canada atlantique : publier les résultats école par école et utiliser ces données pour améliorer les résultats des élèves. Cette année, en collaboration avec le Frontier Centre for Public Policy, l'AIMS a élargi ce projet aux provinces de l'Ouest et dressé un bulletin intérimaire pour les écoles secondaires du Manitoba, de la Saskatchewan, de l'Alberta et de la Colombie-Britannique. Le premier bulletin annuel des écoles secondaires de l'Ouest canadien sera publié à 2011, et les parents, les élèves et les enseignants des quatre provinces de l'Ouest l'attendent avec impatience.

Il est impossible de passer sous silence, dans le présent rapport annuel de l'AIMS, les événements qui entourent son 15^e anniversaire. Le premier, tenu à Halifax en octobre, a attiré près de 500 convives au *Dîner pour la liberté* en compagnie de M. Jawed Ludin, ambassadeur de l'Afghanistan au Canada. Il a été présenté par George Cooper, directeur fondateur de l'AIMS, qui rentrait à peine d'Afghanistan et a pu exprimer un point de vue personnel du travail accompli par les soldats canadiens.

En juin, M. Jeb Bush, ancien gouverneur de la Floride, a prononcé une causerie sur la réforme de l'éducation au cours d'un souper à Moncton, au Nouveau-Brunswick, pour marquer le 15^e anniversaire de l'AIMS. Son message, qui mettait l'accent sur les choix, les examens et l'obligation de reddition de comptes concorde avec une grande partie du travail de l'AIMS en matière de politique de l'éducation au cours des 15 dernières années. Sa présence a reçu une grande couverture dans les médias locaux, régionaux et nationaux.

De grands pans des discussions stratégiques au Canada atlantique à l'automne de 2009 et pendant l'hiver de 2010 ont porté sur la vente proposée d'Énergie Nouveau-Brunswick à Hydro-Québec. Après avoir rédigé des documents de réflexion sur Énergie Nouveau-Brunswick pendant plus d'une décennie, l'AIMS était fort bien préparé pour discuter de la transaction envisagée. Quelques jours avant l'annonce, j'avais émis l'avertissement que la vente d'un service public est un champ de mines politiques que le gouvernement se doit de gérer rigoureusement. Au cours des semaines qui ont suivi l'annonce de la vente, l'AIMS a publié des commentaires et des textes d'opinion expliquant que la vente d'Énergie Nouveau-Brunswick était nécessaire ainsi que les

lacunes de la transaction proposée avec Hydro-Québec. Le protocole d'entente révisé entre Énergie Nouveau-Brunswick et Hydro-Québec corrigeait bon nombre des problèmes signalés par l'AIMS au cours de la discussion.

Quand on me demande d'expliquer ce que fait un groupe de réflexion, je reprends toujours la phrase de Sir Winston Churchill qui disait que la politique est l'art du possible.

Pour moi, cette phrase résume très bien le fait que les politiciens et la politique publique sont soumis à la contrainte de ce que les gens veulent bien accepter. Ils sont limités aux idées dont il est généralement reconnu que leur application est « possible ». Les groupes de réflexion existent pour un seul et unique motif – redéfinir le possible.

Au cours des quinze dernières années, l'AIMS et ses membres se sont attaqués aux idées préconçues, ont mené des assauts contre les normes, démontré la fausseté de truismes et fait fi de la sagesse générale. Ce que nous pourrions réussir au cours des quinze prochaines années n'est limité que par notre imagination et par notre volonté de consacrer énergie et ressources à la poursuite de ces nouvelles possibilités.

Le moment nous appartient vraiment – c'est le moment de faire une différence, d'éliminer la pauvreté, d'offrir de la formation de qualité à tous, de faire en sorte que les soins de santé soient véritablement accessibles et abordables, de forcer les gouvernements à axer leurs efforts sur nos besoins et non sur nos souhaits, et de comparer nos idées pour ce faire à ce que les autres ont de mieux à offrir.

Je tiens à remercier mes collègues et mes amis de l'AIMS. Je veux aussi remercier les membres du conseil d'administration qui m'ont prodigué de précieux conseils pendant ma première année en tant que président.

Je ne veux surtout pas oublier de remercier les généreux donateurs, actuels et futurs, ainsi que nos amis et même ceux qui voient l'AIMS et ses membres comme des ennemis. En effet, quel est le rôle fondamental de l'AIMS si ce n'est de mettre à l'épreuve le bien-fondé des idées dans le libre marché de la place publique?

Charles R. Cirtwill
président

Papers and Publications

Mémoires, rapports et publications

It's Complicated

Perry Newman

AIMS Board Member Perry Newman discusses the role the renewable energy sector has in the future of Maine's economy.

Recipe for Disaster: Solving a problem that doesn't exist

Andrea Mrozek

Universal program fails to address real needs in early childhood education.

The Case for Queue Jumping: Why the Robin Hood principle makes sense for public health care

Dr. Lloyd Maybaum

The controversial idea of "queue jumping" and how it could reduce wait-times and level the health care playing field.

Doing the Right Thing the Wrong Way

Brian Lee Crowley

A look at the recent implementation of the HST in B.C. and Ontario, the tax's economic benefits, and the flaws in our politics.

What You Don't Know Can Hurt You

Barrie B F Hebb

Millions and millions of dollars are spent each year on the collection of health care data. This paper reveals that the collection may be happening, but using that information to actually improve the Canadian health care system is not happening.

Who Could Have Seen THAT Coming?

Don McIver

Economist Don McIver takes a look at the global economic meltdown, the recovery and the consequences.

AIMS' 8th Annual Report Card on Atlantic Canadian High Schools

Rick Audas, Charles Cirtwill & Bobby O'Keefe

Atlantic Canadians know more today about what is happening in their high schools than they did when the Atlantic Institute for Market Studies (AIMS) released its first report card in 2003. With the release of the AIMS 8th Annual Report Card on Atlantic Canadian High Schools; parents, students, teachers and the public are being urged to do more with the information.

A Third Option for the Health Care Debate

Dianne Kelderman and David Zitner

AIMS Fellow in Health Care Policy Dr. David Zitner teams up with Dianne Kelderman, CEO of the Nova Scotia Cooperative Council, to explain how community-controlled, user-centred health care is an option worth considering.

Ideas Matter 6

The sixth edition of AIMS' public policy magazine Ideas Matter takes a revised look at Atlantica and provides an update on what has been accomplished and what is left to do.

Behind the classroom door

The Atlantic Institute for Market Studies (AIMS) in cooperation with the Frontier Centre for Public Policy (FCPP) release the broadest set of public information ever presented on Western Canadian high schools.

