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2013-14 ANNUAL REPORT/RAPPORT ANNUEL

AIMS

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 Gordon Weil, *Senior Fellow in Electricity Policy*
 Alex Wilner, *Fellow in Security and Defence Policy*
 Julia Witt, *Fellow in Pharmaceutical Policy*
 David Zitner, *Senior Fellow in Healthcare Policy*
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Staff

Marco Navarro-Génie, *President and CEO*
 Ben Eisen, *Director of Research and Programmes*
 Minerva King, *Administrative Assistant*
 Shaun Fantauzzo, *Policy Analyst*
 Sunita Sebastien, *Mannkal International Intern*

Message from the Chairman

AIMS is entering its 20th year and can claim it is firmly established as an Atlantic as well as a Canadian institution. In the course of the coming year, we will be taking stock at various moments to remember the many people who have supported us and to reflect on the numerous accomplishments in our past. We will also to continue to keep our eyes on the changing future of our region.



At the beginning of last fiscal year, we were joined by our new president, Dr. Marco Navarro-Génie, who has the experience to see us through new challenging times. After two decades in the Academy, this award-winning post-secondary teacher and researcher directed the research programme at a similar think tank in the Canadian Prairie, before coming to Atlantic Canada. He is adapting and integrating well into life in the region and here at AIMS.

The AIMS legacy of sound research, sober public policy exploration while maintaining the independence of the institute remains in good hands. Dr. Navarro-Génie is repurposing the work of the institute to help it meet the considerable challenges we face in Atlantic Canada. The management of the Institute is on sound footing, achieving levels of success out of all proportion to its limited budget.

None of the work of the institute would be possible without the commitment and efforts of a great many people, from staff to donors to directors. We thank in particular two core Board Officers, Fae Shaw and Elaine Sibson, Secretary and Treasurer, respectively; our Committee Chairs, Greg Grice, Audit and Finance; Fae Shaw, Memberships; Max St-Pierre, Events; and Scott McCain, Development and Fundraising, as well as our regional Vice Chairs: Leo Power, in Newfoundland and Labrador, David Hooley in Prince Edward Island, and Robert Campbell in New Brunswick. We thank all those who have supported us and continue to support us along the years, and call on new supporters to encourage the new and exciting projects and events the new leadership has in store for us this coming year.

Two significant figures in the life of AIMS passed away this year. We were saddened by the death of Professor Robin Neill, Chair of AIMS Research Advisory Board. Dr Neill's affiliation with AIMS went back to the early days of the Institute as an author and an invaluable research advisor. We also deeply mourn the death of Purdy Crawford, AIMS Chairman Emeritus. Purdy was one of the Institute's staunchest supporters and his affections for AIMS were crystallised in the establishment, with his personal blessing, of our Purdy Crawford Fund.

Below in this Report you will find a summary of the publications, programmes, events, media commentary and other activities that are the staples of think tank life, which continue to leave a mark on public policy. Surmounting transition obstacles, the institute has accomplished a good deal with a relatively small but stable stream of funding.

Funding continues to be one of our central challenges nonetheless. Indeed, we must convince the business community to increase its support for the work at AIMS in this landmark year as we end our second decade. Such support will assist in enriching public life, generating research, evidence and ideas that can buttress leaders, observers and the general public in demanding better choices and wiser decisions affecting our region and our

country in the many areas in which our work has significant impact. Increased levels of funding will allow the Institute to achieve more.

This year, new additions to the Board of Directors assisted us in the tasks of overseeing and fundraising. We welcomed among us Laura Araneda, Lee Bragg, and Richard Florizone. We are also grateful for the committed service of member directors Doug Hall, Don Mills, and Andrew Oland, who completed terms of service last year in accordance with our bylaws.

Much like Atlantic Canada, AIMS faces important challenges in fulfilling its significant potential. And like the people we serve in the region, the people involved in AIMS have the commitment, the energy and the spirit to succeed. Our efforts will be reanimated by our desire to build on the achievement of AIMS' prior nineteen years: to have become, in the words of Purdy Crawford, "the region's best, most authoritative and most listened to public policy think tank."

John Risley | *Chairman of the Board*

Message du président du conseil d'administration

L'AIMS amorce sa 20^e année et peut prétendre qu'il est fermement établi en tant qu'institution atlantique et canadienne. Au cours de la prochaine année, nous ferons le point à divers moments pour rappeler le souvenir des nombreuses personnes qui nous ont appuyés et pour réfléchir aux nombreuses réalisations qui ponctuent notre passé. Nous continuerons également à garder les yeux ouverts sur le futur changeant de notre région.



M. Marco Navarro-Génie, notre nouveau président, s'est joint à nous au début du plus récent exercice financier. Il a l'expérience qu'il faut pour nous aider à relever les nouveaux défis qui se présentent. Après deux décennies dans le monde universitaire, ce chercheur et enseignant au niveau postsecondaire, lauréat de divers prix, a dirigé le programme de recherche d'un groupe de réflexion des Prairies canadiennes avant de s'établir au Canada atlantique. Il s'adapte rapidement et s'intègre très bien à la vie dans la région et au sein de l'AIMS.

La tradition de recherche bien étayée, d'examen rigoureux des politiques publiques et de préservation de l'indépendance de l'AIMS est entre bonnes mains. M. Navarro-Génie est en train de recentrer le travail de l'Institut pour l'aider à relever les défis d'importance auxquels nous faisons face au Canada atlantique. La gestion de l'Institut repose sur une base solide, et les succès qu'il remporte sont hors de toute proportion par rapport à son budget limité.

Rien de ce que réussit l'Institut ne serait possible sans la détermination et les efforts d'un grand nombre de personnes – tant les employés et les donateurs que les administrateurs. Nous remercions en particulier deux membres essentiels du conseil d'administration, Mmes Fae Shaw et Elaine Sibson, respectivement secrétaire et trésorière; nous remercions également les présidents des divers comités : M. Greg Grice, audit et finances; Mme Fae Shaw, adhésions; M. Max St-Pierre, événements; et M. Scott McCain, développement et collecte de fonds. Nous offrons aussi nos remerciements à nos vice-présidents régionaux : MM. Leo Power à Terre-Neuve-et-Labrador, David Hooley à l'Île-du-Prince-Édouard et Robert Campbell au Nouveau-Brunswick. Nous remercions tous ceux qui nous ont appuyés et qui continuent de le faire au fil des ans. Nous lançons un appel à de nouveaux sympathisants pour qu'ils appuient les projets et les activités dynamiques que le nouveau leadership planifie pour l'année qui vient.

Deux personnages importants dans la vie de l'AIMS nous ont quittés cette année. Nous avons été attristés par le décès du professeur Robin Neill, président du comité consultatif de recherche de l'AIMS. Son association avec l'Institut remontait aux premiers jours de l'Institut; il a fait une contribution d'une valeur inestimable en tant qu'auteur et conseiller en recherche. Nous déplorons aussi le décès de M. Purdy Crawford, président émérite de l'AIMS. Il était l'un des plus ardents défenseurs de l'Institut, et son affection pour l'AIMS s'est cristallisée dans la mise sur pied, avec son autorisation, du Fonds Purdy Crawford.

Vous trouverez, plus loin dans ce rapport, un sommaire des publications, des programmes, des événements, des commentaires médiatiques et d'autres activités qui sont le quotidien de la vie d'un groupe de réflexion qui continue à laisser une marque sur la politique publique. L'Institut a surmonté les obstacles inhérents à la transition et accompli beaucoup avec un financement relativement peu élevé mais stable.

Le financement reste néanmoins l'un de nos grands défis. En effet, en cette année charnière, alors que l'AIMS termine le chapitre de sa deuxième décennie, nous devons convaincre le monde des affaires d'augmenter son soutien financier. Ce soutien nous aidera à enrichir la vie publique et à poursuivre nos recherches pour recueillir des preuves et des idées qui peuvent appuyer les leaders, les observateurs et le grand public lorsqu'ils exigent des décisions plus judicieuses et de meilleurs choix dans les domaines qui touchent notre région et notre pays et dans lesquels nos travaux ont un impact important. Un financement accru donnera à l'Institut la possibilité de faire plus.

