



# **Annual Report**

## **2005-2006**



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## In Memoriam



**J.W.E. Mingo**  
**1926 - 2005**

It is with extreme sadness the Atlantic Institute for Market Studies (AIMS) marks the death of J.W.E. (Bill) Mingo, a valuable member of our Board of Directors. Bill played a key role in the founding of AIMS, leading up to the Institute's launch in early 1995, and was one of the first members of the Board. He along with George Cooper and Brian Lee Crowley recognized the vacuum in public policy discussion in Atlantic Canada and strove to fill it.

Bill watched over AIMS through its first decade of work which included four Sir Antony Fisher International Memorial Awards for innovative projects and its most recent Templeton Freedom Award for Institute Excellence. Just the day before his death, Bill attended the AIMS annual general meeting and Board of Directors meeting. His support and guidance will be missed.

"Bill was with us at the very beginning and never wavered in his support," said AIMS president Brian Lee Crowley. "His drive, insight, and experience helped make AIMS what it is today. Bill accomplished much in his remarkable life and I feel honoured to consider AIMS among those accomplishments."

His dedication to the purpose of AIMS is reflected in the many things he contributed to throughout his life. Bill promoted legal education and research, and was instrumental in establishing the Law Foundation of Nova Scotia. He is recognized as one of the founders of legal aid in Nova Scotia. Bill also helped put Halifax on the map as one of the world's leading ports as a long-time member and chair of the Halifax-Dartmouth Port Commission. The Port of Halifax is an integral part of AIMS' Atlantica concept, a bi-national region straddling the Canada-US border in the northeast corner of North America.

AIMS chairman David Mann, president Brian Lee Crowley and all the directors and staff of AIMS offer their condolences to Bill's family, his wife Edith and his children and grandchildren.

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**Bobby O'Keefe**, Policy Analyst/analyste des politiques

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**Barbara Pike**, Director of Communications/directrice des communications

**Lisa Savoie**, Operations Coordinator /coordonnatrice de l'exploitation

**Michael Tharamangalam**, Summer Intern/stagiaire (été)



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

Helping to guide that thinking is a Board of Directors that has provided me personally, and the organization itself, with ongoing support, insight and commitment. I would particularly like to acknowledge the hard work and expertise of Martin MacKinnon, our Treasurer, and Fae Shaw, our Corporate Secretary. I would also like to extend the appreciation of the entire Board to Paul Sobey and Bernard Imbeault whose terms have ended. Their experience and quest for excellence has helped us lay a solid foundation for our second decade.

Excellence is also the best word to describe AIMS' dedicated staff. Their energy and expertise is invaluable and has propelled the organization to the forefront of public policy research in Canada and around the world.

I would like to thank Brian Lee Crowley for his tireless dedication to issues of significance to public policy, to Atlantic Canadians and to the country. That commitment to quality research is matched by an equal commitment to sharing research results so that both citizens and governments can more fully understand issues and options. Effective decision-making is based on such a comprehensive understanding.

The AIMS team is working, successfully, to create such an understanding. Our thanks to Vice President and Director of Operations Charles Cirtwill, who oversees the day-to-day running of the organization - a significant task - while preparing the annual, and highly anticipated, *Report Card on Atlantic Canadian High Schools*; Karen Fraser, Finance Consultant, who ensures that the work we do adds up; Barbara Pike, Director of Communications, who brings her communications expertise to all projects within the Institute; Stephen Kymlicka, senior policy analyst, who has more than 20 years experience working or consulting for agriculture, oil and gas, chemicals, mining, insurance, NGOs and government; Bobby O'Keefe, policy analyst, whose contribution to the High School Report Card and the special Equalization series has been invaluable; Sara Colburne, the coordinator of development and

Depuis sa création, l'AIMS a fait entendre une voix distinctive sur la politique publique régionale, nationale et internationale. Elle a jeté les bases – et continue de relever la barre – pour ce qui est de la politique publique en étant une tribune pour les modes de pensée les plus novateurs et les réflexions les plus d'avant-garde, en attirant certains des plus grands spécialistes

au monde et en appliquant ces réflexions aux défis auxquels nous faisons face.

Le conseil d'administration, qui orchestre le tout, m'a offert et offre à toute l'organisation un appui constant, des connaissances profondes et un engagement de tous les instants. Je tiens à souligner particulièrement l'excellent travail et les compétences de Martin MacKinnon, trésorier, et de Fae Shaw, secrétaire de l'AIMS. Je veux aussi exprimer, au nom du conseil, une profonde reconnaissance à Paul Sobey et à Bernard Imbeault dont les mandats ont pris fin. Leur expérience et leur recherche d'excellence nous ont aidé à jeter des bases solides pour notre deuxième décennie.

Excellence est aussi la meilleure description possible pour le travail du personnel de l'AIMS. L'énergie et les compétences de chacun sont des actifs précieux qui ont mené l'organisation à la fine pointe de la recherche en politique publique au Canada et dans le monde.

Je veux aussi remercier Brian Lee Crowley qui a travaillé sans relâche sur des questions de politique publique pour les Canadiens de la région atlantique et de tout le pays. Cet engagement à offrir des recherches de qualité n'a d'égal que la détermination d'en partager les résultats pour permettre aux citoyens et aux gouvernements de comprendre pleinement les enjeux et les solutions possibles. La prise de décision efficace se fonde sur une connaissance approfondie.

Grâce à son travail, l'équipe de l'AIMS réussit à répandre cette connaissance. Nous remercions Charles Cirtwill, vice-président et directeur de l'exploitation, qui supervise au jour le jour les activités de l'organisation - tâche fort importante - tout en préparant le *bulletin annuel de l'AIMS sur les écoles secondaires du Canada atlantique*, rapport toujours attendu avec impatience; Karen Fraser, conseillère financière, qui voit à garder les chiffres en équilibre; Barbara Pike, directrice des communications, dont les compétences en communication sont mises à profit dans tous

operations, who keeps everything running smoothly; and our interns Michael Tharamangalam and Alex Wilner.

I would be remiss if I also did not thank two groups whose contribution is invaluable to AIMS: the Advisory Council and the Board of Research Advisors. The former provides ongoing guidance and insight to the organization as a whole; the latter, under the leadership of their chairman, Professor Robin Neill, helps ensure consistent research excellence.

Finally I must applaud our funders who through their generosity and belief in effective public policy make the work we do possible. We are indebted to them.

Together we will work to ensure AIMS continues to set the benchmark on public policy.

David McD. Mann,  
Chair

les projets de l'AIMS; Stephen Kymlicka, analyste principal des politiques, qui a plus de 20 années d'expérience comme conseiller-spécialiste dans les domaines de l'agriculture, des hydrocarbures, des produits chimiques, de l'exploitation minière, de l'assurance, des ONG et du gouvernement; Bobby O'Keefe, analyste des politiques, dont la contribution au bulletin annuel sur les écoles secondaires et à la série spéciale de documents sur la péréquation a été fort précieuse; Sara Colburne, coordonnatrice du développement et de l'exploitation, grâce à qui tout se déroule harmonieusement; et nos stagiaires, Michael Tharamangalam et Alex Wilner.

Je m'en voudrais de ne pas remercier deux groupes qui font une contribution imposante à l'AIMS : le conseil consultatif et le groupe des conseillers en recherche. Les membres du conseil consultatif offrent orientation et conseils pour l'ensemble de l'organisation tandis que les conseillers en recherche, sous la direction de leur président, professeur Robin Neill, contribuent à assurer l'excellence de la recherche.

Enfin, je dois féliciter nos fondateurs qui, grâce à leur générosité et parce qu'ils sont convaincus de l'importance de l'efficacité de la politique publique, rendent notre travail possible. Nous leur devons une fière chandelle.

Ensemble, nous poursuivrons notre travail pour que l'AIMS continue à établir des points de référence en matière de politique publique.

David McD. Mann  
Président





In 2006, AIMS continued to do what it does best: provide enhanced insight and understanding of key public policy issues. Our voice is distinctly Atlantic Canadian, but the impact of our research reaches well beyond our borders.

We continue to think beyond the traditional and the accepted, and apply that thinking to the challenges we face here at home and across the nation. We certainly saw the impact of that thinking this year. Our annual High School Report Card garnered more than one million hits to our website and more and more schools and school districts adopted our work as the baseline for their own school improvement plans; our Equalization series became the talk of the federal-provincial negotiating table and was a direct influence on public-policy discussion; our continued efforts surrounding Atlantica landed the issue on the front pages of magazines and newspapers regionally and south of the border and got the attention of policymakers. As always, we are making things happen.

Clearly, the work we do is relevant. In large part, that is because what drives the organization today is what drove its founders to launch AIMS 12 years ago. We are motivated to make sure we all have sound retirement prospects, good quality education for our children, and access to high-quality and sustainable health care. We help people to 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.

We provide much more than charts, graphs and tables. We make a difference 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'm pleased to highlight for you just how we accomplished that in this fiscal year.

En 2006, l'AIMS a poursuivi son travail pour réaliser la mission qu'elle s'est donnée : expliquer et faire comprendre les grandes questions de politique publique. Sa voix a l'accent distinctif du Canada atlantique, mais ses recherches et leurs résultats débordent les frontières.

Ses membres continuent de chercher au-delà de la pensée traditionnelle et des idées reçues et ils appliquent leurs réflexions aux défis à relever chez eux et partout au pays. Les retombées de leurs interventions ont été mises en évidence cette année. Le bulletin annuel des écoles secondaires a attiré plus de un million de visiteurs sur le site Web de l'organisation, et de plus en plus d'écoles et de districts scolaires fondent leurs plans d'amélioration sur les résultats de nos travaux; notre série d'articles sur la péréquation a été discutée à la table des négociations fédérales-provinciales et a influé directement les discussions sur la politique publique; nos efforts constants relativement à Atlantica ont mis la question à la une des magazines et de divers journaux dans la région et chez nos voisins du Sud et ont attiré l'attention des responsables de l'élaboration des politiques. Nous jouons notre rôle qui est de provoquer les événements.

De toute évidence, nous faisons un travail nécessaire et pertinent. Cela est en grande partie dû au fait que ce qui anime l'AIMS aujourd'hui est ce qui animait ses fondateurs il y a 12 ans. Nous sommes déterminés à faire en sorte que nous puissions tous bénéficier de bonnes conditions de retraite, que nos enfants reçoivent une éducation de qualité et que tous aient accès à un régime durable de soins de santé de qualité. Nous aidons les gens 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 modeler notre économie pour que maximiser les possibilités – pour tout le monde.

Nous offrons beaucoup plus que des graphiques et des tableaux. Nous faisons la différence 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 suis heureux de vous faire part de ce que nous avons réalisé à cet égard en 2005.

### The three R's: Reading, 'riting and Research

When AIMS issued its first Atlantic Canadian High School Report Card in 2003, six schools received at least an A. Four years later, only one school earned top marks.

The annual report card, published prominently in *Progress* business magazine, demonstrated the decline that is marking Atlantic Canada's education system. Few schools are moving to the front of the class; more and more are falling behind.

Unfortunately, it is becoming more difficult to determine just how well our schools are performing. The AIMS Report Card, like all reliable resources, is dependent on what the educators make available in terms of data. The number of schools in this year's report card that could not be assigned a final grade has swelled to 108 of 316. Last year that number stood at 47.

It's an unacceptable situation – and one AIMS tackled head on by applying under the FOI/POP legislation when Nova Scotia school boards refused to provide the requested information, or demanded tens of thousands in dollars in fees to produce it.

The Nova Scotia Freedom of Information/Protection of Privacy Review Officer agreed strongly with what AIMS has been saying for years. In a series of reports, he forcefully stated that the release of basic information about the performance of Nova Scotia's public schools is in the public interest. He ordered that School Boards should move immediately to release the information requested by AIMS and put processes in place to ensure the information is easily accessible in future.

New Brunswick's interest in the issue was far more open-minded. Indeed, the government invited us to meet with them and discuss our work. The representatives around the table promised any help we needed, and they also indicated they were revisiting the decision to reduce the number of exams.

