

Atlantic
Institute for
AIMS
◊ Market Studies

Annual Report

Rapport annuel

2008-09

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Barbara B. Pike, <i>Director of Communications</i>	Denise DesLauriers, <i>Operations Assistant</i>

Writing almost 15 years ago in *Economic Reform Today*, Erik C. Johnson explained “the daily toil of making policy is affected by the persistent efforts of public policy research institutes, better known as “think tanks.” Acting independent of government, their work is concentrated upon reconciling the needs of citizens with the realities of politics and limited resources. . . . In fact, think tanks can be viewed as a type of innovation in government. Think tanks directly benefit policymakers by casting light on problems and providing alternative solutions.”

As AIMS celebrates its 15th anniversary this year, it is proud of its persistence and its innovation. AIMS does not take money from government, making it a distinctive and independent voice on public policy regionally, nationally and internationally. AIMS inspires public debate on key policy issues with high-quality research and analysis, giving people the tools to boost their influence on the policies that shape our lives.

The Institute provides a valued voice on important public policy issues. AIMS continues to provide thought-provoking and unique research on an eclectic array of policy issues, whether it is municipal government, public education, health care or energy, to name just a few. Its reputation has been built over the past 15 years on generating informed debate and ‘pushing the envelope’ to make people think about public policy – the potential and the possible. It is called on by governments of all political stripes for comment on a range of public policy issues that affect us all, whether it be taxation, employment insurance, health care or education. It is only through such informed debate that the best public policy can be implemented and that is the role of a public policy think tank. AIMS lives up to that role in society by asking the tough questions and providing alternative answers that can work and make a difference today and tomorrow.

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

Let me start by thanking the founding president, Brian Lee Crowley. This was his final year as President of AIMS, an Institute that was his brainchild, his vision, his passion. Without his dedication and remarkable talent, AIMS would not be the award winning institute that it is. It would not have built the reputation or the influence it has without his foresight and diligence. On behalf of Board members past and present, I thank Brian for making AIMS possible. I wish him all the best in his future endeavours, which I know will be as successful as his best selling book that was published in September, *Fearful Symmetry: The fall and rise of Canada's founding values*.



Écrivant il y a près de 15 ans dans *Economic Reform Today*, Erik C. Johnson expliquait que la difficile tâche quotidienne de faire des politiques bénéficie des efforts incessants des instituts de recherche en politique publique mieux connus sous le nom de « groupes de réflexion ». Il poursuivait en disant que leur travail, indépendant du gouvernement, vise surtout à rapprocher les besoins des citoyens des réalités de la politique et des ressources limitées. . . . De fait, les groupes de réflexion peuvent être considérés comme une espèce d'innovation sur le plan du gouvernement. Ces groupes de réflexion sont fort utiles aux responsables de l'élaboration des politiques parce qu'ils mettent les problèmes en évidence et proposent diverses solutions.

L'AIMS célèbre cette année son 15^e anniversaire, et elle est fière de sa longévité et de ses innovations. L'AIMS ne reçoit aucun financement gouvernemental, ce qui en fait une voix distincte et indépendante sur la politique publique régionale, nationale et internationale. Grâce à des recherches et à des analyses de grande qualité, l'AIMS suscite un débat public sur des questions politiques de premier plan, offrant aux gens les outils dont ils ont besoin pour accroître leur influence sur les politiques qui touchent leur vie.

L'institut exprime de précieuses observations sur d'importants enjeux de politique publique. L'AIMS poursuit ses recherches stimulantes et exclusives sur un éventail éclectique d'enjeux politiques—administration municipale, éducation publique, soins de santé ou énergie – pour ne nommer que ceux-là. Au cours des 15 dernières années, elle a bâti sa réputation en provoquant des débats éclairés et en faisant bouger les choses pour inciter les gens à réfléchir sur la politique publique – sur le potentiel et ce qui est possible. Les gouvernements de toutes les allégeances politiques lui demandent ses commentaires sur une gamme de questions de politique publique qui ont des incidences sur chacun de nous : fiscalité, assurance-emploi, soins de santé ou éducation. Ce n'est que grâce à des débats éclairés qu'il est possible d'adopter et de mettre en place les meilleures politiques publiques, et c'est le rôle d'un groupe d'analystes sur la politique publique de susciter ces débats. L'AIMS s'acquitte très bien de ce rôle en posant des questions difficiles et en proposant des diverses réponses qui peuvent être appliquées et faire la différence aujourd'hui comme demain.

Évidemment, rien de cela ne serait possible sans l'aide, le dévouement et le travail rigoureux de notre personnel et de nos bénévoles. Je suis heureux de souligner leur contribution et de les remercier.

Je tiens à remercier d'abord notre président fondateur, Brian Lee Crowley. Sa dernière année à la présidence de l'AIMS a pris fin. L'institut est son idée, sa vision, sa passion. Sans sa détermination et son talent remarquable, l'AIMS n'aurait pas gagné tous les prix qu'il a remportés et ne jouirait pas de la réputation ou de l'influence acquises grâce à sa lucidité et à son travail acharné. Au nom des membres du conseil d'administration actuels et passés, je remercie Brian d'avoir rendu possible l'existence de l'AIMS. Je lui offre la meilleure des

I want to also thank Charles Cirtwill, the Executive Vice President, for his leadership in running the day to day operations at AIMS. I am confident the experience and expertise he has gathered in his nine years at AIMS will ensure that as its new President and CEO AIMS continues to examine policies that are relevant and important.

Brian and Charles are supported by a hard-working and experienced staff: Barbara Pike, Director of Communications; Bobby O'Keefe, Research Manager; Lori Peddle, Operations Manager; and Denise Deslauriers, Operations Assistant. In addition, editor Barry Norris is invaluable as one of our contractors who helps with the publication of many of our papers and Commentaries.