Cette année, des ajouts au conseil d'administration nous ont aidés sur les plans de la supervision et de la collecte de fonds. Nous avons accueilli Mme Laura Araneda et MM. Lee Bragg et Richard Florizone. Nous sommes aussi reconnaissants pour les précieux services de MM. Doug Hall, Don Mills et Andrew Oland, administrateurs, dont les mandats ont pris fin l'année dernière, conformément au règlement de l'Institut.

Tout comme le Canada atlantique, l'AIMS doit relever d'importants défis pour réaliser son grand potentiel. Tout comme les gens que nous servons dans la région, les artisans de l'AIMS ont la détermination, l'énergie et la volonté de réussir. Notre désir de continuer notre œuvre de construction en nous appuyant sur les réussites des dix-neuf premières années de l'AIMS viendra étayer nos efforts; l'AIMS est devenu, comme l'affirmait Purdy Crawford, le meilleur groupe de réflexion sur la politique publique de la région, celui qui fait le plus autorité et qui est le plus écouté.

John Risley | *Président du conseil*

Message from the President

The year covered in this Annual Report marks my first year as president of AIMS. The same year also marks the closing of a second decade in the life of the institution. It has been a year of transition for me and for our new team; it has been an exciting year of challenge and an opportunity to ponder what the next twenty years will bring.

While it has been a year of change, it has also been a year of continuity and growth. Such is the make-up of lasting institutions, especially when they have been set right. They live on, withstand changes in administrations and in the long run they outlast individuals.

Some of the faces at AIMS have changed and some of the internal configurations at the think tank have also changed, but the depth and quality of research that has been AIMS' hallmark carries on. The same can be said about the ideas and ideals that animate the Institute: the pioneering spirit that propelled AIMS to the public policy scene twenty years ago still live here.

Guided by the spirit of those ideals, we continue to produce thought provoking research and commentaries that present sharp alternatives for Atlantic Canadians, and for Canadians in general. We continue to promote ideas and policy reforms that will help the region achieve its greater potential. Where there is an absence of good regulation, we propose reasoned rules; where there is excessive regulation, we propose alternatives to scale back.

We look tirelessly to other jurisdictions in search of proven solutions. We promote better healthcare and reduction of long wait lines, more efficient models of funding public projects, better schools, responsible energy development and more sustainable ways to manage our public finances. These and many other similar themes continue to permeate our research.

We continue to engage in public debates through our work and opinion pieces published in regional and national outlets. Our speakers appear before public and select private audiences such as professional organizations and citizens' groups to disseminate our findings and instil a practical relevance to the work we do. This year, for example, we spoke to OECD officials, the CFA Society of Atlantic Canada, the Canadian Pension and Benefits Institute, and met with senior elected officials in provincial and the federal finance departments.

In addition, we present role-models and accomplished executives to business leaders and the general public in Atlantic Canada at AIMS events, conferences and symposia. This year, for example, we hosted Shell Canada President and Country Chair Lorraine Mitchelmore. A native of Newfoundland and Labrador, Mitchelmore captivated our guests at sold-out dinners in Halifax and St John's, speaking on *Acting Globally, Acting Locally: How Canada and its Energy Industry Can Succeed in the 21st Century*.

Reaching more widely, our work this year continues to receive mentions in news broadcasts, close to 250 times. This outreach does not include our new AIMS Radio Project. Through pre-recorded radio commentaries broadcasted a few times a day each and every day of the week, our message and our research findings are penetrating greater public depths, making our work more vivid to general audiences. The AIMS Radio Project has been initiated this past year through the generous support of the John Dobson Foundation and with the cooperation of Newcap Radio Stations.

Our researchers and writers span the country and come from the best local and national research institutions and universities. This year's contributors, whom we warmly thank for their excellent accomplishments are Paul Bennett, David Murrell, James Feehan, Gordon Weil, Michael Zwaagstra, Rod Clifton, Robert Murray, David

Zitner, Rick August, and our very own Shaun Fantauzzo and Ben Eisen. We also thank all the blind peer reviewers and research advisors. They are key to reaching the elevated quality of our work.

A think tank is expected to be an incubator of ideas, to be a “thought farm” as a commentator recently referred to us, where we develop more than excellent ideas and policy alternatives. We also develop skills in people, whose eventual experience and training at AIMS radiates outward to other think tanks and organizations in the region and in the rest of the country. Such was the case of Eric Blake, to whom we said farewell last autumn.

Notwithstanding the transition frictions and obstacles we faced this year, we have accomplished a good deal with a new but very professional and highly dedicated staff. They are Ben Eisen, our tireless director of research and programmes; Minerva King, administrative assistant and the multipurpose glue that holds the office together; and Shaun Fantauzzo, our talented and enthusiastic policy analyst, who is also the coordinator of our AIMS on Campus Programme.

Generously funded by the Lotte and John Hecht Memorial Foundation, AIMS on Campus is a unique programme in the ecology of think tanks in this country. Through it, a select group of young undergraduate university students learn about public policy guided by market principles and have a peek into the inner workings of a public policy institute. In addition to AIMS on Campus Fellows, under a separate programme with other partners, our AIMS Internship Programme selects more senior students, trains them as researchers and writers of practical public policy and exposes them more directly to the operations of our Institute. Through these programmes, we are training the policy leaders of tomorrow in a challenging but non-partisan environment.

Last year, in partnership with the Mannkal Economic Education Foundation of Australia, our internship went international as we hosted our first Australian Intern, Sunita Sebastian. We are grateful to Mannkal for this fruitful partnership. A new Mannkal Scholar is expected this coming winter.

As a year of transition at AIMS, with all the concomitant excitement that change brings, it has also brought opportunities for growth and development. But these changes have not transformed us. The form and substance of AIMS remain intact.

We continue to succeed in providing evidence-based information that reshapes opinions, challenges established ways and points toward more sound alternatives and solutions for our region and the country. The AIMS team – with long experience in business, government, universities and the media – doesn’t merely produce research. We make a difference – and have made a difference over the past 20 years – by linking ideas with contemporary public policy challenges and making sure that business leaders, the media, policy-makers, and ordinary 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.

The need to promote better policy solutions has for long been strong in Atlantic Canada but perhaps stronger in the last few years as much of the region has careened into a deeper spiral of infrastructural, demographic, social and economic challenges.

Under John Risley’s leadership, we are fortunate to enjoy the unqualified support of what has to be the finest Board in the region. Their support for AIMS, though they do not influence the research direction or its outcomes, is unwavering and much appreciated. We are equally grateful for our donors and supporters, whose backing is the lifeline of the Institute and the blood that has sustained it for twenty years. A big thank-you to our foundations, corporations and individual donors. It is they who make AIMS strong.

If you or your company or organization is not already a financial supporter of AIMS and you would like to become involved, please let us know. Without the support of the broad community we cannot continue to carry out the important public policy work on which this region's future prosperity and development depend.

Our achievements are the pride of those who support us. We have accomplished a good deal this year, and much remains to be done at this crucial point in the life of the Institute and the development of the region. With your support, we can do more and we can do better this coming year. We shall continue to make them proud.

We have a fantastic stream of projects lined up, and several outstanding events planned across the four provinces that will help us celebrate our 20 years of policy leadership in the service of Atlantic Canadian and of Canadians across the country. We hope you will all join us.

Marco Navarro-Génie, Ph.D | *President and CEO*

Message du président et chef de la direction

L'exercice visé par ce rapport annuel est aussi ma première année en tant que président de l'AIMS. C'est aussi la dernière année de la deuxième décennie de la vie de l'Institut. Ce fut une année de transition pour moi et pour notre nouvelle équipe, une année marquée au sceau du dynamisme, une année qui nous a donné l'occasion de réfléchir à ce que seront les vingt prochaines années.

Mais cette année de changement a aussi été une année de continuité et de croissance. Voilà autant de caractéristiques des institutions qui durent, surtout les institutions érigées sur des fondations solides. Elles poursuivent leurs activités, surmontent les obstacles souvent associés aux changements administratifs et survivent aux hommes et aux femmes qui s'y dévouent.

Certaines des personnalités qui ont animé l'AIMS ont changé, et certaines structures internes du groupe de réflexion ont été modifiées, mais la profondeur et la qualité des recherches qui ont fait sa réputation subsistent. On peut affirmer la même chose des idées et des idéaux qui animent l'Institut : l'esprit de pionnier qui a placé l'AIMS sur la scène politique il y a vingt ans est toujours bien vivant.