An Economic Future with Smaller Numbers

Frank Denton

Atlantic Canada has fewer people than projected just a decade ago, and more of us are in the older demographic. In other words we are fewer than expected and older than expected. This paper is an update of AIMS' research more than a decade ago that first pointed to the looming population crunch

The End of that 70's Show

Communications consultant and former AIMS research director Ian Munro explores the antiquated rules that govern Canada's communications sector. He calls for a complete overhaul and makes strong recommendations on how to bring the regulatory regime into the 21st century.

Zone-ability

This latest paper in the port series examines Special Economic Zones (SEZs) and concludes such an economic zone would provide numerous benefits to the region. However, it warns, failure to act will prove to be an opportunity lost, while others grasp the potential and act.

Go East Go West

It's the second largest harbour in the world, yet the Port of Halifax is far from being considered one of the busiest. However, its importance to the city and the region could be significant as a generator of economic growth. It needs a kick start, and now during this downturn may be just the time. In Go East Go West, John Huang reviews the routes to get goods from Asia to North America, and examines what needs to get done to make Halifax a significant link.

Post Secondary Education: Government, Tuition, and Millennials

Charles Cirtwill

This Commentary explains why post secondary education should be about serving students not sustaining institutions.

Delegitimizing Terrorism: A better way to counter radicalization and recruitment in the West

Alex Wilner

Terror is not a legitimate tool for ultimate victory, and we should say so.

Choice Works: Educating our way to self-sufficiency

Jeb Bush

Transcript of remarks by Governor Jeb Bush about successful education reform at AIMS' 15th anniversary dinner in Moncton.

The Big Squeeze: Debt & Demographics - why it matters now

Chris Ragan

This Commentary provides food for thought on our looming debt and demographic squeeze.

Family Matters: Family as the foundation of freedom, prosperity and democracy

Brian Lee Crowley

In this talk to the Institute of Marriage and Family, AIMS Senior Fellow Brian Lee Crowley outlines the importance of family to both our history and our future.

Carry on this Revolution

Janet Albrechtsen

This Commentary from Australia is a lesson to us all in the need for public accountability and public reporting in our education system.

Incentives Matter

Brian Lee Crowley

Incentives matter, whether in federal transfers, worker productivity, or in taking personal responsibility. This talk explores all of these ideas and how government has done its best in most cases to get the incentives wrong.

School's Out, Again: Why "throw away" schools days hurt students

Paul W. Bennett

Educator Paul Bennett looks at lost teaching days in Atlantic Canadian schools and provides evidence of how those lost days hurt our

A Balancing Act

Don McIver

Drawing on AIMS' extensive research on fiscal policy, economist Don McIver provides the steps for Nova Scotia to get back in balance and stay there.

Comments on the New NB - HQ Agreement

William Marshall

Energy consultant William Marshall weighs in on the latest deal to sell NB Power assets to Hydro Quebec.

An Updated Analysis

Gordon L. Weil

The modified New Brunswick - Quebec Memorandum of Understanding on NB Power.

Response to an Analysis: Comments on the Weil Analysis of the NB Power MOU

William Marshall

Energy consultant and former NBSO chair Bill Marshall weighs in on the MOU to sell NB Power to Hydro Quebec.

An Analysis of the New Brunswick - Hydro Quebec MOU

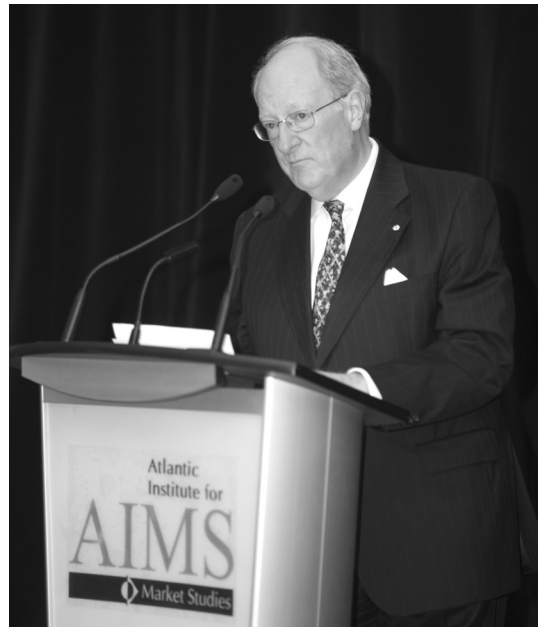
Gordon L. Weil

An impartial look at the MOU signed to sell NB Power to Hydro Quebec questions whether it will deliver the savings or benefits promised.

AIMS' 15th Anniversary Events Événements 15^e anniversaire

The Freedom Dinner: Let Freedom Ring! with Afghan Ambassador to Canada Jawed Ludin Halifax, October 5th, 2009

Friends and supporters of AIMS gathered in Halifax on October 5th to celebrate AIMS' anniversary and its 15 years of making a difference. Guest speaker Jawed Ludin, the Afghanistan Ambassador to Canada, provided insight of his homeland and brought his own call and definition to The Freedom Dinner. For AIMS founding President Brian Lee Crowley it was an opportunity to reflect on his 11 years at the helm of AIMS and to say good-bye. For incoming President & CEO Charles Cirtwill it was an opportunity to re-introduce himself and talk about AIMS next 15 years.



One of AIMS founding directors, George Cooper, introduces Ambassador Ludin at AIMS' 15th anniversary dinner in Halifax on October 5th



Education Dinner: Educating our way to self-sufficiency with former Florida Governor Jeb Bush Moncton, NB, June 1st, 2010

Through AIMS first 15 years, education policy has been a key driver of our research. Our annual Report Card on Atlantic Canadian High Schools has changed the way people think about education and student performance. We have consistently talked about the importance of testing and accountability and school choice in education reform. So it is not surprising that AIMS invited the 'Education Governor' Jeb Bush to speak at our 15th anniversary dinner in Moncton. In his remarks, Choice Works: Educating our way to self-sufficiency, Bush explained how Florida raised academic standards, required accountability in public schools and created the most ambitious school choice program in the nation. More students in Florida are now reading, writing and doing math and science on or above grade level. More high school seniors are earning a diploma and fewer students are dropping out. Florida's third through 10th grade students are outscoring 60-70 percent of their peers in all other states in both reading and math.

The event attracted more than 300 people to dinner and garnered local, regional and national news coverage.

Governor Jeb Bush speaking at
AIMS' 15th Anniversary Education Dinner in Moncton, NB

Selected Talks and Speeches; AIMS' Events; AIMS as Invited Guests

Discourse choisis de AIMS

Senate Committee on National Finance, Ottawa, ON, October 7th, 2009

AIMS President & CEO Charles Cirtwill was invited to make a presentation to the Senate Committee on National Defence reviewing Bill C-50. The invitation was extended based on AIMS' research and work on the employment insurance system.

Keynote Address, National Education and Training Advisory Committee, Canadian Home Builders' Association, Ottawa, ON, October 23rd, 2009

AIMS President & CEO was invited to speak to representatives of the home builders' association from across Canada during meetings in Ottawa. His remarks on the Population Crunch in Atlantic Canada, a reflection of what that crunch looks like across the country, its implications for business, and the need for policy change drove the discussion for the national meetings.