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

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

In addition, I would be remiss not to acknowledge the work of those Board members whose terms of office are up this year. They are George Bishop, George Cooper, Phil Knoll, Martin MacKinnon and Norm Miller. I thank them for their contribution and tell them they will be missed.

My deepest thanks go to our many funders – those corporations, foundations and individuals – whose support allows AIMS to do the important work it does. We are truly indebted to them.

AIMS' work will continue in 2010 under new leadership and with renewed energy as we explore the possible, challenge the ordinary, and propose the ideas that make a difference. Now is the time to renew our purpose, to link ideas with public policy challenges, and generate the informed discussion needed to ensure that government action contributes to a stronger, safer and more prosperous region and country.

John F. Irving
Chair

chances pour ses projets, et je sais qu'il réussira, comme le démontre le succès remporté par le livre qu'il a publié en septembre, *Fearful Symmetry: The fall and rise of Canada's founding values*.

Je veux aussi remercier Charles Cirtwill, vice-président exécutif, pour le leadership qu'il a exercé dans la direction quotidienne des activités de l'AIMS. Je suis convaincu que l'expérience et les compétences qu'il a acquises au cours de ses neuf années à l'institut lui permettront, en tant que nouveau président et chef de la direction de l'AIMS, de continuer à examiner les politiques pertinentes et importantes.

Brian Lee Crowley et Charles Cirtwill peuvent compter sur le soutien d'un personnel dévoué et expérimenté : Barbara Pike, directrice des communications, Bobby O'Keefe, directeur de la recherche, Lori Peddle, directrice des opérations et Denise Deslauriers, adjointe aux opérations. De plus, Barry Norris, rédacteur et entrepreneur avec qui l'AIMS fait affaire, apporte une aide précieuse pour la publication de nombreux documents et commentaires.

Je m'en voudrais de ne pas mentionner les bénévoles. Beaucoup de groupes apportent une contribution remarquable à l'institut : les conseils d'administration, le conseil consultatif et le groupe des conseillers en recherche. Je remercie le conseil consultatif pour son assistance sans faille et le groupe de conseillers en recherche, présidé par Robin Neill, pour l'excellence constante de ses recherches.

J'adresse aussi mes remerciements à tous mes collègues membres du conseil d'administration pour leur travail et leur soutien. Leurs connaissances, leur lucidité et leurs conseils sont appréciés à leur juste valeur non seulement par le soussigné, mais aussi par tous les membres du personnel. Je tiens à souligner particulièrement l'excellent travail et les compétences de Dianne Kelderman, vice-présidente, de Martin MacKinnon, trésorier, et de Faye Shaw, secrétaire de l'AIMS.

Il serait impardonnable de ne pas souligner le travail des membres du conseil dont le mandat prend fin cette année : George Bishop, George Cooper, Phil Knoll, Martin MacKinnon et Norm Miller. Je les remercie pour leur contribution et les assure qu'ils nous manqueront.

J'exprime ma profonde reconnaissance à tous nos bailleurs de fonds – entreprises, fondations et particuliers – dont le soutien permet à l'AIMS de poursuivre son important travail. Nous leur devons beaucoup.

Le travail de l'AIMS se poursuivra en 2010 sous un nouveau leadership et avec une énergie renouvelée. Nous examinerons le possible, nous élèverons l'ordinaire, et nous avancerons des idées qui feront une différence. Voici venu le temps de repenser notre objectif, d'exprimer des idées pour relever les défis de la politique publique et de provoquer la discussion éclairée nécessaire pour que les mesures gouvernementales contribuent à renforcer la région et le pays, à les rendre plus sécuritaires et à en assurer la prospérité.

John F. Irving
Président du conseil

The goal of public policy think tanks is to provide our fellow citizens; whether business leaders, the media, policy-makers or ordinary citizens; the knowledge and understanding to ensure that government will contribute to a safer, freer, more prosperous region and country for all of us.

AIMS started 15 years ago at the time when the Government of Canada was about to rein in its spending significantly across the country. Atlantic Canada was a region that had, rightly or wrongly, pursued a strategy of sheltering, as Allan J. MacEachen used to say, under the warm arm of government. The founding directors thought that whatever the merits of that strategy in the past, it hadn't much of a future. Yet there was little debate about what could and should take its place. There was a vacuum in the world of ideas; we rushed in to fill it.

It has been an interesting and challenging 15 years, and as I write this report, my last as President of AIMS, I am proud of what we have accomplished. We have generated informed debate on public education, taxation, public health care, Atlantica and equalization, to name a few.

We have made a difference, over and over again. An example from the past year includes the tax reform measures announced by the Graham Liberal government which followed, almost to the letter, our advice to the Select Committee on Tax Review, an all party committee of the New Brunswick Legislative Assembly.

In health care and education our research and Commentaries have been used to generate the debate that forces change that makes a difference. The ideas and evidence brought forward at our drug policy conference called "When tea and sympathy are not enough" were critical in the discussions leading up to the introduction of the working family pharmacare program here in Nova Scotia. Our Annual Report Card on Atlantic Canadian High Schools has changed how schools, school boards, and provincial education departments record and report student performance. Parents, teachers and students now know more about what is happening inside our schools, than before AIMS championed such openness and accountability. Atlantica is no longer an "AIMS' concept" but an accepted public policy initiative. These are just a few of the changes in our lives for which AIMS can take at least some of the credit.

AIMS staff has delivered policy advice literally around the world; at last count we have done talks in roughly two dozen countries, from New Zealand and Hong Kong to the United Kingdom, France and the United States. So we have grown significantly



L'objectif des groupes de réflexion en politique publique est d'offrir à leurs concitoyens – chefs d'entreprises, médias, responsables de politiques ou simples citoyens – les connaissances et les données nécessaires pour s'assurer que les gouvernements contribueront à renforcer la région et le pays, à les rendre plus sécuritaires et à en assurer la prospérité pour tous.