Guidés par cet esprit et par ces idéaux, nous continuons à mener des recherches et à publier des commentaires qui suscitent la réflexion et présentent des solutions de rechange différentes et novatrices pour les Canadiens de la région atlantique et pour les Canadiens en général. Nous continuons à promouvoir des idées et des réformes politiques qui aideront la région à atteindre son plein potentiel. Là où il y a absence de réglementation appropriée, nous proposons des règles judicieuses; là où le fardeau de la réglementation est trop lourd, nous proposons des solutions pour l'alléger.

Nous examinons constamment ce qui se passe ailleurs, à la recherche de solutions éprouvées. Nous préconisons de meilleurs soins de santé et la réduction des longues listes d'attente, des modèles plus efficaces de financement des projets publics, de meilleures écoles, le développement responsable des ressources énergétiques et des façons plus durables de gérer les finances publiques. Voilà certains des nombreux thèmes qui nous incitent à toujours poursuivre nos recherches.

Nous continuons à participer aux débats publics par nos travaux et par les articles d'opinion que nous publions dans les médias régionaux et nationaux. Nos conférenciers s'adressent à des auditoires composés de membres du grand public et à des groupes privés – organismes professionnels et groupes de citoyens – pour faire connaître les conclusions de nos travaux et faire ressortir le caractère pratique de nos travaux. Cette année, par exemple, nous nous sommes adressés à des représentants de l'OCDE, de la CFA Society du Canada atlantique et de l'Institut canadien de la retraite et des avantages sociaux; nous avons aussi rencontré des représentants élus des ministères des finances fédéral et provinciaux.

Dans le cadre d'événements, de conférences et de symposiums organisés par l'AIMS, nous présentons des modèles et des dirigeants chevronnés à des chefs d'entreprise et au grand public du Canada atlantique. Cette année, par exemple, nous avons accueilli Mme Lorraine Mitchelmore, présidente de Shell au Canada. Née à Terre-Neuve-et-Labrador, Mme Mitchelmore a captivé les convives à des banquets à guichet fermé à Halifax et à St. John's. Le titre de sa causerie : *Thinking Globally, Acting Locally: How Canada and its Energy Industry Can Succeed in the 21st Century* (Penser à l'échelle planétaire et agir à l'échelle locale : comment le Canada et son industrie énergétique peuvent réussir au XXI^e siècle).

Atteignant un plus vaste auditoire, cette année, nos travaux ont été mentionnés près de 250 fois dans des bulletins de nouvelles. Cette sensibilisation du public s'ajoute au nouveau projet radiophonique de l'AIMS. Grâce à des

commentaires enregistrés et diffusés à la radio plusieurs fois chaque jour, tous les jours de la semaine, notre message et les résultats de nos recherches atteignent un plus vaste public, donnant à l'auditoire une idée plus juste et plus vivante de ce que nous faisons. Le projet radio de l'AIMS a été lancé cette année grâce à la généreuse contribution de la Fondation John Dobson, avec la collaboration des stations de radio Newcap.

Nos chercheurs et nos auteurs viennent de tous les coins du pays, des meilleures universités et des meilleurs établissements de recherche locaux et nationaux. Nous tenons à remercier chaleureusement les nombreux contributeurs de cette année pour leur apport inestimable : MM. Paul Bennett, David Murrell, James Feehan, Gordon Weil, Michael Zwaagstra, Rod Clifton, Robert Murray, David Zitner et Rick August, ainsi que Shaun Fantauzzo et Ben Eisen de l'AIMS. Nous remercions également les conseillers de recherche et ceux et celles qui ont procédé à l'examen à l'aveugle des textes. Ils sont essentiels pour assurer la grande qualité de nos travaux.

Un groupe de réflexion doit être un incubateur d'idées, un groupe qui cultive les idées (« thought farm ») où se développent bien plus que des idées et des solutions de rechange aux politiques. Nous favorisons aussi le perfectionnement personnel; l'expérience et la formation offertes à ces gens par l'AIMS rayonnent vers d'autres groupes de réflexion et organisations dans la région et dans le reste du pays. C'est ce qui s'est produit avec M. Eric Blake, à qui nous avons dit au revoir l'automne dernier.

Malgré les frictions et les obstacles que nous avons dû surmonter en cette année de transition, nous avons accompli beaucoup avec un personnel nouveau, très professionnel et fortement déterminé. Ces sont M. Ben Eisen, infatigable directeur de recherche et de programmes, Mme Minerva King, adjointe administrative et véritable agente de cohésion qui préserve l'harmonie au bureau et M. Shaun Fantauzzo, analyste des politiques aussi talentueux qu'enthousiaste, qui est également coordonnateur du programme « AIMS on Campus ».

Généreusement financé par la Lotte and John Hecht Memorial Foundation, il s'agit d'un programme unique sur l'écologie des groupes de réflexion au pays. Le programme explique à un groupe sélect de jeunes étudiants universitaires de premier cycle comment la politique publique est orientée par des principes du marché, et leur fait jeter un coup d'œil sur les rouages internes d'un institut de politique publique. En plus du programme AIMS on Campus, le programme AIMS Internship s'adresse à des étudiants plus avancés et leur offre une formation de chercheurs et d'auteurs de politique publique pratique et leur fait connaître plus en profondeur les activités de notre Institut. Par ces programmes, nous formons les dirigeants politiques de demain dans un environnement stimulant mais non partisan.

L'année dernière, en partenariat avec la Mannkal Economic Education Foundation d'Australie, notre programme d'internat est devenu international; et nous avons accueilli notre première interne australienne, Sunita Sebastian. Nous sommes reconnaissants à la fondation Mannkal pour ce partenariat fructueux, et nous prévoyons accueillir un autre stagiaire au cours de l'hiver.

L'année de transition vécue par l'AIMS, avec tous les bouleversements qu'apporte le changement, nous a aussi offert de belles possibilités de croissance et de perfectionnement. Mais le changement ne nous a pas transformés. Le fond et la forme de l'AIMS sont intacts.

Nous réussissons toujours à présenter des renseignements étayés par des preuves, renseignements qui reçoivent les opinions, qui contestent le statu quo et qui proposent de meilleures solutions pour notre région et pour le pays. L'équipe de l'AIMS – forte de sa longue expérience au sein d'entreprises, de gouvernements, d'universités et dans les médias – ne fait pas que produire des documents de recherche. Nous faisons la différence – et nous avons fait la différence au cours des vingt dernières années – en établissant des liens entre les idées et les défis contemporains en politique publique, et en nous assurant que les chefs d'entreprise, les médias, les responsables des politiques et les citoyens ordinaires ont l'information et la compréhension nécessaires pour que les mesures

prises par les gouvernements contribuent à nous assurer d'avoir une région et un pays plus sûrs, plus forts, plus libres et plus prospères.

Le besoin de promouvoir de meilleures solutions politiques est fortement ressenti depuis longtemps au Canada atlantique, mais ce sentiment s'est renforcé au cours des dernières années alors que la région s'est engagée dans une spirale de défis infrastructurels, démographiques, sociaux et économiques.

Nous avons la chance, sous le leadership de M. John Risley, de bénéficier du soutien sans réserve de l'un des meilleurs conseils d'administration de la région. Le soutien offert à l'AIMS par les membres du conseil, qui n'influent ni sur l'orientation de sa recherche ni sur les résultats, est sans faille et très apprécié. Nous sommes aussi reconnaissants à nos donateurs et à nos commanditaires, dont l'appui est le cordon ombilical de l'Institut et le sang qui l'a alimenté depuis vingt ans. Nous disons un bien gros merci à tous nos donateurs – fondations, entreprises et particuliers. C'est à eux que l'AIMS doit sa solidité.

Si vous, votre société ou votre organisation n'offrez pas actuellement de soutien financier à l'AIMS et que vous aimeriez vous impliquer, n'hésitez pas à communiquer avec nous. Il nous est impossible, sans le soutien de toutes les personnes concernées, de continuer à nous acquitter des importants travaux de politique publique desquels sont tributaires la prospérité et le développement futurs de la région.