Private Briefing, Pharmaceutical and health care economic, Dr. Frank Lichtenberg, November 3rd, 2009

AIMS invited a select group of stakeholders to meet in private with Dr. Frank Lichtenberg, the Courtney C. Brown Professor of Business at Columbia University and a leading expert on the benefits of pharmaceuticals to controlling health care costs. The session enabled policy makers and decision makers to ask pointed and direct questions of his research.

AIMS Event, "The Big Squeeze" with Chris Ragan, Clifford Clark Visiting Economist with the Federal Department of Finance, November 24th, 2010

As the Clifford Clark Visiting Economist Chris Ragan held one of the most senior positions within Canada's finance department. He spent much of his tenure at the department looking at the demographic shift and what that will mean to the country's fiscal health. He shared his findings at an AIMS' breakfast briefing in Halifax, sub-titled "Canada's looming demographic fiscal squeeze – debt and demographics: What it matters now and not just later".

AIMS Event, Fiscal Policy – New Brunswick Style, the Honourable Greg Byrne, New Brunswick Minister of Finance, Halifax, December 7th, 2009

Just days after delivering his government's provincial budget, which included significant tax reforms, NB Finance Minister Greg Byrne was in Halifax to speak at an AIMS' luncheon briefing. Many of his tax initiatives mirrored AIMS' earlier work and the briefing provided Byrne an opportunity to explain the fiscal policy that made the province one of the most competitive jurisdictions in Canada.

Private Briefing, the Canadian Oil Sands, Marcel Coutu, Chair of Canadian Oil Sands and Chair of Syncrude, Halifax, January 13th, 2010

A visit to Halifax by the chair of the Canadian Oil Sands afforded AIMS the opportunity for a private briefing with community leaders on the mega-energy project. The presentation was frank and the questions pointed as Coutu provided background and research on the true impact of the oil sands projects.

AIMS Event, Beyond the Indian Act: Restoring Aboriginal Property Rights, Tom Flanagan, Truro, March 26th, 2010

Author Tom Flanagan's book on aboriginal property rights was a refreshing and interesting look at this important policy issue. AIMS took the opportunity to hold an event in Truro that attracted people from three provinces, both native and non-native.

Keynote Address at the National Conference of the Canadian Council of Deans of Arts, Humanities and Social Sciences, University of Prince Edward Island, April 23rd, 2010

Organizers of the annual national conference for university deans turned to AIMS for a provocative, informed and relevant speaker to generate discussion during their two day sessions. AIMS Vice President Barbara Pike delivered with remarks about the future of post secondary education, the impact of the demographic shift, and the difficulties of bricks and mortar institutions competing with the virtual campuses of the future.

Keynote Address to the Federal Senior Executives Session, Halifax, NS, May 18th, 2010

Senior executives in the federal civil service from across the country gathered in Halifax in May of 2010, and AIMS President & CEO Charles Cirtwill was asked to give the keynote address. His remarks titled, "We're from the private sector, we're here to help: Population change and the new reality of the public service" resonated with the audience and made clear the need to change policy to address today's labour force reality.

East Coast Connected, Rotman School of Management, University of Toronto, June 18th, 2010

AIMS Vice President Barbara Pike was invited to join a panel with APEC President Elizabeth Beale and former MSVU President Elizabeth Parr-Johnston. The topic was Atlantic Canada – Roadmap to Prosperity. Barbara facilitated the discussion about the challenges and opportunities facing the region, economically, fiscally and demographically.

Keynote Address to the 2010 Conference of the Canadian Self Storage Association, Halifax, June 24th, 2010

AIMS President & CEO returned to AIMS' research on demographics and the population change for the keynote address to the self storage business owners. He explained how the ageing population will change the supply and demand flow of business, and pointed out the need for a shift in public policy to accommodate the shift in demographics.

Selected AIMS Published Commentary

Commentaires divers de AIMS

The following is a sampling of the op-eds written by AIMS' staff and authors that appeared in newspapers across the country. The sampling includes material prompted by AIMS' research and written by independent columnists and newspaper editors.

October 2009

Hard Times for Trade Union, The Economist

The bail-out of union benefit plans made headlines almost as large as the bail-out of large corporations. Then there's the news that unions are being asked to give up contract perks, like banking up to 20 sick days a year. The bail-outs and concessions are blamed on the current economic woes, but it has also opened a whole new discussion and focused attention on workplace perks. AIMS' Commentary on trade unions by President & CEO Charles Cirtwill was used by The Economist magazine as a catalyst for its story about the future of the union movement.

November 2009

Cheering for population decline

This Telegraph-Journal columnist explains that AIMS latest paper on the population crunch facing Atlantic Canada makes for an interesting and disturbing read. David Campbell uses the paper to make his point that New Brunswick needs a deliberate and sustained economic development effort.

December 2009

It's an MOU, folks

This op-ed by AIMS President and CEO Charles Cirtwill appeared in newspapers in New Brunswick and Newfoundland and Labrador. He explains that people appear to be ignoring one issue in the hoopla over the proposed sale of NB Power to Hydro Quebec - it's an MOU. He points out there's still time to clean up the deal, or to get a new offer on the table.

Good for Hydro-Québec, bad for N.B.

This columnist in the New Brunswick Telegraph Journal has strong praise for AIMS' analysis of the NB Power MOU by Gordon Weil. She suggests "all concerned New Brunswickers should send a copy of the Weil analysis to a Liberal MLA and ask for a direct response to every point."

January 2010

Manitoba can't get any respect

AIMS senior fellow in fairness in confederation, David MacKinnon, explains one of Manitoba's problems is that 40-cents of every dollar it receives come from Ottawa, which is really the taxpayers from across the country.

Inking of deal would usher in new era

Gordon Weil's analysis of the MOU to sell NB Power to Hydro Quebec published by AIMS generated discussion and comment throughout the process. The Telegraph-Journal in New Brunswick published an article explaining the MOU on a clause by clause basis, and used the Weil analysis to raise some concerns.

February 2010

Schools need to be graded

Just days after the release of the AIMS Interim Report Card for Western Canadian High Schools, an editorial appeared in the Winnipeg Free Press supporting the AIMS' report. It also called for the public release of information on student performance.

March 2010

The devil was, indeed, in the details

When the deal to sell NB Power fell through, the Telegraph Journal in New Brunswick turned to AIMS President & CEO to provide an opinion piece on what went wrong and what we can learn from the process.

April 2010

There's something to be said for budget simplicity

In this op-ed in the Halifax Chronicle-Herald, AIMS' author Don McIvar suggests complex provincial budgets should be clear, concise and transparent. Something he says they have been severely lacking in the past decade or so.