L'AIMS a été fondée il y a 15 ans, au moment où le gouvernement du Canada s'apprêtait à réduire considérablement ses dépenses dans toutes les régions du pays. À l'époque, le Canada atlantique avait, à tort ou à raison, adopté la stratégie de s'abriter, comme avait l'habitude de le dire Allan J. MacEachen, sous la chaude aisselle du gouvernement. Les

fondateurs de l'institut croyaient que quels qu'aient été les avantages de cette stratégie, elle n'avait aucun avenir. Pourtant, aucun débat ne s'élevait pour tenter de déterminer ce qui devait et qui allait la remplacer. Il y avait un grand vide dans le monde des idées; nous nous sommes hâtés de le combler.

Les 15 dernières années ont été intéressantes et stimulantes, et au moment de rédiger ce rapport qui est mon dernier rapport en tant que président de l'AIMS, je ne peux qu'être fier de ce que nous avons accompli. Nous avons suscité des débats éclairés sur l'éducation publique, sur la fiscalité, sur les soins de santé, sur Atlantica et sur la péréquation, pour ne nommer que ces sujets.

Nous avons fait une différence à d'innombrables occasions. Je cite un exemple tiré des événements de l'année dernière, la réforme fiscale annoncée par le gouvernement libéral de Shawn Graham : cette réforme a suivi presque à la lettre les recommandations de l'AIMS au Comité spécial de l'examen de la fiscalité, comité composé de membres de tous les partis siégeant à la législature du Nouveau-Brunswick.

Au chapitre des soins de santé et de l'éducation, les recherches et les commentaires de l'AIMS ont alimenté le débat qui provoque le changement qui fait la différence. Les idées et les éléments de preuve présentés lors de notre conférence sur la politique concernant les médicaments, intitulée « When tea and sympathy are not enough » (Quand le thé et la sympathie sont insuffisants) ont été largement cités dans les discussions qui ont mené à l'introduction du programme d'assurance-médicaments pour les familles de travailleurs en Nouvelle-Écosse. Notre bulletin annuel sur les écoles secondaires du Canada atlantique a changé la façon dont les écoles, les conseils et commissions scolaires et les ministères provinciaux de l'Éducation enregistrent les résultats des élèves et font rapport à ce sujet. Aujourd'hui, les parents, les enseignants et les élèves sont mieux informés sur ce qui se passe dans nos écoles qu'ils ne l'étaient avant que l'AIMS ne milite pour une telle ouverture et une telle

from beginnings 15 years ago when we looked at policy issues that affected just this region – we grew to be the Atlantic Canadian voice on national public policy issues – to now being recognized for our work regionally, nationally and internationally.

AIMS welcomes its role in providing people the information that prompted shifts in public policy. The impact of our research is not always immediate, but it is becoming more and more obvious. It has been my honour to have been involved with AIMS from its founding to this milestone.

It could not have succeeded without the help of many people. For the staff past and present, I say thank you for your dedication. However, there is no doubt that a big part of the Institute's success, particularly in the early years, was the support from community leaders across this country who provided credibility. We have now, and have had from the beginning, the finest board of any organization in Atlantic Canada. I thank them for their commitment to the idea of AIMS, and their support over the years, even though they had no influence over the projects or research conducted by the Institute.

AIMS continues to build on its past work, and generate new projects. The following are some of the highlights from the 2008/09 fiscal year:

Public Education

“Love it or hate it, [the AIMS] recent annual high school report card offers an added level of accountability in public education that our provincial government seems unable to provide. Parents, teachers and students can all be thankful for that If the institute report card adds a level of public scrutiny that encourages schools to produce better results, then it serves a highly useful purpose.”

Marilla Stephenson, The Chronicle-Herald, 24 April 2009

When the AIMS' Annual Report Card on Atlantic Canadian High Schools was first published in 2003, such a comment from a newspaper columnist was unthinkable. Instead, AIMS was roundly condemned for daring to grade and rank high schools in the region.

The educational establishment howled with outrage and dismissed the findings of the reports, but quietly began to adopt our recommendations. Within a month of the first report card, every province in the region announced new school performance and accountability measures.

reddition de comptes. Atlantica n'est plus un « concept de l'AIMS », c'est désormais une initiative acceptée de politique publique. Ce ne sont là que quelques-uns des changements pour lesquels l'AIMS peut réclamer au moins une partie du crédit.

Le personnel de l'institut a prodigué des conseils d'orientation stratégique autour du monde – littéralement : au dernier décompte, des membres de l'AIMS avaient donné des conférences dans environ 24 pays, dont la Nouvelle-Zélande, Hong Kong, le Royaume-Uni, la France et les États-Unis. L'AIMS a connu une croissance considérable depuis ses débuts il y a 15 ans alors qu'il se penchait sur des enjeux politiques qui touchaient uniquement la région – il a grandi et est devenu la voix du Canada atlantique sur des enjeux nationaux en matière de politique publique – et est aujourd'hui reconnu pour son travail à l'échelle régionale, nationale et internationale.

L'AIMS embrasse son rôle et transmet aux gens l'information qui provoque les changements en politique publique. L'impact de sa recherche n'est pas toujours immédiat, mais il est de plus en plus apparent. C'est un honneur pour moi d'avoir participé aux travaux de l'AIMS depuis sa fondation jusqu'à l'étape qu'il franchit aujourd'hui.