Nos réalisations font la fierté de ceux et de celles qui nous appuient. Nous avons accompli de grandes choses au cours de l'année, et il reste beaucoup à faire à ce point crucial de la vie de l'Institut et du développement de la région. Avec vous, avec votre appui, nous pouvons faire encore plus et mieux au cours de l'année qui vient. Nous continuerons à rendre fiers tous ceux qui croient en nous et nous appuient.

Nous avons une liste fantastique de projets à réaliser et plusieurs événements exceptionnels seront organisés dans les quatre provinces pour célébrer nos 20 ans de leadership en politique au service des Canadiens de la région atlantique et de tous les Canadiens du pays. Nous espérons que vous vous joindrez à nous.

Marco Navarro-Génie, Ph.D | Président et chef de la direction

In Memory of Purdy Crawford (1931-2014)

Purdy Crawford (1931-2014) was Chairman of the Board of the Atlantic Institute for Market Studies, 1997-2001. He was an esteemed Canadian businessperson, lawyer, and philanthropist. Born the son of a coal miner in Five Islands, Nova Scotia, he earned a Bachelor of Arts from Mount Allison University, a Bachelor of Laws from Dalhousie University, and a Master of Laws from Harvard.



"The challenge facing AIMS grows greater, not lesser, in this era of rapid change. We intend to be out front on the cutting edge of ideas, developing and promoting sensible alternatives." – Purdy Crawford. [The Importance of AIMS](#)

Mr. Crawford began his legal career as an articling student with Roland Ritchie in Halifax and was called to the Bar of Nova Scotia in 1956. In 1958, he was called to the Bar of Ontario and joined Canadian law firm Osler, Hoskin & Harcourt as an associate lawyer specializing in commercial and corporate law. He became a Partner with the firm in 1962 and Senior Partner in 1970. In addition to practicing law, Mr. Crawford was a special lecturer at Osgoode Hall Law School from 1964 to 1968 and taught at the University of Toronto Law School from 1969 to 1971.

He left Osler, Hoskin & Harcourt in 1985 to become President and Chief Operating Officer of Imasco Ltd, where he retired as Chief Executive Officer in 1995 and Chairman of the Board of Directors in 2000. His other roles included Chancellor of Mount Allison University and Governor of the University of Waterloo; Chairman of the Atlantic Institute for Market Studies, AT&T Canada Corporation, the Pan-Canadian Investors Committee for Third-party Structured Asset-backed Commercial Paper, the Five-year Review Committee, and the Securities Industry Committee on Analyst Standards; Member of the Board of Directors of Maple Leaf Foods. Mr.

Crawford was also Chairman of the Ontario Government's Crawford Panel on a Single Canadian Securities Regulator, acting as the lead negotiator for resolution of the crisis in asset-backed commercial paper.

In 1996, Mr. Crawford received the Order of Canada in recognition of his accomplishments in business and law. The Nova Scotia Business Hall of Fame inducted him in 1997 and the Canadian Business Hall of Fame inducted him in 2000, additionally naming him the Ivey Business Leader of the Year. He became a Fellow of the Institute of Corporate Directors in 1999 and an Honorary Associate at the Conference Board of Canada in 2007. In addition, he received the United Way Canada Volunteerism Award for Outstanding Contribution to Canadian Society and the Canadian Council for the Advancement of Education's Friend of Education Award.

"Purdy Crawford was a titan of Atlantic Canada and a zealous champion of AIMS since its founding," said President and CEO Marco Navarro-Génie. "From the outset, twenty years ago, he understood the pivotal role that a group of independent and energized policy researchers could collectively play in the region through AIMS, and how their independence of mind was its greatest asset." With Purdy's endorsement, AIMS had recently begun a process to establish the Purdy Crawford Endowment Fund and Policy Research Chair to honour his legacy at our Institute.

"Purdy's life was one to celebrate," said AIMS Chairman John Risley. "I feel confident in saying he would welcome the notion that one of the ways in which we may endorse that celebration would be to ensure the success of AIMS, and ultimately, our region."

In Memory of Robin Neill (1931-2014)

Robin F. Neill (1931-2014) was an esteemed Canadian economic historian and professor at the University of Prince Edward Island. Born in Port Arthur, Ontario-now Thunder Bay-in 1931, Dr. Neill earned a BA and MA in political economy from the University of Toronto and a PhD in economics from Duke University.



Before his appointment to the University of Prince Edward Island's Faculty of Economics, he held positions at the University of Saskatchewan and Carleton University, and was Special Advisor to the Fisheries Council of Canada and the Department of Fisheries and Oceans. In addition, he was the Chairman, Board of Research Advisors at the Atlantic Institute for Market Studies (AIMS), where his contribution to the organization was immeasurable.

Throughout his career, Dr. Neill wrote extensively on economics, politics, and society, publishing two books and more than forty academic articles. His work ranged from the history of Canadian economic thought and postmodernism to the Saskatchewan school of economic historiography and economic activity in Quebec. He established himself as a critic of H.A. Innis' explanation of Canadian economic development as a lateral, east-west conception of trade and advocated a post-Innisian framework of development as an expression of variegated regions (i.e. population density, cultural politics, geographic characteristics, etc.) and of their particular north-south relations with the United States. Dr. Neill also authored numerous studies on economic and political issues in Atlantic Canada for AIMS.

Dr. Neill passed away peacefully at his summer home in Rocky Point on Sunday, 29 June 2014, and his wife Sharon, daughter Natalie, siblings, sisters- and brothers-in-law, and nieces and nephews survive him. His role at AIMS was integral to the Institute's success, and his legacy will continue to shape that success as we celebrate our 20th anniversary.

Papers and Studies

The following is a synopsis of the papers and studies authored by AIMS staff, research fellows, and contributing authors in 2013-14. These publications focus primarily on education, energy and environment, and public finance, which comprise the most pressing issues facing Atlantic Canada in the last twelve months.

Electricity Market Integration: Newfoundland Chooses Monopoly and Protectionism

28 November 2013

James Feehan, Professor of Economics at Memorial University

James Feehan provides an overview of the Muskrat Falls project and reviews the economic impact of Newfoundland and Labrador's protectionist amendments to the *Electric Power Control Act*. He argues these amendments will prevent gains from trade, placing the cost disproportionately on Island ratepayers.

Reforming Atlantic Fisheries: Lessons from Iceland

13 March 2014

Shaun Fantauzzo, Policy Analyst

Shaun Fantauzzo analyzes the federal government's response to Newfoundland and Labrador's cod stock collapse in the 1990s compared to the government of Iceland's response to the collapse of its herring stock in the 1960s. He concludes that, "The most obvious lesson is relinquishing managerial control of Canada's fisheries to the provinces, which are invariably familiar with managing their local resources."

The Cost Disease Infects Public Education Across Canada

14 March 2014

Rod Clifton, Senior Fellow at the Frontier Centre for Public Policy and Professor Emeritus at the University of Manitoba

Rod Clifton examines the cost of public education across the provinces and territories from 1999 and 2011, showing that the "cost disease" has infected it—albeit at different rates. He argues that provincial and territorial governments with costlier education systems must align spending with their respective economic realities and suggests looking toward those jurisdictions with lower costs as a start.

Maintaining "Spotless Records": Professional Standards, Teacher Misconduct and the Teaching Profession

18 March 2014

Paul Bennett, Director of Schoolhouse Consulting and Adjunct Professor of Education at Saint Mary's University

Karen Mitchell, Former Member of the Governing Board of the Ontario College of Teachers

Paul Bennett and Karen Mitchell argue there is an absence of regulatory oversight in Nova Scotia's education system and recommend creating a novel Teacher Regulation Branch to uphold professional standards and ensure the validity and quality of professional degrees, qualification courses, and other enhancement programmes. This approach would rebuild public trust in, and raise the quality of, the education system.

New Brunswick's Debt and Deficit: A Historical Look

20 May 2014

David Murrell, *Professor of Economics at the University of New Brunswick*

Shaun Fantauzzo, *Policy Analyst*

David Murrell and Shaun Fantauzzo identify spending restraint as the most viable option for curbing public debt in New Brunswick. Their data reveals a decline in the province's revenue capacity since the 1980s, and while they acknowledge the provincial government's recent moves to consolidate the province's finances, they warn that additional fiscal consolidation efforts will be necessary to ensure the stability of provincial finances.