On a larger scale our commitment to policy reform in the educational arena was evident as AIMS Fellow in Public Education Reform, Angus McBeath, continued to raise the bar in the ongoing debate on public education. He visited more than two dozen communities, including Boston, Toronto, Charlottetown, and Chicago, carrying the AIMS banner and this important message: Parents can be well-informed about how their kids are doing, and they can have total choice over what school their child attends, and individual schools can be rated and held accountable for the educational attainments of their students without it meaning the collapse of the system, educational inequity or the end of self-esteem.

### Les essentiels : lecture, écriture et recherche

Quand l'AIMS a publié son premier bulletin des écoles secondaires du Canada atlantique, en 2003, six écoles ont reçu au moins un A. Quatre ans plus tard, une seule école a mérité la plus haute note.

Le bulletin annuel, publié bien en évidence dans le magazine d'affaires *Progress*, illustre le déclin qui afflige le système d'éducation du Canada atlantique. Peu d'écoles se classent au premier rang et de plus en plus sont à la traîne.

Il devient malheureusement difficile de déterminer quel est le rendement de nos écoles. Le bulletin de l'AIMS, comme toutes les sources fiables, est le reflet des données communiquées par les éducateurs. Cette année, le nombre d'écoles auxquelles il a été impossible d'attribuer une note finale a grimpé à 108 (sur 316 écoles qui ont répondu). L'année dernière, ce nombre était de 47.

Cette situation est inacceptable – et l'AIMS a attaqué le problème de front. Elle a déposé des demandes en vertu des lois sur l'accès à l'information et sur la protection des renseignements personnels lorsque les conseils et les commissions scolaires de la Nouvelle-Écosse ont refusé de fournir les renseignements demandés ou ont exigé des dizaines de milliers de dollars pour le faire.

L'agent de la Nouvelle-Écosse en matière d'accès à l'information et à la protection de la vie privée s'est dit d'accord avec ce que l'AIMS affirme depuis des années. Dans une série de rapports, il a déclaré fermement que la publication de renseignements de base sur le rendement des écoles publiques de la Nouvelle-Écosse est d'intérêt public. Il a ordonné aux conseils et aux commissions scolaires de transmettre immédiatement les renseignements demandés par l'AIMS et mis en place des procédures pour que ces renseignements soient dorénavant faciles d'accès.

L'attitude du Nouveau-Brunswick dans ce dossier a été beaucoup plus ouverte. En effet, le gouvernement nous a invités à le rencontrer et à discuter de notre travail. Les représentants réunis autour de la table ont promis de nous offrir toute l'aide dont nous avons besoin; ils ont ajouté qu'ils remettaient en question la décision de réduire le nombre d'exams.

À plus grande échelle, notre engagement en matière de réforme des politiques dans le domaine de l'enseignement s'est manifesté alors que Angus McBeath, fellow de l'AIMS en matière d'éducation publique, a continué à relever la barre dans le débat sur l'éducation publique. Il s'est rendu dans plus d'une vingtaine de villes, notamment à Boston, à Toronto, à Charlottetown et à Chicago, transmettre cet important message de l'AIMS : Les parents peuvent être bien informés de ce que font leurs enfants et avoir la liberté de choisir l'école qu'ils vont fréquenter, et les écoles peuvent être cotées et tenues de rendre compte des résultats scolaires des élèves qui les fréquentent sans que cela n'entraîne l'effondrement du système, ne ruine l'estime de soi ou ne soit source d'iniquité en matière d'éducation.

## Not created equal

Education isn't the only issue that requires the ongoing attention of public policy experts. For all Canadians, and particularly for Atlantic Canadians, equalization is one such issue that has rapidly risen in importance. In fiscal 2005, we launched a special, and timely, series to shine greater light on equalization and its impact on this region and the country.

The second Equalization Commentary, entitled *The Flypaper Effect*, discussed a phenomenon whereby a government receiving subsidies chooses to spend excess amounts on their public service. On a national average, provincial public servants are paid 20% more than a worker in the private sector in the same province. Two of the four Atlantic Provinces as well as Quebec provide a wage premium significantly above the national average. Prince Edward Island leads the way by paying its public servants 31.3% more than the average private sector worker in that province.

The commentary also examined the extent to which equalization may have contributed to high debt in the recipient provinces by giving them the means to service much higher debt than they could otherwise carry.

The third instalment in our series, *The 100 Per Cent Solution*, provided an economically sound proposal for dealing with non-renewable resources under equalization. It suggested that Ottawa look at what the provinces actually do with their non-renewable resource money when calculating both the 10-province standard and a province's equalization entitlement.

Not only would the recommended approach remove a major source of conflict between the provinces over natural resource revenues and how to integrate them into equalization, but it would introduce a dynamic element into the equalization program. It would actually reward provinces for sound management of their assets and lead to significantly lower levels of dependence on equalization transfers in several provinces.

Response to the series was heartening. Articles and editorials were carried across the region and across the country in *The Globe and Mail*, *The Guardian*, *The Calgary Herald*, the *Winnipeg Free Press*, and the *Telegraph-Journal*, among others.

In its editorial, *The Globe and Mail* asked, "So what is the lesson here?"

It is a question AIMS has been asking - and answering - since our inception.

Amen.

## Vraiment égaux?

L'éducation n'est pas la seule question qui exige l'attention continue des spécialistes en politique publique. La péréquation est pour tous les Canadiens, particulièrement pour ceux de la région atlantique, une question qui a rapidement gagné en importance. Pendant l'exercice 2005, nous avons lancé une série d'articles pour jeter un éclairage plus intense sur la péréquation et sur ses retombées pour la région et pour le pays.

Le deuxième article sur la péréquation, intitulé *The Flypaper Effect*, discutait d'un phénomène qui fait qu'un gouvernement qui reçoit des subventions choisit de dépenser les sommes excédentaires dans sa fonction publique. Selon la moyenne nationale, la rémunération des fonctionnaires provinciaux est supérieure de 20 % à celle des travailleurs du secteur privé dans la même province. Deux des quatre provinces atlantiques ainsi que le Québec versent une prime salariale considérablement plus élevée que la moyenne nationale. L'Île-du-Prince-Édouard vient en tête : elle paie ses fonctionnaires 31,3 % de plus que le travailleur moyen dans le secteur privé de la province.

L'article examinait également la mesure dans laquelle la péréquation peut avoir contribué à l'endettement élevé des provinces bénéficiaires en leur donnant les moyens de faire des remboursements plus élevés que ce qu'elles pourraient normalement verser.

Le troisième article, *The 100 Per Cent Solution*, avançait une proposition économiquement solide pour l'utilisation des ressources non renouvelables dans un régime de péréquation. Il était suggéré qu'Ottawa examine ce que les provinces font actuellement avec l'argent qui leur vient des ressources non renouvelables dans le calcul de la norme nationale pour chacune des dix provinces et dans le calcul des droits de péréquation d'une province.

Non seulement la formule recommandée éliminerait-elle l'une des principales sources de conflit entre les provinces pour ce qui est des revenus tirés des ressources naturelles et de la façon de les intégrer à la péréquation, mais elle introduirait également un élément dynamique dans le programme de péréquation. Elle récompenserait les provinces pour une saine gestion de leurs actifs et réduirait considérablement la dépendance envers les transferts de péréquation de plusieurs provinces.

Les réactions à ces articles ont été encourageantes. Des articles et des éditoriaux ont été publiés dans la région et ailleurs au pays, entre autres dans *The Globe and Mail*, *The Guardian*, *The Calgary Herald*, le *Winnipeg Free Press* et dans le *Telegraph-Journal*.

Dans son éditorial, *The Globe and Mail* demandait quelle était la leçon à tirer.

C'est une question que l'AIMS a posée et à laquelle elle a répondu depuis sa création.

Ainsi-soit-il.

## Atlantica to the fore

Opportunity knocks. Increased trade from Asia along with marked changes in shipping technology have suddenly put Atlantica in a strategic position. As the continental interior continues to experience rapid growth and other gateways become clogged, attention is turning to expanding traffic through Atlantica's corridors. That is not to say, however, it is clear sailing ahead.

Several policy and infrastructure hurdles remain in the way. Methods do exist to remove these and the seventh paper in the Atlantica series, *Atlantica and Trends in World Trade: The Opportunity and the Barriers*, made it clear that complacency is costly. The benefits to North America generally and Atlantica in particular are substantial.

Another AIMS Commentary on this topical and significant issue grew directly out of my second visit to Buffalo and the great interest shown in that community for the Atlantica concept. In *Increasing the Iron Horse Population in Buffalo*, Stephen Kymlicka showed how integral Buffalo can be to the Atlantica concept, how it is so much more than the end of the line. In *Shipping Out*, author James Frost demonstrated how the Port of Halifax could be a rail-oriented gateway port and a water-based transshipment hub - and how it would be more successful by having it both ways.

Interest in Atlantica has never been greater. As I said in my talk to the board of the Halifax Shipping Association, "If we fail to make Atlantica work, traffic volumes will not remain stable, but will almost certainly fall, as the trend to focusing seaborne commerce on a smaller and smaller number of hub ports means that Atlantic Canada will be bypassed altogether by this traffic if we fail to make Halifax a gateway for the northeast of the continent. There are no guarantees we can keep current traffic destined for Montreal, Toronto and Chicago. So the choice is between less or more, not between the status quo and more."

AIMS, as the leading proponent of Atlantica, became the voice and face for the news media eager to write about the concept when another group, the Atlantic Provinces Chambers of Commerce, decided to make our Atlantica concept the centrepiece of their annual conference. *Reaching Atlantica: Business without Borders* attracted 500 delegates to Saint John from around Atlantic Canada and the northeastern United States. A sure sign that Atlantica is gaining traction was the fact that a kind of "anti-conference" called *Resisting Atlantica* was organized by opponents and took place across town. When I gave my speech at the conference, I took care to thank the organisers of the other event, including the head of the Council of Canadians, Maude Barlow, for the tremendous profile and publicity they had helped to generate for our work.

The resulting publicity generated daily news stories about Atlantica and put the concept on the front page of newspapers and

## Pleins feux sur Atlantica

La chance frappe à la porte. L'accroissement du commerce avec l'Asie et les changements marqués dans la technologie du transport ont soudainement donné à Atlantica une position stratégique. L'intérieur du continent continue d'enregistrer une croissance rapide et les autres voies d'accès devenant de plus en plus encombrées, l'attention se tourne vers Atlantica et vers les possibilités d'accroître le trafic grâce à ses corridors. Cela ne signifie pas pourtant que Atlantica a le vent dans les voiles.

Il subsiste de nombreux obstacles aux chapitres de la politique et des infrastructures, mais il existe des méthodes pour les surmonter. Le septième article de la série, *Atlantica and Trends in World Trade: The Opportunity and the Barriers*, expliquait clairement que l'inertie coûte cher. Les avantages pour l'Amérique du Nord en général et pour Atlantica en particulier sont de taille.

Un autre article de l'AIMS sur cette question fort importante a été inspiré directement de ma deuxième visite à Buffalo et par l'intérêt manifeste de cette ville pour le concept Atlantica. Intitulé *Increasing the Iron Horse Population in Buffalo*, l'article de Stephen Kymlicka démontrait à quel point Buffalo peut s'intégrer au concept Atlantica, que la ville est beaucoup plus que la ville au bout de la ligne. Dans *Shipping Out*, James Frost faisait la démonstration que le port de Halifax pourrait devenir une plaque tournante où se rencontreraient le transport maritime et le transport ferroviaire, et les succès que la ville pourraient connaître si elle prenait cette orientation.

L'intérêt pour le concept Atlantica n'a jamais été si grand. Comme je l'affirmais dans la conférence que j'ai prononcée devant la Halifax Shipping Association, si le projet Atlantica échoue, le volume du trafic ne se maintiendra pas; au contraire, il est probable qu'il décline à mesure que la tendance de concentrer le commerce maritime vers un nombre décroissant de plaques tournantes, ce qui signifiera que le Canada atlantique sera laissé pour compte si nous ne réussissons pas à faire de Halifax une passerelle vers le nord-est du continent. Il n'y a aucune garantie que nous pourrions maintenir le trafic actuel vers Montréal, Toronto et Chicago. Nous devons donc choisir entre plus ou moins, non entre plus et le statu quo.