Sa réussite n'aurait pas été possible sans l'aide d'une foule de gens. Je remercie tous les membres du personnel actuel et passé pour leur dévouement. Il ne fait toutefois aucun doute que l'institut doit sa réussite en grande partie, particulièrement pendant ses premières années, à l'appui qu'il a reçu des dirigeants communautaires de tous les coins du pays qui lui ont donné sa crédibilité. L'AIMS peut se targuer d'avoir aujourd'hui, et d'avoir eu depuis le début, le meilleur conseil d'administration de toutes les organisations du Canada atlantique. Je remercie les membres du conseil pour leur engagement à promouvoir l'idée de l'AIMS et pour leur soutien au fil des ans, même s'ils n'exerçaient aucune influence sur les projets ou sur les recherches menés par l'institut.

L'AIMS continue de bâtir à partir de son travail antérieur et à susciter de nouveaux projets. Voici quelques points saillants de l'exercice 2008-2009 :

Éducation publique

« On peut l'adorer ou le détester, mais le plus récent bulletin des écoles secondaires du Canada atlantique publié par l'AIMS ajoute à l'obligation de rendre des comptes en éducation publique un niveau additionnel que le gouvernement provincial semble incapable d'offrir. Parents, enseignants et élèves peuvent en être reconnaissants... Si le bulletin de l'institut accroît la surveillance publique et encourage les écoles à donner de meilleurs résultats, il poursuit un but utile. »

Marilla Stephenson, The Chronicle Herald, 24 avril 2009

The public now knows not only where the system is failing but where it is doing well. In fact, they also now know where their local school is weak, and where it is strong. Resources can be better targeted, the impact of changes and investments can be compared against baseline performance and decisions are made in an informed environment and with full, fair and equal involvement of all stakeholders.

The power of the information monopoly has been well and truly broken and, as a result, performance has improved. In the last round of international tests Newfoundland and Labrador, the province that embraced most quickly the AIMS direction of contextually focused school by school comparative assessment, moved from the bottom of the heap to the middle of the pack. In the face of that immediate and demonstrable impact, the other three Atlantic Provinces have announced similar reforms. The times, they are a changing and, according to both our long time supporters and many of our former critics, the work done by AIMS created the environment in which that change was inevitable.

“The value of the AIMS report card is disputed and may remain so. Some educators are hostile, calling the effort narrow, ideologically-driven, and all but irrelevant. But if nothing else, AIMS has helped erode the encrusted taboos surrounding the assessment of school performance and public access to such data. That’s progress, whether schools are progressing or not.”

Editorial
The Cape Breton Post, 27 April 2009

Fighting City Hall

Accountability by filling in the blanks in our knowledge is what our latest performance project is all about. Our National Municipal Performance Report, done for Maclean’s magazine and their cover story for the July 27th edition, gives taxpayers for the very first time an in depth look into what they really get for their municipal tax dollars. In many cases it is not pretty. The fact that much of this information had to be pieced together from multiple sources or through hours of research is a damning indictment of the openness of our city governments and the paucity of their efforts to track and openly report on what they do for us (or to us?).

The Macleans report is modeled on the groundbreaking work we did reporting on the performance of Nova Scotia and New Brunswick cities, towns and villages earlier in the year. Like our school report cards, the MPRs have given taxpayers across this country the information they need to engage in a fair fight with their public servants about how their money is spent.

Lorsque le premier bulletin annuel des écoles secondaires du Canada atlantique a été publié, en 2003, un tel commentaire d’un éditorialiste aurait été impensable. L’AIMS a été vertement semoncé pour avoir osé juger les écoles secondaires de la région et leur attribuer des notes. Les autorités en place dans le monde de l’éducation ont crié au scandale et rejeté les résultats des bulletins, mais en même temps, elles ont commencé à appliquer les recommandations de l’institut. Moins d’un mois après la publication du premier bulletin, chaque province de la région annonçait de nouvelles mesures de rendement des écoles et des mécanismes de reddition de comptes.

Aujourd’hui, le public sait non seulement où le système éprouve des problèmes, il connaît aussi ses points forts. De fait, les gens connaissent maintenant les forces et les faiblesses de leur école. Les ressources peuvent être mieux ciblées, l’incidence des changements et des investissements peut être comparée au rendement de référence, et les décisions prises sont des décisions éclairées, prises avec la participation pleine, entière et équitable de tous les intervenants.

Le monopole de l’information a bel et bien été rompu et, par conséquent, le rendement s’est amélioré. Aux derniers examens internationaux, Terre-Neuve-et-Labrador, province qui a le plus rapidement adopté l’orientation préconisée par l’AIMS – soit l’évaluation comparative école par école en fonction du contexte – est remontée du dernier rang au milieu de la liste. Face à ces résultats immédiats et concrets, les trois autres provinces atlantiques ont annoncé des réformes similaires. L’heure est au changement et, selon nos partisans de la première heure et beaucoup de nos anciens critiques, le travail accompli par l’AIMS a créé un environnement où le changement est inévitable.

« La valeur du bulletin de l’AIMS est contestée et le restera sans doute. Certains éducateurs s’y opposent catégoriquement, prétendant que c’est un effort inutile, idéologique et sans aucune pertinence. Mais tout compte fait, même s’il n’avait rien réussi d’autre, l’AIMS a contribué à ébranler les tabous bien enracinés qui entouraient l’évaluation du rendement des écoles et l’accès public à ces données. C’est un progrès, que les écoles fassent des progrès ou pas. »

Éditorial, The Cape Breton Post, 27 avril
2009

La lutte contre les autorités municipales

Notre plus récent projet en matière de rendement a trait à la reddition de comptes – nous demandons les renseignements que nous n’avons pas. Le National Municipal Performance Report (rapport national sur le rendement des municipalités) préparé pour le magazine et sujet de l’article-couverture de l’édition du 27 juillet dernier apprend aux contribuables, pour la toute première

It is clear from the reaction across the country; people want this information and are beginning to demand it. This is not an exercise to dictate where municipalities spend tax-payers' money. It is to determine where the money is spent and provide that information to tax-payers to determine whether they are getting value for their money.