Muskrat Falls: Opportunities to Reduce Risk and Enhance Benefits

28 July 2014

Gordon Weil, *Senior Fellow in Electricity Policy*

Ed Martin, *President and CEO of Nalcor Energy*

Gordon Weil discusses the primary risk factors associated with the Muskrat Falls hydroelectric project in Labrador: unanticipated rate increases, a lack of assurance about off-system sales revenues, and system reliability. He proposes the creation of a regional reliability system and pooled use of energy resources, which could mitigate risk and enhance benefits. In response, Ed Martin, *President and CEO of Nalcor Energy*, presents an alternate view.

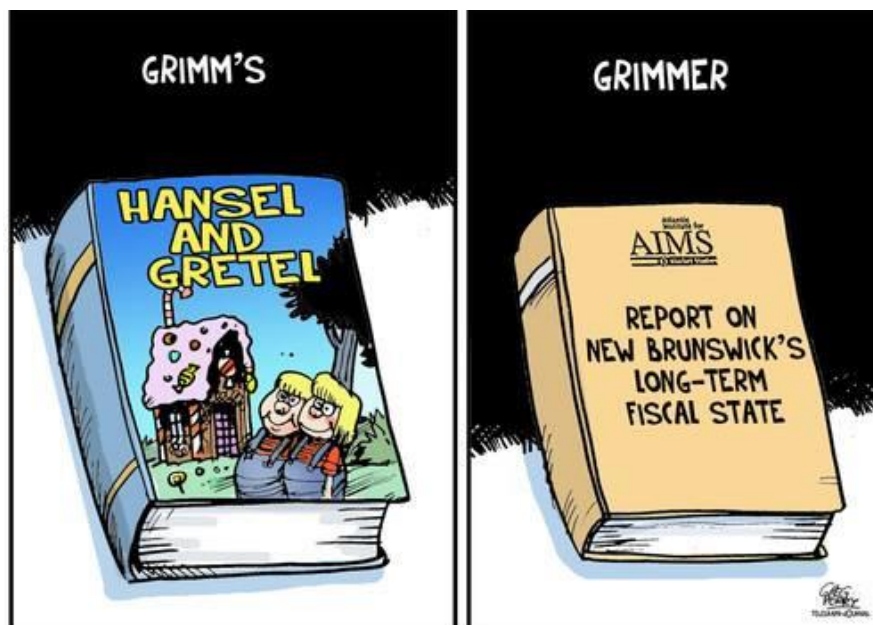
The Size and Cost of Atlantic Canada's Public Sector

18 September 2014

Ben Eisen, *Director of Research and Programmes*

Shaun Fantauzzo, *Policy Analyst*

Ben Eisen and Shaun Fantauzzo compare public sector employment levels and compensation rates in the provinces and show that they are higher than the national average in the Atlantic region. If provincial governments in Atlantic Canada aligned their public sector with the national average in terms of employment, it would have reduced the public sector wage bill by \$1.89 billion. In the context of sustained deficit spending, rising net debt, and weak economic forecasts, they recommend a government-wide cost-benefit analysis of public sector spending.



Telegraph Journal | 22 May 2014

Opinion Pieces

The following is a sampling of opinion pieces authored by AIMS staff, research fellows, and contributing authors in 2013-14. This selection includes several articles addressing developments, issues, and policies relevant to the AIMS research agenda, which focuses primarily on education, energy and environment, healthcare, labour, and public finance. These pieces featured in local, regional, and national media outlets throughout the year.

Atlantic power pool would insulate ratepayers

25 October 2013 in the Chronicle Herald

Gordon Weil, Senior Fellow in Electricity Policy

CPP boost could hurt small firms, jobless

13 November 2013 in the Chronicle Herald

Shaun Fantauzzo, Policy Analyst

In defence of the seal hunt

28 November 2013 in the National Post

Shaun Fantauzzo, Policy Analyst

Richer CPP creates costs for society

10 December 2013 in the Financial Post

Shaun Fantauzzo, Policy Analyst

Medical marijuana regulations no bargain for consumers

12 December 2013 in the Vancouver Sun

Shaun Fantauzzo, Policy Analyst

Nova Scotians' opposition to fracking unsupported by the facts

13 December 2013 in the Cape Breton Post

Marco Navarro-Génie, President and CEO

Course correction needed in math

18 December 2013 in the Chronicle Herald

Michael Zwaagstra, Fellow in Common Sense Education

Round doorknob ban could end up harming kids

17 January 2014 in the Chronicle Herald

Marco Navarro-Génie, President and CEO

Obama and the decline of American hegemony

4 February 2014 in Troy Media

Rob Murray, Senior Fellow in Security and Defence Policy

Let's take a byte out of snow dates

7 February 2014 in the Chronicle Herald

Paul Bennett, Contributing author to AIMS

Government should butt out on e-cigarettes

21 February 2014 in the Chronicle Herald

Shaun Fantauzzo, Policy Analyst

Olympic committee's support of dictatorships must end

22 February 2014 in the Winnipeg Free Press

Rob Murray, Senior Fellow in Security and Defence Policy

Past subsidies to auto industry failed to save jobs

3 March 2014 in Exchange Magazine

Shaun Fantauzzo, Policy Analyst

Newfoundland's departure from protectionism a positive development

11 March 2014 in the Guardian

Shaun Fantauzzo, Policy Analyst

Atlantic schooling costs too much

12 March 2014 in the Telegraph Journal

Rod Clifton, Senior Fellow at the Frontier Centre for Public Policy and Contributing author to AIMS

Ben Eisen, Director of Research and Programmes

West unprepared for modern conflict

21 March 2014 in the Winnipeg Free Press

Rob Murray, Senior Fellow in Security and Defence Policy

The poverty of western strategy in Ukraine

17 April 2014 in the Epoch Times

Rob Murray, Senior Fellow in Security and Defence Policy

Radical intervention for faltering schools

18 April 2014 in the Chronicle Herald

Paul Bennett, Contributing author to AIMS

Why neo-containment should not extend to the Arctic

25 April 2014 on OpenCanada.org

Rob Murray, Senior Fellow in Security and Defence Policy

Focus on income inequality misguided

25 April 2014 in Troy Media

Shaun Fantauzzo, Policy Analyst

Minimum wage ineffective on poverty

6 May 2014 in the Montreal Gazette

Ben Eisen, Director of Research and Programmes

Shaun Fantauzzo, Policy Analyst

The Harper government's misguided attempt at a foreign policy

22 May 2014 in Troy Media

Rob Murray, Senior Fellow in Security and Defence Policy

New Brunswick must tackle its debt problem

22 May 2014 in the Telegraph Journal

David Murrell, Professor of Economics at the University of New Brunswick

Shaun Fantauzzo, Policy Analyst

Ben Eisen, Director of Research and Programmes

Forego failed education fads

5 June 2014

Michael Zwaagstra, Fellow in Common Sense Education

Healthcare needs a high-tech injection

17 June 2014 in the Chronicle Herald

David Zitner, Fellow in Healthcare Policy

Why child welfare is always in crisis

24 June 2014 in the Moncton Times and Transcript

Rick August, Contributing author to AIMS

The death of a conservative approach to foreign policy

25 June 2014 in Troy Media

Rob Murray, Senior Fellow in Security and Defence Policy

Universities would be wrong to shun energy companies

15 July 2014

Marco Navarro-Génie, President and CEO

Muskkrat Falls: increased risks and opportunity

19 July 2014 in the Telegram

Gordon Weil, Senior Fellow in Electricity Policy

American irrelevance in the New World Order

24 July 2014 in Troy Media

Rob Murray, Senior Fellow in Electricity Policy

Not everyone needs a psychiatrist; there are other choices

6 August 2014 in the Globe and Mail

David Zitner, Senior Fellow in Healthcare Policy

PEI's liquor woes: surcharge constrains initiative

20 August 2014 in the Guardian

Shaun Fantauzzo, Policy Analyst

Atlantic Canada's public sector bigger than average

19 September 2014 in the Chronicle Herald

Ben Eisen, Director of Research and Programmes

Shaun Fantauzzo, Policy Analyst

Nova Scotia Fracking Ban Hampers Innovation

26 September 2014 in the Chronicle Herald

Marco Navarro-Génie, President and CEO

Select Media Coverage

The following is a sampling of the media coverage AIMS received in 2013-14. This selection includes newspaper, radio, and television interviews featuring AIMS staff, research fellows, and contributing authors, in addition to material prompted by AIMS research and written by independent columnists and newspaper editors.