AIMS, en tant que premier promoteur d'Atlantica, en est devenu la voix pour les médias d'information anxieux de décrire le concept lorsqu'un autre groupe, l'Atlantic Provinces Chambers of Commerce, a décidé de faire du concept Atlantica la pièce de résistance de son congrès annuel. *Reaching Atlantica: Business without Borders* a attiré à Saint John quelque 500 délégués de tous les coins du Canada atlantique et du nord-est des États-Unis. Signe évident que l'idée d'Atlantica fait du chemin est le fait qu'une « anti-conférence », sorte de conférence parallèle intitulée *Resisting Atlantica* a été organisée par des opposants et s'est



leading national newscasts. The time to realize the full potential of the Atlantica gateway has arrived.

John Huang joined us this summer from Shenzhen as one of the new immigrants coming to Nova Scotia through the very successful immigrant entrepreneur program. As the Project Manager, Atlantica, John brings to AIMS a wealth of experience in international trade and finance and is applying that knowledge in a series of papers considering Atlantica from the global market perspective with a particular emphasis on Asian opportunities.

### Healthy public policy

In fiscal 2005, AIMS built further on its long and successful tradition of attention to health care issues, including the publication of *Operating in the Dark: The Gathering Crisis in Canada's Public Health Care System* and *Definitely NOT the Romanow Report: Achieving Equity, Sustainability, Accountability and Consumer Empowerment in Canadian Health Care*, both of which won the Sir Antony Fisher International Memorial Award for excellence in public policy work.

Members of the Canadian Health Care Consensus Group (CHCCG) came together to provide a platform for bold, reasoned and practical plans for genuine reform of the health system and to demonstrate that there is an emerging consensus among reform-minded observers about the direction that real reform must take. The CHCCG, coordinated by AIMS, includes medical practitioners, former health ministers, past presidents of the Canadian Medical Association and provincial medical and hospital associations, academics, and health care policy experts, all of whom are signatories to its Statement of Principles.

The first in a series of discussion papers prepared for the CHCCG was intended to contribute to that new debate. The background paper, *Going Public on What is Private*, and its future successors are intended to act as starting points for debate. Initially, the focus is on aspects of the "public" versus "private" debate.

Our aim in this series of papers is to dispel some of the myths surrounding the public/private debate, by clarifying the terms "public," "private," "for-profit" and "non-profit" as they relate to the funding, supply and quality of physician and hospital services. It is clear that allowing doctors to operate clinics that provide, on a Medicare-funded fee-for-service basis, will not mean the end of civilization as we know it.

Our ongoing investigation of the health system also included gathering the leading experts from across the country to discuss the gap in catastrophic prescription drug coverage that exists almost solely here in Atlantic Canada. We aptly entitled the event, *When Tea and Symphony are Not Enough*.

déroulée à plusieurs endroits dans la ville. Quand j'ai prononcé mon discours, je me suis assuré de remercier les organisateurs de l'autre événement, notamment Maude Barlow, du Conseil des Canadiens, pour l'incroyable publicité que leurs manifestations faisaient pour nos travaux.

Cette publicité a valu des reportages quotidiens sur Atlantica et a placé le concept à la une des journaux et fait les manchettes des téléjournaux nationaux. Le temps de tirer le plein potentiel de la passerelle Atlantica est arrivé.

John Huang s'est joint à nous l'été dernier, en provenance de Shenzhen. John est un immigrant récent attiré en Nouvelle-Écosse par le programme dynamique des immigrants entrepreneurs. En qualité de gestionnaire du projet Atlantica, John apporte à l'AIMS une somme considérable d'expérience en commerce international et finance, et il tire parti de ces connaissances dans une série d'articles qui décrivent la place d'Atlantica dans une perspective de marché mondial mettant particulièrement l'accent sur les possibilités en Asie.

### Saine politique publique

Pendant l'exercice 2005, l'AIMS a poursuivi sa longue tradition de se pencher sur le dossier des soins de santé et a publié divers articles, notamment *Operating in the Dark: The Gathering Crisis in Canada's Public Health Care System* et *Definitely NOT the Romanow Report: Achieving Equity, Sustainability, Accountability and Consumer Empowerment in Canadian Health Care*, lesquels lui ont mérité le prestigieux prix Sir Antony Fisher qui reconnaît l'excellence dans le travail en matière de politique publique.

Les membres du Groupe canadien pour un consensus en soins de santé (GCCSS) ont uni leurs forces afin de constituer une tribune pour discuter de plans audacieux, réfléchis et pratiques pour une véritable réforme du système de santé et démontrer qu'il existe bel et bien un consensus naissant entre des observateurs convaincus de la nécessité de la réforme sur la direction que doit prendre une véritable réforme. Le GCCSS, sous l'égide de l'AIMS, regroupe des médecins praticiens, d'anciens ministres de la santé, d'anciens présidents de l'Association médicale canadienne et d'associations provinciales de médecins et d'hôpitaux, d'universitaires et de spécialistes en politique des soins de santé qui ont tous signé sa Déclaration de principes.

Le premier d'une série de documents de travail rédigés pour le GCCSS était destiné à alimenter ce nouveau débat. Le document, intitulé *Le public et le privé : les différences et les similarités expliquées*, et ceux qui suivront, doivent servir de point de départ pour ce débat. L'accent est tout d'abord mis sur les volets « public » et « privé » du débat.

Linda Wilhelm, a panelist and patient advocate, brought her personal story to the conference. It is a story of the hundreds of thousands of dollars spent on her hospital care, while a simple prescription to an expensive drug would have cost less than half that amount. It could happen to anyone, she said, because "people don't know they aren't covered".

Ken Fraser of the Fraser Group provided an analysis of what's happening across the country noting that the major gap in the country is here in Atlantic Canada, but there are solutions and they aren't out of our reach. Another speaker, Deputy Minister of Health and Community Services in Newfoundland and Labrador, John Abbott, explained that his province is working on a solution. He categorized it as "a bridge to a national plan."



As you can already see, 2005-06 was an eventful year for AIMS. But there's more –

AIMS was again a sponsor of the immensely successful Grano speakers series. In its second year, the series brings out well over a hundred opinion leaders four times a year to Toronto's Grano Restaurant. This year the Grano Series main theme was the potential and limits of the use of American power in the Middle East and the prospects of democraticization for the region. Author and professor Fouad Ajami spoke on Islam's shattered pact with modernity. AIMS Fellow Patrick Luciani and Dominion Institute President Rudyard Griffiths organised the series again this year.

Across Canada, the federal government called together policy analysts, businesspeople, community leaders, and academics to discuss cross-border regions. It was a follow up to the interim report released by the Policy Research Initiative of the Privy Council Office. I was proud to be one of seven people invited to speak to the Cross-Border Roundtable. Similarly, the Deputy Minister of Transport Canada, Louis Ranger organised a major roundtable in Ottawa on transportation challenges facing the country and he asked me to speak about Atlantica and the cross-border corridor concept.

All of this work does not magically happen. There is a team of bright and committed people behind every Commentary, every media release, every report card, every conference and speech. It is with the deepest sincerity that I thank the AIMS team for its superior efforts. My appreciation to Charles Cirtwill, Vice President and Director of Operations; Karen Fraser, Finance Consultant; Barbara Pike, Director of Communications; Stephen Kymlicka, Senior Policy Analyst; Bobby O'Keefe, Policy Analyst; Sara Colburne, Operations and Development Coordinator; Alex Wilner, Security and Defence Policy Intern; Barry Norris, our editor; John Huang, Project Manager, Atlantica; and intern

Notre objectif, dans cette série d'articles, est de dissiper certains des mythes qui entourent le débat sur les soins dispensés par les secteurs privé et public en jetant la lumière sur les termes « public », « privé », « à but lucratif » et « à but non lucratif » tel qu'ils s'appliquent au financement, à la prestation et à la qualité des soins dispensés par les médecins et par les hôpitaux. Il est clair que le fait de permettre aux médecins d'exploiter des cliniques qui offrent des soins contre le paiement d'honoraires financés par le régime d'assurance-maladie, n'entraînera pas la disparition de la civilisation telle que nous la connaissons.

Dans le cadre de notre examen continu du système de santé, nous avons en outre réuni des spécialistes de pointe de tous les coins du pays pour discuter des écarts dans la couverture catastrophique des médicaments d'ordonnance qui existe presque exclusivement ici, au Canada atlantique. Nous avons donné à cette rencontre le titre alléchant *When Tea and Symphony are Not Enough*.

Linda Wilhelm, membre du groupe de discussion et représentante des patients, a partagé son expérience personnelle avec les autres participants. Elle a raconté comment des centaines de milliers de dollars ont été dépensés en soins hospitaliers, alors qu'une simple ordonnance pour un médicament cher aurait coûté moins de la moitié de ce qui a été payé. Cela pourrait arriver à n'importe qui, a-t-elle ajouté, parce que les gens ne savent pas qu'il n'y a pas de couverture.

Ken Fraser, du Fraser Group, a offert une analyse de ce qui se passe un peu partout au pays, soulignant que les lacunes les plus importantes sont ici même, au Canada atlantique, mais qu'il existe des solutions qui sont hors de notre portée. Un autre conférencier, John Abbott, sous-ministre de la Santé et des Services communautaires de Terre-Neuve-et-Labrador, a expliqué que sa province est en train d'élaborer une solution. Il l'a qualifiée de « pont vers un régime national ».



Comme vous pouvez le voir, l'exercice 2005-2006 a été fort occupé pour l'AIMS. Mais ce n'est pas tout!

L'AIMS a une fois de plus commandité la série fort recherchée de rencontres Grano. Organisées pour la deuxième année, les rencontres attirent quatre fois par année, au restaurant Grano, de Toronto, plus d'une centaine de leaders d'opinion. Cette année, le thème des rencontres Grano a été le potentiel et les limites du recours à la force des États-Unis au Moyen-Orient et les perspectives de démocratisation dans la région. Fouad Ajami, auteur et professeur, a prononcé une causerie sur le pacte rompu de l'islam avec la modernité. Patrick Luciani, fellow de l'AIMS, et Rudyard Griffiths, président de l'Institut du Dominion, ont de nouveau organisé les rencontres cette année.

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

I also want to thank those who have moved on but whose time with AIMS made our work easier and more enjoyable: Event Management Coordinator Lynne Pascoe; Development Planner Jenifer Tsang; Director of Research Services Bruce Winchester, Administrative Assistant Rosanna White, and Researcher Lisa Savoie.

The impact AIMS has made on public policy in this region and in this country is a direct testament to those whose ideas, energy and hard work are at the foundation of the organization. I am looking forward to another ground-breaking decade.

Brian Lee Crowley  
President, AIMS

Un peu partout au Canada, le gouvernement fédéral a regroupé des analystes des politiques, des gens d'affaires, des dirigeants communautaires et des universitaires pour discuter des régions transfrontalières. Ces discussions venaient dans la foulée d'un rapport intérimaire publié par le Projet de recherche sur les politiques du Bureau du Conseil privé. J'ai eu l'honneur d'être l'une des sept personnes invitées à s'adresser aux membres réunis autour de la table ronde. De plus, Louis Ranger, sous-ministre de Transports Canada, a organisé à Ottawa une importante table ronde sur le transport et sur les défis que doit relever le pays dans ce domaine, et il m'a demandé de présenter le concept Atlantica et le concept de corridor transfrontalier.

Toutes ces réalisations n'ont rien de magique. Elles sont le résultat du travail d'une équipe de gens dynamiques et déterminés, responsables de chaque commentaire, de chaque communiqué, de chaque bulletin, de chaque conférence et de chaque causerie. C'est du fond du cœur que je remercie l'équipe de l'AIMS pour ses efforts sans relâche. Merci à Charles Cirtwill, vice-président et directeur de l'exploitation; à Karen Fraser, conseillère financière, à Barbara Pike, directrice des communications; à Stephen Kymlicka, analyste principal des politiques; à Bobby O'Keefe, analyste des politiques; à Sara Colburne, coordonnatrice du développement et de l'exploitation; à Alex Wilner, stagiaire, politique en matière de sécurité et de défense; à Barry Norris, rédacteur en chef; à John Huang, gestionnaire de projet, Atlantica; et à Michael Tharamangalam, stagiaire. Je me dois de remercier également Peter Fenwick, Kelvin Ogilvie, Patrick Luciani, Brian Ferguson, Julia Witt, David Zitner et Angus McBeath, Fellows de l'AIMS; et les membres du comité consultatif sur la recherche, présidé par Robin Neill.