May 2010

More not necessarily better

An opinion piece written by the President of the Nova Scotia Chamber of Commerce, Wayne Fiander, draws on AIMS municipal performance report to make a point about too much is not necessarily better, particularly when it comes to government and government spending.

June 2010

Educate kids for success

After Former Florida Governor Jeb Bush spoke at AIMS' 15th anniversary dinner in Moncton, the New Brunswick Telegraph-Journal re-printed part of his remarks on its Opinion page. The edited excerpt uses Bush's successful experience in Florida to provide tips on improving public education anywhere.

July 2010

Nova Scotia terminal projects poised to land boatloads of public money

This op-ed published in the Cape Breton Post from AIMS President and CEO discusses Nova Scotia's investment in three competing terminal projects.

Would you buy an \$8 beer?

This editorial in The Telegraph Journal looked at the possible repercussions of an upcoming minimum wage increase in New Brunswick and used research from AIMS to make its point.

August 2010

Defence of math scores doesn't add up

This Op-Ed by AIMS President and CEO looks at Math scores in Nova Scotia compared to the rest of Canada and OECD countries. He says no matter how the Department of Education spins it, Nova Scotia students are at the bottom of the pack.

September 2010

Remember that an election isn't Christmas

In this Op-ed in the Telegraph Journal, AIMS President and CEO Charles Cirtwill warns New Brunswickers to be wary of election "gifts".

Education reform starts with the average NBER

This op-ed by AIMS President and CEO Charles Cirtwill centres on the state of education in New Brunswick and the province's failure to make the proper changes.

Sample of AIMS in the Media

AIMS dans les Médias

The following are just a small sampling of the more than 400 distinct news articles written in the past year quoting AIMS staff or our research. We continue to be in demand to explain public policy issues and our research is often used to generate discussion on key matters. In addition, more and more often, AIMS' material is finding its way on social media pages, including blogs.

Not much gas left in the tank - This article in the Chronicle Herald looks at offshore oil revenues and the effect on the economy.

School Boards Under Fire - AIMS author Paul W. Bennett discusses the future of the school board system in Nova Scotia.

New EI rate hikes! How fair is that? - This article in The Province by the CFIB uses AIMS methodology to calculate the effect of raising EI rates.

The Public Voice in Education: Without School Boards, Where's the Accountability? - This blog posting by AIMS contributor Paul W. Bennett discusses the role of the School Board and it's questionable future.

Tax breaks called best way to spur growth - In this article in the Telegraph Journal, AIMS Vice President Barbara Pike comments on tax based incentives in northern New Brunswick

Energy: Public-private agreement a good way to get electricity to market, says AIMS president - This article in the Telegraph Journal, AIMS President and CEO comments on the planned announcement regarding regional energy co-operation between Nova Scotia and New Brunswick.

Think-tank urges N.S., N.B. to co-operate to improve power grid - This article in the Chronicle Herald, AIMS President and CEO comments on the planned announcement regarding regional energy co-operation between Nova Scotia and New Brunswick.

Who needs to save money these days? - This Op-Ed by AIMS' Manning Center Intern John Kennedy discusses MLA spending in Nova Scotia

N.B. population meets first benchmark - This article from the Times & Transcript looks at the progress New Brunswick has made in achieving its self imposed benchmark in regards to population growth. It draws on AIMS' research to explain the population crunch.

Top performing schools in British Columbia - AIMS author Rodney Clifton blogs about school assessments across Canada

Halifax versus Moncton: a love story? - AIMS Vice President Barbara Pike explains that cooperation not competition is the path to prosperity for the region. She explains that cities and provinces within Atlantic Canada need to stop competing and work together.

The Financial Health of New Brunswick - This interview in the Telegraph Journal with AIMS President and CEO Charles Cirtwill discusses the current and future fiscal health of New Brunswick.

Coalition of the Liberals and the NDP? - AIMS Senior Fellow Brian Lee Crowley was approached by the National Post to contribute an op-ed on the idea of a coalition of the Liberals and the NDP. Here is what he wrote.

Turning Around Our Public Schools - This blog posting uses some of AIMS' research on education to make its point on testing and accountability in our schools.

New direction for NB Power - As NB Power unveiled its new strategic plan, AIMS president & CEO Charles Cirtwill explained what steps the utility should take to make use of its geographic location and take advantage of private interest.

Jeb Bush touts revolution in education - This front page story in the Times & Transcript features AIMS 15th anniversary dinner with Jeb Bush. It provides details of education reform that worked in Florida under Bush and has proven successful in other jurisdictions. It mirrors much of AIMS' research in education.

Bush advocates innovation in education - Governor Jeb Bush's speech to AIMS' 15th anniversary dinner in Moncton made front page news in New Brunswick. This article in the Telegraph Journal shows how Bush proposes to drag education into the 21st century. He points out little has changed in the classroom since the 50's.

More not necessarily better - The President of the Nova Scotia Chamber of Commerce, Wayne Fiander, draws on AIMS municipal performance report to make a point about too much is not necessarily better, particularly when it comes to government and government spending.

Jeb Bush to share education ideas - In a preview of AIMS' 15th anniversary event in Moncton, former Florida Governor Jeb Bush explains some of the education reforms he championed while in office.

School cancellations: students the ones to suffer - In this op-ed, educator Paul Bennett draws on his recent AIMS' Commentary to explain why there should be a stricter policy about cancelling school.

As good as it gets? - AIMS 8th Annual Report Card on Atlantic Canadian High Schools is again featured in Progress magazine. In this article Charles Cirtwill explain why we all need to be involved in education reform.

A matter of transparency - AIMS' author Bobby O'Keefe explains how to use the annual Report Card on Atlantic Canadian High Schools. He provides an overview of each province's results in this article in Progress magazine.

Payroll rebates in effect - AIMS President & CEO Charles Cirtwill explains why tax rebates are a better incentive than government writing cheques to companies.

Give energy market a watchdog - In this op-ed energy consultant Gordon Weil explains why Canada needs a regulator for the electricity industry, and he says there is a structure in place that can handle it - the National Energy Board.

High-school system must track its results - This editorial in the New Brunswick Telegraph-Journal supports and praises the AIMS high school report card. It calls on parents and educators to challenge the politicians to introduce province-wide performance indicators and benchmarks for high schools.

N.B. schools getting better - This editorial in the Times & Transcript praises the value of the AIMS annual high school report card, and suggests that educators take a look at why rural schools continue to outperform urban schools in the province. It also picks up AIMS' call to reinstate provincial exams.

Greater choice in schools urged - Not only is public reporting of school results key to improving student performance, so too is school choice. This article in The Metro focuses on that aspect of AIMS' research.

Pick your high school, AIMS suggests - Atlantic Canada is one of the few places in the country that does not allow open school choice, a proven option to improve student performance. This article in the Halifax Chronicle-Herald explains why choice and public reporting of results is important to education reform.