[Income splitting and CPP reform](#)

26 November 2013 in the Telegraph Journal

[Canaport LNG given permission to export via tankers](#)

26 November 2013 in CBC New Brunswick

[Payroll taxes and job subsidies](#)

27 November 2013 in CBC New Brunswick

[Canadian east coast port given permission to export LNG](#)

27 November 2013 in Maritime Trade Intelligence

[Province's energy plan rebuked](#)

29 November 2013 in VOCM

[Power from the people](#)

21 January 2014 in the Southern Gazette

[Performance index reveals Canada's most, least transparent governments](#)

12 February 2014 in the Panam Post

[Report: cash won't buy grades](#)

13 March 2014 in the Chronicle Herald

[Time to rein in public education costs in Nova Scotia, think tank suggests](#)

14 March 2014 in Metro News

[Report: find ways to call bad teachers to account](#)

18 March 2014 in the Chronicle Herald

[Allowing union to handle teacher discipline has negative effect on professional standards: report](#)

18 March 2014 in the National Post

[Teachers shouldn't be disciplined by NTSU: report](#)

18 March 2014 in CBC Nova Scotia

[Stephenson: teachers need rules, too](#)

19 March 2014 in the Chronicle Herald

["Essential services" legislation and Nova Scotia's looming healthcare strike](#)

2 April 2014 in CTV Atlantic

["Repeaters" and public schooling in New Brunswick](#)

10 April 2014 in the Telegraph Journal

[The growing crisis in Ukraine](#)

17 April 2014 in CHED 630

[Income inequality an emotional appeal or does it hold water?](#)

25 April 2014 in CJOB 680

[Study suggests NB government not doing enough to reduce debt](#)

20 May 2014 in CTV Atlantic

[Hospital closures cited in debt report as way to save money](#)

20 May 2014 in CBC News Brunswick

[New Brunswick's debt load](#)

20 May 2014 in CTV Atlantic

[Un rapport recommande de fermer des écoles et des hôpitaux](#)

20 May 2014 in Acadie Nouvelle

[Tories in hot seat over spending habits](#)

20 May 2014 in CTV Atlantic

[Institute: cut hospitals, merge schools to trim debt](#)

21 May 2014 in the Telegraph Journal

New report recommends merging schools, hospitals as a way to combat debt in New Brunswick

21 May 2014 in News 91.9

Think beyond local, Shell president says

28 May 2014 in the Chronicle Herald

Schneidereit: UNSM must find way out of property taxes box

3 June 2014 in the Chronicle Herald

Are minimum wages an effective anti-poverty tool?

17 June 2014 in the CBC Maritimes

Honey, I coddled the kids

2 July 2014 in the Telegram

Energy analyst says customers bear Muskrat Falls risks

29 July 2014 in CBC Newfoundland and Labrador

Unbundling education

9 August 2014 in the Guardian

Internal trade barriers ignite heated debate

18 August 2014 in the Daily Business Buzz

AIMS president to speak in Pugwash

20 August 2014 in the Citizen-Record

Private stores should prevail

25 August 2014 in the Guardian

Did Nova Scotia just give up on its young people?

29 August 2014 in Maclean's Magazine

Fracking ban definition of "high volume" practice unclear

5 September 2014 in the Chronicle Herald

AIMS report: cut 14,000 public sector jobs

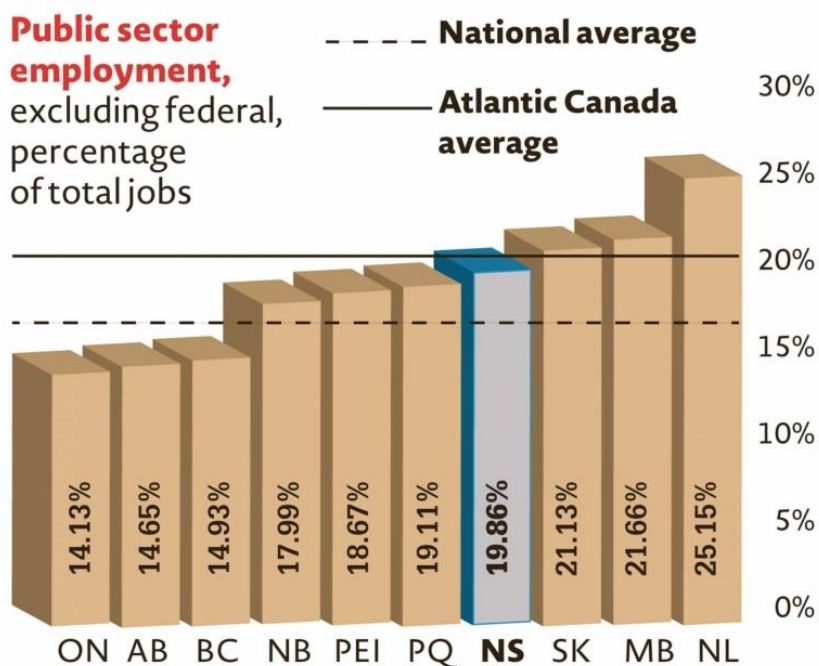
18 September 2014 in the Chronicle Herald

Stephenson: NDP made deals we can't afford

24 September 2014 in the Chronicle Herald

Does Canada need a program of subsidized universal daycare?

26 September 2014 in the CBC



Chronicle Herald | 19 September 2014

AIMS on Campus

AIMS on Campus is a programme that introduces ideas of liberty, free markets, and individual responsibility to post-secondary students across Canada. Canadian colleges and universities should be havens for intellectual freedom, where all students feel comfortable expressing their ideas and everyone benefits from the exchange. This programme provides a forum for students to communicate their ideas, as well as opportunities to network with some of Canada's leading policy experts. The Lotte and John Hecht Memorial Foundation generously sponsors the programme.



2013-14 AIMS on Campus Student Fellows:

Randy Kaye | *Dalhousie University, Public Administration*

Randy is a graduate student in Public Administration at Dalhousie University. Born in New Brunswick, he has worked in the research office at the Fredericton Government Members' Office and at the New Brunswick Legislature as a Government Whip Assistant. Randy currently resides in Halifax and in his spare time enjoys reading and hiking.

Rachel Lowe | *University of New Brunswick, Economics*

Rachel is an undergraduate student in Economics at the University of New Brunswick, with hopes of minoring in public policy. She currently works in the Office of Research Services at the University of New Brunswick Fredericton and is involved with a variety of campus student groups. Rachel appreciates time spent outdoors, being active, traveling, reading, and hanging out with friends and family.

Michael Sullivan | *Memorial University, Economics*

Michael is an undergraduate student in Economics at Memorial University of Newfoundland. He is an executive member of Memorial's Debate Society and the Newfoundland and Labrador Youth Parliament, a columnist for the Memorial student newspaper, the Muse, a research assistant, and a former speech-writing intern in the Prime Minister's Office. When not studying or working, he enjoys food and reads histories.

Mike Craig | *Dalhousie University, Medicine*

Mike is studying Medicine at Dalhousie University, Saint John, where his interests include prosthetic research and mental health. He currently lives in Saint John, New Brunswick. In his spare time, Mike is an active cyclist and rower.

The primary component of AIMS on Campus in 2013-14 was *Free Exchange*—the student fellow blog. There were over 70 blog posts between November 2013 and April 2014, culminating in nearly 5,500 views and roughly 50 subscribers. In addition, one of the fellows created a campus club—the Free Discourse Society—at Memorial University and hosted a debate about education, another wrote a series of opinion pieces published in the

Telegraph Journal and participated in an online debate about physician compensation on HealthyDebate.ca and the remaining two joined the Institute for Liberal Studies at their semi-annual economic seminars in Ottawa and Toronto.

Please visit www.AIMSonCampus.ca and check out the content generated by the 2013-14 student fellows. The topics of each post vary widely from energy policy and fiscal issues to education spending and demographic trends.