Je tiens aussi à remercier ceux et celles qui ne sont plus là mais dont la contribution à l'AIMS a facilité notre travail et l'a rendu plus agréable : Lynne Pascoe, coordonnatrice de la gestion d'événements; Jenifer Tsang, planificatrice du développement; Bruce Winchester, directeur des services de recherche, Rosanna White, adjointe administrative et Lisa Savoie, recherchiste.

L'incidence de l'AIMS sur la politique publique dans la région et dans le pays témoigne de la grande valeur de ceux et de celles dont les idées, l'énergie et le travail sont les bases de l'organisation. C'est avec optimisme que je me prépare à entreprendre une nouvelle décennie de travail novateur.

Brian Lee Crowley  
Président, AIMS







October 2005

## Which is more valuable, the paper or the power?

Governments have a bad habit of keeping failing industries afloat. Putting off the inevitable only creates a “lose-lose” situation. In this Commentary, AIMS Research Fellow and former Newfoundland and Labrador NDP Leader Peter Fenwick takes a closer look at the role government must take in addressing paper mills that are simply not economically viable. Fenwick’s conclusion suggests that governments need to look beyond the obvious to generate better economic opportunity and stability.

November 2005

## Brain Drain or Brain Gain?

Many politicians have run successful campaigns promising rural communities they will reverse the brain drain. In this Commentary, Peter Fenwick, AIMS Fellow with responsibility for Fisheries and Issues in Newfoundland and Labrador, peels away the layers of this promise and examines the issue of emigration questioning whether going down the road is truly a negative outcome.

November 2005

## NAFTA and Short Sea Shipping Corridors

While other developed countries have assessed their regulatory climate for domestic shipping and made adjustments to reflect the modern reality of trade and transport in the 21st century, Canada and the United States have not. This position is clearly explained in the Commentary by Dr. Mary Brooks investigating NAFTA and short sea shipping corridors. Written for the Study Group on Transportation, Logistics and Supply Chain Management sponsored by the PanAmerican Partnership for Business Education, the article investigates key issues with respect to further development of short sea shipping in Canada and in trans-border trade with the US.

December 2005

## Less is More When Governments Respond to Stephenville Mill Closure

Governments time and again continue to pursue efforts to secure jobs by re-investing in an industry that has had its day. AIMS author Peter Fenwick continues to add his voice to this issue in the wake of a final attempt by the Newfoundland and Labrador government to keep the Stephenville mill open. Fenwick argues that there is a much better approach than throw wads of money at a new operator. He suggests that the government should consider using the money for tax cuts, which will create job opportunities and economic growth.

January 2006

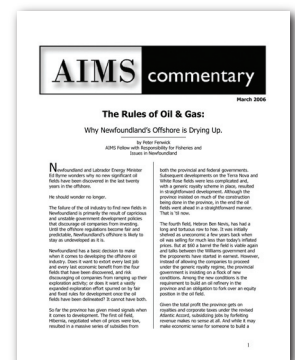
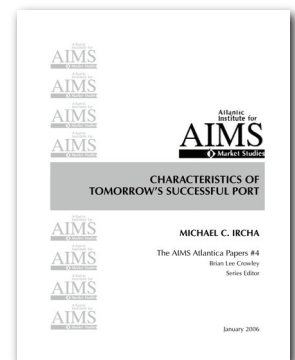
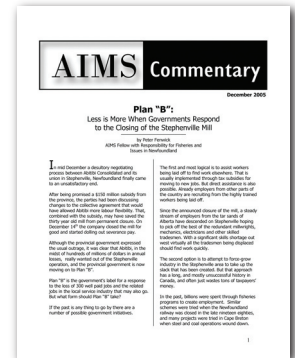
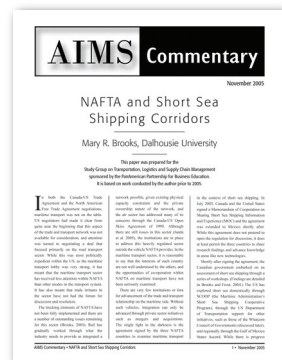
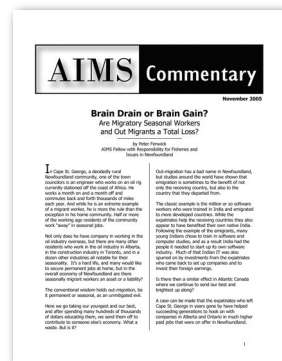
## Characteristics of Tomorrow's Successful Port

In the fourth of the AIMS Atlantica papers, UNB Professor Michael Ircha discusses the characteristics of tomorrow's successful port and concludes that Atlantica's ports are ideally situated to step into this role. A frequent international lecturer on ports and containerized port traffic, Ircha explains that by 2015, Canadian ports will need to increase capacity to serve the coming generation of mega container ships or miss an opportunity to be a key player in the development of the North American economy.

February 2006

## Rules for Oil & Gas

The oil and gas industry in Newfoundland and Labrador appears to, on the surface at least, be going well. However, stability and predictability could make things much better and provide the province with opportunities to uncover new fields and build on this resource. What stands in the way? AIMS Research Fellow Peter Fenwick says the government's failure to adhere to the KISS rule – Keep It Stable and Straightforward – is preventing the industry from reaching its potential. The provincial government needs to bring stability to its regulatory regime now or risk losing future developments.

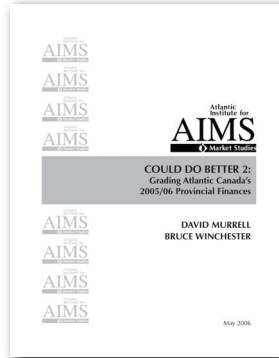




February 2006

## Could Do Better 2: Grading Atlantic Canada's 2005/06 Provincial Finances

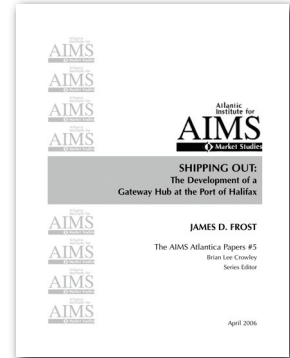
In the second annual examination of Atlantic Canada's fiscal health, *Could Do Better 2* concludes that fiscal health, budgetary accuracy, and budgetary impact are a hit and miss proposition in the region. Co-author Dr. David Murrell, an economics professor at UNB says, "promises of balanced budgets, fiscal growth and prudent spending generally go unrealized in Atlantic Canada. Large government, huge debts, unchecked spending and creative accounting are far more likely to be found here."



April 2006

## Shipping Out: The Development of a Gateway Hub at the Port of Halifax

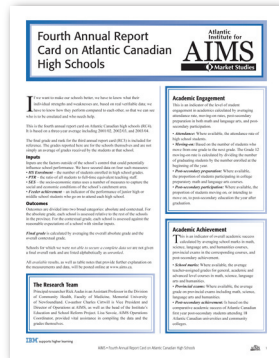
In this Paper, which is part of AIMS Atlantica series, author James Frost contends that "Halifax has a unique opportunity to establish itself as both a rail-oriented gateway and a water-based transshipment hub." Frost examines hub port developments around the world and finds there are many examples of successful hubs, but not in North America. He suggests Halifax could be the exception.



March 2006

## AIMS' 4th Annual Report Card on Atlantic Canadian High Schools: Excellence in short supply in Atlantic Canadian high schools

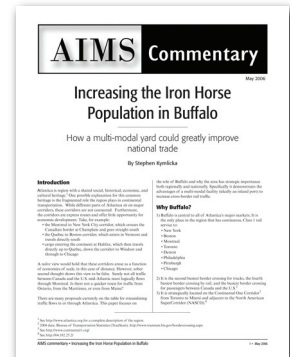
When AIMS issued its first Atlantic Canadian High School Report Card in 2003, six schools received an A+ or an A. This year only one school out of 316, Islands Consolidated School in Freeport, Nova Scotia, earned top marks. Now in its fourth consecutive year, AIMS Annual Report Card says that a lot of schools are dropping from the honour roll while others are falling further behind.



May 2006

## Increasing the Iron Horse Population in Buffalo

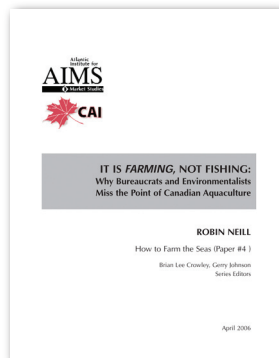
Buffalo, New York, could be an integral part of the Atlantica concept. Why? Because Buffalo has strategic importance in connecting traffic corridors that do not currently exist within the Atlantica region. This Commentary, written by AIMS Atlantica policy analyst Stephen Kymlicka, looks at the use of Buffalo as an integral part of the Atlantica concept. Specifically it demonstrates the advantages of a multi-modal facility (ideally an inland port) to increase cross-border rail traffic.



April 2006

## It is FARMING, not Fishing: Why Bureaucrats & Environmentalists Miss the Point of Canadian Aquaculture

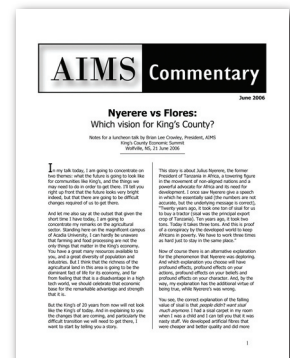
In this paper looking at aquaculture in Canada, AIMS author Robin Neill, Professor of Economics at UPEI, examines the bureaucracy surrounding the industry in Canada and calls for a fundamental reorientation. He argues that aquaculture needs to be recognized for what it is – farming – which means that it needs to be separated from the administration of the wild fishery and taken out of the jurisdiction of the Department of Fisheries and Oceans. Neill concludes that at the present time, this industry is being held back "by a dysfunctional government bureaucracy, by an obsolete property rights system, and by the machinations of environmental activists operating through pressured, unthinking mass media." However, there are strategies that can improve the outcomes for this industry.



May 2006

## Nyerere vs. Flores: Which vision for King's County?

Changing with the times is vital to generating economic opportunity. In this Commentary, AIMS president Brian Lee Crowley examines the necessity of the agriculture industry in updating its processes including market boards, export subsidies, and policies that shield farmers from pressure to produce what consumers actually want. Crowley highlights Tanzania and El Salvador, which both faced great adversity, but only one was willing to stop blaming others, to take control and adapt with the times. That formula changed the fortunes of El Salvador, and it is this same approach that needs to underscore the evolution of the agricultural industry in meeting the current and future demands of the population.





June 2006

## Following the Money Trail II

The grass is always greener on the other side, or so the saying goes. It would appear that's exactly what's happening in the ongoing debate about whether Atlantic Canada receives more or fewer federal subsidies than other parts of Canada. This Commentary, a follow up to one released five years amid great furor, sets the record straight. It again debunks the myth that Atlantic Canada receives less in federal subsidies than other regions of the country.

June 2006

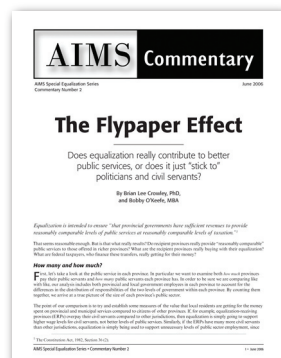
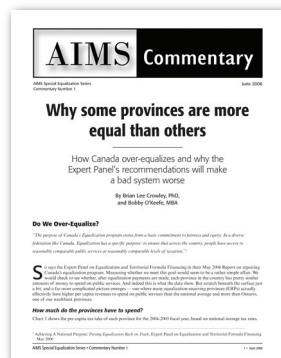
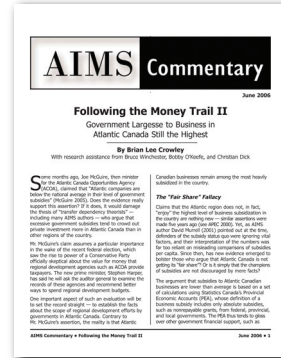
## Why Some are More Equal than Others: How Canada over-equalizes and why the Expert Panel's recommendations will make it worse.