Schools must aim high to improve - Educators in the Moncton area explain how they use the AIMS annual high school report card to improve student performance and identify problems within schools.

Gap between high schools narrowing in think-tank rankings - The co-author of AIMS annual high School Report card says New Brunswick's lack of provincial exams in its anglophone system continues to be a problem. In this article, Bobby O'Keefe explains the lack of information severely restricts indepth information about student performance.

Three local high schools rated among top five in province - In this article educators in New Brunswick admit that the lack of testing in New Brunswick schools provides challenges in determining student achievement. But they suggest that international scores and university scholarships help measure success.

C.P. Allen ranked best HRM high school for 2nd year - AIMS' Bobby O'Keefe explains some of the measures used in the annual high school report card in this article for a Halifax area newspaper.

AIMS releases report on local schools - Regional newspapers around Atlantic Canada made the AIMS Annual Report Card on Atlantic Canadian High Schools front page news. This story in New Glasgow shows educators are beginning to use the information in the report to improve their schools.

Atlantic Institute for Market Studies releases 8th report card on high schools - Local community newspapers use the AIMS annual high school report card to look at the results of their local schools.

Cape Breton high school makes the grade - The first place win by a rural Cape Breton high school in AIMS annual report card for the third year in a row made front page headlines in Cape Breton.

Province drilled for lack of mining incentives - Former AIMS policy analyst Fred McMahon is grilled about his latest research on onerous regulatory regime. He finds Nova Scotia at the back of the pack in mining.

Does Halifax need another container terminal? - AIMS President & CEO Charles Cirtwill says he is in favour of a proposal new container terminal for Melfrod in Nova Scotia, but only if it is completely privately funded.

Snide's Remarks column: North deserves value-added jobs - This editorial in The Daily Press in northern Ontario uses AIMS research material to talk about regional development and mining.

N.S. chose pricier bids for rural web - AIMS President & CEO Charles Cirtwill points out in this story that government needs to be transparent and accountable. He says information on contracts awarded by the government are paid for by taxpayers, and they should know the details.

Plug pulled on power deal - AIMS President & CEO Charles Cirtwill explains that while the deal to sell NB Power assets to Quebec Hydro may be dead, New Brunswickers still need to find a solution to their electricity problem.

NBers will pay more for their electricity needs - The deal to sell NB Power assets to Quebec Hydro may be dead, but AIMS President & CEO Charles Cirtwill points out that does not help New Brunswick with its energy woes.

N.B., Quebec scrap power deal - With the deal to sell NB Power to Hydro Quebec dead, AIMS President & CEO Charles Cirtwill points out New Brunswickers cannot afford the status quo. In this article that appeared in newspapers across Canada, he says New Brunswickers were quick to denounce the agreement but very few other options have been put forward to deal with the energy problem.

Experts: No N.S. gain from failed deal - Nova Scotia media turned to AIMS to explain the impact on the province of the demise of the NB Power sale to Hydro Quebec. AIMS President & CEO Charles Cirtwill points out New Brunswick is still attractive to investors without cheap power.

Power deal dead - This feature in the Telegraph-Journal reviews the demise of the deal to sell NB Power assets to Hydro Quebec. It uses material from an opinion piece by AIMS President & CEO Charles Cirtwill to explain how and why the deal is dead.

Daewoo investment good for all Nova Scotians - AIMS continues to lead discussion on the topic of public investment in private companies. This columnist quotes AIMS President & CEO Charles Cirtwill to make his point.

Build on budget's advantages - This analysis of New Brunswick's 2010 budget uses AIMS' research and commentary to say the provincial government is heading in the right direction.

Save Nova Scotians from Save Grade 2 - In this op-ed, AIMS President & CEO Charles Cirtwill explains why the whole "Save Grade 2" campaign in Nova Scotia is offensive. He uses expert skill and blunt statistical analysis to dismiss the arguments of lobbyists who say more money needs to be poured into education.

Review backed of MLAs' benefits - Politician's pensions are considered some of the most generous in the country. In this article, AIMS President & CEO Charles Cirtwill says the compensation package for politicians needs to be overhauled to be fairer to taxpayers.

John Risley named think-tank chairman - News that Canadian entrepreneur John Risley is the new chair of the AIMS Board of Directors generated news around the region. This article explains why he is willing to give his time to aggressively stimulate the discussion on key public policy issues.

Ideas 2010: What self-sufficiency really means - Progress magazine contacted key leaders in Atlantic Canada to write their thoughts on how to make progress in the region. This is AIMS President & CEO Charles Cirtwill's response.

Fickle nature doesn't have to rule over better selves - Charles Cirtwill's op-ed in The Cape Breton Post generated discussion about the Nova Scotia MLA spending scandal and public policy. An example is this letter to the editor.

Independent contractors association criticizes Burnaby's fair wage policy - This story from Burnaby, BC proudly uses the city's ranking in the AIMS' National Municipal Performance Report to make its point.

ACOA letting inactive firm off the hook: critic - CBC turned to AIMS for comment after learning that a Nova Scotia company has not making payments on its government loan, but is still classified as active.

Health, education left alone - While Ottawa left transfer payments alone in its latest budget, AIMS President & CEO Charles Cirtwill points out the important year for those negotiations is 2013.

Manitoba: Golden boy or laggard? - Macleans magazine called on AIMS president Charles Cirtwill to explain why some areas of the country appear cushioned from the recession.

Throne speech was nice, but proof is in budget - CEO - With the federal budget looming, AIMS was one of the organizations the media turned to for insight. President & CEO Charles Cirtwill explains that one issue all governments need to address in their budgets and policies is the shortage of skilled workers.

Question the value of police budget - This discussion in a New Brunswick newspaper about municipal spending uses AIMS research to make its point.

Speech raises nuclear power questions in N.B. - AIMS President and CEO is called on to comment on the federal throne speech.

Halifax unveils gateway strategy - AIMS President and CEO Charles Cirtwill explains why the Atlantic region needs to work together rather than compete when looking at gateway opportunities.

Reform unprincipled equalization system - This op-ed in The National Post by AIMS' fellow David MacKinnon mirrors much of AIMS research on equalization, explaining that those provinces footing the bill actually get less than equalization receiving provinces.

Atlantic gateway without 'vision' - AIMS President & CEO Charles Cirtwill explains in this article what is holding up the Atlantic Gateway strategy. He says there isn't a vision and the region hasn't shown it can work together.

Northern regions would benefit from strategic investment - AIMS President & CEO Charles Cirtwill explains in this story why it is more important to look at how regional development money is spent rather than how much is spent. He says tax-based incentives are better development tools than handing over money to failing business.

Opponents of NB Power deal back long-term energy contracts - The Weil analysis of the sale of NB Power, published by AIMS, continues to drive the discussion around the proposed deal. Weil was one of the speakers at an "options" conference organized by a group opposed to the sale.

