

Annual Report 2004 - 2005

**Atlantic
Institute for**

AIMS



Market Studies

10th Anniversary Celebrations / Célébrations entourant le 10e anniversaire



Clockwise, from top left: In Saint John, AIMS President Brian Lee Crowley and former Prime Minister of Ireland Garret FitzGerald, with Deputy Mayor for Saint John Michelle Hooton and AIMS Chairman David McD. Mann; in the photo at top right, from left to right, David McD. Mann, AIMS Vice Chair John F. Irving, former Governor of Maine Angus S. King Jr., New Brunswick Premier Bernard Lord, Garret FitzGerald, and Brian Lee Crowley. In Halifax: Nova Scotia Premier John Hamm; former Prime Minister of Canada the Right Honourable Brian Mulroney; former US Secretary of Defense and Senator William Cohen; at the podium, Brian Mulroney, William Cohen and Brian Lee Crowley. In the centre photo, Brian Lee Crowley in conversation with Garret FitzGerald in Saint John.

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Lisa Savoie, Operations Coordinator /coordinatrice d'opérations

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Bruce Winchester, Director of Research Services/directeur de prépare des services

Barbara Pike, Director of Communications/directrice de communications

Message from the Chairman / Rapport du président du conseil d'administration

This annual report marks two milestones. It highlights the work – the extensive and important work – carried out by the organization in fiscal 2004. It also chronicles, and celebrates, the first 10 years of the Atlantic Institute for Market Studies.

For the past 10 years, AIMS has promoted practical research and innovative thinking on important economic and social policy issues. In that time, the organization has initiated and supported research in such critical areas as health care, education, equalization, unemployment insurance, urban affairs and local government, fisheries and aquaculture, public finances, social welfare, electricity and oil and gas sectors, and the impact of Canada-US relations and free trade in the region. The spectrum is broad; the results are impressive. Indeed, although AIMS' focus is the East Coast of Canada, the impact of its research goes far beyond our borders.

That impact is directly attributable to the men and women who put their expertise and energy into ensuring AIMS attains the highest standards with each and every initiative. On behalf of the Board of Directors, I would like to extend heartfelt appreciation to the AIMS staff.

First, we would like to commend Brian Lee Crowley for his dedication and commitment to research excellence and to sustained communication. Research that remains unread, research that is not debated, discussed and reflected upon, is research that is removed from policy, from decision-making, and from consideration. Under Brian's leadership, AIMS has become a barometer for what knowledge translation and mobilization should be.

Brian's vision is supported by a team that continues to strive for, and attain, the highest standards. Our thanks to Vice President and Director of Operations Charles Cirtwill, who effectively, and seemingly effortlessly, oversees the day-to-day functioning of the organization as well as producing one of our key research documents, the Report Card on Atlantic Canadian High Schools; Karen Fraser, Finance Consultant, who brings more than 15 years of experience as a Chartered Accountant to the organization; Event Management Coordinator Lynne Pascoe, whose broad experience includes serving as General Manager for the 1994 Special Olympics National Summer Games; Development Planner Jenifer Tsang, who has worked in both the private and public sectors as a Land Use Planner; Director of Research Services Bruce Winchester, whose career in public policy includes positions with an international development agency, as a city councilor, and for an advocacy group; Director of Communications Barbara Pike, who brings more than 25 years of communications experience to the Institute; and Administrative Assistant Rosanna White, whose helpfulness and efficiency are exemplary.

Ce rapport annuel marque deux étapes décisives. Il souligne le travail – travail exhaustif et important – fait par l'organisation pendant l'exercice 2005. En outre, il relate et célèbre les dix premières années de l'Atlantic Institute for Market Studies.

Depuis 10 ans, l'AIMS fait la promotion de la recherche appliquée et de la pensée innovatrice relativement aux enjeux économiques importants et aux politiques sociales. Pendant ce temps, notre organisation a entrepris et appuyé des recherches dans des secteurs critiques comme les soins de santé, l'éducation, la péréquation, l'assurance-chômage, les affaires municipales et le gouvernement local, la pêche et l'aquaculture, les finances publiques, le bien-être social, l'électricité et le secteur des hydrocarbures, et l'impact des relations entre le Canada et les États-Unis et le libre-échange dans la région. Le champ d'activités est large et les résultats sont impressionnants. En effet, même si l'AIMS s'occupe principalement de la côte est du Canada, l'impact de ses recherches va bien au-delà de nos frontières.

Cet impact est directement attribuable aux hommes et aux femmes qui font appel à leurs compétences et à leur énergie pour s'assurer que chaque projet de l'AIMS atteigne les meilleurs résultats possible. Au nom du conseil d'administration, je tiens à exprimer notre appréciation au personnel de l'AIMS.

Nous tenons en premier lieu à souligner le dévouement de Brian Lee Crowley et sa détermination à l'excellence dans la recherche et à la communication des résultats de la recherche. Des recherches dont personne ne prend connaissance, dont personne ne discute ou sur lesquelles personne ne réfléchit sont des recherches abstraites qui n'ont rien en commun avec la politique, la prise de décision et l'examen. Sous la direction de Brian, l'AIMS est devenu un baromètre de ce que devraient être la transmission et la mobilisation des connaissances.

La vision de Brian est partagée par une équipe qui vise et qui atteint les normes les plus élevées. Nous remercions également Charles Cirtwill, vice-président et directeur des opérations, qui supervise de manière très efficace et en donnant l'impression que c'est très facile, les activités quotidiennes de l'organisation tout en préparant l'un de nos principaux documents de recherche, le Report Card on Atlantic Canadian High Schools (bulletin des écoles secondaires du Canada atlantique); Karen Fraser, conseillère en finance, qui apporte à l'organisation plus de 15 années d'expérience en tant que comptable agréée; Lynne Pascoe, coordonnatrice de la gestion d'événements, qui a notamment occupé le poste de directrice générale des Jeux olympiques spéciaux d'été de 1994; Jenifer Tsang, planificatrice du développement, qui a œuvré dans les secteurs privé et public en tant que planificatrice de l'aménagement des terres; Bruce Winchester, directeur des services de recherche, dont la carrière dans le domaine de la

AIMS and the work it undertakes are bolstered by two groups who must be recognized. The Advisory Council provides ongoing guidance and insight to the organization as a whole; the Board of Research Advisors helps ensure the bar we have set for research excellence is met each and every time.

On a singular and personal note, I would like to extend my gratitude to the Board of Directors. Their commitment to effective public policy and their vision for this region is unparalleled, and my job as Chair is significantly easier as a result. I would particularly like to acknowledge the hard work and expertise of Martin MacKinnon, our Treasurer, and Faye Shaw, our Corporate Secretary.

I would also like to acknowledge the support of our funders without whom AIMS would not be able to do the work it does to the extent it does. Their contribution is significant, and appreciated.

For 10 years, the Atlantic Institute for Market Studies has researched issues of relevance to Atlantic Canadians and provided evidence-based insight into how government and other decision-makers can use that research to inform public policy. I am confident the organization's contribution to the region – and beyond – will continue for decades to come.

David McD. Mann
Chair



politique publique comprend des postes au sein d'une agence de développement international, en tant que conseiller municipal et au sein d'un groupe de revendication; Barbara Pike, directrice des communications, qui fait bénéficier l'Institut de son expérience de plus de 25 années en communications; et Rosanna White, adjointe administrative, dont la serviabilité et l'efficacité sont exemplaires. L'AIMS et les travaux que nous entreprenons bénéficient de l'appui de deux groupes qu'il nous faut reconnaître. Le conseil consultatif donne orientation et profondeur à l'ensemble de l'organisation, et le conseil des conseillers en recherche s'assure que nous atteignons chaque fois la barre que nous avons établie pour l'excellence en recherche.

Sur une note plus personnelle, je tiens à exprimer ma gratitude aux membres du conseil d'administration. Leur engagement en matière de politique publique efficace et leur vision pour la région sont incomparables, et mon travail en tant que président en est d'autant facilité. Je tiens à souligner particulièrement l'excellent travail et les compétences de Martin MacKinnon, trésorier, et de Faye Shaw, secrétaire de l'AIMS.

Je veux aussi mentionner le soutien des fondateurs sans qui l'AIMS serait incapable d'accomplir son travail dans la mesure où il le fait. Leur contribution est importante et fort appréciée.

Au cours des 10 dernières années, l'Atlantic Institute for Market Studies a fait des recherches sur des questions pertinentes pour les Canadiens de la région atlantique et offert des observations étayées par des preuves sur les façons dont les gouvernements et les autres décideurs peuvent utiliser ces recherches pour établir la politique publique. Je suis convaincu que la contribution de l'organisation à la région se poursuivra pendant les prochaines décennies – et qu'elle débordera des frontières de notre région.

David McD. Mann
Président

President's Message / Rapport du président

AIMS is 10 years old. That milestone speaks volumes about the organization and its work. Clearly, there is a need for research that offers a distinctive Atlantic Canadian voice on public policy regionally, nationally, and internationally.

Since our establishment in 1995, we have set the benchmark on public policy by drawing together the most forward-looking thinking available from some of the world's foremost experts and applying that thinking directly to the challenges we face. This is not research in the abstract; this is research rooted in our reality.

We all have a vested interest in that research. Frankly, our work aims (no pun intended) at making sure we all have sound retirement prospects, good quality education for our kids, and access to high-quality and sustainable health care. AIMS exists to help us all understand what governments do well and what they do badly, how to make taxes fair and comprehensible, and how to build our economy so that opportunities are maximized – for everyone.

Our existence has had an impact on policy, on understanding issues, and on thinking in the region, the nation, and the world outside our borders. That is evident in the commendations, awards, and recognition we have received over the past decade. Most recently AIMS' work was reflected in a report by the Ontario Chamber of Commerce that provides a sobering but realistic view of the damaging impact of equalization on the country and on Ontario itself. The report makes extensive use of AIMS' research over the years analyzing equalization's perverse effects. Closer to home, I was the keynote speaker on the topic of Atlantica at the Halifax Port Days conference — in itself a remarkable turnaround considering that our report on the future of the Port of Halifax several years ago had made us remarkably unpopular with the then-management of the Port.

We were also privileged this year to be presented with the 2005 Templeton Freedom Award, which celebrates the outstanding work of the top non-profit research institutes (or “think tanks”) and their contribution to the public's understanding of policy issues. More than 200 think tanks in 67 countries are eligible for Templeton Awards. AIMS is the only institute in North America to be honoured this year.

The recognition, we believe, is the result of continued hard work and innovative thinking. There is no resting on our laurels. That was certainly evident this year. We produced 11 new reports on key issues to Atlantic Canada – and beyond; we wrote 29 editorials and commentaries; we held 12 special events, including our two 10th anniversary dinners, featuring such internationally renowned speakers as William Cohen, Brian Mulroney, Garret FitzGerald, and Angus King Jr.; and shared our expertise with organizations across the country, the continent and the world.

L'AIMS fête son 10^e anniversaire. Cette étape en dit beaucoup sur l'organisation et sur son travail. Il est clair qu'il existe un besoin pour une recherche qui donne une voix distincte au Canada atlantique en matière de politique publique aux niveaux régional, national et international.

Depuis sa création en 1995, l'AIMS a établi le modèle en matière de politique publique en recrutant les penseurs les plus avant-gardistes parmi certains des plus grands spécialistes au monde et en utilisant cette pensée pour relever franchement les défis auxquels nous faisons face. Il ne s'agit pas de recherche abstraite; cette recherche a ses racines dans notre réalité. Nous avons tous un intérêt personnel dans cette recherche. L'objectif de nos travaux est de nous assurer que nous avons tous des perspectives intéressantes de retraite, que nos enfants puissent recevoir une éducation de qualité et que tous aient accès à des soins de santé durables et de grande qualité. L'AIMS vise à nous aider à comprendre ce que les gouvernements font bien et les domaines où ils échouent, comment faire en sorte que les impôts soient équitables et compréhensibles, et comment modérer notre économie pour que maximiser les possibilités – pour tout le monde.

L'existence de l'AIMS a eu des incidences sur la politique, sur la compréhension des enjeux et sur la pensée dans la région, au pays et dans le monde au-delà de nos frontières. Les éloges, les récompenses et la reconnaissance que nous avons reçus au cours de la dernière décennie en sont la preuve. Récemment, le travail de l'AIMS a été mentionné dans un rapport de la Chambre de Commerce de l'Ontario qui dresse un tableau sombre mais réaliste des effets nuisibles de la péréquation sur le pays et sur l'Ontario. Le rapport s'appuie en grande partie sur la recherche faite par l'AIMS au fil des ans pour analyser les effets pervers de la péréquation. Plus près de nous, j'ai été le conférencier principal et j'ai traité de la région atlantique au colloque Halifax Port Days — retournement de situation remarquable si l'on considère que le rapport sur l'avenir du port de Halifax que nous avons produit il y a plusieurs années avait rendu l'AIMS plutôt antipathique à l'administration portuaire d'alors.

Nous avons aussi reçu le Templeton Freedom Award for Institute Excellence de 2005, prix qui souligne le travail exceptionnel des meilleurs instituts de recherche à but non lucratif (ou « groupes de réflexion ») et leur contribution à la compréhension du public des enjeux politiques. Plus de 200 centres d'études et de recherches de 67 pays sont admissibles aux prix Templeton et l'AIMS est le seul institut nord-américain qui soit honoré cette année.

Cette reconnaissance est le résultat, croyons-nous, du travail ardu et de la pensée novatrice de l'AIMS. Mais nous n'avons pas l'intention de nous reposer sur nos lauriers, et cela a été évident cette année. Nous avons produit 11 nouveaux rapports sur des questions importantes pour le Canada atlantique et, en fait, pour tout le Canada; nous avons rédigé 29 éditoriaux et commentaires; nous avons organisé 12 événements spéciaux, dont deux dîners pour célébrer notre 10^e anniversaire, où ont été invités des conférenciers de réputation internationale comme William Cohen, Brian Mulroney, Garret FitzGerald et Angus King Jr., et nous avons partagé nos connaissances avec des organisations du reste du pays, du continent et du monde entier.

I'd like to highlight some of that work for you here.

Revitalizing Atlantica

Atlantica, bounded on the east by the Atlantic Ocean, on the north and west by Lake Ontario and the St. Lawrence River, and on the south by Highway I-90 to Buffalo and the southern borders of the states of Vermont and New Hampshire, is much more than a set of boundaries on a map. The International Northeast Economic Region is connected by geography, economic trends and trade patterns, common problems and experiences, and politics.

Two and a quarter centuries after the American Revolution, it is sometimes difficult for us all to recall that the North American continent was not always divided into two halves. It is difficult for us to imagine a vigorous and prosperous economic trading relationship with our neighbours that is unimpeded by artificial and political constraints. But the vision could well become reality – if we act now.

Other natural regions are moving to solidify relationships and identify business opportunities. Atlantica is well behind some of the most advanced regions, such as the Pacific NorthWest Economic Region and the region surrounding the North American Superhighway Corridor. If Atlantica does not move quickly to position itself as a contender, it will not be. Take the international container trade, for example. Atlantica is one possible destination for containers that will soon no longer be able to be unloaded at the traditional West Coast ports. But Atlantica is by no means the only option, and others are moving quickly to seize the opening that burgeoning trade and creaking infrastructure creates. Mexico's Pacific port of Lazaro Cardenas is investing big time right now in both Mexico and the US to secure a big share of the Asian trade.

This was a key message we delivered as a participant in an international panel brought together as part of Halifax Port Days to discuss Atlantica and the role of the Port of Halifax in the International Northeast Economic Region. This panel presentation, in turn, was only one of a number of Atlantica-related initiatives we undertook in fiscal 2004.