In the wake of a national report on equalization, AIMS president Brian Lee Crowley and policy analyst Bobby O'Keefe co-wrote this first Commentary in a Special Equalization Series. They examine equalization from the perspective of the actual public services provided by Canada's equalization program, which assumes that a dollar spent in an equalization-receiving province buys the same amount of public services as a dollar spent in a wealthier province.

June 2006

## The Flypaper Effect: Does Equalization really contribute to better public services, or does it just 'stick to' politicians and civil servants?

How many public servants does it take to provide the services Canadians have come to expect from their provincial governments? It appears the answer is quite different depending where you live, and that's not the way equalization is supposed to work. In the second part of the Special Equalization Series, Brian Lee Crowley and Bobby O'Keefe show that provinces receiving equalization actually employ more people to provide public services than the national average and are more likely to pay employees considerably more than the average wage in their province. This Commentary examines the extent to which equalization may have contributed to high debt in the recipient provinces by giving them the means to service much higher debt than they could otherwise carry.



June 2006

## Atlantica and Trends in World Trade: The Opportunity and the Barriers

Despite massive changes in the past 20 years that have established opportunities for Atlantica in both global-trading patterns and shipping infrastructure, Atlantica's economic growth has not kept pace with that of other regions. This paper looks at the growth experienced by the continental interior resulting in clogged gateways and, consequently, the need to expand traffic through Atlantica's corridors. Yet, several policy and infrastructure hurdles remain. While methods do exist to remove these barriers, this Atlantica series paper, highlights that complacency also exists. The benefits to North America generally and Atlantica, in particular, are clear and substantial.

July 2006

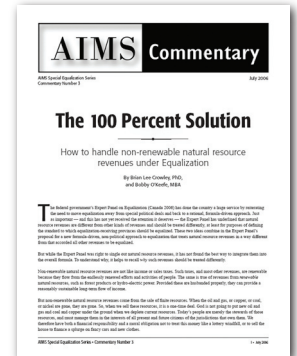
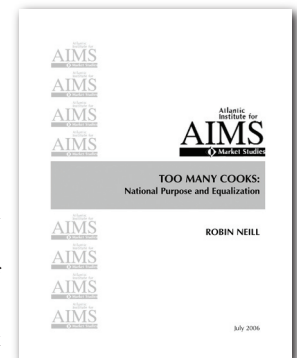
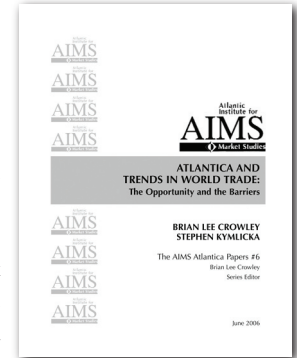
## Too Many Cooks: National Purpose and Equalization

Equalization and fiscal imbalance have moved from the back pages to front-page headlines across the country. Efforts to address changes to the system have essentially amounted to calling for transfers of ever-larger amounts of money. Considerations of economic efficiency – getting the greatest benefit for the least cost – have unfortunately been absent from the recommendations developed to address this issue. In this paper on equalization, AIMS author Robin Neill argues that equalization by way of transfers is inefficient. Instead, the efficient way to achieve the equity goal of equalization is by using a system of provincially differentiated taxes rather than one of provincially differentiated transfers. With a list of three specific recommendations, Neill argues for a change in the system that will create equity.

July 2006

## The 100 Percent Solution: How to handle non-renewable natural resource revenues under equalization

Revenues from non-renewable natural resources are not ordinary revenues. Treating them as if they are is one of the great flaws of Canada's equalization formula, but the problem of how to deal with these revenues has appeared insoluble to policy-makers. Until now. In this third installment of its Special Equalization Series, AIMS provides an economically sound proposal for dealing with non-renewable resources.



August 2006

## Show me the money: Conference Board of Canada study another attempt to justify more tax dollars to big cities

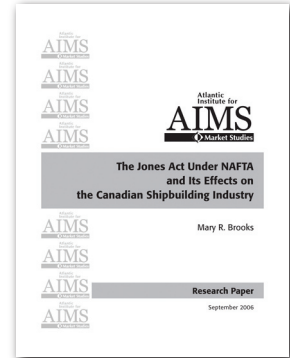
The concept of municipalities demanding more money from other levels of government to maintain services and infrastructure was supported in a report by the Conference Board of Canada on hub cities. The report states that nine hub cities represent 46 percent of the population of Canada and should be provided more money. In this Commentary, AIMS Senior Fellow in Urban Policy Patrick Luciani reaches different conclusions. He suggests that if Ottawa wants to help Canada's economy it would be better off ignoring the report's recommendations and instead concentrating on controlling taxes and dismantling the barriers to the free movement of goods, services and workers in Canada.



September 2006

## The Jones Act under NAFTA and its effect on the Canadian Shipbuilding Industry

There was a time when Canada was considered one of the greatest shipbuilding nations in the world. No more. So can it be revived and what needs to be done to make that happen? Dr. Mary Brooks takes a look at part of that puzzle in *The Jones Act under NAFTA and its effects on the Canadian Shipbuilding Industry*. This research paper, published by AIMS says that the existence of the 25 percent tariff on imported ships has been of little value to the shipbuilding industry and it has actually given rise to distortions in the Canadian marine transport market.



August 2006

## Going Public on What is Private: CHCCG Background Paper 1

In the first Background Paper for the Canadian Health Care Consensus Group (CHCCG), AIMS weighs the reality that most health care is currently provided through private sector suppliers. The vast majority of health care professionals now work in the private sector in the sense that they're not salaried public sector employees. This Background Paper, the first in a series aimed at contributing to the private versus public health care debate, also suggests that the argument that Canadian hospitals are actually private non-profit institutions run by a board of directors is a fallacy.





### **The Grano Speaker Series 2005- 2006 America's Role in the Middle East**

Building on the success of its inaugural season in 2004-2005, AIMS continued its role as a presenter of the Grano Speakers Series. The series, established to act as a small, more intimate gathering where thought leaders in business, government, academia, and the media can meet to discuss world events, convenes its meetings at the Grano Restaurant in Toronto.

In February 2006, Fouad Ajami, the Majid Khadduri Professor and Director of Middle East Studies at the Johns Hopkins University School for Advanced International Studies in Washington, DC, and author of such works as *The Dream Palace of the Arabs: A Generation's Odyssey*; *The Arab Predicament*; *Beirut: The City of Regrets*; and *The Vanished Imam* considered the potential and limits of the use of American power in the Middle East and the prospects of democraticization for the region.

*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.*

### **A "Tête-à-tête" afternoon with David Frum**

AIMS offered an intimate afternoon chat with Washington insider David Frum at the Halifax Club in April. The timing was perfect with a new government in Ottawa and talk of a new and better relationship between Canada and the United States. Frum called it an exciting, nerve-wracking time in Washington. From politics, to Afghanistan, to Iraq, to energy, to the Canadian dollar - Frum covered all the bases. The event provided everyone in attendance a rare inside view of the state of US - Canada relations.

### **Fuel for Thought: For more light and less heat on the topic of energy prices**

On July 20th, AIMS sponsored a breakfast briefing with Carol Montreuil, Vice President of the Canadian Petroleum Products Institute. With gasoline prices soaring and the debate heating up over the decision to regulate prices, AIMS was pleased to play host to this event offering guests the opportunity to hear first-hand insights into the true costs of energy markets and regulation.

Speaking at the Halifax Club, Montreuil painted the big picture and explained the inter-relationship of international and continental markets, the roles of governments and regulation, and the perspectives and outlook for consumers. His presentation generated headlines from around the region.

### **When Tea and Sympathy are not enough: The catastrophic gap in prescription drug coverage in Atlantic Canada.**

In May 2006, AIMS gathered the leading experts on the gap in prescription drug coverage from across the country. Linda Wilhelm, a panelist and patient advocate, brought her personal story to the conference. Her message was clear: "Patients in Atlantic Canada are being harmed by our government not addressing catastrophic drug costs."

The keynote address for the conference was given by Ken Fraser, who advised the Kirby Senate Committee on health care reform. Additional speakers at the conference included:

Karen Philp, National Director, Public Policy and Government Relations - Canadian Diabetes Association, who spoke from the perspective of a national patient group;

David Griller, SECOR (Montreal), who spoke on balancing social concerns and the need for pharmaceutical innovation;

John Abbott, Newfoundland and Labrador's Deputy Minister of Health and Community Services, who explained that his province is working on a solution; Bryan Ferguson, Partner, Applied Management, Toronto, and co-author of *Canadians' Access to Insurance for Prescription Medicine*; and Rob Weld, Partner, Sinclair, Billard & Weld, who discussed the role the private sector can and should play in closing the coverage gap in Atlantic Canada.

Finally, attending the event was special guest, Grace-Marie Turner, founder and President of the Galen Institute, a think tank in Washington that specializes in the policy problems around insuring the medically uninsured. In July of 2005, she was appointed to the Medicaid Commission, charged by Congress with making recommendations to modernize and improve this program that serves the poor, the disabled, and the elderly. Turner reflected on what she has learned from a long career striving to extend health care coverage to the uninsured.

### Creating Successful Schools

November 1, 2005. Lovett C. Peters Lecture, Boston, Massachusetts

Invited by the Pioneer Institute to present the 2005 Lovett C. Peters Lecture, AIMS Fellow in Public Education Reform Angus McBeath provided the 500 attendees a picture of Edmonton's successful public school system. His remarks generated so much attention, he was invited to meet with the Governor of Massachusetts, Governor Mitt Romney.

### The Perils of Being a Poor Region in a Rich and Frightened Country

November 14, 2005. Harvard University

AIMS President Brian Lee Crowley presented the Harvard Canada Seminar at the Weatherhead Center for International Affairs on November 14, 2005. The esteemed Harvard Canada Seminar attracts Canadians and Americans, including faculty, visiting scholars, and students. Other speakers for the Canada Seminar have included Ralph Klein, Premier of Alberta; Paul Okalik, Premier of Nunavut; Mme. Justice R.S. Abella, Supreme Court of Canada; Lt. General Romeo Dallaire; Jeffrey Simpson, columnist and author; and Ken Dryden, former president of the Toronto Maple Leafs.

### Making Sense of our Education Cents

February 7, 2006 California State Building, Sacramento, California

Performance and accountability are possible in our public education system. That's part of the message AIMS Fellow in Public Education Reform Angus McBeath brought to a session on education reform at the California State Building. McBeath provided California legislators and others an inside look at the "Edmonton Model" and what it could mean for their state. Key policy analysts suggest California will spend billions of dollars more on a public education system, which will fail to produce results unless fundamental reforms are made. The Policy Research Institute (PRI) invited McBeath to Sacramento to provide a North American example of best practices in education finance, and what that can mean for students.

### Cross Border Regions Roundtable: The Canadian/American Border Trade Alliance

March 6-7, 2006. Ottawa, Ontario

From across Canada, the federal government called together policy-analysts, businesspeople, community leaders, and academics to discuss cross-border regions. It was a follow-up to the interim report released in November by the Policy Research Initiative of the Privy Council Office. AIMS President Brian Lee Crowley was one of a select group of seven people invited to speak to the Cross-Border Roundtable.

### Saving our Public Schools

April 25, 2006. Toronto

The Society for Quality Education and the C.D. Howe Institute invited AIMS Fellow in Public Education Reform to Toronto for a number of events in April. Angus McBeath's remarks prompted Globe and Mail columnist Margaret Wente to dedicate a full column to his message. She titled it "Canada's Education Secret".

### The Cornerstone: The case for a regional transmission rate

May 6, 2006. New Brunswick

In this presentation made before the Conseil économique du Nouveau-Brunswick, Gordon L. Weil says the time has come to resume talks on a regional transmission rate. He suggests that if done correctly, the province of New Brunswick could be the cornerstone of a new regional market, and its consumers, including its companies, could profit. Weil is president of Standard Energy Company based in Augusta, Maine, and Chair of the Weil Consulting Group. He is also author of the AIMS paper, *The Atlantica Power Market: A Plan for Joint Action*.