Health Care

"We do not see the private clinic as competition, but in fact part of Capital Health," said Chris Brown, CEO of Capital Health District in Halifax, Nova Scotia during an interview on CBC Radio. "The clinic is actually a dental surgical clinic, but we do use it for routine day surgeries all covered by MSI."

"So it is actually public health care service provided in a private facility which helps everyone," replied the host.

That exchange, without a tremour of condemnation on the part of the CBC Radio host, would likely not have taken place three years ago. Background papers and Commentaries produced by AIMS have had an impact on how many view Canada's health care system. Titles such as *Private Supply - Public Benefit*, *Going Public on What is Private*, and *The Potential of Private Sector Health Care in Canada* opened the debate and struck a nerve. As with public education and municipal government, our work has helped change the discussion around public policy, and shifted the thinking about what is possible, doable and acceptable.

The health care debate in Canada is no different. It has been monopolized by those who cling to the status quo. That is beginning to change. More Canadians are now talking about accountability in the public health care system and welcoming the private delivery of publicly funded services.

AIMS has helped with that shift. We have offered a competing "centre of gravity" for health commentary, demonstrating that there are prominent commentators from across the political spectrum who are ready to endorse far-reaching reform efforts.

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In all AIMS published 37 papers and Commentaries through fiscal 2008-09. Our staff and authors were featured in more 600 news stories in print and broadcast across the country. Increasingly our material is used in social media, particularly by bloggers examining public policy issues. Op-eds written by our

fois, ce qu'ils obtiennent véritablement pour les taxes foncières qu'ils paient. Dans beaucoup de cas, le résultat n'est pas reluisant. Le simple fait que beaucoup de ces renseignements ont dû être obtenus à partir d'une multitude de sources ou à la suite de longues heures de recherche constitue une condamnation sans équivoque du manque de transparence des administrations municipales et de leurs piètres efforts pour faire le suivi de ce qu'elles font pour nous (contre nous?) et en faire rapport.

Le rapport Macleans a été préparé sur le modèle du travail innovateur effectué par l'AIMS pour faire rapport sur le rendement des villes et villages de la Nouvelle-Écosse et du Nouveau-Brunswick plus tôt dans l'année. À l'instar du bulletin sur les écoles secondaires, les rapports sur le rendement des gestionnaires ont donné aux contribuables de tous les coins du Canada l'information dont ils ont besoin pour mener une lutte à armes égales avec les fonctionnaires municipaux sur la façon dont leur argent est dépensé.

Les réactions qui ont fusé de toutes les régions montrent que les gens tiennent à ces renseignements et qu'ils commencent à les exiger. Il ne s'agit pas d'une tentative de dicter aux municipalités la façon de dépenser l'argent des contribuables. L'objectif est de savoir où va l'argent et de fournir cette information aux contribuables afin de déterminer s'ils obtiennent une juste valeur pour les sommes dépensées.

Soins de santé

« Nous ne considérons pas la clinique comme concurrent mais plutôt comme un élément du district » affirmait Chris Brown, chef de la direction du Capital Health District (district de la santé de la capitale) de Halifax, Nouvelle-Écosse, lors d'une entrevue à la radio de CBC. « La clinique est une clinique de chirurgie dentaire, mais le district fait appel à elle pour les chirurgies d'un jour couvertes par MSI », a-t-il ajouté.

Ce à quoi l'intervieweur a répondu qu'il s'agit en réalité de soins de santé publique offerts dans une clinique privée, ce qui est bon pour tous.

Cet échange, dépourvu de toute forme de condamnation de la part de l'intervieweur de CBC, aurait été quasi impensable il y a trois ans. Les documents de travail et les commentaires publiés par l'AIMS ont eu des incidences sur l'opinion qu'ont beaucoup de gens du régime de soins de santé du Canada. Des articles comme *Private Supply - Public Benefit*, *Going Public on What is Private*, et *The Potential of Private Sector Health Care in Canada* ont touché un nerf sensible et lancé le débat. Comme cela s'est produit pour l'éducation publique et l'administration municipale,

staff and authors appeared in the *Globe and Mail*, the *National Post*, the *Montreal Gazette*, the *Winnipeg Free Press*, the *Calgary Herald*, as well as all the major newspapers in Atlantic Canada. According to the reach of these media outlets, AIMS comment and analysis was read, viewed or listened to by millions of people through the year.

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

AIMS' work would not be possible without dedicated and committed staff, Board and funders. My sincere thanks to Charles Cirtwill, Executive Vice President, who takes over as President and CEO. I know I have left the Institute in expert and experienced hands. In addition, my thanks to Director of Communications Barbara Pike, Operations Manager Lori Peddle, Research Manager Bobby O'Keefe, and Operations Assistant Denise Deslauriers.

As I mentioned this year in my best selling book, *Fearful Symmetry: The fall and rise of Canada's founding values*, "few people deserve more thanks than my colleagues at AIMS. They patiently endured my absence for almost two years while I was on loan to Finance Canada and then supported me when I came back with writing lust in my eye and holed up with my computer for months on end."

A special thanks for the members of the Board who continue to give freely of their time and advice. Their informed insight of the major issues facing this region and country is valued by the Institute. Their feedback, both positive and negative, adds to the work that we do. I also want to make mention of the stellar Board Chairs that I have had the honour of working with; New Brunswicker Cedric Ritchie, former chairman and CEO of the Bank of Nova Scotia; Purdy Crawford, former chairman and CEO of Imasco and now with Osler Harcourt in Toronto; Gerry Pond, another New Brunswicker, former President and CEO of NB Tel and now chairman of Mariner; David Mann, former CEO of Emera; and the current chair, John F. Irving.