We published *A Tale of Two Cities: How to put the International Northeast at the centre of the new global trading patterns*, a commentary based on a talk I made in Connecticut at the invitation of the Council of State Governments. We also published an editorial, "Seizing the Opportunity ... or not;" devoted the entire fourth issue of *Ideas Matter* to Atlantica and the benefits it offers; and released a research report, *Economic Development in Vermont: Making Lemons out of Lemonade?*, that reveals how the state of Vermont has allowed complacency and poor-quality government to become an almost insurmountable obstacle to growth. As author Art Woolf, Associate Professor of Economics at the University of Vermont, notes, despite the state's comparative economic strengths, it is wallowing while just across the Connecticut River, in New Hampshire, many of the same challenges have been met – and largely mastered.

We also spoke up about Atlantica at venues and to people who

J'aimerais souligner ici certaines de ces réalisations.

Revitaliser la région atlantique

La région atlantique, bordée à l'est par l'océan Atlantique, au nord et à l'ouest par le lac Ontario et le Saint-Laurent et au sud par la route I-90 vers Buffalo et les frontières sud du Vermont et du New Hampshire, est beaucoup plus qu'une suite de frontières sur une carte. La région économique internationale du nord-est est définie principalement par la géographie, les tendances économiques et la structure des échanges commerciaux, par les expériences et les problèmes communs et par la politique.

Deux cent vingt-cinq ans après la Révolution américaine, nous avons parfois de la difficulté à nous souvenir que le continent nord-américain n'a pas toujours été divisé en deux. Nous avons de la difficulté à imaginer une relation commerciale et économique vigoureuse et prospère avec nos voisins, relation qui ne souffre pas de contraintes artificielles ou politiques. Mais cette vision pourrait bien devenir réalité – si nous agissons dès aujourd'hui.

D'autres régions naturelles s'efforcent de consolider leurs relations et de définir des occasions d'affaires. La région atlantique est loin derrière certaines des régions les plus avancées, par exemple la Pacific NorthWest Economic Region et la région qui entoure le North American Superhighway Corridor. Si la région atlantique ne se hâte pas de revendiquer sa place, elle sera oubliée. Prenons par exemple le commerce international par conteneur. La région atlantique est l'une des destinations possibles pour les conteneurs qu'il sera bientôt impossible de décharger dans les ports traditionnels de la côte ouest. Mais ce n'est pas, et de loin, la seule solution, et d'autres régions prennent rapidement les mesures voulues pour profiter de l'ouverture créée par le commerce naissant et des infrastructures bringuebalantes. Le port mexicain de Lazaro Cardenas, sur la côte du Pacifique, fait actuellement des investissements importants au Mexique et aux États-Unis pour accaparer une grande partie du commerce avec l'Asie.

C'est le grand message que nous avons lancé en tant que membre d'un groupe spécial international constitué dans le cadre du colloque Halifax Port Days pour discuter de la région atlantique et du rôle du port de Halifax dans la région économique internationale du nord-est. Cet exposé du groupe spécial n'était cependant que l'un des projets relatifs à la région atlantique que nous avons entrepris pendant l'exercice 2005.

Nous avons publié *A Tale of Two Cities: How to put the International Northeast at the centre of the new global trading patterns*, commentaire inspiré d'une causerie que j'ai présentée au Connecticut à l'invitation des Council of State Governments. Nous avons en outre publié un éditorial, *Seizing the Opportunity ... or not* et consacré la totalité du quatrième numéro de *Ideas Matter* à la région atlantique et aux avantages qu'elle offre; nous avons aussi publié un rapport de recherche intitulé *Economic Development in Vermont: Making Lemons out of Lemonade?*, qui révèle comment le Vermont a relâché sa vigilance et permis à un gouvernement de piètre qualité de devenir un obstacle quasi insurmontable à la croissance. Comme le souligne Art Woolf, auteur du rapport et professeur agrégé d'économie à la University of Vermont, malgré ses forces économiques relatives, l'état est embourbé tandis que de l'autre côté de la rivière Connecticut, au New Hampshire, beaucoup des mêmes défis ont été confrontés et en grande partie relevés.

Nous avons aussi parlé de notre région lors de divers événements et à des

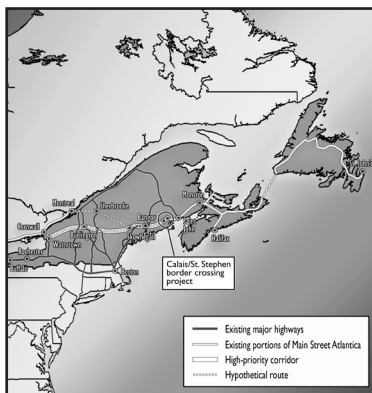
need to hear the message. We were at the table for a landmark meeting of trade experts from across the country to discuss trade corridors. The by-invitation-only event was chaired by federal minister and Government House Leader Tony Valeri. We traveled to Buffalo, NY, where we spoke with political and community leaders over breakfast and the Rotary Club of Buffalo over lunch. Our message was warmly received: both events attracted the influential leaders of the community interested in learning more about Atlantica. On behalf of AIMS, I was also invited to bring the Atlantica message to the annual conference of the Canada-US Border Trade Alliance in Chicago. This conference, which included one representative of each of the Canada-US border regions reaching from the Pacific to the Atlantic, underlined the extent to which the Canada-US economic relationship is increasingly being managed by the emerging regions.

Atlantica was on the agenda for North America Works, a conference in Kansas City, Missouri. It attracted top experts on economic and trade development; transportation, logistics and supply management specialists; senior executives of major freight carriers and other transportation industry firms; and government leaders from Canada, the United States and Mexico. The theme included expanding entrepreneurial links among North American cities and building a North American transportation strategy. The Atlantica concept also took centre stage at the first ever Canadian Marine Pilots' Association conference in Quebec City.

Our message – and the inherent benefits it contains – reached well beyond those we spoke with and those who read the materials we prepared. The idea has caught on with the media, and through them, with the publics who are looking for sustained solutions to their problems. Atlantica was the March cover story in *Site Selection* magazine, which is the oldest publication in the corporate real estate and economic development field in North America, and the official publication of the Industrial Asset Management Council. The magazine is used by industry as it scopes new sites for expansion, construction and investment.

Canadian Sailings, Canada's largest transportation and trade logistics magazine, carried several stories about Atlantica during the year. One article reported on the remarks to the Canadian Marine Pilots' Association. It picked up the theme that our region has a golden opportunity to seize cargo business from Asia that West Coast ports won't be able to handle, but only if the region obtains American and Canadian investment to build an efficient distribution network.

The list goes on. There was an editorial in the *National Post* pointing out that the Port of Halifax is at the start of a new road, not the end of an old one; *Atlantic Business* magazine published a feature on Atlantica; and the *Halifax Chronicle-Herald*, Halifax



gens qui ont besoin d'entendre le message. Nous avons participé à une rencontre mémorable de spécialistes de commerce de tous les coins du pays et discuté des corridors commerciaux. Cette rencontre, sur invitation seulement, était présidée par l'honorable Tony Valeri, ministre fédéral et leader parlementaire du gouvernement. Nous nous sommes rendus à Buffalo, N.Y., où nous avons discuté avec des politiciens et des leaders communautaires au cours d'un petit déjeuner et avec les membres du Club Rotary de Buffalo pendant le déjeuner. Notre message a reçu un accueil chaleureux : les deux événements ont attiré des leaders communautaires influents qui voulaient se renseigner sur la région atlantique. J'ai été invité, au nom de l'AIMS, à présenter le message de la région atlantique au congrès annuel de la Canada-US Border Trade Alliance tenu à Chicago. Ce congrès, où étaient réunis un représentant de chacune des régions frontalières Canada-É.-U. du Pacifique à l'Atlantique, a fait ressortir à quel point les régions émergentes influent sur la relation économique entre le Canada et les États-Unis.

La région atlantique était aussi au programme de North America Works, congrès qui a lieu à Kansas City, Missouri. Le congrès a attiré les plus grands spécialistes de développement économique et commercial, des spécialistes de la gestion du transport, de la logistique et de l'approvisionnement, des cadres supérieurs des principales compagnies de transport et d'autres entreprises du secteur du transport ainsi que des leaders des gouvernements du Canada, des États-Unis et du Mexique. Le thème abordait l'expansion des liens d'entrepreneuriat entre les villes nord-américaines et l'élaboration d'une stratégie nord-américaine de transport. Le concept de région atlantique a occupé une place de choix lors du premier colloque de l'Association des pilotes maritimes canadiens tenu dans la ville de Québec.

Notre message – et les avantages inhérents dont il parle – a atteint beaucoup plus de personnes que celles à qui nous nous sommes adressés et que ceux et celles qui lisent les documents que nous avons rédigés. L'idée a été reprise par les médias et, par leur intermédiaire, nous avons rejoint des publics qui cherchent des solutions durables à leurs problèmes. La région atlantique a fait l'objet de l'article-vedette du magazine *Site Selection*, plus ancienne publication du secteur de l'immobilier industriel et de développement économique en Amérique du Nord, et publication officielle de l'Industrial Asset Management Council. Le secteur utilise le magazine comme outil d'examen de nouveaux sites pour l'expansion, la construction et l'investissement.

Canadian Sailings, plus important magazine du Canada spécialisé dans le transport et la logistique commerciale, a publié plusieurs articles sur la région atlantique au cours de l'année. Un de ces articles mentionnait l'allocation prononcée devant l'Association des pilotes maritimes canadiens. Il reprenait le thème que notre région a une occasion en or de se tailler une place dans le transport de cargaisons en provenance d'Asie que les ports de la côte ouest seront incapables d'accepter, mais seulement si la région peut obtenir les investissements américains et canadiens nécessaires pour construire un réseau de distribution efficace.

La liste est longue. Un éditorial du *National Post* signalait que le port de Halifax s'engage sur une nouvelle voie, qu'il n'est pas au bout de son chemin; le magazine *Atlantic Business* a publié un article sur la région atlantique et tout au long de l'année, des journaux - *Halifax Chronicle-Herald*, *Halifax Daily News*, *Fredericton Daily-Gleaner*, *Moncton Times-Transcript*, *Saint John Telegraph-Journal*, *New Glasgow Evening News* - ont publié des articles sur la région.

Daily News, *Fredericton Daily Gleaner*, *Moncton Times & Transcript*, *Saint John Telegraph-Journal*, *New Glasgow Evening News* all carried various stories through the year on Atlantica.

It was front-page news following a business expo in Maine; triggered several editorials in *Progress* magazine, and such newspapers as the *Halifax Daily News* and the *New Glasgow Evening News*.

This year also saw the launch of the Atlantica Council with support from the Atlantic Provinces Chambers of Commerce and the Eastern Maine Development Corporation. It held its first meeting in Saint John and launched our website – www.atlantica.org – which is maintained by AIMS staff.

Atlantica, its time has come.

Well educated

In keeping with tradition – and in keeping with a commitment to improve public policy throughout Atlantic Canada – AIMS released its 3rd Annual Report Card on Atlantic Canadian High Schools. Frankly, the grades aren't worth bragging about. Half of the 265 high schools assessed scored a C or C+ and less than five percent earned an A or A+.

In Newfoundland and Labrador, 73 percent of schools received the same or a better grade than last year, with 49 percent getting a B or better. They are trailed closely by Francophone schools in New Brunswick where 72 percent of schools received the same or a better grade and an impressive 53 percent earned at least a B. Nova Scotia and Prince Edward Island, however, have only 58 percent of schools getting the same or better grade this year, with only 42 percent of schools in NS and 41 percent in PEI getting a B or better.

In this most recent report card, even more data from the provinces, local school districts, and universities and colleges was collected. Student retention year-over-year was added, expanded provincial exam results secured, and more post-secondary institutions supplied achievement results.

In fact, the measures more than doubled this year because we reported on both contextually adjusted results and the absolute comparative performance of each school. Success, both absolute and in the face of significant challenges, is identified and celebrated. It is this identification of how to make schools work in every context that is at the very heart of the Report Card concept.

The Report Card does not stand alone. Education is a critical issue explored regularly by AIMS and our experts. In *From Public U to Private U: An Atlantic Canadian Opportunity*, former Acadia University President and Vice-Chancellor Kelvin Ogilvie shows that universities adapting to changing times and expectations will survive and flourish. Such adaptation includes a willingness to move from public to not-for-profit private status.

Dr. Ogilvie points out that private universities tend to have a

La région atlantique a fait les manchettes à la une à la suite d'une foire commerciale au Maine, a suscité plusieurs éditoriaux dans le magazine *Progress* et dans des journaux comme *The Halifax Daily News* et le *New Glasgow Evening News*.

Au cours de l'année, nous avons lancé le conseil Atlantica avec l'appui des chambres de commerce des provinces atlantiques et de Eastern Maine Development Corporation. Le conseil a tenu sa première réunion à Saint John et lancé un site Web – www.atlantica.org – tenu à jour par le personnel de l'AIMS.

Atlantica, ton heure est venue!

Une bonne éducation

Poursuivant sa tradition – et pour respecter son engagement d'améliorer la politique publique au Canada atlantique – l'AIMS a publié son troisième bulletin annuel sur les écoles secondaires du Canada atlantique. Franchement, les notes ne sont pas reluisantes! La moitié des 265 écoles secondaires évaluées ont obtenu un C ou un C+ et moins de cinq pour cent ont obtenu un A ou un A+.

À Terre-Neuve-et-Labrador, 73 pour cent des écoles ont reçu la même note que l'année dernière ou une note supérieure, 49 pour cent ayant obtenu un B ou mieux. Elles sont suivies de près par les écoles francophones du Nouveau-Brunswick où 72 pour cent des écoles ont obtenu la même note que l'année dernière ou mieux, et où - proportion impressionnante – 53 pour cent ont mérité au moins un B. Par contre, en Nouvelle-Écosse et à l'Île-du-Prince-Édouard, seulement 58 pour cent des écoles ont obtenu la même note que l'année dernière ou une meilleure note : 42 pour cent des écoles de Nouvelle-Écosse et 41 pour cent à l'Î.-P.-É. ayant reçu un B ou mieux.

Pour dresser ce récent bulletin, nous avons recueilli plus de renseignements que pour les précédents auprès des provinces, des districts scolaires locaux, des universités et des collèges. La rétention des étudiants d'une année à l'autre a été ajoutée, les résultats des examens provinciaux ont été obtenus et un plus grand nombre d'établissements postsecondaires ont communiqué les résultats des étudiants.

De fait, les mesures ont plus que doublé cette année parce que nous avons rapporté les résultats ajustés en fonction du contexte et le rendement comparatif absolu de chaque école. La réussite absolue et la réussite face à des défis importants est soulignée et célébrée. Déterminer la façon dont les écoles peuvent fonctionner dans tous les contextes est au cœur même de la notion du bulletin.

Le bulletin n'est pas un document isolé. L'éducation est un enjeu critique sur lequel l'AIMS et ses experts se penchent régulièrement. Dans le document intitulé *From Public U to Private U: An Atlantic Canadian Opportunity*, Kelvin Ogilvie, ancien président et vice-chancelier de l'Acadia University, montre que les universités qui savent s'adapter au changement et à l'évolution des attentes survivront et prospéreront. L'adaptation signifie une volonté de s'éloigner de la notion d'université publique pour embrasser le statut d'institution privée à but non lucratif.