### Nothing for the money

May 11, 2006, Toronto, Ontario

Speaking on the topic of equalization, AIMS President Brian Lee Crowley shared his ideas and his analysis of equalization to an audience at the Empire Club in Toronto. His message: both Ontario and the Maritimes suffer from decades of federal equalization transfers. His remarks so impressed members of the audience that the *National Post* requested permission to publish them in full in its weekend edition.

### Summer Institute of the Trudeau Foundation 2006.

June 11, 2006. Acadia University, Wolfville, Nova Scotia.

The first Summer Institute of the Trudeau Foundation was held in June 2006 and featured, as one of its speakers, AIMS President Brian Lee Crowley. The Foundation brought together its fellows, speakers and mentors with the leading minds across the country in an effort to promote outstanding research in the social sciences and humanities and foster dialogue between scholars and policy-makers in government, business, the voluntary sector, the professions, and the arts community.

### Reaching Atlantica: Business without Borders

June 15, 2006. Saint John, New Brunswick

It was a tempest in a teapot, but it definitely moved the word Atlantica to the mainstream. A conference organized by the Atlantic Provinces Chambers of Commerce became a lightning rod for a coalition of groups opposed to the concept. With 500 delegates in Saint John, New Brunswick, from around Atlantic Canada and northeastern United States, Atlantica made headlines as did remarks by AIMS President Brian Lee Crowley.

### Newfoundland: Open Season on Business?

June 22, 2006. St. John's, Newfoundland

AIMS president Brian Lee Crowley triggered animated debate during a panel discussion at the 2006 Newfoundland Ocean Industries Association (NOIA) conference in St. John's with his remarks entitled "Newfoundland: Open Season on Business." Crowley was one of the invited members of a panel moderated by CBC's Rex Murphy. Participants who took in this final session were not disappointed; the panel generated heated moments and animated discussion around the role government can and should play in creating an appropriate investment climate and protecting the interests of the population, as ultimate owners of the province's natural resources. The annual conference attracts offshore petroleum players from around the world.

### If many hands make light work, get ready for some very heavy lifting

June 29, 2006, Ottawa, Ontario

Once a year Canada's senior federal civil servants gather to exchange ideas and information. Top policy experts from across the country are invited to speak to the annual retreat of deputy ministers. At the 2006 retreat, AIMS president Brian Lee Crowley examined the pending shortage of labour in Canada. He reviewed federal government programmes, immigration policy and regulatory conditions that are contributing to the problem rather than providing solutions.

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

August 30, 2006. Charlottetown, Prince Edward Island

AIMS President Brian Lee Crowley participated in a panel, entitled *Democracy versus Solidarity: Public Sector Unions*, during the 2006 Annual Conference of the Institute of Public Administration of Canada. Crowley took a serious look at the differences between private and public sector trade unionism in Canada. As a share of private sector employment, trade unions have virtually disappeared, and the few that remain have had to accept wage concessions and higher productivity demands as a reality of their continued existence. He explained that public sector unions have a virtual stranglehold on the delivery of public services and have translated that control into higher wages, lower expectations and unparalleled job security. In his remarks, Crowley noted that it was not easy to reconcile workers' right to organize and bargain collectively with democratic control of public policy. Canada, he stressed, has work to do in getting the balance right. His remarks were published as an AIMS Commentary.

### Atlantic Canada Charts a New Course

September 15, 2006. Halifax, Nova Scotia

AIMS President Brian Lee Crowley was the keynote speaker for a breakfast discussion held by the Canadian Finance and Leasing Association as part of its 2006 Annual Conference. Crowley argued that Canada has to change its vocabulary and eradicate the use of the term "have not" if it is to move toward economic progress.

### Deepening the ties that bind is in Canada's best interest

While Canadians remain fixated on softwood lumber, a minor trade irritant affecting the equivalent of a few days' cross-border trade each year, the real challenges in our relations with the United States arise from our limited imagination. Former Prime Minister Paul Martin as well as many Canadians remain trapped in an outdated way of thinking about economic relations with the United States.

By Brian Lee Crowley

November 2, 2005 - Winnipeg Free Press; The Vancouver Sun;  
The Chronicle Herald; Times & Transcript

### It's still all about Quebec

The federal government has sacrificed many of the country's larger interests in an attempt to buy the respect and affection of Quebecers. With a federal election looming at the writing of this opinion editorial, AIMS President Brian Lee Crowley examined how this trend would continue to fuel the fires for the 2006 federal election just like it has dominated federal politics since the 1960s.

By Brian Lee Crowley

November 21, 2005 -Toronto Star

### The reality of the Kyoto Treaty

Is the Kyoto Treaty a path to improving the environment? It doesn't matter; it was always a non-starter, and not just because the science behind it is subject to increasingly credible challenge or because the benefits have always appeared paltry and hypothetical compared to its real costs. It is also fundamentally unjust in the way it apportions the costs and benefits of reducing any human contribution to climate change. Neither the economy nor the environment is well served by a policy that maximizes uncertainty. It is not enough to want to do good; you must also do justice, and the two are not the same.

By Brian Lee Crowley

November 30, 2005 - The Chronicle Herald; Times & Transcript.

### The Godfathers: Lessons from the Atlantic Canadian Business Elite

The subject of Gordon Pitt's book, entitled *The Godfathers*, is Atlantic Canada's business elite. Wanting to give the book an appropriate review by understanding its context, *The Globe and Mail* called upon AIMS President Brian Lee Crowley to apply his knowledge and expertise on the subject. Crowley notes that the book has both vices and virtues, but the bottom line is that its true subject is the nature of family business in the Atlantic region and the barriers that exist for those without a last name well known in business circles in this region.

By Brian Lee Crowley

December 3, 2005 -The Globe and Mail

### How to put Eastern Canada at the center of the new global trading patterns

Using the analogy of the two cities, St. Louis and Chicago, AIMS President Brian Lee Crowley delivered a talk to Halifax Port Days 2005 that prompted the audience to rethink geography and learn from history. His illumination of Atlantica and the opportunities that can be provided to the Atlantic region as well as the entire northeastern seaboard were of such interest to *Canadian Transportation & Logistics* magazine that it highlighted Atlantica in its November/December 2005 edition.

By Brian Lee Crowley

December 15, 2005 - Canadian Transportation & Logistics

### Count your blessings, and add politicians to list

With the federal election campaign well under way in the midst of the holidays, AIMS president Brian Lee Crowley used the spirit of the season, and the spirit of the campaign, to reflect on politics, politicians and our democracy. While skepticism regarding the motivations, policies and plans of our elected officials is both healthy and justified, these same officials are owed a dept of gratitude. With an eye to events unfolding in Iraq, our system, despite its failings, holds significant value that can be measured by witnessing the impact on those without a democratic system in place.

By Brian Lee Crowley

December 28, 2005 - The Chronicle Herald; Times & Transcript

### Notwithstanding the debate, it's about changing the subject

When is a brand new policy announcement by a political leader not about policy at all? AIMS president Brian Lee Crowley focused one of his columns on Paul Martin's attempt in the leaders' debate to turn the *Charter of Rights and Freedoms'* notwithstanding clause into an election issue. It is a ploy that is more about changing the subject than debating policy.

By Brian Lee Crowley

January 1, 2006 - The Chronicle Herald; Times & Transcript

### Choosing the court could be the judge of the man

Is it time to change how Canada chooses its Supreme Court justices? As long as we get to elect our lawmakers, shouldn't we be content with letting them make the other decisions, like who gets to be a judge? Although Supreme Court Chief Justice Beverley McLachlin is opposed to such changes, AIMS President Brian Lee Crowley examines the Canadian system and suggests it's time for something more open and consultative.

By Brian Lee Crowley

February 10, 2006 - The Chronicle Herald; Times & Transcript



### Get over all that oil gloom

Are we really running out of oil? Or are we just repeating history in giving unnecessary credence to those who bring messages of great doom? Think back to the 1970s and the many predictions that world oil production would soon peak and then decline precipitously, plunging us into shortages of supply and skyrocketing prices. Moreover, we were soon to be hostages to the Organization of Petroleum Exporting Countries (OPEC), which would increasingly control our dwindling oil reserves. Thirty years later, what do we find? Despite our consumption, there is still enough to fuel us well into the future.

By Brian Lee Crowley  
March 21, 2006 - Calgary Herald; Toronto Star;  
The Chronicle Herald; Times & Transcript

### The Bad Idea that Will Not Die: Gas Price Regulation

Although regulating the price of gasoline may sound reasonable, appearances are deceiving. AIMS President Brian Lee Crowley argues that regulating gas prices does not result in lower rates. It can't. Local governments have no control over prices in local markets, and it's time we recognized that we either pay the going rate or we don't get what we need.

By Brian Lee Crowley.  
April 5, 2006 - The Chronicle Herald; Times & Transcript

### Moving beyond the rotary phone

Interpersonal communication has changed dramatically in the past two decades - from the one, black, rotary-dial telephone that sat in a central location in the home to the world of wireless, digital communication. But has our system of regulations governing such communication evolved to the same degree? Canada needs to regulate for the times, not the bygone ages.

By Brian Lee Crowley  
April 24, 2006 - Toronto Star; The Chronicle Herald;  
Times & Transcript

### Atlantica: A chance to go with the (trade) flow

As Atlantica makes headlines and its proponents grow so do opponents of this concept. In this commentary, AIMS President Brian Lee Crowley tackles the opposition and explains that Atlantica is about opportunity and the economic benefits of trade between Asia and the North American heartland with Atlantica opening the door.

By Brian Lee Crowley  
June 14, 2006 - The Chronicle Herald

### Think-tanks make a valuable contribution

St. John's *Telegram* Editor Russell Wangersky wrote a column headlined "Methinks the think-tanks protest too much," which challenged the role of think tanks based on a misunderstanding of their funding sources. AIMS President Brian Lee Crowley clarified the issue of funding and the status that think tanks hold with the Canada Revenue Agency. Significantly, Crowley also used the opportunity to highlight the valuable role think tanks provide to society in general.

By Brian Lee Crowley  
June 26, 2006 - The Telegram

### Agriculture must compete in today's world, not yesterday's

The message is simple: the world doesn't adapt to us. When people are free to buy what they please, you have to give them what they want. In his fortnightly column, AIMS President Brian Lee Crowley explains how this principle is relevant to everything we do in Atlantic Canada, but nowhere is it more important than in agriculture.

By Brian Lee Crowley  
June 28, 2006 - The Chronicle Herald; Times & Transcript

### Any national drug plan must cover chronic illnesses

There were good reasons for excluding outpatient drugs from medicare back in 1968, and there are good reasons for including them now, but we should also take this opportunity to reconsider how we cover various types of prescription medication. Proponents of a national drug plan generally see it being structured along the lines of our current hospital and physician insurance plans. That would be a very serious mistake.

By Brian Ferguson  
July 29, 2006 -Toronto Star

### Focus debate on education

Just under a billion dollars, according to Statistics Canada. That is how much New Brunswick spent in 2003-2004 on primary and secondary education. That's an 18 percent increase in annual expenditures from 1997 to 2004. At the same time spending was going up, enrolments were going down. So, if increasing per-pupil funding was the key to improved student performance, New Brunswick should be flying high. Yet in the latest round of PISA testing (the Program of International Student Assessment), New Brunswick ranked ninth out of 10 provinces. Three years before that, New Brunswick was dead last.

By Charles Cirtwill  
August 11, 2006 - Telegraph-Journal

### **Canada's new political geometry**

If the 20th century belonged to Canada, as Sir Wilfred Laurier so famously claimed, the 21st belongs to the West. AIMS President Brian Lee Crowley argues that Asia's integration into the global economy, as well as America's overwhelming concern with establishing secure energy sources, makes the Canadian West as powerful as ever. As such, the impetus for Senate reform in Western provinces is now lacking, and for just reasons.

By Brian Lee Crowley

August 3, 2006 - The Chronicle Herald; Times Transcript.

### **Real choice should trump medicare monopoly**

People are more important than medicare. That is the message delivered by AIMS Fellow in Health Care Policy Dr. David Zitner in this exclusive commentary provided to *The Globe and Mail*. Based on a message delivered to delegates at the Canadian Medical Association annual meeting, doctors are reminded that their first priority is to patients not to government programs and that care must not be confused with delivery.