N.B. should push for a revised power plan - In this op-ed in the Telegraph-Journal, AIMS author Gordon L. Weil suggests there is a way to improve the proposed sale of NB Power assets to Hydro Quebec. Weil's Commentaries for AIMS have driven much of the policy discussion around the controversial MOU.

National interest lacks defender - This editorial in the Cape Breton Post uses AIMS' research on the proposed sale of NB Power to make its point. It supports AIMS' position on the inter-provincial sale of electricity.

Entitled to our entitlements - As Nova Scotians fume over the auditor general's report that highlights waste and abuse of MLA expense allowances, AIMS President & CEO Charles Cirtwill points out we should be more outraged by the millions of dollars wasted annually by government.

High schools to get ranked again - This story from various BC media outlets questions the AIMS Interim Report Card for Western Canadian High Schools, but also admits the information in the report is needed to improve student performance.

Manitoba reluctant to release school ranking results - The AIMS Interim Report Card for Western Canadian High Schools showed there is little public information available in Manitoba for students, parents or teachers to know what goes on inside the classroom. This op/ed appeared in Troy Media publications and explains why such public reporting is important to improve student performance.

Rules for MLA spending "terrible" - AIMS President & CEO Charles Cirtwill was asked to weigh in on the so-called MLA spending scandal in Nova Scotia. His suggestions about public accountability have since been implemented.

Report ranks performance of Saskatchewan high schools - The Star Phoenix promotes AIMS' Interim Report Card on Western Canadian High School and promotes the release of the full report by the fall.

B.C. more open about schools than other western provinces - The Vancouver Sun provides quick reference to the Interim Report Card for Western Canadian High Schools in this article. It points out that BC publicly releases information on student performance, but it is difficult to use.

Interim report card provides a glimpse at Sask. schools - This article in the Leader-Post provides details of AIMS' Interim Report Card for Western Canadian High Schools, and promotes the release of the independently produced final report by the fall.

Few surprises contained in advisory panel's report - AIMS President and CEO Charles Cirtwill explains the value of a panel review of the sale of NB assets to Hydro Quebec. He says it can help the discussion by laying out the advantages and concerns.

Manitoba schools dodge study released today - This front page story in the Winnipeg Free Press highlights AIMS' Interim Report Card for Western Canadian High Schools. It focuses on the lack of public information available in Manitoba about student performance.

Panel says Hydro-Quebec power proposal is good for N.B. - As the discussion continues to circulate around the sale of NB Power assets to Hydro Quebec, the government panel reviewing the deal says it is good for the province. AIMS President & CEO Charles Cirtwill is asked to weigh in.

B.C. collects the most information about schools, study says - The Vancouver Sun highlights the AIMS Interim Report Card for Western Canadian High Schools.

School Information Now On-Line - AIMS Interim Report Card for Western Canadian High Schools became an instant hit in all four provinces. This internet news site supports the report and explains why releasing information publicly helps our children.

Premier needs to change tactics - AIMS President & CEO Charles Cirtwill is asked to weigh in with academics on the handling by the provincial government of the proposed sale of NB Power to Hydro Quebec.

Power pact worries remain: analyst - AIMS' latest analysis of the deal to sell NB Power to Hydro Quebec made headlines around New Brunswick. Author Gordon Weil explains in this article what his concerns are with the revised deal.

Hydro-Québec would have nearly exclusive use of N.B. grid: analysis - The discussion around the sale of NB Power to Hydro Quebec continues with AIMS latest analysis of the deal by Gordon Weil. This article in the New Brunswick Telegraph-Journal includes comments from Energy Minister Jack Keir who dismisses the analysis.

Tax-free zones possible for northern ports - As the NB government considers tax free zones, this article points out that it is a policy considered in a recent AIMS study.

N.B. company wants to upgrade power grid - A proposal for a regional transmission system for electricity takes the headlines in the midst of discussion about the sale of NB Power assets to Hydro Quebec. AIMS President Charles Cirtwill explains the regional system is worth consideration with or without the NB Power deal.

Status quo 'not an option' - AIMS President & CEO explains why the status quo on NB Power is an expensive option for both ratepayers and taxpayers.

Deal satisfies premiers - AIMS vice president Barbara Pike is asked for comment on the revised plan to sell NB Power to Hydro Quebec.

Big business still on board - The revised deal to sell NB Power to Hydro Quebec made headlines around the region. In this article, AIMS vice president Barbara Pike explains the revised deal still makes New Brunswick very competitive, and paying off 3.2 billion in debt is a good thing, but she warns NB not to start racking up the credit card again.

N.S. premier happy with changes to deal with Hydro-Quebec - AIMS President & CEO is asked to comment on changes to the proposal to sell NB Power to Hydro Quebec. He points out that while the transmission lines will stay with NB Power, transmission capacity hasn't changed.

Danny Williams still upset over NB Power deal - In this article in the Globe and Mail, AIMS author Gordon Weil explains that any deal to sell any part of NB Power to Hydro Quebec will undergo serious review by US regulators.

Irving firm's energy plan a counter offer: AIMS - The battle for electricity continues to head up in Atlantic Canada with the formation of a new company aimed at forming a regional electricity transmission system in Atlantic Canada. AIMS President and CEO Charles Cirtwill points out what is being proposed is exactly what was called for in a 2003 AIMS paper.

Report: pact cuts risk - As Atlantic Canadians continue to discuss the proposed sale of NB Power to Quebec Hydro, more and more are turning to AIMS for answers. This story in an NB newspaper is based on AIMS' release of a response to its Gordon Weil analysis of the MOU.

Conversation needs rebalancing - In this op/ed, AIMS President and CEO Charles Cirtwill shares his thoughts on balancing the Nova Scotia budget. He says a balanced discussion is needed that includes tax cuts and increases, program cuts and program improvements. It's worth consideration by all governments, not just Nova Scotia.

Adopting an 'open data' system would improve public discourse - This columnist in the Times & Transcript praises AIMS' work in bringing accountability to government. DAvid Gingras concludes, "It is to our benefit that municipalities measure their performance and furthermore that they provide us with the data on the services we pay for."

Let's talk about taxes like grown-ups - AIMS President & CEO Charles Cirtwill borrows a tag line from the CCPA and agrees that it's time for an adult conversation about taxes. But he points out that means being open to other ideas and suggestions - and sticking to the facts when discussing tax reform.

P.E.I. Opposition wants N.B. power guarantees - The discussion on the MOU to sell NB Power to Hydro Quebec is taking place beyond the province of New Brunswick. In PEI, energy critic Mike Currie uses AIMS' analysis of the MOU to raise questions about the proposed sale.

Parties debate energy regulation - As the debate in New Brunswick heats up over the MOU to sell NB Power to Hydro Quebec, both sides are using AIMS' recent analysis of the proposed deal to aid in the discussion.