M. Ogilvie signale que les universités privées tendent à avoir des programmes d'études soigneusement conçus pour répondre aux besoins des étudiants plutôt que de laisser ces questions au bon vouloir du corps

curriculum carefully organized to meet students' needs, rather than leaving such matters to the whims of faculty. At present, Canada's public universities are sheltered from accountability because provincial governments feel obliged to ensure their continued operation rather than allow such institutions to fail, regardless of the satisfaction of their students or the quality of the education offered.

We were also proud to be part of the PEI Task Force on Student Achievement. We brought in one of Canada's top school leaders, former Islander and UPEI graduate Angus McBeath to discuss his experience and success making the Edmonton school system one of the best in the country. The Superintendent of Edmonton Public Schools told Task Force members that what Edmonton is doing can be done anywhere in Canada. This work does not require a huge investment; it can be accomplished with existing people and dollars. But the system has to decide and publicly state what it considers to be good results, figure out how to measure progress toward those results; and then make public both the good and weak results. You also need to give administrators, principals, and teachers all the support and training they need to achieve excellence for their students and themselves.

In a keynote address to the annual conference of the National University Board Chairs and Secretaries, I noted that universities need to prepare for a brave new world, where students are international and the post-secondary education market is global. Ignoring the signs will make today's brick and mortar institutions irrelevant.

Unbalanced equilibrium

The federal government thinks it is lending a much-needed helping hand; provincial governments think only about the additional money flowing into their coffers, but equalization payments aren't working – and AIMS' research has consistently pointed this out.

In a *Toronto Star* editorial, "Looting Ontario to undermine poor provinces," Bruce Winchester and I show how the country has engaged in a massive wealth transfer that has undermined natural-adjustment processes, leaving poorer parts of the country dependent and underdeveloped. The transfers have, indeed, been huge. If we had invested the net transfers from Ottawa into Atlantic Canada in US 90-day T-bills since the 1960s, we'd have more than \$1 trillion in the account today, enough to pay off the national debt – twice.

AIMS' research was also a central component in a new study from Ontario, *Fairness in Confederation – Fiscal Imbalance: Driving Ontario to "Have-Not" Status*. The report, released by the Ontario Chamber of Commerce, provides a sobering but realistic view of the damaging impact of equalization on the nation and on Ontario itself. This major new study "would not have been possible," says author David MacKinnon, without the research performed over many years by the Atlantic Institute for Market Studies. The report makes extensive use of AIMS' work analyzing equalization's perverse effects.

enseignant. Actuellement, les universités publiques du Canada sont à l'abri de l'obligation de rendre des comptes parce que les gouvernements provinciaux se croient obligés d'assurer leur fonctionnement plutôt que de les laisser échouer, sans égard à la satisfaction de leurs étudiants ou à la qualité de l'enseignement offert.

Nous sommes aussi fiers de faire partie du groupe de travail de l'Î.-P.-É. sur la réussite étudiante. Nous avons recruté l'un des meilleurs dirigeants d'école, diplômé de l'UPEI et originaire de l'Île, Angus McBeath, pour discuter de son expérience et de la façon dont il a réussi à faire du système scolaire d'Edmonton l'un des meilleurs au pays. Le surintendant des écoles publiques d'Edmonton a déclaré aux membres du groupe de travail que ce qui se fait à Edmonton peut se faire partout au Canada. Le travail n'exige pas de grands investissements; il peut se faire avec les gens et les budgets en place. Mais les responsables du système doivent décider et énoncer publiquement ce qu'ils considèrent être de bons résultats, déterminer comment mesurer les progrès réalisés pour atteindre ces résultats et rendre public tant les bons résultats que les mauvais. Il faut également donner aux administrateurs, aux directeurs et aux enseignants tout le soutien et toute la formation dont ils ont besoin pour que leurs élèves et eux-mêmes atteignent l'excellence.

Dans l'allocution d'ouverture que j'ai prononcée lors de l'assemblée annuelle de l'Association nationale des présidents et secrétaires des conseils d'administration d'universités, j'ai souligné que les universités doivent se préparer à affronter « le meilleur des mondes » où les étudiants sont originaires de tous les coins du monde et où le marché de l'enseignement postsecondaire est mondial. Fermer les yeux pour ne pas voir ces signes aura pour conséquence la disparition des institutions actuelles.

Un équilibre incertain

Le gouvernement fédéral croit qu'il apporte une aide fort nécessaire; les gouvernements provinciaux s'intéressent uniquement aux montants qui viennent gonfler leurs coffres; mais les paiements de péréquation n'apportent rien, et c'est ce que les recherches de l'AIMS ont toujours démontré.

Dans un éditorial publié dans le *Toronto Star*, « Looting Ontario to undermine poor provinces », Bruce Winchester et le soussigné expliquent comment le pays s'est embarqué dans un transfert massif des richesses qui a miné les processus naturels d'ajustement et maintenu les régions pauvres du pays dans la pauvreté et le sous-développement. Les transferts ont en effet été énormes. Si nous avions investi le montant net des transferts par Ottawa au Canada atlantique en Bons du trésor américains à 90 jours depuis les années 1960, nous aurions aujourd'hui plus de un billion de dollars, assez pour rembourser la dette nationale – deux fois!

Les recherches d'AIMS sont aussi un élément central d'une nouvelle étude menée en Ontario, *Fiscal Imbalance: Driving Ontario to "Have-Not" Status* (Déséquilibre fiscal : pousser l'Ontario vers la misère). Le rapport, publié par la Chambre de Commerce de l'Ontario, donne une vue sombre mais réaliste de l'effet dommageable de la péréquation sur la nation et sur l'Ontario. Aux dires de son auteur, David MacKinnon, cette nouvelle étude importante n'aurait pas été possible sans les recherches faites sur de nombreuses années par l'Atlantic Institute for Market Studies. Le rapport fait largement appel aux travaux de l'AIMS qui analysent les effets pervers de la péréquation.

Selon le rapport, l'Ontario se dirige tout droit vers la misère. Le «

According to the report, Ontario is heading for have-not status. The “fiscal deficit” in Ontario that sees money move from the province to other regions of Canada in support of equalization and other federal transfers is unsustainable. These transfers are also creating real economic and fiscal problems not only for the recipient provinces such as those in Atlantic Canada, but also in the source provinces such as Ontario.

In our presentation to the Expert Panel on Equalization and Territorial Financing Formula, *Equalization Reform that Works*, we note that equalization has been a mainstay of this country for five decades. However, the incentives implicit in equalization are not the ones that build the economy and increase a government’s fiscal capacity. Instead, they raise taxes, deepen dependency, undermine growth, and increase debt.

It doesn’t have to be that way. Our informed research provides four steps to equalization reform.

It’s a message that is hitting the mark. I was privileged to speak in Saskatchewan at an event sponsored by the Frontier Centre for Public Policy. The luncheon was attended by business, community and political leaders, including Saskatchewan Finance Minister Harry van Mulligen and former Leader of the Opposition Elwin Hermanson. The ensuing discussion and debate prompted federal Finance Minister Ralph Goodale to write a Letter to the Editor in *The Leader-Post*.

We welcome the debate.

Something fishy

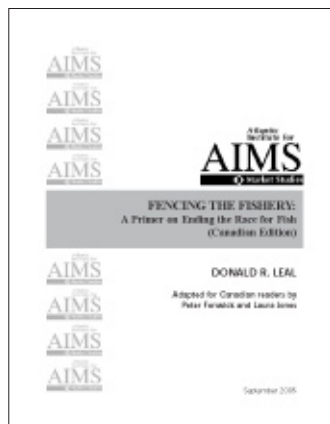
The fishery has been an economic mainstay of the East Coast of Canada since before there was an East Coast of Canada. If that tradition is to continue, however, significant changes are required.

In *Fencing the Fishery: A Primer on Ending the Race for Fish*, Donald R. Leal examines rights-based fisheries management systems. Originally published by the Political Economy Research Centre in the US, we asked Peter Fenwick and Laura Jones to take on the job of preparing a Canadian edition of the monograph. Their conclusions include two clear messages for Canada: stop issuing new commercial fishing licences and stop using the fishery as a make-work program.

Dozens of coastal fisheries in Canada are dying from over-exploitation and the destructive race for fish. Sophisticated vessels and high-tech equipment combat one another to grab the ever-dwindling number of fish.

It’s a formula for disaster.

In a commentary, AIMS’ Fellow on Fisheries and Newfoundland Issues Peter Fenwick takes us inside the modern fishery



déficit fiscal » en Ontario, qui fait que l’argent passe de cette province vers d’autres régions du Canada conformément à la péréquation et à d’autres transferts fédéraux, est intenable. Les transferts créent en outre de véritables problèmes économiques et fiscaux non seulement pour les provinces bénéficiaires, comme celles du Canada atlantique, mais également pour les provinces d’où proviennent les fonds, comme l’Ontario.

Dans l’exposé que nous avons fait au groupe spécial sur la péréquation et la formule de financement des territoires, exposé intitulé *Equalization Reform that Works*, nous soulignons que la péréquation est une constante au pays depuis cinq décennies. Toutefois, les mesures d’incitation implicites dans la péréquation ne sont pas de celles qui renforcent l’économie et qui accroissent la capacité fiscale d’un gouvernement. Au lieu de cela, les mesures mènent à des hausses d’impôts, accroissent la dépendance, ralentissent la croissance et augmentent l’endettement.

Il n’est pas nécessaire qu’il en soit ainsi. Nos recherches approfondies suggèrent quatre étapes pour la réforme de la péréquation.

C’est un message qui atteint sa cible. J’ai eu la chance de prononcer une allocution en Saskatchewan, au cours d’un événement organisé par le Frontier Centre for Public Policy. Le déjeuner regroupait des chefs d’entreprises, des leaders communautaires et des politiciens, notamment Harry van Mulligen, ministre des Finances de la Saskatchewan et Elwin Hermanson, ancien chef de l’opposition. La discussion et le débat qui ont suivi ont incité le ministre fédéral des Finances, l’honorable Ralph Goodale, à faire parvenir une lettre au rédacteur en chef du journal *The Leader-Post*.

Nous accueillons le débat à bras ouverts.

Quelque chose de douteux

La pêche est le pilier de l’économie de la côte est du Canada depuis fort longtemps – elle précède même la notion de « côte est du Canada ». Mais pour que la tradition se perpétue, des changements en profondeur s’imposent.

Dans son document *Fencing the Fishery: A Primer on Ending the Race for Fish*, Donald R. Leal examine les systèmes de gestion des pêches fondés sur les droits. Le document a été à l’origine publié aux États-Unis par le Political Economy Research Centre, et nous avons demandé à Peter Fenwick et à Laura Jones de préparer une édition canadienne de cette monographie. Leurs conclusions comportent deux messages clairs pour le Canada : il faut arrêter de délivrer de nouveaux permis de pêche commerciale et arrêter d’utiliser les pêches comme programme de création d’emploi.

Des dizaines de pêches côtières au Canada sont en train de mourir à cause de la surexploitation des ressources halieutiques et de la course destructive au poisson. Des navires perfectionnés et de l’équipement de haute technologie luttent les uns contre les autres pour s’approprier des poissons dont le nombre est en déclin constant.

C’est une formule qui risque de mener à une catastrophe.

Dans un commentaire, Peter Fenwick, fellow d’AIMS sur les questions concernant la pêche et Terre-Neuve, nous éclaire sur la pêche moderne, truffée de politiciailles. À la suite de l’annonce par la société FPI qu’elle entendait fermer son usine de Harbour Breton, le gouvernement a refusé d’adopter une mesure législative qui forcerait FPI à continuer l’exploitation

– riddled with politics. In the wake of FPI's announcement of its Harbour Breton plant closure, the government refused to invoke legislation that would force the company to keep the antiquated plant running. If the Newfoundland government stays this course Mr. Fenwick demonstrates, the fishing industry may eventually evolve into the modern industry it can be.

To your health

The Baby Boom generation has changed consumerism as it aged. From baby formula to higher learning, clothes to cruises, Boomers made demands of the marketplace and got results.

This was an inherent part of a talk I gave to the Annual Meeting of the Canada-Sweden Business Association. In this talk, which subsequently became the commentary *We Can't Go On Like This: What an ageing population, the consumer revolution and accelerating globalisation mean for the future of health care*, I pointed out that for ageing Boomers, health care is a product like all the others. They expect the best and are willing to pay for it.

The argument for bringing virtually all of the health care industry under the control essentially of public authorities is being undermined, in large part by demographic and cultural factors. Public and medical authorities are losing the ability to determine what health care consumers will accept. The paths by which increasingly wealthy and demanding health care consumers will be able to evade government controls on their consumption of health care services are growing. Our understanding about the value of many health care services is increasing, and we can more and more see that many of them produce little in the way of measurable public benefit.

Put this in the context of a population structure that calls into question the equity of a pay-as-you-go system, as well as in the context of a globalizing world where public authorities must ensure that their tax burden actually produces significant public benefit, and we have set the stage for a major re-think about health care public policy.

We also released the first paper in our major new project that aims to create the best tool in Canada today for assessing the quality of care offered by the country's major hospitals. *A Finger on the Pulse: Comparative Models for Reporting the Quality of Hospital Care* addresses – and dispels – many of the myths that surround the idea of comparing the quality of care in our hospitals.

In an op-ed piece in the *National Post*, AIMS Fellow in Health Care Economics Brian Ferguson clearly explains why Canadians should be wary of US plans to allow re-importation of pharmaceuticals from Canada. In *Alice in Borderland: Why Canadians Cannot Afford to be Complacent about US Drug Re-importation*, he reveals why the United States has a serious problem with regard to the accessibility of pharmaceuticals. Canada cannot solve this problem. American legislators are fantasizing the access problem will go away if drugs cross the Canadian border a couple of times. And Canadians might ponder this: Once the US realizes that re-importation is a device not for saving American consumers money but for putting profits into the pockets of Canadian

de son usine désuète. M. Fenwick démontre que si le gouvernement de Terre-Neuve maintient cette attitude, l'industrie de la pêche pourra éventuellement évoluer et devenir l'industrie moderne qu'elle peut être.

À votre santé

La génération du baby boom a changé les pratiques de consommation à mesure qu'elle a vieilli. Que l'on songe au lait maternisé, aux revenus élevés, aux vêtements ou aux croisières, les enfants du baby boom ont imposé leurs exigences au marché et ont obtenu des résultats.

Ces affirmations sont du nombre de celles que j'ai faites au cours d'une causerie que j'ai présentée à l'assemblée annuelle de l'Association commerciale canado-suédoise. Dans le cadre de cette causerie (qui est par la suite devenue le commentaire intitulé *We Can't Go On Like This: What an ageing population, the consumer revolution and accelerating globalisation mean for the future of health care*, j'ai souligné que pour les baby boomers vieillissants, les soins de santé sont un produit comme tous les autres. Ils veulent ce qu'il y a de mieux et ils sont prêts à payer le prix qu'il faut pour l'obtenir.

L'argument qui veut qu'il soit préférable que l'ensemble du secteur des soins de santé soit essentiellement sous le contrôle des autorités publiques est grandement affaibli par les facteurs démographiques et culturels. Les autorités publiques et les autorités médicales perdent la capacité de déterminer ce que les consommateurs de soins de santé consentent à accepter. Le nombre de chemins que pourront prendre les consommateurs riches et exigeants de soins de santé pour éviter que les gouvernements ne contrôlent leur consommation de services de santé augmente sans cesse. Nous comprenons de mieux en mieux la valeur de beaucoup de services de santé et nous constatons de plus en plus que beaucoup de ces services offrent bien peu d'avantages publics mesurables.