By Dr. David Zitner

August 17, 2006 - The Globe and Mail

### **Patrons of Terror get a Free Ride**

In early August, the UN Security Council negotiated a ceasefire in the conflict pitting Israel against Hezbollah. Canadians, generally fans of the United Nations, heaved a sigh of relief. But as Alex Wilner, a doctoral candidate at Dalhousie University and an intern in Security and Defence Policy at AIMS, cautions, Canadians need to be careful to avoid a bad case of buyer's remorse. Like any wise consumer, Canadians should spend a moment poring over the fine print.

By Alex Wilner

August 18, 2006 -The Chronicle Herald



### **Keeping a Good City Down**

*National Post, October 31, 2005*

National Post writer Lorne Gunter visited Halifax in 2005 and liked the city. He liked it so much he wrote an article on Nova Scotia's capital praising its lack of traffic and its charm. He then focused that same article on the topic of transfer payments and the fact that they have not served this region well. To support his argument, Gunter drew upon the work by AIMS Research Fellow Fred McMahon.

### **Public U to Private U**

*CBC Radio - St. John's, Newfoundland, November 3, 2005*

Canadian universities are letting students down. That was the subject of the morning radio show on November 3, 2005, in Newfoundland. The guest was AIMS author Kelvin Olgilvie, former president of Acadia University and author of AIMS commentary on university service delivery. He noted that the trend toward Canadian university graduates teaching English as a second language overseas is evidence that they system is not working as it should.

### **Atlantic Canada is now "on the Pacific Rim"**

*The Chronicle Herald, November 4, 2005*

AIMS President Brian Lee Crowley's remarks to a transportation conference in Truro, Nova Scotia, drew lots of praise from the crowd as well as the media. According to *The Chronicle Herald*, Crowley challenged the conventional, demonstrated his "outside the box" form of thinking, and led the drive for solutions. Crowley was quoted as making the point that a "revolution in mental geography" is needed if Atlantic Canada is to take advantage of emerging global trade patterns.

### **Schools can learn from Edmonton's teamwork**

*Boston Business Journal, December 23, 2005*

AIMS Fellow in Public Education Reform Angus McBeath raised the bar in the debate on public education during his North American tour. As the former superintendent of schools in Edmonton, McBeath has been heading the ongoing effort to improve student achievement in that city's public school system. In an article by Jamie Gass of the *Boston Business Journal*, McBeath's comments resonate as Gass opines Boston should take its lead from Edmonton's example.

### **Harper softens ACOA stance, says he supports agency after all**

*The Daily News (Halifax), January 13, 2006*

In 2004, Stephen Harper promised to overhaul ACOA. In 2006, he softened that position saying that he does not want to get rid of the regional development agency. In light of Harper's comments, AIMS President Brian Lee Crowley was contacted and asked for his opinion. Crowley noted that although a review of ACOA would do little to support economic development, it would allow Harper time to build support for change.

### **PEI Student Achievement Task Force guided by AIMS presentation**

*CBC Radio - Charlottetown, PEI, January 27, 2006*

Performance and accountability are the mainstays of AIMS's public education reform initiative. With the debate about AIMS's work prompting the PEI government to establish a task force on student achievement, CBC Radio in Charlottetown turned to AIMS to provide an explanation of common assessments, standardized testing, and how to appropriately assess student performance.

### **In the global race to power up LNG plants, firms face supply challenge**

*Alexander's Oil and Gas Connections, February 10, 2006*

When one of the leading portals for quality information for the global gas, oil, and power industry checked out the three LNG projects proposed for Atlantic Canada, it checked out AIMS first. *Alexander's Oil and Gas Connections* quotes from AIMS's LNG paper titled *Casting a cold eye on LNG*.

### **Nova Scotia leader can call the tune**

*National Post, February 14, 2006*

When Rodney MacDonald won the Nova Scotia Tory leadership race and became the premier-designate of the province, the national media wanted some insight. Despite the new premier's experience in provincial politics, the national media knew little about him, his background, and his policies. The *National Post* turned to AIMS President Brian Lee Crowley to provide some much-needed perspective.

### **AIMS' 4th Annual Report Card on Atlantic Canadian High Schools**

*Progress, March 2006*

For the past four years, AIMS has made headlines through its publication of the Annual Report Card on Atlantic Canadian High Schools. Each year the results are published in Progress business magazine, and 2006 was no different. Once again, the magazine dedicated an entire edition to the AIMS Report Card - and the declining grades being awarded to the regions schools.

### **Halifax port could be gateway says Liberal MP**

*The Chronicle Herald, February 15, 2006*

Liberal MP Michael Ignatieff is touting the merits of the Port of Halifax pointing to its global potential. It's a page straight from any number of papers produced by AIMS in the Atlantica series. In this newspaper article, AIMS President Brian Lee Crowley discusses the need for political capital to get the project moving forward.

### **AIMS wins battle for public access to school records**

*CBC Radio - Halifax, February 17, 2006*

After four years of effort, AIMS has a new ally in its struggle to secure the public release of basic information about the performance of Nova Scotia's public schools. Nova Scotia Freedom of Information/Protection of Privacy Review Officer agreed strongly with what AIMS has been saying for years. He ordered that school boards move immediately to release the information requested by AIMS and put processes in place to ensure the information is easily accessible in the future. AIMS Vice-President Charles Cirtwill was asked by CBC's *Maritime Noon* to explain the ruling and its significance to parents and students.

### **Quality of education needs to improve**

*Truro Daily News, February 17, 2006*

AIMS's success in having information released regarding education performance in Nova Scotia was lauded by the *Truro Daily News*. The newspaper also commented on the fact that AIMS's annual report card is an important source of information for parents, teachers, and the entire education system.

### **Taking notice, making headlines: AIMS Report Card top news story across the region**

*Various Media Outlets, March 15, 2006*

The AIMS Report Card on Atlantic Canadian High Schools made every daily newspaper in the region and was on the front page of all but two. From the news conference in Halifax on the morning of Thursday, March 9th to the news conference in Moncton that afternoon, the Report Card dominated every broadcast news in Atlantic Canada. Once again, AIMS's work in this important field has generated significant interest and has people talking.

### **Senate reform will sabotage 'New West'**

*The Vancouver Sun; Windsor Star, March 22, 2006*

A newspaper column by AIMS President Brian Lee Crowley sparked a debate across Canada on Senate reform. The focus: Prime Minister Stephen Harper's Senate reform plan. AIMS's analysis of the plan demonstrated that its outcome would sabotage the interests of booming B.C. and Alberta and give a boost to Canada's have-not regions. In short, Crowley says the Prime Minister's plan is a "recipe for disaster."

### **Meet Canada's Site-Based Guru**

*HighPlains Messenger, April 21, 2006*

The idea behind site-based management is to put more money and authority into the hands of school principals. With Edmonton as his example, Angus McBeath has stirred considerable interest during his North American tour and generated significant media attention for AIMS's call for education reform. In this article, McBeath's model is described as "cutting edge."

### **Lesson for Toronto: AIMS Fellow on Public Education Reform as teacher**

*National Post, April 25, 2006*

When Angus McBeath's North American tour hit Toronto, it did so with a bang. Reporters scrambled to talk to the AIMS Fellow on Public Education Reform. In a story that appeared in the *National Post*, McBeath says, "Edmonton's public school system became one of the best in North America by taking a free-market approach that could offer lessons for Toronto."

### **Nothing for the money**

*National Post, May 15, 2006*

AIMS President Brian Lee Crowley prompted significant interest in AIMS's view of equalization during a speech made to the Empire Club in Toronto on the topic of equalization. Crowley's comments stirred such interest that the *National Post* requested permission to print them word for word following his appearance.

### **Commerce into East from Canada offers big opportunity**

*The Buffalo News, May 28, 2006*

After a presentation in Buffalo by AIMS President Brian Lee Crowley on the topic of Atlantica, an editorial in *The Buffalo News* described the advantages offered by this concept. Published after the presentation, the writer investigated the idea of Buffalo's role in Atlantica and noted the opportunities that needed to be investigated to ensure economic vitality for the entire region.

### **Atlantica could be good for prosperity**

*Times & Transcript, June 14, 2006*

Following up on the *Reaching Atlantica: Business without Boundaries* conference hosted in Saint John by the Atlantic Provinces Chambers of Commerce, the Moncton *Times & Transcript* ran an article noting the significance of the event and the role that AIMS has played in advocating for the Atlantica concept. This article supports the notion that Atlantica has a significant role to play "in bringing Atlantic Canada back into the nation's economic forefront by facilitating the region's taking better advantage of free trade and geography."

### **A high price tag for our civil service**

*The Guardian, July 8, 2006*

AIMS's work outlining the results of equalization as the have-not provinces hire more civil servants and pay them high salaries received some attention in Prince Edward Island. *The Guardian* reported on AIMS's analysis in detail and highlighted the attention received regarding its commentary on the subject. The paper also raised the point that Island businesses "have often said that provincial salaries are out of line compared to the rest of the Island economy."

### **To prod economy, overhaul jobless benefits**

*Telegraph-Journal, July 10, 2006*

AIMS has long argued that generous unemployment benefits are to blame for chronically high jobless rates that persist in parts of Atlantic Canada. In a recent study by economists at Queen's University and the University of California at Santa Barbara, AIMS's position is confirmed. This article in the *Telegraph-Journal* explains how.

### **Extraordinary reverie**

*The Chronicle Herald, July 19, 2006*

Editorial writers at *The Chronicle Herald* balked at a suggestion by Nova Scotia Premier Rodney MacDonald that he would use future oil and gas royalties for general revenue, not debt repayment. In addressing the issue, the writers suggested that the Premier listen to Brian Lee Crowley and AIMS. *The Chronicle Herald* was not alone in making this suggestion; similar editorials appeared in the *Truro Daily News* and New Glasgow's *The News*.

### **Conserve more energy**

*The Chronicle Herald, July 21, 2006*

In comments delivered during an AIMS's hosted breakfast meeting for business leaders in Halifax, Carol Montreuil, the Canadian Petroleum Products Institute's Vice-President for Eastern Canada, said that "industry and government need to help people consume energy more wisely." *The Chronicle Herald* profiled the comments made by Montreuil and noted the timeliness of the AIMS-sponsored discussion with pump prices at their highest levels ever.

### **AIMS suggests new approach to non-renewable resources**

*Telegraph-Journal, July 28, 2006*

Nathan White, writer for the *Telegraph-Journal*, was pleased to point out that even if Canada's premiers can't agree on how to change the country's equalization program, AIMS could provide some clear advice. Highlighting the release of the third part of AIMS's equalization commentary series, White used the opportunity presented by the premiers' conference to outline the research and analysis provided by AIMS.

### **Moody's gives boost to province's credit rating**

*The Chronicle Herald, August 3, 2006*

When Moody's upgraded Nova Scotia's credit rating, *The Chronicle Herald* turned to AIMS President Brian Lee Crowley to explain what the upgrade actually meant. In looking to assess what the upgrade will do for Nova Scotia, Crowley's analysis and his comments served to clarify for taxpayers that while there is some improvement, it doesn't mean the province's finances are being well-managed.

### **Money not cure-all for education system**

*Telegraph-Journal, August 11, 2006*

The *Telegraph-Journal* helped ensure that the message behind the AIMS report card and the ongoing commentary provided were well received by publishing an article that noted "throwing more money at public education won't improve test results of the province's students, says an education expert with the Atlantic Institute for Market Studies." The newspaper quoted AIMS Vice-President and co-author of the annual AIMS High School Report Card, Charles Cirtwill.

### **Debating the value of education**

*Telegraph-Journal, August 14, 2006*

Once again media outlets urged political leaders to listen to AIMS. In the provincial edition of the *Telegraph-Journal*, the editor says education should be at the forefront of the New Brunswick election campaign, and the debate should be about how the government spends its education dollars, not how much it spends. AIMS's ongoing call for education reform to generate better results from the provincial school system has been advocating the need to spend well and not more.

### **Promising idea with no chance**

*The Calgary Herald, September 5, 2006*

Calgary Herald columnist Todd Hirsch sang AIMS' praises with this piece about the AIMS Special Equalization Series. He endorsed the AIMS work particularly its solution for dealing with non-renewable resource revenues.