It's an MOU, folks - This op-ed by AIMS President and CEO Charles Cirtwill appeared in newspapers in New Brunswick and Newfoundland and Labrador. He explains that people appear to be ignoring one issue in the hoopla over the proposed sale of NB Power to Hydro Quebec - it's an MOU. He points out there's still time to clean up the deal, or to get a new offer on the table.

Minister pushes regional partnerships in Halifax - New Brunswick Finance Minister Greg Byrne chose an AIMS luncheon in Halifax to bring a message to the region - we need more cooperation.

No quick deal to create power corridor - The MOU to sell NB Power to Hydro Quebec dominated an AIMS luncheon in Halifax with guest speaker NB Finance Minister Greg Byrne. Among the questions he was asked was whether there is a deal possible to allow a transmission line through his province for Nova Scotia or Newfoundland power.

Selling the power deal to Atlantic counterparts - It was an opportune engagement. Just one week after delivering his budget, New Brunswick Finance Minister Greg Byrne was in Halifax speaking to an AIMS' luncheon. The resulting stories covered his tax reform plans, and of course, the proposed sale of NB Power.

Tax reductions aimed at bolstering N.B. businesses, minister says - NB Finance Minister Greg Byrne brings his tax reform message to Halifax at an AIMS' luncheon. New Brunswick's tax reform plan very nearly mirrors a submission made to an NB legislative committee on tax reform.

CUPE NS President Off to New Brunswick for Labour Summit on NB Power Deal - It's an unusual endorsement, but the president of CUPE Nova Scotia says AIMS' analysis of the NB Power MOU by Gordon Weil makes a lot of sense.

Report suggests New Brunswick could lose control of power under Hydro-Quebec deal - Debate over the MOU to sell NB Power to Hydro Quebec is taking up a lot of time in the NB legislature. In this story, NB Energy Minister Jack Keir says the regulatory concerns raised in an analysis of the MOU completed for AIMS are flawed.

Unease growing in U.S. over power pact, energy expert says - An analysis, published by AIMS, of the MOU to sell NB Power to Hydro Quebec received wide coverage in New Brunswick. In this article, author Gordon Weil explains why the proposed sale raises concerns in the United States.

Province Says It Will Pay Fair Share of Any Additional NB Power Transmission Lines - The proposed sale of NB Power to Hydro Quebec is being closely watched in Newfoundland and Labrador as well as Nova Scotia. An analysis of the MOU published by AIMS received white coverage and prompted some politicians to respond to the issues raised in the analysis.

National interest lacks defender - This editorial in the Cape Breton Post calls for a federal regulatory agency for energy transmission. The discussion was prompted by a recent AIMS' analysis of the MOU to sell NB Power.

Freedom Update - This blog tells readers to go to the AIMS website to check out our latest paper and the shifting demographics of Atlantic Canada and policy options to lessen the impact.

Justify pay raises with performance data - This column, by a policy analyst with the Frontier Centre for Public Policy, uses AIMS' research on municipal performance to make the point about the need performance data on municipal leaders and municipalities.

New immigration strategy on the way - AIMS' paper on the shrinking population and its implications for the Atlantic region prompted this follow-up story on the government's strategy for attracting immigrants to Nova Scotia.

Report predicts rapid population loss in Nova Scotia - The Metro provides a brief overview of AIMS' latest paper on the demographic shift.

Expert: labour shortage looms - AIMS President and CEO Charles Cirtwill explains how our shrinking population is going to change the job market in this story triggered by AIMS' paper "An Economic Future with Smaller Numbers".

AIMS confirms the population trends - Blogger Ed Hollet uses AIMS latest paper on demographics to re-enforce his point.

Population crunch a problem and an opportunity: Think tank - AIMS' paper on the shrinking population and shifting workforce drew the attention of girlworks, an e-magazine for 'thinking' girls. It highlighted one finding of the paper, An Economic Future with Smaller Numbers, that women make up a higher percentage of the workforce than forecast just a decade ago.

Declining population a growing problem: AIMS - The release of AIMS' latest paper on the pending demographic crunch hit the online news services quickly. This story in the Corner Brook Western Star provides an overview of the paper explaining the population in Atlantic Canada is growing older and shrinking much faster than previous forecast indicated.

Shrinking population growing problem in Atlantic Canada: think-tank - AIMS' latest paper on the shifting demographics of Atlantic Canada gained headlines across the region. This story from The Canadian Press appeared in several papers and on new websites.

New England's power utilities disconcerted - As people begin to review and discuss the proposed sale of NB Power to Hydro Quebec, more reporters are turning to AIMS' author Gordon Weil for insight. In this article Weil explains that the made in Canada deal may end up before the US regulatory board.

Canadian power deal creates challenges for Maine energy policy - AIMS' author Gordon Weil explains in this article in The Kennebec Journal the impact on Maine of the proposed sale of NB Power to Hydro Quebec.

Atlantic Canada's aging population and expected labour shortages - This blog uses AIMS' extensive research on demographics and the impact of our aging population to make its point.

Sale may face regulatory challenges - This op-ed by AIMS' author Gordon Weil points out there may be some regulatory concerns about the sale of NB Power to Hydro Quebec. He also suggests the province should maintain some control.

N.S., N.L. wary as Quebec exerts new power in region - For more than a decade AIMS has been writing about electricity supply in Atlantic Canada. When news broke that New Brunswick was selling its utility to Hydro Quebec, reporters started calling AIMS President Charles Cirtwill, and some of our researchers. In this story Cirtwill explains some of the drawbacks for Nova Scotia and Newfoundland of the proposed deal.

The prophet of darkness - More than a decade ago, AIMS published a paper by Tom Adams suggesting NB Power was in a financial crisis. It echoed an earlier paper by Norman Betts. With the proposed sale of NB Power to Hydro Quebec, reporters were dusting off these reports as prophecies.

The political risks in a sale of NB Power: Observers say putting a government monopoly on the block 'a minefield' - As speculation mounts that Quebec Hydro is going to buy NB Power, AIMS incoming President Charles Cirtwill has a warning. He says while New Brunswick should privatize the utility, selling it to another province's crown corporation would not be good for New Brunswickers.

Region will have labour shortages sooner than the rest of the country, study says October - AIMS' extensive research of the ageing population and its impact on our economic future is featured in a new study by the CFIB.