There are also our Research Fellows Peter Fenwick, Patrick Luciani, Brian Ferguson, Julia Witt, David Zitner, David MacKinnon, Alex Wilner and Angus McBeath. Kelvin Ogilvie resigned as research fellow this year after his appointment to the Senate of Canada, but his contribution over the years, particularly on the education file, was significant. There is also the Research Advisory Board under the chairmanship of Robin Neill, that reviews all our material after it is peer reviewed and before it is published.

les travaux de l'AIMS ont aidé à donner une nouvelle orientation aux discussions sur la politique publique et influé sur l'opinion sur ce qui est possible, faisable et acceptable.

Le débat sur les soins de santé au Canada n'est pas différent. Il a été monopolisé par ceux qui s'accrochent au statu quo. Mais cela commence à changer. De plus en plus de Canadiens parlent aujourd'hui de l'obligation de rendre des comptes dans le système public de soins de santé et acceptent volontiers la prestation par le secteur privé de services subventionnés par l'État.

L'AIMS a contribué à ce changement. Il a offert un « centre de gravité » crédible pour les observations sur la santé, démontrant que des commentateurs de premier plan de toutes les tendances sur l'échiquier politique sont prêts à appuyer une réforme en profondeur.

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L'AIMS a publié 37 articles et commentaires au cours de l'exercice 2008-2009. Des membres de son personnel et ses auteurs ont été mentionnés dans plus de 600 articles et reportages diffusés partout au pays. Les textes de l'AIMS sont de plus en plus utilisés dans les médias sociaux, particulièrement par les blogueurs qui s'intéressent aux enjeux de la politique publique. Des articles d'opinion rédigés par le personnel et les auteurs de l'institut ont été publiés dans de grands journaux : *Globe and Mail*, *National Post*, *The Montreal Gazette*, *Winnipeg Free Press*, *Calgary Herald*, ainsi que dans tous les principaux journaux du Canada atlantique. Si on se fie au lectorat de ces médias, les commentaires et les analyses de l'AIMS ont été lus, consultés ou écoutés par des millions de gens tout au long de l'année.

Rien de cela n'aurait été possible sans le généreux soutien financier d'organisations philanthropiques, d'entreprises et du grand public. Que ce soit une contribution de 20 \$ ou de 20 000 \$, la générosité des donateurs permet à l'institut de poursuivre son travail. Je tiens à les remercier tous pour leur confiance.

L'AIMS ne pourrait poursuivre son travail s'il ne pouvait compter sur l'engagement de son personnel, des membres du conseil d'administration et de ses bailleurs de fonds. Je dis aussi merci du fonds du cœur à Charles Cirtwill, vice-président exécutif, qui accède au poste de président et chef de la direction. Je sais que je laisse l'AIMS entre des mains solides et expérimentées. J'offre aussi mes remerciements à Barbara Pike, directrice des communications, à Lori Peddle, directrice des opérations, à Bobby O'Keefe, directeur de la recherche et à Denise Deslauriers, adjointe aux opérations.

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

So AIMS has grown significantly from its beginnings 15 years ago when we looked at policy issues that affected just this region – we grew to be the Atlantic Canadian voice on national public policy issues – to now being recognized for our work regionally, nationally and internationally. I am proud of my association with the Institute and know that while I am moving on to other challenges, I will remain part of AIMS.

Brian Lee Crowley
President

Comme je l'écris dans *Fearful Symmetry: The fall and rise of Canada's founding values*, publié cette année, peu de personnes méritent plus de remerciements que mes collègues de l'AIMS. Ils m'ont patiemment attendu pendant mon absence de près de deux ans alors que j'avais été détaché à Finances Canada, et à mon retour, ils m'ont offert leur appui quand j'ai entrepris la rédaction de ce livre, collé à mon ordinateur pendant des mois.

J'offre un merci spécial aux membres du conseil qui continuent à donner généreusement leur temps et leurs conseils. Leur opinion éclairée sur les grands défis que doivent relever la région et le pays est précieuse pour l'institut. Leurs observations, qu'elles soient positives ou négatives, ajoutent de la valeur au travail de l'AIMS. Je m'en voudrais de ne pas mentionner les extraordinaires présidents du conseil avec qui j'ai eu l'honneur de travailler : Cedric Ritchie, Néo-Brunswickois, ancien président et chef de la direction de la Banque Scotia; Purdy Crawford, ancien président et chef de la direction d'Imasco, aujourd'hui membre du cabinet Osler Harcourt de Toronto; Gerry Étang, autre Néo-Brunswickois, ancien président et chef de la direction de NB Tel, aujourd'hui président de Mariner; David Mann, ancien chef de la direction d'Emera; et John F. Irving, actuel président du conseil.

Je me dois de remercier également Peter Fenwick, Patrick Luciani, Brian Ferguson, Julia Witt, David Zitner, David MacKinnon, Alex Wilner et Angus McBeath, Fellows d'AIMS Cette année, Kelvin Ogilvie a démissionné comme chercheur après sa nomination au Sénat du Canada, mais sa contribution au fil des ans, particulièrement dans le dossier de l'enseignement, a été considérable. Il me faut aussi mentionner le conseil consultatif de recherche, sous la présidence de Robin Neill; le conseil examine tous les documents préparés par l'AIMS avant publication, une fois qu'ils ont été examinés par des pairs.

L'AIMS a connu une croissance considérable depuis ses débuts il y a 15 ans alors qu'il se penchait sur des enjeux politiques qui touchaient uniquement la région – il a grandi et est devenu la voix du Canada atlantique sur des enjeux nationaux en matière de politique publique – et est aujourd'hui reconnu pour son travail à l'échelle régionale, nationale et internationale. Je suis fier de mon association avec l'AIMS et je sais, alors que je m'appête à relever d'autres défis, que je continuerai à en faire partie.

Brian Lee Crowley
Président

October:

Looking at the Atlantic Gateway from across the border.