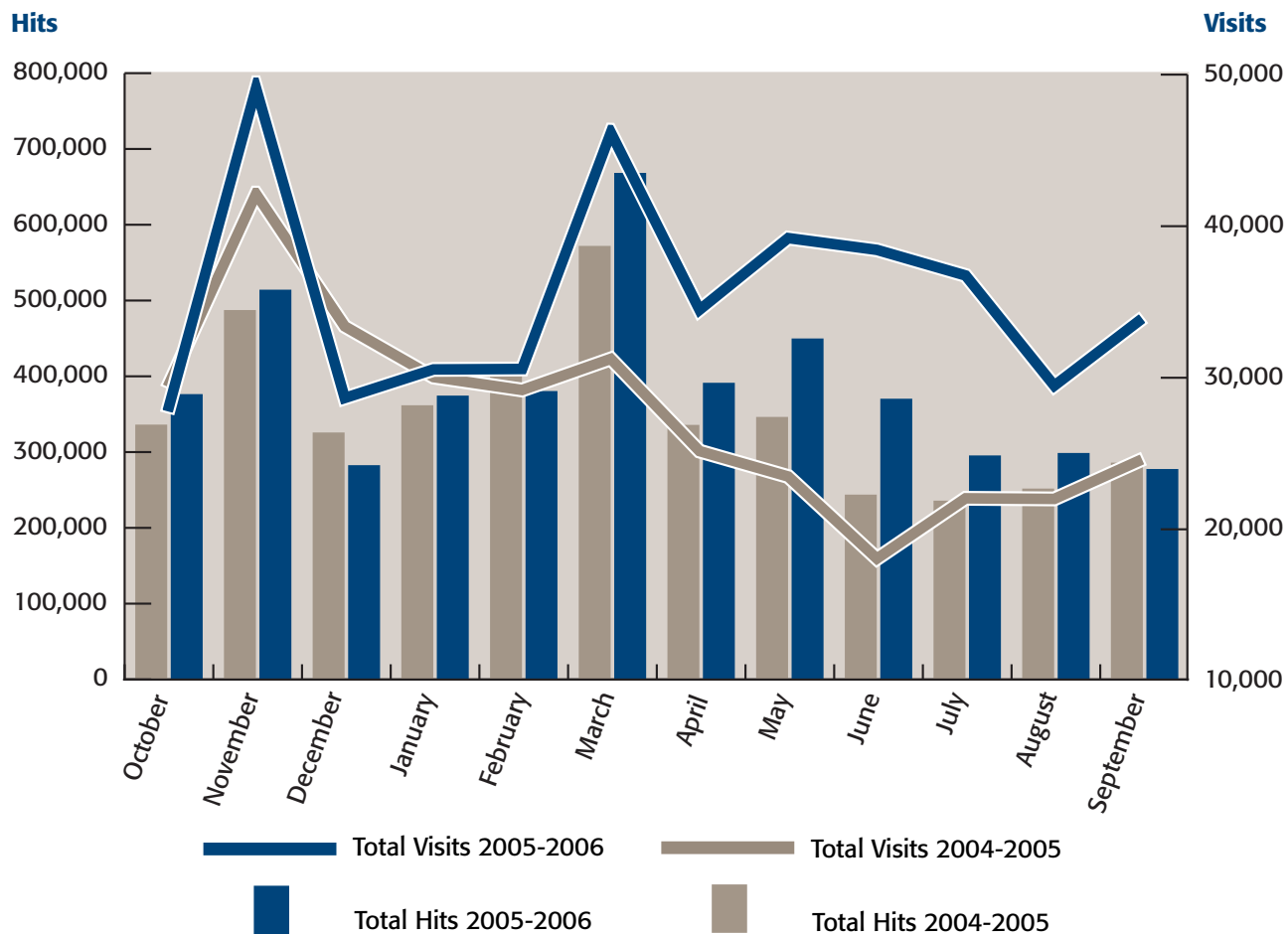
### **Job market's changing; can government adapt?**

*The Daily News, September 19, 2006*

AIMS president Brian Lee Crowley's remarks to the closed door meeting of Canada's deputy ministers prompted this column by Brian Flemming in the *Halifax Daily News*. The AIMS talk concludes that it is time to bring the federal government's policies, programs and priorities in accord with today's problems rather than yesterday's. Flemming says he hopes the Deputy Ministers were paying attention.

There were almost 4.7 million hits to the AIMS website in this fiscal year, half a million more hits than the previous year, for a 12% increase.

There were also more than 425,000 visits to the website, 95,000 more than the previous year, a 23% increase over 2004-05.



### Legend

	2005-2006	October	November	December	January	February	March	April	May	June	July	August	September
<b>Total Hits</b>	4,680,927	376,504	514,322	282,727	374,531	380,550	668,421	391,459	449,912	370,427	295,586	298,827	277,661
<b>Total Visits</b>	425,096	27,715	49,102	28,663	30,548	30,578	46,178	34,484	39,215	38,437	36,748	29,476	33,952



### Ontario Chamber of Commerce says thanks

The Ontario Chamber of Commerce (OCC) released two reports in 2005 noting the fragility of the federal transfer system. It received considerable recognition for its effort and sent a letter to AIMS President Brian Lee Crowley acknowledging the fact that AIMS's work was relied upon in preparing the OCC report.

Len Crispino, President and CEO of the OCC, said, "Canada and Canadians are well served because of the professionalism and dedication exhibited from public policy and research organizations like AIMS."

### Organisation for Economic Co-operation and Development

*The Economic Survey of Canada*, 2006 published by the prestigious Organisation for Economic Co-operation and Development (OECD) echoes much of the work previously published by AIMS. The Survey references AIMS' work in its chapter on "Adapting fiscal policy and financial arrangements in the federation." It also uses AIMS's commentary *The Perils of Being a Poor Region in a Rich and Frightened Country* to explain that the equalization system reduces incentives for low-income provinces to adopt policies that encourage economic growth.

### Canada's Embassy in Washington highlights AIMS' work in latest Canada Watch

Throughout the year, AIMS' policy-related research and analyses were heralded in *Canada Watch*, a report from the Canadian Embassy's Washington Advocacy Secretariat. The AIMS work profiled included insight on everything from terrorism to education and senate reform. The report is sent to an extensive list of businesspeople, politicians and community leaders around the United States and Canada. Some editions featured up to four AIMS' publications.

### AIMS' Special Series on Equalization Gains Support

AIMS successfully raised the topic, and the standard of debate, around the issue of equalization and brought it to the forefront in Canada. After spending time on the front pages, it moved to the ever-influential editorial pages all across the country. Editorials and columns in *The Globe and Mail*, the *National Post*, and provincial dailies across the country all embraced the series.

Here are a few highlights:

***The Globe and Mail:*** "Because the equalization formula must be overhauled, many poorer provinces have been advocating solutions that would add even more money to that transfer pot. Based on the [AIMS] evidence, that unsettling commonsense evidence, current levels are more than sufficient. Enough already."

***National Post:*** "Mr. Crowley and co-author Bobby O'Keefe calculate that if equalization is looked at on a purchasing-power basis, only Alberta among the 'haves' retains more financial power than the 'have-nots.' [It] is proof positive that equalization pays the have-nots far, far too much, and it is time to scale the program back to a far more sensible level."

***Calgary Herald:*** "The equalization formula does well, [AIMS] says, at ensuring all provinces have roughly equivalent per-capita dollars. But it takes no account of the cost of doing government. Albertans should get this in a flash. If you earn \$50,000 here, you're almost working poor. In Summerside, Gimli or Sydney, you'd do nicely. . . . So, once you account for local differences in costs, have-not Manitoba, for instance, effectively spends \$1,800 more per Manitoban on provincial and local government than have-Ontario can spend on Ontarians. You'd think it would be the other way around."





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

The accompanying summarized balance sheet and statements of revenue, expenditures and fund balance are derived from the complete financial statements of the Atlantic Institute for Market Studies as at September 30, 2006 and for the year then ended on which we expressed an opinion without reservation in our report dated November 10, 2006. The preparation of summarized financial statements from the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of the Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

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

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

Halifax, Nova Scotia  
10 November 2006

Grant Thornton LLP  
Chartered Accountants

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

Le bilan condensé ainsi que les états condensés des revenus, dépenses et balance du fonds ci-joints ont été établis à partir des états financiers complets de Atlantic Institute for Market Studies au 30 septembre 2006 et pour l'exercice terminé à cette date à l'égard desquels nous avons exprimé une opinion sans réserve dans notre rapport daté du 10 Novembre 2006. La préparation d'états financiers condensés à partir des états financiers complets relève de la responsabilité de la direction de l'Institut. Notre responsabilité, en conformité avec la Note d'orientation concernant la certification, publiée par l'Institut Canadien des Comptables Agréés, consiste à faire rapport sur les états financiers condensés.

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

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

Halifax, Nouvelle-Écosse  
le 10 novembre 2006

Grant Thornton LLP  
Comptables agréés



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

Year ended September 30, 2006/ Pour l'exercice terminé le 30 septembre, 2006

**Revenue/Revenus**

Donations/Dons		
Foundations	\$ 551,502	
Corporate and Individual	512,226	
Events/Events	7,143	
Interest/Intérêts	4,316	
Other/Autres	<u>164</u>	\$ 1,075,351

**EXPENSES/DÉPENSES**

Salaries and Benefits/ Salaires et benefices	704,633	
Contract Fees/Frais de contrats	62,982	
Other/Autres	<u>288,820</u>	<u>(1,056,435)</u>

**EXCESS OF REVENUE OVER EXPENDITURES/  
EXCÉDENT LES REVENUES SEU DES DÉPENSES**

**\$ 18,916**

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

**\$ 216,143**

Excess of Expenditures over Revenue /  
Excédent les dépenses sur des revenus

18,916

**GENERAL FUND BALANCE, END OF YEAR/  
SOLDE DU FONDS À LA FIN DE L'EXERCICE**

**\$ 235,059**

**BALANCE SHEET/BILAN**

September 30, 2004/ le 30 septembre, 2004

**ASSETS/ACTIF**

**\$ 592,040**

**LIABILITIES/PASSIF**

(356,981)

**FUND BALANCE/SOLDE DE FONDS**

**\$ 235,059**



## AIMS Patrons – 1995 to the Present Les donateurs de l'AIMS 1995 jusqu'à présent

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Assoc. of Atlantic Universities	Greater Saint John Community	Peter Munk Charity Foundation
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Atlantic Catch Data Limited	Great-West Life	Petro-Canada
Atlantic Corporation Limited	Groupe Savoie	Pfizer Canada Inc.
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ChevronTexaco	J.W.E. Mingo	Royale Print and Packaging
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Clarica Life Insurance Company	James Gaudet	Sable Offshore Energy Project
Clearwater Fine Foods Inc.	James Rajotte	Scotiabank
Clive Schaeffer	James S. Palmer	Scotia Investments
Comeau Seafood Ltd.	Jacquelyn Thayer Scott	ScotiaMcLeod Inc.
Commercial Properties Ltd.	JC Consulting Ltd.	Seamark Asset Management
Corporate Communications Limited Group	Jim Peers	Shaw Group
Crombie Properties	John Crosbie	Shell
Dale Johnston	John F. Irving	Shoppers Drug Mart
Dale Kelly	Kimberly-Clark Nova Scotia Inc.	Sight & Sound
David Burris	KPMG	SNC Lavalin
David Hawkins	Larry Swenson Ent.	Sobeys Foundation
David Zitner	Liam O'Brien	Sonco Group Inc.
Dennis H. Covill	Lotte & John Hecht Memorial Foundation	Southam Inc.
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Doane Raymond	L.W. MacEachern	Stewart McKelvey Stirling Scales
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Eastlink	Maple Leaf Foods	TD Bank Financial Group
Ed LaPierre	Marigold Foundation Ltd.	The Bank of Nova Scotia
Elizabeth Morgan	Maritime Life	The Co-operators
Emera	Maritime Northeast Pipeline	The John Dobson Foundation
Empire Company Limited	Maritime Paper Products	The Shaw Group Limited
Enbridge Inc.	Maritime Steel and Foundries Limited	The Toronto-Dominion Bank
EnCana	Maritime Tel & Tel	Theriault Financial
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ExxonMobil	McCain Foods Limited	Tom Jarmyn
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