Si on replace ces faits dans le contexte d'une structure démographique qui remet en question le caractère équitable d'un système où les fournisseurs sont payés à l'acte et dans le contexte de la mondialisation où les autorités publiques doivent s'assurer que le fardeau fiscal produit des bénéfices publics significatifs, on met la table pour une réflexion et une réforme en profondeur de la politique publique en matière de soins de santé.

Nous avons également publié le premier document de notre nouveau grand projet visant à créer les meilleurs outils offerts au Canada aujourd'hui pour évaluer la qualité des soins dispensés dans les grands hôpitaux du pays. *A Finger on the Pulse: Comparative Models for Reporting the Quality of Hospital Care* aborde – et dissipe – beaucoup des mythes qui entourent l'idée de comparer la qualité des soins dispensés dans nos hôpitaux.

Dans un article publié en regard de la page éditoriale du *National Post*, Brian Ferguson, fellow d'AIMS en économie des soins de santé, explique clairement pourquoi les Canadiens devraient se méfier des plans des États-Unis de permettre la réimportation de produits pharmaceutiques en provenance du Canada. Dans *Alice in Borderland: Why Canadians Cannot Afford to be Complacent about US Drug Re-importation*, Brian révèle pourquoi les États-Unis éprouvent de graves problèmes en ce qui a trait à l'accessibilité des produits pharmaceutiques. Le Canada ne peut pas régler ce problème. Les législateurs américains s'imaginent que le problème d'accès va disparaître si les médicaments traversent la frontière canadienne à quelques reprises. Et les Canadiens peuvent réfléchir à ce qui suit : une fois que les États-Unis comprendront que la réimportation d'un produit

middlemen, we'll go from hero to arch villain and be in for another rousing chorus of "Blame Canada."

10th celebrations

There's nothing like an anniversary celebration to discover what an Institute such as AIMS means to this region. We hosted two significant anniversary dinners featuring international speakers. Both were extremely well attended.

Five hundred gathered in Halifax, Nova Scotia on the evening of November 9 to help celebrate the 10th anniversary. The featured speakers were former United States Senator and Secretary of Defense William Cohen and former Prime Minister of Canada, the Right Honourable Brian Mulroney. The evening offered a rare glimpse into Canada's relationship with the United States and helped AIMS celebrate 10 years of contribution to the Canadian public policy debate.



At the 10th Anniversary celebrations in Saint John, NB, in May. AIMS Vice Chair John F. Iving (second from left) chaired the organizing committee. Others in the photograph, from the left: AIMS Chairman David McD. Mann; special guest, former Governor of Maine Angus S. King, Jr.; New Brunswick Premier Bernard Lord; guest speaker, former Prime Minister of Ireland Garret FitzGerald; and AIMS President Brian Lee Crowley

AIMS' 10th anniversary was celebrated by more than 300 guests in Saint John, New Brunswick on May 31 with the Celtic Tiger Dinner. The guest speaker was Dr. Garret FitzGerald, the former Prime Minister of Ireland, who is credited with helping turn around the Irish economy. His topic: "The Celtic Tiger: Ireland and its Lessons for Atlantic Canada." He was introduced by former Maine Governor Angus S. King, Jr., and thanked by New Brunswick Premier Bernard Lord.

AIMS started at a time when the government of Canada was about to rein in its spending significantly across the country. This was a region that had, rightly or wrongly, pursued a strategy of sheltering, as Allan J. MacEachen used to say, under the warm arm of government. AIMS' three founding directors, George Cooper, Bill Mingo and I, thought that whatever the merits of that strategy in the past, it hadn't much of a future. Yet there was little debate about what could and should take its place. There was a vacuum in the world of ideas; we rushed in to fill it.

Throughout our anniversary year we received from political and community leaders across this region and the country letters

ne vise pas à faire épargner de l'argent aux consommateurs américains mais bien à mettre de l'argent dans les poches des intermédiaires canadiens, nous passerons du rôle de héros à celui de gros méchant et nous entendrons nos voisins pousser les hauts cris et blâmer le Canada.

Célébrations entourant le 10e anniversaire

Il n'y a rien comme la célébration d'un anniversaire pour découvrir ce qu'une institution comme l'AIMS signifie pour la région. Nous avons organisé deux importants dîners d'anniversaire mettant en vedette des conférenciers de réputation internationale. Les deux dîners ont remporté un très grand succès.

Cinq cents convives se sont réunis à Halifax, Nouvelle-Écosse, le soir du 9 novembre pour célébrer le 10e anniversaire de l'AIMS. Les conférenciers invités étaient William Cohen, ancien sénateur et Secrétaire à la Défense des États-Unis et le très honorable Brian Mulroney, ancien premier ministre du Canada. La soirée a offert un rare aperçu des relations entre le Canada et les États-Unis et a aidé l'AIMS à marquer dix années de contribution au débat sur la politique publique canadienne.

Le 10e anniversaire de l'AIMS a aussi été célébré le 31 mai dernier par 300 invités à Saint John, Nouveau-Brunswick, au cours d'un dîner sur le thème du tigre celtique. Le conférencier invité était l'honorable Garret FitzGerald, ancien premier ministre d'Irlande, à qui on reconnaît le mérite d'avoir remis sur pied l'économie de l'Irlande. Sa causerie s'intitulait « The Celtic Tiger: Ireland and its Lessons for Atlantic Canada » (le tigre celtique : l'Irlande et ce que le Canada atlantique peut en apprendre). M. FitzGerald a été présenté par Angus S. King, Jr., ancien gouverneur du Maine, et remercié par Bernard Lord, premier ministre du Nouveau-Brunswick.

L'AIMS a été créée au moment où le gouvernement du Canada s'apprêtait à réduire considérablement ses dépenses dans toutes les régions du pays. La région atlantique avait, à tort ou à raison, adopté la stratégie de s'abriter, comme avait l'habitude de le dire Allan J. MacEachen, sous la chaude aisselle du gouvernement. Les trois directeurs fondateurs, George Cooper, Bill Mingo et votre humble serviteur, pensaient que, quel qu'ait été le bien-fondé de cette stratégie par le passé, elle n'avait pas d'avenir. Pourtant, aucun débat ne s'élevait pour tenter de déterminer ce qui devait et qui allait la remplacer. Il y avait un grand vide dans le monde des idées; nous nous sommes hâtés de le combler.

Tout au long de l'année de notre dixième anniversaire, nous avons reçu de chefs politiques et de leaders communautaires des lettres de remerciement et de félicitations pour avoir comblé ce vide. Les premiers ministres du Nouveau-Brunswick et de Nouvelle-Écosse se sont levés dans leurs assemblées législatives respectives pour lire des résolutions félicitant l'AIMS pour son travail. Des commentaires au même effet ont été lus à la Chambre des communes par Peter Stoffer, député du NPD et au Sénat par le sénateur libéral Terry Mercer. Nous avons reçu des lettres des premiers ministres de l'Île-du-Prince-Édouard et de Terre-Neuve-et-Labrador, ainsi que de ministres influents de Saskatchewan et d'Alberta. Des résolutions ont été adoptées lors des assemblées annuelles d'organisations comme les chambres de commerce des provinces atlantiques et l'Atlantic Trucking Association.

Ces abondantes manifestations sont la preuve que les travaux de l'AIMS sont lus et étudiés, et qu'ils atteignent ceux et celles qui font la différence, ceux et celles qui peuvent faire la différence.

of thanks and praise for filling that void. The premiers of New Brunswick and Nova Scotia rose in their respective legislatures to read resolutions congratulating AIMS on our work. Similar comments were presented in the House of Commons by NDP MP Peter Stoffer and in the Canadian Senate by Liberal Senator Terry Mercer. Letters were received from the premiers of PEI and Newfoundland and Labrador, as well as senior cabinet ministers in Saskatchewan and Alberta. Resolutions were passed at annual meetings of such organizations as the Atlantic Provinces Chambers of Commerce and the Atlantic Trucking Association.

This outpouring is proof AIMS' work is read, is studied, and is reaching those who make a difference, those who can make a difference.

In conclusion

This is but the tip of the proverbial iceberg. Other issues AIMS explored in the past year – and has vigorously explored over a decade of public-policy research – include electricity, oil and gas, regional development, urban affairs, and social programs.

But 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 10 years – by linking ideas with today's 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.

I want to thank each and every one of the people who have helped to shape AIMS and who have, in turn, helped to shape public policy and public thinking in this country. In particular, I want to extend my gratitude to those people who bring their ideas, energy, and commitment to the office each day and who make AIMS the vibrant, successful organization it has become – and will remain. My thanks to Charles Cirtwell, Vice President and Director of Operations; Karen Fraser, Finance Consultant; Lynne Pascoe, Event Management Coordinator; Lisa Savoie, Operations Coordinator; and Barbara Pike, Director of Communications.

Here's to another decade of setting benchmarks. Here's to another decade of making a difference.

Brian Lee Crowley
President, AIMS

En conclusion

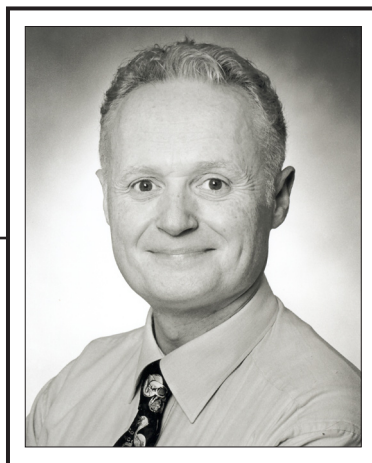
Mais ce n'est là que la pointe de l'iceberg. Certaines des autres questions examinées par l'AIMS au cours de la dernière année – et examinées de très près pendant une décennie de recherche en politique publique – sont l'électricité, les hydrocarbures, le développement régional, les affaires municipales et les programmes sociaux.

L'équipe de l'AIMS – forte de sa longue expérience au sein 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 dix dernières années – en établissant des liens entre les idées et les défis d'aujourd'hui 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.

Je tiens à remercier chacune des personnes qui ont aidé à faire de l'AIMS ce qu'elle est et qui ont, par ricochet, aidé à façonner la politique publique et la pensée publique dans le pays. Je veux en particulier exprimer ma gratitude à ceux et à celles qui apportent leurs idées, leur énergie et leur engagement au bureau tous les jours, qui font que l'AIMS est devenue et demeurera une organisation dynamique, et qui en assurent le succès. Merci à Charles Cirtwell, vice-président et directeur de l'exploitation, à Karen Fraser, conseillère en finance, à Lynne Pascoe, coordonnatrice de la gestion d'événements, à Lisa Savoie, coordonnatrice des opérations, et à Barbara Pike, directrice des communications.

Je porte un toast à la prochaine décennie de travaux remarquables. Je porte un toast à une autre décennie de travaux qui feront la différence.

Brian Lee Crowley
President, AIMS



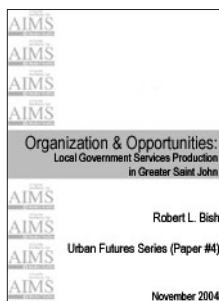
October 2004



“Alice in Borderland: Why Canadians Cannot Afford to be Complacent about US Drug Re-importation”

The idea that Americans should be able to buy their prescription drugs in Canada, either in person or, more importantly, over the Internet, gained favour with US politicians leading up

to the November 2004 election. It's to the point where a number of states have either passed, or are considering passing, legislation that they believe will make this kind of cross-border shopping legal. This commentary by Brian Ferguson explains why, if re-importation ever becomes law in the US, American prices will not fall, while in Canada we will either find drug prices rising to US levels or supplies being restricted and shortages developing.



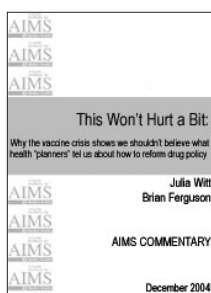
November 2004

“Organization & Opportunities: Local Government Services Production in Greater Saint John”

The municipalities in the Saint John region have made considerable progress toward increasing the level of competitive local government services delivery, but

they could do more, says AIMS' fourth Urban Futures paper, which explores how municipalities of all sizes can become more efficient and provide better service. Using the Greater Saint John region of New Brunswick as an illustration, Robert L. Bish reflects on how small and medium-size municipalities can improve the quality of services for residents and value for taxpayers. The key is competition, which, through smarter thinking and more careful management, leads to higher productivity.

December 2004



“This Won't Hurt a Bit: Why the vaccine crisis shows we shouldn't believe what health planners tell us about how to reform drug policy”

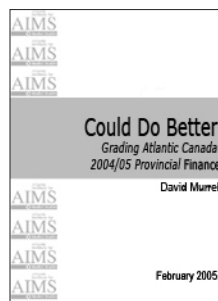
In the latest paper from AIMS' series on Canadian pharmaceutical policy, authors

Brian Ferguson, an AIMS Fellow in health care economics, and Julia Witt, an AIMS Fellow in pharmaceutical policy, explore the US flu vaccine crisis and discover that the crisis didn't occur because of too little government involvement in the industry, but rather too much. The paper explains that, contrary to recently

published media reports, over-zealous governments have made the production of flu vaccines in that country very unattractive and helped to make less therapeutically valuable drugs the focus of industry attention.

February 2005

“Could Do Better: Grading Atlantic Canada's 2004/05 Provincial Finances”

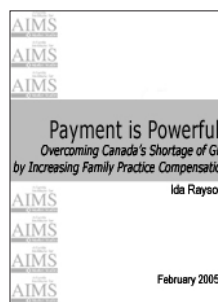


With a population that is barely growing, the Atlantic Provinces ought to be trying hard to promote an economic environment that attracts business capital and skilled

labour. At the same time, each of the four provincial governments finds itself having to address voters' demands for public goods and services — a balancing act requiring a degree of budgetary skill that, on the whole, they have failed to display. In this paper, UNB economist David Murrell grades the public finances of the Atlantic Provinces relative to each other and to the Canadian average. The GPA is not impressive.

February 2005

“Payment is Powerful: Overcoming Canada's Shortage of GPs by Increasing Family Practice Compensation”



Canada is facing difficulties recruiting medical graduates to practice family medicine, and the range of services offered by the current supply of general

practitioners (GPs) is shrinking. In this paper, Ida Rayson explores various ways to improve primary care practice and increase GPs' practice revenue without resorting to additional public funding. For example, GPs could bill patients more aggressively for services they now deliver at low cost or free of charge but that are uninsured by provincial governments.

March 2005

“The Return to Profligacy”

Peter Fenwick, AIMS Research Fellow, examines the changes made by Premier Danny Williams's administration from fiscal prudence to increased spending. It is a recipe for trouble. Hidden behind the mountain of extra federal money in Newfoundland and Labrador's budget is the awful truth that the provincial

government plans to keep piling more and more debt upon the taxpayers of the province at close to half a billion dollars a year for the foreseeable future.

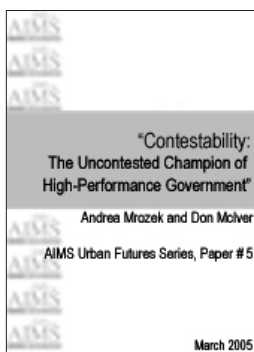


March 2005

“AIMS’ 3rd Annual Report Card on Atlantic Canada’s High Schools: Most of region still struggling to meet expectations”

AIMS’ 3rd Annual Report Card was released in the winter of 2005, and the grades were not much to brag

about. Half of the 265 high schools assessed scored a C or C+, and less than five percent ranked an A or A+. The results of this year’s report card were published as an insert in the March issue of *Progress* magazine along with a sampling of individual school success stories from across the region. The report card, co-authored by AIMS Vice President Charles Cirtwill and Memorial University of Newfoundland Professor Rick Audas, included even more data from the provinces, local school districts, and universities and colleges.