Using the Port of Halifax as the gateway for Atlantica has been the topic for considerable debate. This transcript of a conversation between AIMS President Brian Lee Crowley Jean-Paul Rodrigue, Associate Professor at the Department of Global Studies and Geography, Hofstra University, Hempstead, NY, provides insight of the opportunities and obstacles.

A Fork in the Road . . . on the Road to Growth?

This Commentary, based on AIMS' submission to New Brunswick's tax reform committee, explains how cuts in taxes can stimulate the economy, even in tough times.



Chicken Little Eats Crow

This paper suggests that Canadian governments build on the existing auction model for wireless communications licences. Among the recommendations, the paper concludes governments should embrace auctions as the means of allocating other assets, such as timber rights, drilling rights, and broadcasting licences.

Physician (Dis)empowerment: The View from Canada

A Commentary based on remarks for a conference organized by the Center for Medicine in the Public Interest (CMPI), Washington, D.C.

November:

The Audacity of Trade

In the compelling case for free trade. How trade makes us rich as well as free. It is based on a talk to the North America Works Conference in Kansas City by Brian Lee Crowley.

Back to Work: The Fall and Rise of Canada's Traditional Values in the Face of Demographic Change

AIMS President Brian Lee Crowley takes a look at the changing demographic and what it will mean to our society.

December:

Hands Off!

From iPhones to WiFi, the CRTC is looking to hold your hand along the new media cyber-road. This Commentary explains why the Commission needs to let go.

Minimum Wages: Operating with a blunt instrument

The first in the AIMS Labour Market Commentary Series shows how the minimum wage keeps the working poor down and eliminates job opportunities.

Payroll Taxes: Killers of jobs, killers of wages

The second in the AIMS Labour Market Commentary Series shows how payroll taxes reduce wages and eliminate job opportunities.

Mandatory Retirement: Why governments should quit banning it

The third in the AIMS Labour Market Commentary Series examines mandatory retirement.

Bans on Strike Replacement Workers: Pouring oil on the fire

The fourth in the AIMS Labour Market Commentary Series examines the bans on strike replacement workers.

January:



The Developing Workforce Problem

Dalhousie University Professor Emeritus Dr. Jim McNiven examines Canada's pending labour shortage and explains the complete policy overhaul that's needed to address it.

Building a National Health System: Learning from other countries' mistakes

This commentary is based on the Annual Economic Lecture of the Cyprus Economic Society and the Bank of Cyprus, presented by AIMS Fellow in Health Care Economics Brian Ferguson.

Who's Irrationally Exuberant Now: Debt-shy consumers or pump-priming politicians?

From the books of the banks to the backs of the taxpayers; this Commentary reflects on why you shouldn't pick up the tab for the current economic crisis.

February:

Times they are a changin' . . . How demographic reality is reshaping education

Our population is getting older. This Commentary, based on a talk to the Canadian Education Association, examines how that fact will impact education policy.



What's Missing from your Wallet?

By February 1st, 2009, between extra payments to government and oil industry, gas price regulation cost consumers in Atlantic Canada more than \$155-million. This background paper explains how price regulation is costing you, your neighbours and your guests money every time you fill up your tank.

Follow or Get Out of the Way: Why the public sector can not and should not lead the charge for the Atlantic Gateway

This Commentary explores the Atlantic Gateway and the Gateway Fund and explains who should lead each initiative.



Use as Needed

This paper examines the practice of "Reference Pricing" – a method used to control spending on prescription drugs by public and private insurance systems. Under this approach, drugs which are judged to be interchangeable are classified in therapeutic classes, and a reimbursement ceiling is set up for the whole class.

March:

Canadian Health Care: Coming soon to a republic near you

This commentary is based on a presentation to the international health reform conference in Washington hosted by the Galen Institute and the International Policy Network.

Ten Lessons for the Recession

New Zealand's Sir Roger Douglas with lessons on how to stimulate economic growth in this recession.

April:

Municipal Performance Report for Nova Scotia

AIMS first annual performance report grades municipalities in Nova Scotia on how efficiently and effectively they provide service to residents.

Municipal Performance Report for New Brunswick

Learn how efficient and effective New Brunswick municipalities are at providing services at a reasonable cost to residents.



AIMS 7th Annual Report Card on Atlantic Canadian High Schools

The authors of AIMS Annual Report Card on Atlantic Canadian High Schools are seeing progress. Progress at individual schools and progress in releasing information to the public, but they also see missed opportunities, and lots of them. AIMS' 7th Annual Report Card on Atlantic Canadian High Schools has the details.

Call it Q.E.D.: Quantitative Easing 'Dementia'

This Commentary dismisses Quantitative Easing as the cure to our economic ills, and points out that printing money out of thin air is disastrous medicine.

May:

Using a wrench as a hammer: Why EI is the wrong tool to respond to loss of income in an economic downturn

This AIMS Commentary by UPEI economist Robin F. Neill examines the employment insurance program and finds it wanting.

Surviving and thriving in an irrational world

Commentary based on remarks to the Alberta Urban Municipalities Association examines how local government can be made more relevant, accountable, and competitive.

In Defence of Liberty: Help is on the Way

Classical liberal author and political thinker Charles Murray explains how developments in the 21st century will reformulate the case for liberty.

The Semiotics of the Credit Crunch and the Next Bubble

Or the year from hell - and what year is this? - AIMS Fellow in Financial Markets examines past economic 'bubbles' and warns of a Stimulus Bubble.

June:

We don't need another hero! Why Hollywood should not be the inspiration for education reform in Atlantic Canada

This commentary examines how empowering local schools and educators improve student performance.