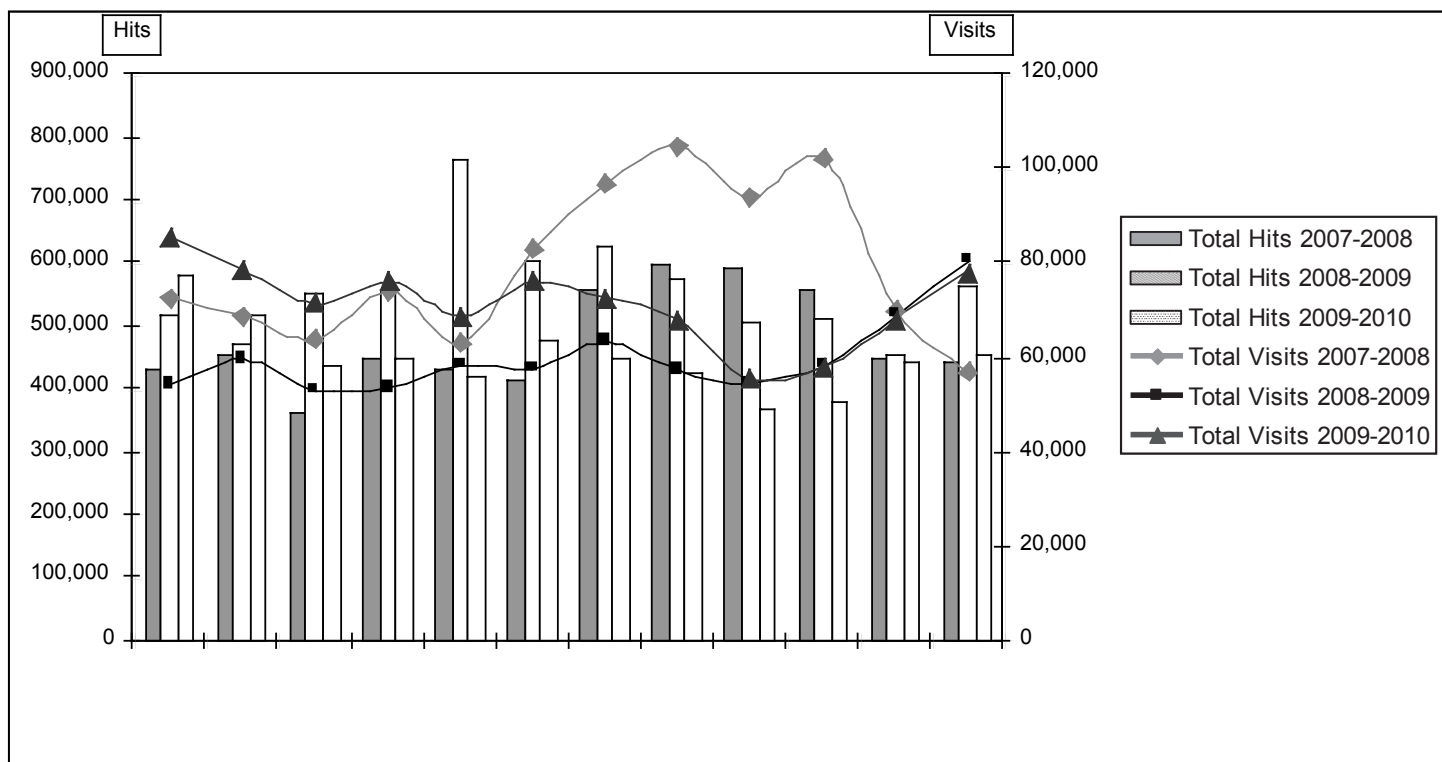
We must make sure that prison isn't terrorism school - This Op-Ed by Alex Wilner, AIMS Fellow in Defence and Security, sheds light on the issue of extremist recruitment in prison. Published by The Globe and Mail it opened a discussion on what to do with incarcerated Islamist terrorists.

Civil service defends staffing - AIMS' research on the number of civil servants per resident is generating debate in New Brunswick. AIMS incoming president Charles Cirtwill says the discussion should grow to include the question, "How many people does it take to do the job government has to do?"

Don't get too excited about September's unemployment numbers - The latest economic forecast looks good for New Brunswick. The latest job numbers paint a province in recovery mode. AIMS incoming president Charles Cirtwill suggests it may be a little early to be forecasting a economic about-face.

AIMS internet

AIMS sur l'Internet



| Legend | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Total |
|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|
| Hits 07-08 | 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 |
| Visits 07-08 | 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 |
| Hits 08-09 | 520,939 | 475,668 | 552,751 | 561,788 | 765,271 | 608,125 | 627,902 | 576,223 | 507,442 | 512,901 | 456,641 | 567,522 | 6,733,173 |
| Visits 08-09 | 54,396 | 59,925 | 53,394 | 53,675 | 58,768 | 57,775 | 63,599 | 57,350 | 54,829 | 58,488 | 69,419 | 80,787 | 722,405 |
| Hits 09-10 | 584,820 | 517,070 | 437,210 | 452,611 | 423,097 | 477,251 | 452,155 | 429,508 | 368,635 | 380,183 | 442,390 | 453,145 | 5,418,075 |
| Visits 09-10 | 85,832 | 78,732 | 71,613 | 76,187 | 68,885 | 76,417 | 72,967 | 68,381 | 55,559 | 58,090 | 68,301 | 78,090 | 859,054 |

Auditor's Report on the summarized Financial Statements

Rapport des vérificateurs sur les états financiers condensés

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, 2010 and for the year then ended on which we expressed an opinion without reservation in our report dated **November 17, 2010**.

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
17 November 2010



Grant Thornton LLP
Chartered Accountants

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 2010 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 17 Novembre 2010**. 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 17 novembre 2010



Grant Thornton LLP
Comptables agréés

2009 Financial Position

2010 Rapport financier

Summarized Statement of Revenue, Expenditures and General Fund Equity État des revenus, dépenses et surplus du fonds de fonctionnement

Year ended September 30, 2010
Pour l'exercice terminé le 30 septembre, 2010

Revenue/Revenus

| | | | |
|--------------------------|----|--------------|------------|
| Donations/Dons | | | |
| Foundations | \$ | 355,497 | |
| Corporate and Individual | | 272,655 | |
| Events/Events | | 184,362 | |
| Interest/Intérêts | | 16 | |
| Other/Autres | | <u>3,579</u> | \$ 816,109 |

Expenses/Dépenses

| | | | |
|--|--|----------------|------------------|
| Salaries and Benefits/ Salaires et benefices | | 413,413 | |
| Contract Fees/Frais de contrats | | 116,305 | |
| Other/Autres | | <u>342,516</u> | <u>(872,234)</u> |

Excess of Revenue over Expenditures/Excédent les revenus seu des dépenses \$ (56,125)

Fund balance, beginning of year / Surplus du fonds de fonctionnement, début de l'exercice \$ 186,570

Excess of Revenue over Expenditures /Excédent les dépenses sur des revenus (56,125)

General Fund Equity, End of year/Surplus du fonds de fonctionnement, fin de l'exercice \$ 130,445

Balance Sheet/Bilan

September 30, 2010/ le 30 septembre, 2010

Assets/Actif \$ 358,593

Liabilities/Passif (228,148)

Fund Balance/Solde de fonds \$ 130,445

2009 AIMS Donors

2010 Les Donateurs de l'AIMS

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|--|-----------------------------------|-----------------------------------|
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