Select Publications from the 2013-14 AIMS on Campus Student Fellow Blog, *Free Exchange*:

The Energy-East Pipeline: An Opportunity to Turn a Province Around

19 November 2013

Beyond Moratorium: Hydraulic Fracturing's Future in Newfoundland and Labrador

20 November 2013

Private Healthcare, 'Queue Jumping,' and Consumer Choice

3 December 2013

On School Vouchers: Responsive and Vibrant Education

4 December 2013

Minimum Wage, Minimal Effect

10 December 2013

Reconsidering Income Statistics

19 December 2013

The Negative Income Tax and Work Incentives

10 January 2014

Strike Signalling and the UNB Negotiations

23 January 2014

Pipeline vs. Rail: Debating the Transportation of Crude Oil

24 January 2014

Applying "Do No Harm" to Politics

28 January 2014

A House on Every Lot? Reconsidering the Economic Ramifications of National Homeownership Policies

20 February 2014

Airfare Must Descend

27 February 2014

Supply Management: A Gift to Farmers at the Consumer's Expense

7 March 2014

Income Splitting and the "Fairness Critique"

12 March 2014

The Freedom of Disassociation

14 March 2014

The Economic and Moral Benefits of Ending Canada's Postal Monopoly

25 March 2014

Against Farming Subsidies

1 April 2014

Atlantic Canada Must Make Tough Energy Decisions

9 May 2014

Events and Activities

Hosting events and participating in them is a core tenet of AIMS. Throughout the year, AIMS staff and AIMS on Campus student fellows organized and partook in several events, spanning from a debate on education policy at Memorial University to an assessment of the economic climate in Nova Scotia at the Canadian Pension and Benefits Institute regional conference.

Is Post-secondary Education a Right?

5 March 2014 at Memorial University in St. John's, NL | Hosted by AIMS on Campus and the Memorial Debate Society

In coordination with the Memorial Debate Society, AIMS on Campus sponsored a debate between four students at Memorial University in St. John's, NL, wherein those debating argued whether post-secondary education ought, or ought not, to be a right. Among the students participating in the debate was Michael Sullivan, who was a 2013-14 AIMS on Campus student fellow and the creator of Memorial University's "Free Discourse Society," a campus club sponsored by the AIMS on Campus programme.



Assessing the Ivany Report: Where to From Here?

9 May 2014 at Casino Nova Scotia in Halifax, NS | Hosted by the CFA Society, Atlantic Canada

The CFA Society, Atlantic Canada, invited AIMS President and CEO Marco Navarro-Génie to be a guest speaker in May 2014 at Casino Nova Scotia in Halifax, NS, where he delivered his speech, "Assessing the Ivany Report: Where to From Here?," which discussed the recommendations of the One Nova Scotia Commission and what is necessary to achieve them.



Dinner and Fireside Chat with Lorraine Mitchelmore, President and Canada Country Chair of Shell Canada
 28 May 2014 at the Lord Nelson Hotel in Halifax, NS and 29 May 2014 at the Delta Hotel in St. John's, NL



In May 2014, we welcomed Lorraine Mitchelmore, President and Canada Country Chair of Shell Canada, who delivered her speech, "**Acting Globally, Acting Locally: How Canada and its Energy Industry Can Succeed in the 21st Century**" at the Lord Nelson Hotel in Halifax, NS and the Delta Hotel in St. John's, NL in front of a diverse crowd of industry stakeholders, government officials, and members of the business community in both cities. In addition, AIMS Chairman John Risley hosted a fireside chat and moderated a question period with Lorraine following dinner.

Sponsors: Polycello, Sobeys, Newfoundland and Labrador Oil and Gas Association, Bank of Montreal, Maritimes Energy Association, Newdock, and Provincial Aerospace

A Fracking Road to Development

5 September 2014 at the Lobster Factory in Pugwash, NS | Hosted by the Pugwash and Area Chamber of Commerce

The Pugwash and Area Chamber of Commerce invited AIMS President Marco Navarro-Génie to give a speech about hydraulic fracturing and the potential for generating economic growth in Atlantic Canada through the development oil and gas resources. His speech, "A Fracking Road to Development," focused briefly on the economic and political constraints facing jurisdictions in decline and concluded by recommending an environmentally-cautious approach to energy development in Nova Scotia, as opposed to prohibiting certain practices altogether, which hampers innovation.

Atlantic Canada's Perfect Storm

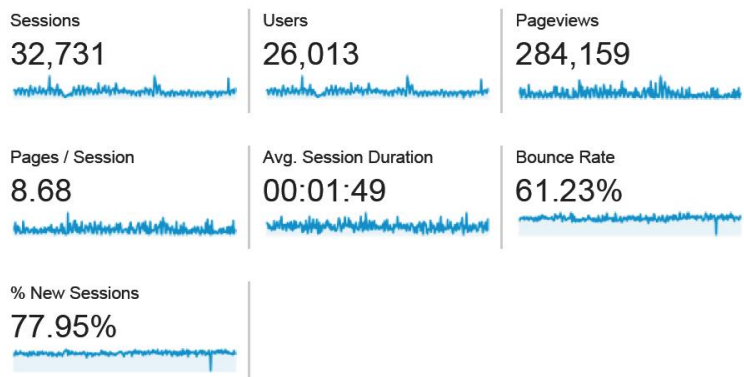
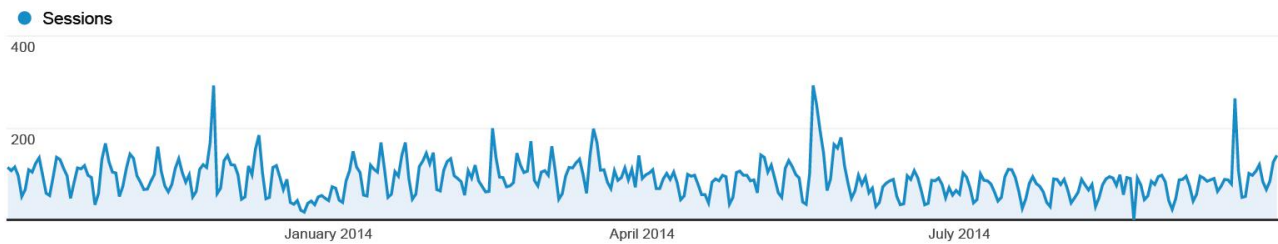
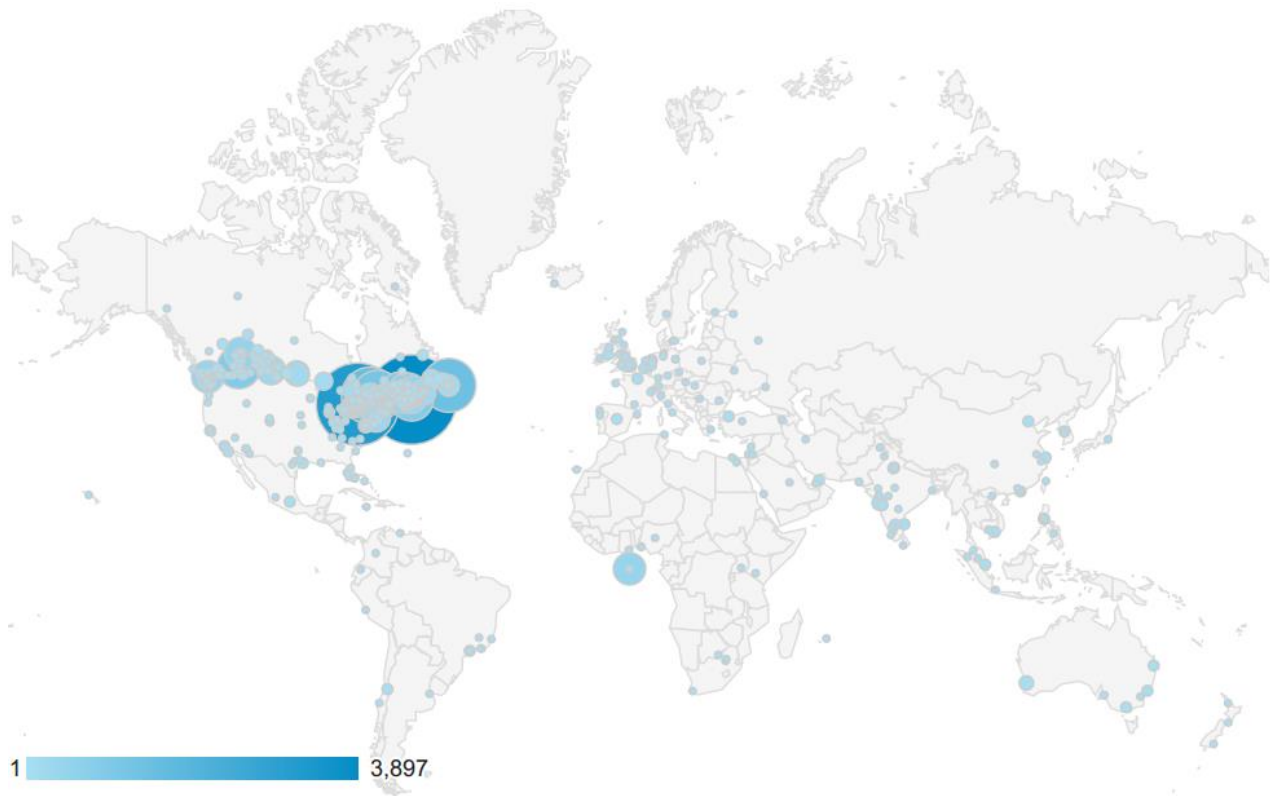
26 September 2014 at the Digby Pines Golf Resort in Digby, NS | Hosted by the Canadian Pension and Benefits Institute