March 2005

“Contestability: The uncontested champion of high-performance government”

The idea of providing municipal public services through competitive tendering – or “contestability” – became popular in the 1950s when cities in southern California began to recognize

its inherent advantages. Now Britain routinely uses competitive tendering at the local-government level, and it is a successful facet of municipal services delivery in such US cities as Indianapolis, Philadelphia and Phoenix. These policies have produced positive results. In the fifth paper of AIMS’ Urban Futures Series, Andrea Mrozek and Don McIver make the Canadian case for contestability.

April 2005

“Budgets Atlantic Canadian Style”

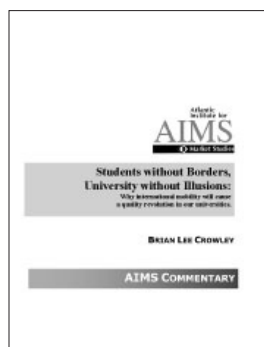
Early in 2005, AIMS published a paper entitled “Could Do Better” that assessed provincial finances in Atlantic Canada. The paper concluded that in the 2004/05 fiscal year governments in the region didn’t do a very good job of balancing voter demands, while

promoting an economic environment to attract skilled labour and business capital. AIMS studied the budgets of the 2005/06 fiscal year and concluded the region’s governments are still failing to implement a formula for economic growth.

April 2005

“Equalization: The help that hurts”

Equalization was established to help Canadians across the country. It has failed to do that. AIMS President Brian Lee Crowley presents the evidence to show equalization actually does more harm than good. Rather than helping recipient provinces, equalization dollars do the opposite. In this commentary, based on a speech before a luncheon crowd in Winnipeg, Manitoba, Crowley shows what’s wrong with equalization and provides guidance on how it can be fixed.



May 2005

“Students Without Borders, Universities Without Illusions: Why international mobility will cause a quality revolution in our universities”

This paper by AIMS President Brian Lee Crowley was used as the basis for his keynote address to the annual conference of the National University

Board Chairs and Secretaries. It focuses on the suggestion that universities need to prepare for a brave new world that spotlights a global education market. Universities must address the issue of mobility as it is, not a cause but an effect, and universities must think critically about themselves as well as social issues if they are to remain current.

May 2005

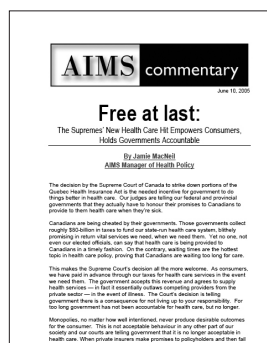
“Short-term Job Gains Will Cost Newfoundlanders Millions of Dollars”

Newfoundland and Labrador Premier Danny Williams wants jobs and local benefits from any development of the Hebron - Ben Nevis offshore oil field. At first glance it makes sense in a province with a chronic unemployment problem. However, as AIMS Research Fellow Peter Fenwick points out, such short-term job policies may have been the way of the past, but a new day has dawned in Newfoundland and Labrador. Now that 100 percent of provincial offshore oil revenue remains with the province it is time to rethink the old attitude of jobs before revenue.

June 2005

“Guest Commentary: Has the Supreme Court of Canada Doomed Medicare?”

The reaction to the Supreme Court of Canada’s decision on private health care in Quebec was fast, and it was furious. Nowhere was that more evident than on the internet and blog circuit. AIMS Fellow in Health Care Economics, Brian Ferguson, runs his own blog, A Canadian Econoview, and asked the question “Has the Supreme Court of Canada doomed medicare?” He examines the decision, the evidence from witnesses, and the experience of other countries. The answer is clear.



know it or a new beginning. In this commentary, AIMS’ Manager of Health Policy, Jamie MacNeil, explains what this decision actually means. He says it is a wake-up call for governments to do things better in health care and honour the promises they’ve been making to Canadians for years.



paper in the Institute’s major new project designed to create the best tool in Canada today for assessing the quality of care offered by the country’s major hospitals. The research paper tackles the myths that surround comparing the quality of care in our hospitals so consumers can make an informed choice.

June 2005

“Free at Last: Supreme Court Decision Empowers Consumers, Holds Governments Accountable”

Depending on the person quoted, the decision by the Supreme Court of Canada to strike down portions of the Quebec Health Insurance Act was either the end of health care as we

“A Finger on the Pulse: Comparative Models for Reporting the Quality of Hospital Care”

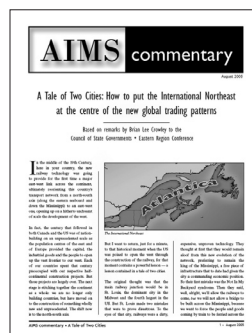
AIMS has taken a giant step in empowering patients who use our hospitals and their families who are trying to ensure that their loved ones get the care they need. This is the first

July 2005

“Equalization Reform that Works: Taking seriously the idea that incentives matter”

For five decades equalization has been a mainstay of the Canadian federation. However, the incentives implicit in equalization are not the ones that build the economy and

increase a government’s fiscal capacity. Instead, they raise taxes, deepen dependency, undermine growth, and increase debt. For ten years, the equalization program and its effects on economic growth have been important and regular subjects of AIMS research. This presentation to the Expert Panel on Equalization and Territorial Financing Formula uses that wealth of informed research to provide four steps to equalization reform. Supported by the most recent analysis of provincial program spending per capita, personal income rates, debt servicing and equalization payments, AIMS shows the panel how the current system fails and provides four changes to the equalization formula that will go a long way to repairing the damage done to date.

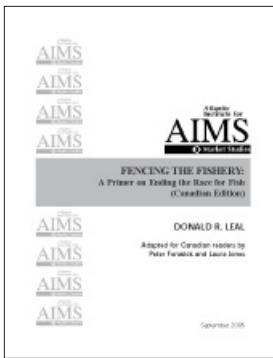


August 2005

“A Tale of Two Cities: How to put the International Northeast at the centre of the new global trading patterns”

This is the story of Atlantica. Based on a talk given by AIMS President Brian Lee Crowley to the influential Council of State Governments -

Eastern Region Conference, this commentary uses lessons from the past to show the way to a more prosperous future. Atlantica is defined chiefly by geography, economic trends and trade patterns; common problems and experiences; and politics. It includes much of Eastern Canada south and east of the St. Lawrence, Maine, New Hampshire, Vermont, and upstate New York. Much of the area has stood outside the charmed circle of prosperity for years. But that could change and change quickly. A combination of factors is emerging that has the potential to broaden that circle of prosperity to include Atlantica, the International Northeast Economic Region. This commentary explains what’s happening and what needs to happen to make that a reality.

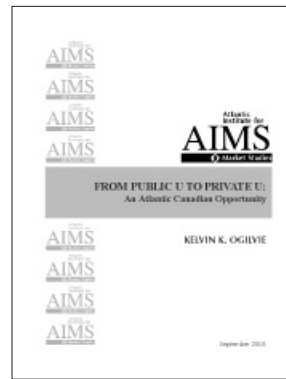


September 2005

“Fencing the Fishery: A Primer on Ending the Race for Fish”

There is a better way to manage the fishery, both economically and environmentally. Although no fisheries management system is perfect, in a growing number of fisheries, rights-based management,

including individual transferable quotas, is proving highly successful in eliminating two major problems plaguing ocean fisheries: overcapitalization and overfishing. Originally published by the Property and Environment Research Centre in the US, the paper is adapted for Canada by Peter Fenwick and Laura Jones. Their conclusions include two clear messages for Canada: stop issuing new commercial fishing licences and stop using the fishery as a make-work program.



September 2005

“From Public U to Private U: An Atlantic Canadian Opportunity”

In this recent AIMS paper, Dr. Kelvin Ogilvie, former President and Chancellor of Acadia University, points out that private universities tend to have a curriculum carefully organized

to meet students’ demands and needs. He shows how Canada’s public universities are sheltered from accountability because provincial governments feel obliged to ensure their continued operation rather than allow such institutions to fail, regardless of the satisfaction of their students or the quality of the education offered. Now is the time for Canada’s first private university.

AIMS Events / Les événements de AIMS

Ecology, economy and justice: Holding the environmental movement to account

In October 2004, AIMS presented breakfast talks in Halifax and Sydney, NS, with one of the world’s foremost authorities on the impact of environmental activism, Paul K. Driessen, author of *Eco-Imperialism: Green Power, Black Death*.

No stranger to controversy, Driessen contends that the environmental movement have moved from a grassroots beginning to become an \$8-billion-a-year big business. He is disturbed by a convergence of ideology, activism, marketing and politics with no requirement for accountability that equals accountability in the corporate world. Even worse, he says the groups are rarely held accountable for the accuracy of what is said.

Whether the issue is the cleanup of the Sydney Tar Ponds, wind energy or offshore development, “environmentalism” has become more obvious in the development of our public policy. And it is that role that AIMS sought to explore during these presentations.

Risk: Regulation & reality

In October 2004, AIMS, in partnership with Tech Central Station and the Toronto Insurance Conference, hosted Risk: Regulation & Reality, a conference exploring the role and reach of risk in our society.

During this day-long session, the issue of risk and its impact on our lives and our businesses was explored. If we are unprepared for it, then risk, and the fear it engenders, will restrict our daily lives and harm our collective well-being, whether that is the health risk of diseases that do not recognize borders or the risk of terrorism to the international financial markets.

Leading experts such as James Glassman, Resident Fellow at the American Enterprise Institute; Radley Balco, writer and a policy analyst for the Cato Institute; Dr. David Gratzer, a physician and a Senior Fellow at the Manhattan Institute; Dr. Michael Kunze, Professor of Public Health, University of Vienna (Austria); Janice Weiner, Economic and Political Console with the United States Consulate General in Toronto; Dr. Tim Patterson, Professor of Geology at Carleton University; and Dr. Sallie Baliunas, host of Tech Central Station, helped shed light on some of the “risk myths” facing Canadians today.

AIMS’ 10th anniversary banquet: Reflections on our common continental home

On Nov. 9, 2004, AIMS hosted a 10th-anniversary Banquet in Halifax that offered up delicious food, insightful conversation, and a blueprint for security and commerce in Atlantica and the whole

of North America.

The banquet featured such luminary speakers as former federal cabinet minister the Honourable John Crosbie, Nova Scotia Premier John Hamm, former United States Senator and Secretary of Defense William Cohen, and former Prime Minister of Canada, the Right Honourable Brian Mulroney.

Our thanks to the event sponsors Scotiabank, Emera, DukeEnergy, Casino Nova Scotia Hotel, Halifax International Airport, ExxonMobile, and Aliant.

The Grano Speakers Series

AIMS is a presenter of the Grano Speakers Series, which was established as a modern-day salon: a small, more intimate gathering where thought leaders in business, government, academia, and the media can meet to discuss world events. Taking place at Toronto's Grano restaurant under the proprietorship of Roberto Martella, Grano's intimate atmosphere provides a perfect combination of informal dining with an energetic atmosphere for debate and dialogue.

In its inaugural 2004-05 season, the Grano Series' featured topic was the American Empire: exploring the potential limits of American power in the 21st century through the ideas of four outstanding thinkers:

William Kristol (**September 2004**), one of America's leading political analysts and media commentators and editor of the influential Washington-based political magazine, *The Weekly Standard*.

Michael Ignatieff (**November 2004**), an internationally known writer and broadcaster. His award-winning television series *Blood and Belonging: Journeys into the New Nationalism* examined the issue of nationalism in the late 20th century.

Samuel Huntington (**January 2005**), one of the most influential political scientists of his generation. He is the Albert J. Weatherhead III University Professor at Harvard University, where he is also Director of the John M. Olin Institute for Strategic Studies and Chair of the Harvard Academy for International and Area Studies at the Center for International Affairs.

John Lukacs (**March 2005**), described as "...one of the outstanding historians of the generation and, indeed, of our time," Lukacs has been praised as an historian with the literary talents of a novelist. He is the author of more than 20 books including *Outgrowing Democracy: A history of the United States in the Twentieth Century*, *The Hitler of History*, and the

bestselling *Five Days in London: May 1940*.

The Grano Series is organized privately by Rudyard Griffiths and Patrick Luciani, and is registered in Ontario under the name Garda Productions. All events are by invitation only, and the 2005-2006 Grano Series is sold out.

AIMS' 10th anniversary dinner in Saint John: The Celtic Tiger Dinner

On May 31, 2005, AIMS brought its 10th anniversary celebrations to the province of New Brunswick. The guest speaker: Dr. Garret FitzGerald, former Prime Minister of Ireland, who shares the credit for turning around the Irish economy, a story that AIMS has played a key role in popularising in Canada. The topic: the Celtic Tiger: Ireland and its Lessons for Atlantic Canada. The next day: a front-page story in the *Telegraph-Journal*, and an editorial in the same paper later that week.

The Celtic Tiger Dinner also toasted AIMS' latest international recognition: the Templeton Freedom Award for Institute Excellence. AIMS was the only think tank in North America to receive the Templeton Award this year. It is the fifth international award for AIMS in our 10-year history. AIMS has been awarded the Sir Anthony Fisher Memorial Award four times; no other think tank in the world has received the Fisher more times than AIMS.

Our thanks to the event sponsors: Aliant, Deloitte, Irving, RBC Financial Group, J.D. Irving Limited, and McCain Foods Limited. Assistance was also provided by the Delta New Brunswick.

A fresh hopeful voice from Quebec: AIMS brings Mario Dumont to Atlantic Canada

In the volatile world of Québec politics, he has staying power. Mario Dumont is one of the most provocative people on the Québec political scene today. The ADQ, which Dumont founded, has become a real force in Québec politics and has at various times been the most popular party in the province. Dumont himself enjoys a strong following, while espousing a political philosophy quite at odds with the conventional wisdom of the province's political class.

AIMS brought this new class of Québec politician to Atlantic Canada as guest speaker at two luncheons, one in Halifax on Sept. 20, 2005 and the other in Moncton on Sept. 21, 2005.

Selected Talks and Speeches: AIMS as Invited Guests / Discourse choisis de AIMS

Canada-US Border Trade Alliance

Nov. 8, 2004 • Chicago, IL

AIMS President Brian Lee Crowley was invited to bring the Atlantica message to the annual conference of the Canada-US Border Trade Alliance (CanAmBTA) in Chicago on Nov. 8. Crowley walked the delegates through the logic of Atlantica in the context of a growing movement to continental economic integration and globalization. This conference, which included one representative of each of the Canada-US border regions reaching from the Pacific to the Atlantic, underlined the extent to which the Canada-US economic relationship is increasingly being managed by the emerging regions.

AIMS visits prestigious Heritage Foundation in Washington to discuss Health Care

Nov. 10, 2004 • Washington, DC

AIMS President Brian Lee Crowley's seminal talk "The Top 10 Things People Believe About Canadian Health Care, But Shouldn't" continues to be a bestseller with US audiences. On Nov. 10, 2004, Crowley delivered this talk to an audience of informed and influential health stakeholders in Washington, DC, at an event hosted by the prestigious Heritage Foundation.

Council of Atlantic Premiers

Nov. 23, 2004

AIMS was invited to present an in-depth briefing on Atlantica to the Management Committee of the Council of Atlantic Premiers (CAP). The Management Committee is made up of senior non-elected officials in the intergovernmental affairs field of the four Atlantic Provinces, and they oversee the management of the day-to-day affairs of the CAP. CAP is the Atlantic Canadian interlocutor (and the Canadian secretariat for) the New England Governors and Eastern Canadian Premiers meetings.

Lower prescription drug costs don't tell the whole story

Feb. 3, 2005 • Pasadena, Ca.