The Canadian Pension and Benefits Institute invited AIMS President and CEO Marco Navarro-Génie to participate on a panel discussing the challenges facing Atlantic Canada, and, in particular, Nova Scotia, with Assistant Clerk of Executive Council at the Government of Prince Edward Island Wendy MacDonald and former Nova Scotia Finance Minister Graham Steele. His presentation focused on data compiled by AIMS indicating that federal transfers to Atlantic Canada have been declining in recent years, which will contribute greatly to the fiscal pressures presently afflicting the region.

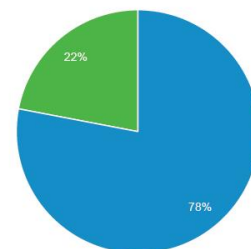


Online Presence

Official Website—www.AIMS.ca



■ New Visitor ■ Returning Visitor

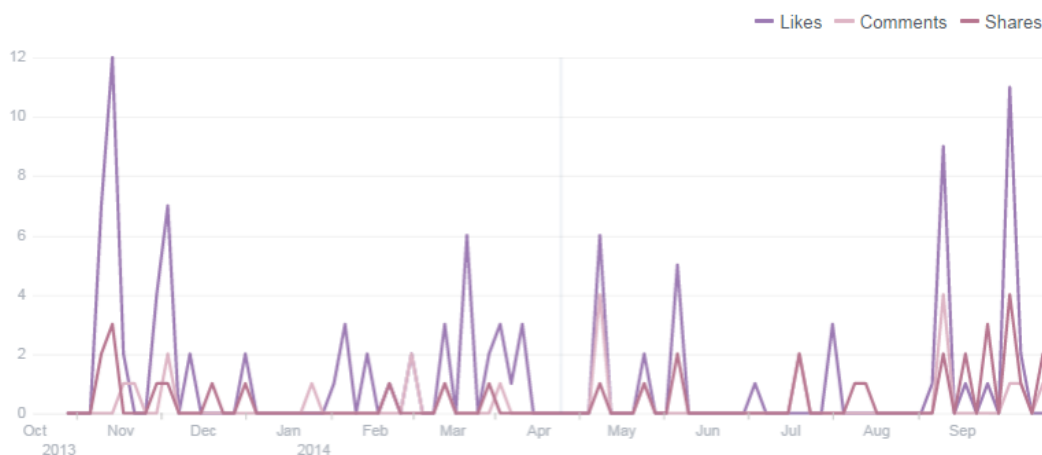


Facebook–[Atlantic Institute for Market Studies](#)

The Institute’s Facebook account gained a significant amount of traction in the 2013-14 fiscal year. Between October 2013 and September 2014, it garnered an additional 284 “likes,” representing an 82 per cent growth rate.



Each post also received substantial attention in terms of “likes,” comments, and shares. On average, a post with an accompanying picture reaches 591 individuals, results in 128 clicks, and culminates in 19 “likes,” comments, and shares; a post with an accompanying link reaches 151 individuals, results in 7 clicks, and culminates in 3 “likes,” comments, and shares.



Twitter–[@AIMS_CA](#)

The Institute’s Twitter account also gained a significant amount of traction in the 2013-14 fiscal year. Between October 2013 and September 2014, it garnered an additional 148 followers, representing a 17 per cent growth rate. The “retweet rate” was 47 per cent for all tweets during that period. Lastly, directly and indirectly, there were more than 150 direct mentions of AIMS on Twitter.

Straight Talk–[www.AIMSBlog.ca](#)

Straight Talk is the Institute’s official blog, where we post content authored by AIMS staff and research fellows. Between October 2013 and September 2014, it received 1,234 views and garnered 15 subscribers. Moreover, in the 2013-2014 fiscal year, we updated the Institute’s blog website with a new layout. Click the link above to visit the website.

AIMS

STRAIGHT TALK

Select Publications from the 2013-14 Institute blog, *Straight Talk*:

Are We \$67 Billion Healthier than the United Kingdom?

30 October 2013

The Unintended Consequences of CPP Expansion

1 November 2013

CETA, Newfoundland and Labrador, and MPRs

7 November 2013

Dispelling Myths About Canada's Seal Hunt

13 November 2013

Reconsidering Canada Post's Monopoly

16 December 2013

On Halifax's "Low-income Bus Pass"

19 December 2013

Reducing Apprenticeship Ratios in Nova Scotia

22 January 2014

It Isn't Just About the Doorknobs

23 January 2014

Tobacco Taxes, Smoking Rates, and Poverty

27 March 2014

Interest-free Nova Scotia

10 April 2014

To Index, or Not to Index: That is the Question!

4 July 2014

Curious Cottage Competition

21 July 2014

Eye on New Brunswick: Costing Election Promises

16 September 2014

2013-14 Financial Information



Independent auditor's report

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To the directors of
Atlantic Institute for Market Studies

We have audited the accompanying financial statements of Atlantic Institute for Market Studies which comprise the balance sheet as at September 30, 2014 and the statements of revenues and expenditures, changes in general fund equity and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Atlantic Institute for Market Studies as at September 30, 2014 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Grant Thornton LLP

Halifax, Canada
November 27, 2014

Chartered accountants

2013-14 Financial Information

Atlantic Institute for Market Studies Statement of revenue and expenditures

Year ended September 30	2014	2013
Revenue		
Donations		
Foundations	\$ 331,500	\$ 300,500
Corporate and individual	129,700	196,000
Events, registrations and sponsorships	72,847	59,705
In-kind revenue (Notes 2 and 8)	<u>5,000</u>	<u>10,000</u>
	<u>539,047</u>	<u>566,205</u>
Expenditures		
Bank charges	3,906	6,524
Catering and equipment rentals	26,286	34,780
Contract fees	56,000	57,222
Courier	515	1,138
Depreciation	6,612	11,180
Desktopping	-	1,551
Insurance	9,984	9,669
Office	10,003	17,505
Postage and printing	250	1,058
Professional fees	15,213	15,243
Promotions	4,438	13,099
Proofreading	1,314	1,759
Rent	38,258	32,508
Salaries and benefits	351,851	335,223
Speakers	1,116	5,280
Subscriptions and data purchases	1,496	873
Telephone	5,517	5,914
Travel	<u>21,436</u>	<u>9,097</u>
	<u>554,195</u>	<u>559,623</u>
(Deficiency) surplus of revenue over expenditures	\$ <u>(15,148)</u>	\$ <u>6,582</u>

Balance sheet

2013

Current

Prepaids

18,775

23,912

\$ 62,325

Current

Deferred revenue

100

Fund equity invested in property and equipment (Note 5)

(79,293

(64,145)

\$ 62,325

On behalf of the Institute

Director

Donors

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