Can the problem of high prescription drug costs in the US be solved by purchasing drugs on the Internet or with a bus trip across the Canadian border? Many politicians appear to think so. Consumers seem to strongly agree, and the Internet has become the Mall of America for prescription drugs. Sales from Canadian pharmacies over the Internet exploded from \$50 million in 2000 to \$800 million in 2003. But Canadian Prime Minister Paul Martin, Health Minister Ujjal Dosanjh and other officials are worried about shortages for their own citizens, and there is discussion of halting Internet sales to Americans. Health care expert Sally C. Pipes and AIMS President Brian Lee Crowley addressed these and other important issues surrounding the prescription drug debate.

AIMS' Atlantica concept is a hit in Buffalo, New York

Feb. 24, 2005 • New York, NY

AIMS President Brian Lee Crowley explained to a breakfast meeting of political leaders and a luncheon crowd at the Rotary Club of Buffalo how the northeast trade corridor from Halifax to Buffalo can benefit all communities along the route. The AIMS concept, Atlantica, resonated with influential business and community leaders as well as state and municipal politicians who attended the breakfast meeting at the prestigious Buffalo Club to learn more about how Atlantica could help Buffalo and area prosper.

Cabinet minister seeks AIMS' expertise on economic development

March 15, 2005 • Ottawa

The Honourable Aileen Carroll, Minister of International Cooperation, invited 25 people recognized in the field of economic development to Ottawa to discuss how Canada can get the best value from the money it spends on helping to develop the private sector in the Third World.

Among the select list of invitees was AIMS President Brian Lee Crowley. Others seated around the table included Marco Pronto from Lea International Ltd.; Ann Weston from the North-South Institute; James Gray of the Canada West Foundation; David Creighton from Cordiant Capital Inc.; and Nigel Fisher from the United Nations Office for Project Services. It was to these experts Ms. Carroll turned for advice as her government finalizes the implementation strategy for its Private Sector Development Policy.

Business to Business Showcase: Keynote address featured AIMS' Atlantica concept

April 13, 2005 • Rockport, Me.

Globalization of the economy is of huge and growing value for regions connected to the international trade network – but Maine and Atlantic Canada are not among the fortunate. However, they should be. More than 100 business leaders attended the business-to-business showcase to hear AIMS President Brian Lee Crowley discuss Atlantica and to explore new opportunities for economic growth based on AIMS research and commentary.

AIMS at the table for landmark trade corridor meeting: AIMS' Atlantica concept part of roundtable discussion

April 26, 2005 • Toronto

In April, AIMS and other leading policy, trade and infrastructure experts from across Canada, the US and Mexico gathered in Toronto at the invitation of Minister of Transport Tony

Valeri for a landmark roundtable on trade corridors and their importance to Canada and the continent. In addition to AIMS President Brian Lee Crowley, some of the speakers included Allan Gottlieb, Canada's former Ambassador to the United States; Wendy Dobson, former President of the C.D. Howe Institute; and Michael Gallis, renowned advisor to governments trying to position themselves advantageously in the world trade network

Equalization and the East Coast Royalty Feud: Is it the dawn of a better O&G climate?

April 19, 2005 • Calgary, Alta.

Senior executives with Canada's oil and gas industry were invited for breakfast with AIMS President Brian Lee Crowley. The breakfast was organized by CAPP (Canadian Association of Petroleum Producers). Crowley posed such questions as do the perverse incentives within equalization help to explain these peculiar priorities by provinces that should be hungry for economic growth? Does the recent side deal over offshore royalties fix the problem, or is this the beginning of the end for the old system of transfers that has held back Atlantic Canada's development, and the offshore industry with it?

Why equalization has been bad for Saskatchewan and what to do about it

April 20, 2005 • Regina

AIMS' work on equalization triggered a debate in Saskatchewan following a speech by Brian Lee Crowley at an event sponsored by the Frontier Centre for Public Policy. The luncheon was attended by business, community and political leaders including Saskatchewan Finance Minister Harry van Mulligen and former Leader of the Opposition Elwin Hermanson. The ensuing discussion and debate prompted federal Finance Minister Ralph Goodale to write a Letter to the Editor in the *Leader-Post* challenging the position and the research provided by AIMS.

The help that hurts

April 21, 2005 • Winnipeg

Equalization was established to help Canadians across the country. It has failed to do that. AIMS President Brian Lee Crowley presents the evidence to show equalization actually does more harm than good. Rather than helping recipient provinces, equalization dollars do the opposite. At this luncheon organized by the Frontier Centre for Public Policy in Winnipeg, Manitoba, Crowley showed what is wrong with equalization and provided guidance on how it can be fixed.

Students without borders

May 13, 2005 • Halifax

Leaders from universities across the country gathered in Halifax for the annual conference of the National Association of University Chairs and Secretaries, and AIMS was invited to deliver

one of the keynote addresses on the topic "The Internationality of High Education." AIMS President Brian Lee Crowley presented a commentary entitled, "Students Without Borders, Universities Without Illusions: Why international mobility will cause a quality revolution in our universities." Crowley told the guardians of post-secondary education in Canada their institutions could quickly become irrelevant if they refuse to think outside their brick and mortar walls. It is time to prepare for a brave new world.

We can't go on like this

June 3, 2005 • Stockholm

In his talk at the Annual Meeting of the Canada-Sweden Business Association, AIMS President Brian Lee Crowley noted that aging Boomers expect the best and are willing to pay for it. Those who have wealth and power will also succeed in getting the health care that they want. This success, however, occurs within both an international economic context and the structure of populations. Together they will affect the ways in which the Baby Boom generation will get their health care in the years to come. This will mean significant changes to the health care system, how it is delivered, and where it is delivered.

Where in the world are the Maritimes: Atlantica!

June 16, 2005 • St. Andrews, NB

AIMS was invited to make a keynote speech to the Atlantic Aquaculture Conference, Exposition and Fair. The conference serves the burgeoning aquaculture industry not only in New Brunswick, but North America and beyond. Over the years it has become the meeting place for the industry, as well as the place industry professionals have come to learn about the latest technologies, methods and products.

Performance metrics in the education sector

June 21, 2005 • Halifax

The Marketing Research and Intelligence Association held its annual conference in Halifax and invited AIMS to make two presentations. The first was on education and accountability. The second dealt with measurement in the health care system. AIMS President Brian Lee Crowley gave the education presentation and was a member of the health care panel.

Atlantic LNG & CNG Symposium

June 27, 2005 • Halifax

Speakers at this symposium organized by the Canadian Institute included the president of Trans Ocean Gas Inc., the manager of Natural Gas Regulatory Activities with the US Department of Energy, the executive director of the Institute for Energy at the University of Houston Law Center, and the president of the Atlantic Institute for Market Studies. Brian Lee Crowley provided a market update on whether the new liquid natural gas and compressed natural gas project will feed the growing demand for natural gas.

The International Northeast: Meeting the challenges of a competitive global marketplace

July 26, 2005 • Uncasville, Ct.

Redefining the US-Canada relationship was the topic of a panel discussion during the eastern regional conference of the Council of State Governments. AIMS President Brian Lee Crowley was among the panelists asked to discuss trade and economic growth and provide recommendations for some of the most influential policy-makers on both sides of the border. The panelists concurred that recognizing the northeastern United States and eastern Canada as one economic region rather than two autonomous nations would be beneficial for trade, infrastructure investment, and homeland security. AIMS propelled the idea of integration forward with Atlantica.

Canadian Marine Pilots Association, 1st Biennial Congress

Aug. 30, 2005 • Quebec City

It was the first ever conference for the Canadian Marine Pilots' Association, and Atlantica was front and centre. AIMS President Brian Lee Crowley gave the keynote speech highlighting the progress that has been made and what yet needs to be done to take advantage of the golden opportunity presented to the International Northeast, which we call Atlantica.

North America Works

Oct. 13, 2005 • Kansas City, Mo.

North America Works was the first event celebrating the success of North American economic integration. AIMS was invited to this ground-breaking conference to talk about Atlantica, the International Northeast Economic Region. The conference is a bridge between the 2005 Hemispheria Summit in San Pedro, Mexico and the 2006 Hemispheria set for Winnipeg. The conference attracted top experts on economic development, transportation and logistics, and senior government and business leaders from Canada, the United States and Mexico.

Port Days 2005

Oct. 16, 2005 • Halifax

Each year, everyone who is anyone involved in any way with the Port of Halifax marks Port Days as a must-go event. Organized by the Halifax Port Authority, it provides insight into what is happening on the local and global scene with marine transport. This year the message was clear from a number of fronts: global trading patterns are shifting and the opportunities for the Port of Halifax are substantial. AIMS President Brian Lee Crowley lead an expert panel that showed Atlantica is no longer on the periphery of North American prosperity. The International Northeast can be the centre, but the Port of Halifax is pivotal to making that possibility a reality.

Selected AIMS Published Commentary / Commentaires divers de AIMS

"Low tuition advocates need facts not fantasy"

Are rising tuition fees the barrier to low-income students that they are so often portrayed to be? Hardly. In stark contrast to recent assertions by student advocates, Statistics Canada research demonstrates not only a quite manageable student debt load (47 percent of all students graduate with a first degree debt-free) but a narrowing gap in the percentage of high- and low-income students entering university. Of course we can do better in helping students pay for their own education, but lowering tuition fees is not the answer. By Brian Lee Crowley

Oct. 6, 2004 – *The Chronicle-Herald*

"What's at stake for Canada in US trip to polls?"

Many Canucks make the mistake of looking at this presidential contest as if they were Americans, and asking how they would vote if they lived in Michigan or Florida. But we live in Canada, and that makes the calculation about who would make the best president a rather different one. In a series of articles in *La Presse*, *The Chronicle-Herald*, and the *Times & Transcript*, AIMS President Brian Lee Crowley explores the potential impacts of the US election on Canada. By Brian Lee Crowley

Oct. 25, 2004 – *La Presse*, *The Chronicle-Herald*, *Moncton Times & Transcript*

"US flu vaccine crisis: government health 'gurus' triumph again"

If the would-be reformers of the pharmaceutical sector get their way, the whole sector will wind up looking remarkably like the U.S. flu vaccine sector. And yet, according to AIMS author and health economist Brian Ferguson, the flu vaccine crisis was produced by the very policies favoured by those who seek to reform the entire pharmaceutical industry. By Brian Ferguson

Oct. 29, 2004 – *National Post*

"How NOT to shorten the queues for needed surgery (NS)"

The only thing that keeps our eccentric and unsustainable health care system working is the incredible professional commitment of the individuals who work within it, battling against the perverse incentives of a crazy system. If you ever wanted proof of that statement, this is the story for you. By Brian Lee Crowley

Nov. 3, 2004 – *The Chronicle-Herald*

"Resource revenues: what to do with them once you have them"

Now that it looks as though Nova Scotia and Newfoundland and Labrador will win the latest federal-provincial debate about natural resource revenues, it is important to remember that an even more important question remains to be settled: what to do with the money once you've got it. Read this piece to see why and how one-time windfalls need to be invested not wasted. By Brian Lee Crowley

Nov. 17, 2004 – *The Chronicle-Herald*, *Moncton Times & Transcript*

“Port of Halifax is at the start of the new road, not the end of the old”

Reading the *National Post*, one might reasonably conclude the Port of Halifax is the end of the Earth, or at least the end of the line. Think again. Major changes in shipping technology and projected huge increases in shipping volumes have now put the East Coast of North America on the Pacific Rim. By Brian Lee Crowley
Dec. 17, 2005 – *National Post*

“Taking a moment to reflect on how to avoid MAN-made disasters”

Asia’s devastating tsunamis are only one disaster that humbles humanity’s beliefs in its own power and in the benevolence of nature. Even as we mourn the dead and struggle to help the living, it is not too soon to spend a moment thinking about how to deal with the emotions of fear, anxiety and confusion that these events give rise to. By Brian Lee Crowley.
Jan. 12, 2005 – *The Chronicle-Herald*

“Ottawa’s surplus should equate to lower taxes, not more hand-outs to the provinces”

Ottawa should turn a deaf ear to provincial demands for more money. The provinces have adequate resources at their disposal. Ottawa’s surpluses are the proper reward to the federal government of its fiscal rectitude, and while it is certainly the case that Ottawa taxes us too heavily, that is an argument for Ottawa to cut taxes, not to transfer its excess tax take to the provinces. If provinces want more money from taxpayers, they should have to raise it through taxation and be democratically accountable for that decision. By Brian Lee Crowley.
Feb. 23, 2005 – *Moncton Times & Transcript*

“Paul Martin flubs test on missile defence”

Paul Martin has just flubbed the single biggest test of his prime ministership. And no amount of adulation from a few tame delegates to the Liberal convention last weekend will change that. The decision was over missile defence. I have absolutely no difficulty with Canada taking a different view of missile defence - or any other issue, for that matter - than our neighbour and ally. But where we differ from the United States, disagreeing must promote our vital interests. Our relationship with the US is too deep, too broad, too complex, and too vital to our well-being for us to offend them gratuitously. By Brian Lee Crowley
March 3, 2004 – *CBC Radio*

“Why some provinces do better on the AIMS high school report”

Principals, teachers, parents, students, community members, mayors, municipal councils, school board representatives, school advisory councils, and even provincial politicians have all contacted AIMS interested to learn more about the Report Card and how to apply it to help their local schools. By Charles Cirtwill.
March 9, 2005 - *Progress*

“A Brave New World: Universities need to prepare for a global market”

There are three things making university students more powerful:

their growing numbers, their ability to move increasingly freely across borders, and the Internet. By Brian Lee Crowley.
April 5, 2005 – *The Chronicle-Herald, Moncton Times & Transcript*

“Reputation Lost”

It was heralded as the saviour of Atlantic Canada, in particular Nova Scotia and Newfoundland and Labrador. But the oil and gas industry seems to be moving on. Major companies are closing their offices and there’s little in the way of new exploration. This column looks at how Atlantic Canada has spoiled its reputation within the oil and gas industry. And what it will take to rebuild. By Brian Lee Crowley.
April 20, 2004 – *The Chronicle-Herald, Moncton Times & Transcript*

“La réputation a son importance”

Le problème qui survient lorsque votre réputation se gâte, c’est qu’une fois que les gens ont découvert qu’ils ne peuvent pas se fier à votre parole, lorsqu’ils se sont rendu compte que vous seul comptez à vos propres yeux et que vous n’accordez jamais d’importance aux autres, ils cessent de s’intéresser à vous. Et puis, même si vous vous amendez, il faut beaucoup de temps pour que quelqu’un s’en aperçoive. À l’heure actuelle, deux provinces canadiennes illustrent combien le climat d’investissement peut se détériorer rapidement et combien il faut de temps pour s’en remettre. By Brian Lee Crowley
April 24, 2005 – *La Presse*

“Contraindicated: Canada can’t solve US pharmaceutical woes”

Canadians should be wary of US plans to allow re-importation of pharmaceuticals from Canada. By Brian Ferguson.
May 12, 2005 - *National Post*

“LNG: A fleeting opportunity”

Liquified natural gas (LNG) is all the buzz through the Maritimes these days. There are terminals planned for Saint John, NB, and Bear Head, NS, and Goldboro, NS. The opportunity may be golden, but it’s also fleeting. By Brian Lee Crowley.
June 29, 2005 – *The Chronicle-Herald, Moncton Times & Transcript*

“Looting Ontario to undermine poor provinces”

When Ontarians finally realize that their economy is being looted to finance programs that actually harm the regions they are supposed to help, they’ll demand change. That day is not too far away. By Brian Lee Crowley and Bruce Winchester.
Aug. 25, 2005 - *Toronto Star*

“Winning against the US in trade”

What are the principles that should guide us in dealing with the Americans when we disagree? Softwood lumber dominates discussion today, but we have had many such disputes (wheat, mad cow disease, water-diversion projects, agricultural subsidies) and will have many more. By Brian Lee Crowley
Sept. 21, 2005 – *The Chronicle-Herald, Moncton Times & Transcript*

House of Commons Appearances and Requests for Expert Advice / Comparutions devant divers comités parlementaires fédéraux

Canada – US Inter-parliamentary Committee

Dec. 7, 2004 - AIMS' Atlantica concept was the topic of a special dinner in Ottawa with the Atlantic Canadian members of the Canada-US Parliamentary Committee. The dinner provided an opportunity for key parliamentarians to hear about Atlantica and understand that it has widespread support from prominent Atlantic Canadians. The list of attendees included Scott Dawson of PEI Chamber of Commerce, Emerson Hounsell from the NL Chamber, Thomas Nisbett from the NB Chamber, Alistair MacLeod of the NS Chamber, and Sean Cooper from the Atlantic Provinces Chambers of Commerce. The members of parliament in attendance included Gander-Grand Falls MP Scott Simms, West Nova MP Robert Thibault, Cumberland-Colchester MP Bill Casey, Miramichi MP Charles Hubbard, New Brunswick Southwest MP Greg Thompson, and Senator John Buchanan.

Subcommittee on Fiscal Imbalance of the Standing Committee on Finance

Feb. 18, 2005 - During hearings in Halifax, AIMS President Brian Lee Crowley gave a presentation based on *The Old Shell Game*, or *The Mystery of the Missing Fiscal Imbalance*. Crowley challenged the notion that a fiscal imbalance exists between Ottawa and the provinces. The AIMS president told the committee that the provinces have adequate resources at their disposal (including room to raise taxes), that Ottawa's surpluses are the proper reward to the federal government of its fiscal virtue, and that Ottawa's improved fiscal position is in no way at the expense of the provinces.

Standing Senate Committee on Banking, Trade and Commerce

May 11, 2005 - Bruce Winchester, AIMS' Director of Research Services, presented a compelling argument for improving productivity in support of the economic foundation of our social contract in Canada. The steps that need to be taken

are clear: reform equalization, employment insurance and regional-development programs such as ACOA. The standing committee, directed by the Senate to examine and report on issues dealing with productivity and competitiveness, specifically invited AIMS to present.

MP Seeks AIMS' Expertise on Equalization Question

May 11, 2005 - When Prince Albert MP Brian Fitzpatrick had questions about equalization he turned to the Atlantic Institute for Market Studies for the answers. In a letter to AIMS President Brian Lee Crowley, he asked for the Institute's assessment of the issue because of the extensive work AIMS has done on the issue.

Cabinet Minister Seeks AIMS' Expertise on Economic Development

May 15, 2005 - The Honourable Aileen Carroll, Minister of International Cooperation, invited 25 experts in the field of economic development to Ottawa to discuss how Canada can get the best value from the money it spends on helping to develop the private sector in the Third World. AIMS was among the select list of invitees.

Equalization Reform that Works: Presentation to the Expert Panel on Equalization and Territorial Financing Formula

July 20, 2005 - Bruce Winchester, AIMS' Director of Research Services, outlined four steps to equalization reform for this expert panel. Supported by the most recent analysis of provincial program spending per capita, personal income rates, debt servicing, and equalization payments, AIMS showed the panel how the current system fails.

AIMS in the Media / AIMS dans les Médias

Environmental activists stoke anxieties, oppose solutions: AIMS in *The CB Post*

Oct. 2, 2004

The Cape Breton Post

Many Cape Breton residents, anxious to solve their long-festering tar ponds problem, are frustrated by the latest delays. They can take a measure of comfort from knowing they aren't alone in facing activists who stoke public anxieties, fault every proposed solution, yet offer no workable alternatives, ensuring that problems and health risks remain. In this piece to *The CB Post*, AIMS speaker Paul Driessen says it is time to demand solutions, not just continued carping that prevents progress in Nova Scotia and elsewhere in developed nations and the Third World.

AIMS cited as model for community leadership

Oct. 5, 2004

The Chronicle-Herald

John Risley, chair of Clearwater Seafoods Partnership Ltd., spoke passionately about the future of the region during an Atlantic Provinces Economic Council meeting. Excerpts from his remarks, which included praise for AIMS and, in particular, AIMS' work with measuring education standards, were reprinted. In highlighting the need to measure performance, Risley notes that "the good news is we are beginning to and the Atlantic Institute of Market Studies introduced such a relative tool two years ago in which inputs and outputs are considered and comparisons made."

Can Québec afford "the Québec model?"

Dec. 2, 2004

La Presse, Radio-Canada

What model for economic and social development should Québec follow ("Quel modèle pour le Québec?")? That was the question asked by Radio-Canada and *La Presse* at their joint conference in Montréal on Wednesday, Dec. 1, 2004. At the invitation of the organisers, AIMS President Brian Lee Crowley participated in a panel that was asked to opine on whether Quebecers can afford the Québec model ("A-t-on les moyens du modèle québécois?"). Crowley said the answer was an unambiguous "Yes," but that the far more interesting question was "Are Quebecers getting good value for money from the Québec model?"

Border patrol

Dec. 9, 2004

Atlantic Business

"Billions of dollars a day. That's what changes hands in a 24-hour period along the Canada-US border, making it the largest trading block in the world. But instead of getting smoother as time goes on, the last three years have seen the Americans take a step back. Not only is it now more difficult for people to get across the border,

but stricter security measures slow the flow of goods and services as well." This article in the *Atlantic Business* magazine heated up the debate on whether Atlantica, the International Northeast, is the means to promote the needed inclusiveness and cooperation.

AIMS paper gives Atlantic Canadian finances a "C"

Jan. 22, 2005

The Chronicle-Herald

In a report released Monday, AIMS stamped Nova Scotia's 2004/2005 finances with C/C+ because of poor financial planning. "Although the province ended 2003/2004 in reasonably good fiscal health, its grade is reduced by a high-spending, tax-raising 2004/2005 budget that is hardly conducive to promoting a healthy environment for economic growth," said the report's author David Murrell, an economist at the University of New Brunswick.

AIMS' Atlantica concept a hit in Buffalo, New York Feb. 24, 2005

The Buffalo News

Atlantica is an underdeveloped region within a wealthy continent, but the very concept of Atlantica provides the blueprint to turn the region's economy around. It would appear business and community leaders in Buffalo, New York, agree, after hearing details of Atlantica from AIMS President Brian Lee Crowley. Both his speech before the Rotary Club of Buffalo and to a select group of community, political and business leaders received significant coverage in the local newspaper.

Why some provinces do better on the AIMS high school report card

March 9, 2005

Progress magazine

AIMS' third report card on Atlantic Canadian high schools continued to draw media attention, starting with its release in *Progress* magazine. The results didn't provide much to write home about. This article set the tone for the news coverage that followed.

RC3 attracts media attention from around the region

March 11, 2005

Various

On March 9, 2005, AIMS released its third annual report card for Atlantic Canada's high schools. It made headlines around the region. Stories and counter-stories appeared in all the major Atlantic Canadian newspapers including *The Evening Telegram*, *The Western Star*, *The Cape Breton Post*, *The Evening News* in New Glasgow, *Truro Daily News*, *The Daily News* in Halifax, *The Chronicle-Herald*, *The Guardian* in PEI, Moncton's *Times & Transcript*, Saint John's *Telegraph-Journal*, and *The Daily Gleaner* in Fredericton.

Finance minister denies spending out of control

March 30, 2005

Times & Transcript

On March 30 the New Brunswick finance minister delivered the provincial budget. AIMS was one of the experts called by the news media to provide pre-budget insight.

Atlantica: Challenge or opportunity?

April 4, 2005

Site Selection

Site Selection is the oldest publication in the corporate real estate and economic development field, and the official publication of the Industrial Asset Management Council. The magazine is used by industry as it scopes new sites for expansion, construction and investment. In the March edition, the magazine focused its attention on Atlantica with a feature story on the AIMS concept.

Edmunston business leaders reassured over Atlantica

April 8, 2005

Telegraph-Journal

AIMS used a teleconference meeting to answer questions from business leaders in Edmunston, New Brunswick about its Atlantica concept. The meeting was covered in an article in the New Brunswick *Telegraph-Journal*.

Maine and Canada must organize so global wealth can be tapped

April 13, 2005

The Camden Herald

Economic globalization is significant for those in the international trade network. Maine and Atlantic Canada are not part of that network – but they should be. This front page story covered the annual Business to Business Showcase that featured Brian Lee Crowley as the keynote speaker.

Province has received millions from Ottawa

Wednesday, May 4, 2005

Leader-Post

Comments by AIMS President Brian Lee Crowley regarding Ottawa and its equalization formula spurred Federal Minister of Finance Ralph Goodale to write to the editor of the *Leader-Post*. “In expressing his opinions about Canada’s equalization system, Crowley advanced a number of erroneous notions that deserve correction.”

AIMS President Brian Crowley responds to Ralph Goodale’s letter to the editor

May 5, 2005

Leader-Post

“Federal Minister of Finance Ralph Goodale’s recent letter about my talk in Regina on equalization is, in sports terms, an ‘own goal.’ I said Ottawa benefits from having a number of provinces dependent on money from Ottawa, which he hotly denies. And how does he deny it? By listing all the ways in which Ottawa throws money at less-developed provinces like Saskatchewan. If federal spending of this type were the road to prosperity, then of course my region, Atlantic Canada, would be the nation’s economic powerhouse. Need I say more?”

Expert knocks NB contribution to TV spot

May 27, 2005

Telegraph-Journal

When the New Brunswick government gave Moosehead Breweries \$75,000 for including scenes of the province in its advertising, the media turned to AIMS for comment. The Institute’s Director of Research Services, Bruce Winchester, pointed out the “gift” gives the beer-maker an unfair advantage over other businesses. He said such subsidies distort the marketplace.

Former PM recounts greening of Ireland’s sagging Economy

May 31, 2005

Telegraph-Journal



Former Irish Prime Minister Garret FitzGerald was guest speaker at the AIMS 10th anniversary dinner in Saint John, NB

Dr. Garret FitzGerald, former Irish Prime Minister and guest speaker at AIMS’ Celtic Tiger Dinner, was the focus of an article soon after his comments were delivered as part of AIMS’ 10th anniversary celebration. “This former Irish prime minister travels around the world describing how his country went from being one of Europe’s most depressed economies to one of its

best,” writes journalist Sarah McGinnis. “In just 15 years Ireland completely overhauled its economy, becoming a European centre for high-tech industry and creating what is now known as the Celtic Tiger.”

Let’s learn from the Celtic Tiger

June 3, 2005

Telegraph-Journal

Dr. Garret FitzGerald, former Irish Prime Minister and guest speaker at AIMS Celtic Tiger Dinner, inspired an editorial in the *Telegraph Journal* after appearing as guest speaker at AIMS’ 10th anniversary dinner. “Much has been made of Ireland’s economic miracle and the possibility of emulating it here. There are lessons to be learned, but those lessons begin with an important qualification. The policies that enabled Ireland to turn its economy around were a response to unique conditions. New Brunswick can build on its strengths in a similar fashion, but it will have to develop its own solutions.”

The Celtic Tiger: Unleashing keys to economic revival

June 3, 2005

Telegraph-Journal

On May 31, Dr. Garret FitzGerald, former Prime Minister of Ireland, spoke to the AIMS 10th anniversary dinner in Saint John, New Brunswick. The *Telegraph-Journal* used part of his remarks for this opinion piece a couple of days later.

Business Community Welcomes Atlantica Concept.

June 10, 2005

The Daily Gleaner

Businesspeople in Fredericton were the latest to question and welcome Atlantica. In this article in Fredericton's *Daily Gleaner*, proponents of the concept, including AIMS President Brian Lee Crowley, explain the steps needed to make Atlantica a reality.

Education superintendent uses hands-on assessment

July 22, 2005

The Guardian

The public has a right to know the truth about what goes on in school classrooms, says a visiting education superintendent from Edmonton. Angus McBeath delivered his message to the PEI Task Force on Student Achievement during a presentation at the University of Prince Edward Island. McBeath, a former Islander and now superintendent of schools in Edmonton, was brought in as a presenter by AIMS in an effort to continue to provide the region with research and examples of successful education policies.

Atlantic Canada well served by AIMS

Aug. 11, 2005

Times & Transcript

Norbert Cunningham dedicated his column to AIMS, its accomplishments, successes and contributions. He congratulated the Institute on its 10th anniversary and for winning the 2005 Templeton Freedom Award for Institute Excellence. "What AIMS has been doing is fostering intelligent discussion of some very important issues. And it has had some significant successes, in particular its annual survey and rating of schools in the region."

Long-term planning

Sept. 1, 2005

Progress magazine

A US businessman could soon be the president of the Atlantic Provinces Chambers of Commerce. Jonathan Daniels of Maine is the second vice-president and will take over as president in the 2007-2008 term. In his regular monthly column, *Progress* publisher Neville Gilfoy points out that business groups throughout Atlantica are leading the way to make the International Northeast Economic Region a reality.

Facing the Future: The state of education in our province

Sept. 2, 2005

Business Voice

The Halifax Chamber of Commerce used AIMS' work in education as a springboard for a two-part series on the state of education in Nova Scotia. *Business Voice* sought out AIMS as an independent analyst of the province's education system and talked extensively with Vice-President Charles Cirtwill about the Institute's findings. "The difficulty is that government isn't tracking the outcomes of this new spending," Cirtwill said. "They're just shooting in the dark."

Don't hold your breath for gas tax cuts: experts

Sept. 7, 2005

Canadian Press

With gasoline at the pumps hitting record highs, consumers are beginning to chant that they're fed up and won't take it anymore.

Among the most consistent cry is for governments to lower the tax on gasoline. Canadian Press examined the question and called on a number of experts from across the country – including AIMS. "Rising prices are not just greedy people lining their pockets," said Brian Lee Crowley. "Rising prices are a signal to consumers to use less of something that is becoming scarce."

A change is gonna come

Sept. 8, 2005

Progress magazine

"We're close to the tipping point where people will understand that economic opportunity serves them better than political opportunity." So concluded Brian Lee Crowley, president of AIMS, in an in-depth interview. The article by John DeMont also touches on equalization, education, health care, offshore energy, and Atlantica.

Port of Halifax ready for the biggest and best

Sept. 16, 2005

The Daily News

The Port of Halifax is positioned to become one of the key network ports in the international trade world. So writes Deborah Rent in this article for Halifax's *The Daily News*. Her feature article explains how the Halifax Port Authority turned to AIMS for help to make it happen.

Panelists like Atlantica concept

Sept. 17, 2005

The Chronicle-Herald

"More and more, I think, Atlantic Canada is an outdated concept. In fact, if we stay in our minds where we are in Atlantic Canada, we are going to continue on the road of kind of a genteel decline," explained AIMS President Brian Lee Crowley during a panel discussion on Atlantica at Halifax Port Days 2005.

AIMS offers "back to the future" concept of Atlantica

September 28, 2005

The Daily News; The Evening News (New Glasgow)

In his regular newspaper column "Perspective," Brian Flemming takes a look at the world of think tanks and, in particular, AIMS - its work, its accomplishments, and its president.

Province ponders expropriating mill

Oct. 2, 2005

The Evening Telegram

Rob Antle of *The Telegram* turned to AIMS as he wrote a story about the potential expropriation of the Abitibi paper mill in Stephenville, Newfoundland. The provincial government is considering expropriating the mill to find a new operator. AIMS President Brian Lee Crowley explained that such action sends a negative message to business.

Panelists promote "Atlantica" concept

Oct. 3, 2005

Canadian Sailings

Canadian Sailings, a magazine of transportation and trade logistics, featured Atlantica in its October 3 edition. In an article by Tom Peters, Atlantica is described as the intersection of three powerful trade relationships - NAFTA, EU-NAFTA, and the Suez Express.

AIMS Awards and Recognition / AIMS Récompenses et Reconnaissance

The Atlantic Institute for Market Studies has received five prestigious international awards in its 10-year history. The latest is the Templeton Freedom Award for Institute Excellence. AIMS also has had the distinction of being awarded the prestigious Sir Antony Fisher Award four times; no other institute in the world has received this distinction more times than AIMS.

May 2005, AIMS receives fifth international award for think tank excellence

Templeton Freedom Award for Institute Excellence

The Atlantic Institute for Market Studies received prestigious international recognition for the excellence of its work. The latest prize is the 2005 Templeton Freedom Award for Institute Excellence, which celebrates the outstanding work of the top non-profit research institutes (or “think tanks”) and their contribution to the public’s understanding of policy issues. More than 200 think tanks in 67 countries are eligible for the Templeton Awards. AIMS is the only institute in North America to be honoured this year.

Support and Recognition

Premier Bernard Lord in the New Brunswick Legislative Assembly

“Mr. Speaker, for a decade now, AIMS has been an active voice on public policy issues in our region, throughout Canada and internationally. Their regular commentaries and detailed research on a wide variety of complex socio-economic issues such as taxation, economic development and health care play an important role in the ongoing development of public policy. The 2005 Templeton Award recognizes the Institute’s success in advancing public policy dialogue in our region and beyond. Mr. Speaker, I believe that New Brunswick and the Atlantic region as a whole benefit from the research on public policy and public policy alternatives that Brian Lee Crowley and the Atlantic Institute for Market Studies undertakes each year.”

Premier John Hamm in the Nova Scotia Legislative Assembly

“AIMS has been honoured with the 2005 Templeton Freedom Award for Institute Excellence for its work as a top, non-profit, research think tank which has contributed to the public’s understanding of public policies; and whereas this award comes after several additional international awards, including the Sir Antony Fisher Award which was bestowed on Atlantic Canada’s public policy institute four times; Therefore be it resolved that all members of this Legislature applaud the continuing work of AIMS and the many people who work through AIMS by putting their talents and ideas forward to perhaps make a difference in their region, their country and their world.”

PEI Premier Bat Binns in a letter to an AIMS director

“In acknowledgement of the Atlantic Institute for Market Studies’ continued efforts and successes, I offer my congratulations on their 10th anniversary and on receiving the 2005 Templeton Freedom Award for Institute Excellence.”

Newfoundland and Labrador Premier Danny Williams in a letter to AIMS

“AIMS’ work on issues of public importance such as education, health care and resource issues continues to generate informed debate on these crucial public policy matters. Your staff and you are to be congratulated on this latest international recognition and for your work on public policy alternatives.”

Peter Stoffer, MP – Sackville Eastern Shore, NDP, in the House of Commons

“I wish to congratulate the Atlantic Institute for Market Studies, the AIMS institute in Nova Scotia, and its President Brian Lee Crowley on their recent award, the Templeton Freedom Award for Institute Excellence. I thank them for bringing prestige to Atlantic Canada.”

Liberal Senator Terry M. Mercer in the Senate

AIMS is celebrating its tenth anniversary this year. It is fitting that it has again received international recognition for the excellence of its work with the awarding of the 2005 Templeton Freedom Award for Institute Excellence. Honourable senators, I take this opportunity to extend my sincere congratulations to AIMS President Brian Lee Crowley, as well as to the members of the board of directors... I am sure all senators will join me in celebrating the ongoing domestic and international success of an important voice for Atlantic Canada.”

Andy Wells, Mayor of St. John’s, NL in a letter to AIMS

“For 10 years AIMS, a think tank based here in Atlantic Canada, has proven it is among the best in the world, consistently producing outstanding work and leading the public policy debate on a number of key issues in this region. AIMS’ work on equalization reform, and in particular removing non-renewable resource revenue from the formula, provided independent support to our province’s fight with Ottawa for a better deal on offshore oil revenues. Your work on such issues as education, health care, Atlantica, and public finances continues to generate informed debate and discussion on these crucial public policy issues in this region and beyond.”

Peter Kelly, Mayor of Halifax, on behalf of the Halifax council

“This prestigious award, rewarded in recognition of the outstanding work done by the world’s best non-profit research institutes, acknowledges your international excellence in public policy research and commentary. Your research and reports on socio-economic issues that face our region have made a significant impact on our current public policy. Halifax Regional Municipality is proud that a local organization has reached such impressive international heights.”

Saskatchewan Minister of Finance, Harry Van Mulligen, in a letter

"I offer AIMS congratulations on its 10th anniversary and for your award-winning publication *The Equalization Initiative*. The work of your institute in the area of equalization has helped improve awareness of this issue not just in Saskatchewan, but nationally and even internationally."

Others speak up about AIMS

"Unlike some Canadian think tanks, AIMS has a worldliness and relevance other think tanks lack." - Brian Flemming, columnist, *The Daily News*

"What AIMS has been doing is fostering intelligent discussion of some very important issues." - Norbert Cunningham, columnist, *Times & Transcript*

"When I think of the goals of AIMS — the things that you have focused upon, the notion that you're going to really zero in on school performance, the education of our children, preparing them to compete in a world that is smaller and smaller, reduced by technology, miniaturized by technology — that is something that is of such fundamental importance to you that you bring it to the attention not only of Canada but of the United States." - William S. Cohen, US Secretary of Defence

"This is our one and only think tank in Atlantic Canada. We don't have too many think tanks ... we don't have a helluva lot of thinking." - John Crosbie, Former federal Cabinet Minister

"A group like AIMS can make such a difference simply by getting ideas out into the public that then allows the public opinion to move in such a way that you can do things that need doing. And so what AIMS is doing is absolutely wonderful." - Angus S. King, Jr., Former Governor of Maine

Ten Years and Counting

1995

AIMS opened its doors to fill a void in the public policy debate in Atlantic Canada.

1996

Published its first book, *Looking the Gift Horse in the Mouth*, which analysed the huge government presence in the region and looked at reform of federal transfers.

1997

Awarded the Sir Antony Fisher International Memorial Award for *Gift Horse*.

1999

Published *Operating in the Dark: The Gathering Crisis in Canada's Public Health Care System*. The paper argued that no one collects the right information about the system's performance and that greater private sector participation in health-care provision is unavoidable.

2000

Awarded a second Sir Antony Fisher Award for *Operating in the Dark*. Published *Road to Growth* and *Retreat from Growth*. These two books showed how economies such as Ireland's escaped from chronic economic underperformance. *Road* and *Retreat* were short-listed together for the Donner Prize for the best book on public policy in Canada.

2001

Triggered a national debate about equalization. Together with two other institutes, AIMS invited Jim Buchanan, Nobel Laureate in Economics, to revisit the case for equalization. Buchanan concluded that its damaging effects outweigh its benefits.

2002

Received a third Fisher Award for *The Equalization Initiative*, which included a series of papers examining equalization and laying out a program for reform, which contributed directly to the political battle between Newfoundland and Labrador, Nova Scotia, and Ottawa over natural resource revenues and equalization.

2003

Awarded a fourth Sir Antony Fisher Award for *Definitely NOT the Romanow Report*, which was released 48 hours before the Romanow Royal Commission Report. The same year, in collaboration with *Progress* magazine, AIMS released its first High School Report Card, "Grading Our Future," which provided the broadest set of public-information data ever presented on the performance of Atlantic Canadian secondary schools.

2004

The Atlantica Council was formed by business leaders on both sides of the border under the motto "Two Nations, One Region."

2005

Presented with the Templeton Freedom Award, which celebrates the outstanding work of the top think tanks and their contribution to the public's understanding of policy issues. AIMS was the only institute in North America to be so honoured in 2005.

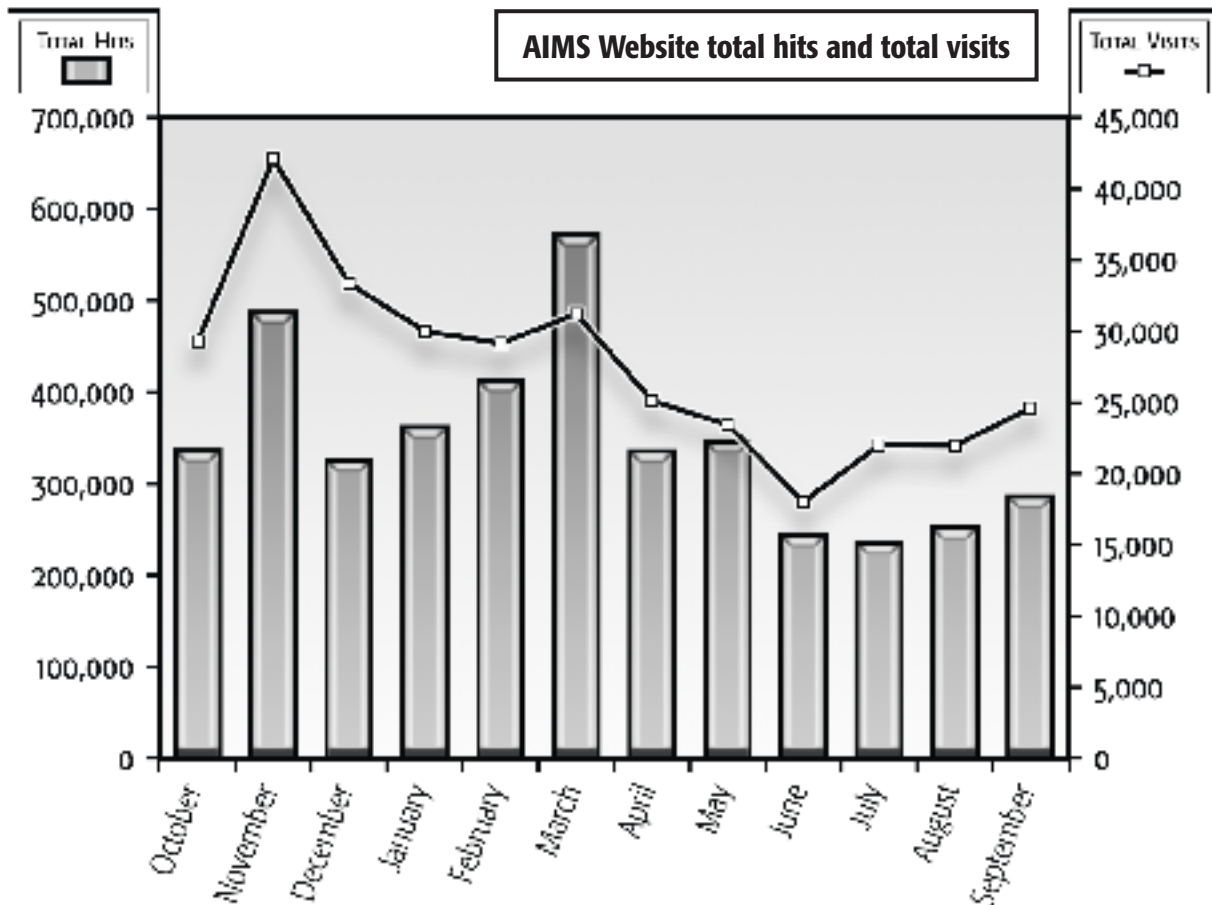
AIMS on the Web / AIMS sur l'Internet

The AIMS website, which now boasts a fresh design and more fluid navigation, remains the primary communication tool for the Institute.

This is clearly evident in the Web statistics. There were more than 330,000 visits to the website in the past fiscal year, which is a 30% increase over the previous year. As has been the case since the first high school report

card, the number of visits to the website spiked in March with the release of the 3rd Annual High School Report Card for Atlantic Canada. The site recorded 31,244 visits for 572,084 hits in that month alone.

According to the traffic statistics compiled by our website provider, the AIMS website received a total of 4,196,213 hits through the years, which averages to about 350,000 hits per month.



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 general fund equity are derived from the complete financial statements of the Atlantic Institute for Market Studies as at September 30, 2005 and for the year then ended on which we expressed an opinion without reservation in our report dated October 28, 2005. 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 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 and cash flows, reference should be made to the related complete financial statements.

Halifax, Nova Scotia
October 28, 2005



Chartered Accountants

Aux administrateurs de l'Institut atlantique des études de marché

Le bilan condensé ainsi que les états condensés des revenus, dépenses et surplus du fonds de fonctionnement ci-joints ont été établis à partir des états financiers complets de l'Institut atlantique des études de marché au 30 septembre 2005 et pour l'exercice terminé à cette date à l'égard desquels nous avons exprimé une opinion sans réserve dans notre rapport daté du 28 octobre 2005. 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 pertinente 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 et les flux de trésorerie de l'Institut, le lecteur devra se reporter aux états financiers complets correspondants.

Halifax, Nouvelle-Écosse
le 28 octobre 2005



Comptables agréés

Financial Position 2005/Rapport financier 2005

**Summarized State revenue, Expenditures and General Fund Equity/
État des revenus, dépenses et surplus du fonds de fonctionnement**
Year ended September 30, 2005/ Pour l'exercice terminé le 30 septembre 2005

Revenue/Revenus

Donations/Dons			
Foundations	\$	341,717	
Corporate and Individual		516,454	
Events/Events		205,621	
Interest/Intérêts		10,144	
Other/Autres		<u>50</u>	\$ 1,074,046

Expenses/Dépenses

Salaries and Benefits/Salaires et benefices	\$	592,940	
Contract Fees/Frais de contrats		136,728	
Other/Autres		<u>312,842</u>	<u>(1,042,510)</u>

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

\$ 31,536

Fund balance, beginning of year/ Surplus du fonds de fonctionnement, début de l'exercice	\$ 184,607
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Excess of Expenditures over Revenue/ Excédent les dépenses sur des revenus	<u>31,536</u>
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General Fund Equity, End of year/ Surplus du fonds de fonctionnement, fin de l'exercice	\$ 216,143
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Balance Sheet/Bilan

September 30, 2005/le 30 septembre 2005

Assets/Actif	\$ 544,790
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Liabilities/Passif	<u>(328,647)</u>
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Fund Balance/Solde de fonds	\$ 216,143
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AIMS Patrons 1995 – 2005 / Les patrons de AIMS de 1995 jusqu'à présent

Agrapoint International	Enbridge Inc.	JC Consulting Ltd.	Ronald W. Burton
Air Nova/Air Canada	Encanca	John Crosbie	Ronald W. Smith
Aliant Inc.	Ernst & Young	Kimberly-Clark Nova	Rothmans
Amirix	ExxonMobil	Scotia Inc.	Royal Bank of Canada
AMJ Campbell	Farnell Packaging Ltd.	KPMG	Royal Print and Packaging
Andrew Barker	Fed. des caisses populaires	Larry Swenson Ent.	Rx&D
Archean Resources	acadiennes Ltee	Liam O'Brien	Sable Offshore Energy Project
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Canadian Pacific	Great-West Life	Moosehead Breweries Limited	The Co-operators
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Chateau Motel	High Liner Foods Incorporated	Neurochem	The Toronto-Dominion Bank
Chevron	Hilda Stevens	Nova Corporation	Theriault Financial
ChevronTexaco	Hyndman and Company	O'Regan's	Tim Powers
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AIMS would also like to acknowledge the ongoing support of several anonymous donors.

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