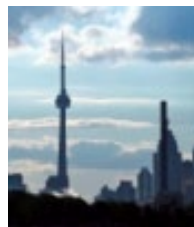
The Green, Green Shoots of Hope

Are they the weeds in the garden of recovery? AIMS Fellow in Financial Markets says the economic recovery hasn't yet sprouted.

Islamism and the Infiltration Challenge

This is a transcript of remarks made by Marc Lebuis, Founder and Editor of Point de BASCULE in Montreal, to the 2009 Civitas National Conference.

July:



National Municipal Performance Report

This report, featured in Macleans magazine, grades the performance of 31 of Canada's largest cities and capitals. The results help tell us whether we get value for the money we spend in municipal taxes.

Technical Appendix: National Municipal Performance Report

This gives you the background and reference material for AIMS' National Municipal Performance Report.

The downturn . . . and after

In this Commentary, based on remarks to Finance Canada's 2009 Senior Managers' Retreat, Brian Lee Crowley says Canada could recover economically stronger than the US.

True Roots: Canada's forgotten political tradition of individual liberty, limited government, self-reliance and personal accountability

Commentary traces Canada's political roots and shows our attachment to our 'kinder self' is a recent reincarnation - and not at all what the founding fathers had in mind.

August:

The future of unions: Are they a dying breed?

Commentary based on national radio interview with AIMS Executive Vice President Charles Cirtwill.

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

Physician (Dis)empowerment: The View from Canada

October 2008 – Washington, D.C.

AIMS President Brian Lee Crowley was one of a select group of health care policy experts from around the globe invited to present to an international conference organized by the Center for Medicine in the Public Interest (CMPPI).

The Audacity of Trade

November 2008 - Kansas City, Missouri

In a talk to the North America Works Conference in Kansas City, Missouri, AIMS President Brian Lee Crowley explained why it is more incontestable than ever that our continental prosperity depends on smooth and uninterrupted exchanges across the border.

Canadian Health Care: Coming soon to a republic near you

March 2009 – Washington D.C.

As leaders in the United States again talked about publicly funded health care, many experts suggest the U.S. should first look at public health care in other countries.

In that light, the International Policy Network and the Galen Institute gathered leading health care policy experts from around the globe for a conference in Washington, D.C., called "*Lessons from Abroad for Health Reform in the US*".

AIMS Founding President Brian Lee Crowley was one of the panelists.

Times they are a changin' . . . How demographic reality is reshaping education

May 2009 – Fredericton, NB

It's no secret our population is ageing. The public policy implications are tremendous. Particularly when you consider within the next decade we may well have too few people available to work to support those who cannot work either because of age (too young, too old) or disability. AIMS Executive Vice President Charles Cirtwill was invited to provide the keynote at the annual Meeting of the Canadian Education Association.

Surviving and thriving in an irrational world

April 2009 – Red Deer, AB

Contrary to all the evidence, there are still some people who think bigger is better when it comes to local government. AIMS Founding President was guest speaker at the Alberta Urban Municipalities Association annual general meeting

The downturn . . . and after

August 2009 – Ottawa, ON

AIMS Founding President Brian Lee Crowley was invited back to present the keynote remarks to Finance Canada's 2009 Annual Senior Managers' Retreat

Turning Around Education Policy and Performance

Institute of Public Administration of Canada

August 2009 - Fredericton, NB

Executive Vice President Charles Cirtwill was a panellist at this national conference to talk about education.

Mount Saint Vincent University Economy Panel

September 2009 – Halifax, NS

AIMS Incoming President Charles Cirtwill was asked to join other community leaders to discuss the state of the economy.

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

Another Voice / National economy: Rebuild the housing markets through immigration

November 4th, 2008

The National Post; The Buffalo News; The Press-Enterprise; The Providence Journal

While most are rehashing what went wrong and pointing fingers of blame during this economic crisis, AIMS President Brian Lee Crowley is looking at solutions. This opinion article, written with Dori Segal, appeared in the National Post in Canada and several major US newspapers. It suggests a solution to rebuild the housing market is through immigration.

Beyond belief: Canadians who target other Canadians

November 5th, 2008

The Globe and Mail

In this op-ed that appeared in the Globe and Mail, AIMS Security and Defence Fellow Alex Wilner explains the threat of home-grown terrorism on Canada. He provides four strategies that the government needs to adopt to counteract the threat.

Canada's bubble economy

November 10th, 2008

Toronto Star

In this op-ed in the Toronto Star, AIMS Senior Fellow David MacKinnon explains that neither the nation nor Ontario can afford endless regional subsidies. He says the global economic environment has once more highlighted the problems with Canada's equalization programme and provides a few suggestions to fix the problem.

Equalization: end the nightmare

November 21st, 2008

Telegraph-Journal; Chronicle-Herald

The dream of equalization, of comparable services for all Canadians, has turned into the nightmare of entrenched disparity and dependence. In this op-ed, AIMS Executive Vice President Charles Cirtwill explains how equalization perpetuates the very inequities it is intended to diminish.

A legacy for generation Z

November 23rd, 2008

Calgary Herald

This editorial in the Calgary Herald uses AIMS' work on non-renewable resource revenues to make its point. AIMS has repeatedly published material that tells Governments revenues from non-renewable resources (such as oil & gas) should not be squandered on day to day operations.

Remind me again how gas regulation is "working"?

December 5th, 2008

The Chronicle-Herald; The Cape Breton Post; New Glasgow Evening News; Amherst Daily News

Gas price regulation costs money and we're the ones paying. That's the conclusion of a report commissioned by the Nova Scotia government. When the same government announced it will continue gas price regulation, AIMS Senior Policy Analyst Bobby O'Keefe had to ask why. The resulting op-ed appeared in newspapers across the province.

Standardized testing pays off for N.B. schools

December 5th, 2008

Telegraph-Journal; Times & Transcript

Parents and students in New Brunswick have a new tool to help improve public education. The province is now releasing a report card of school by school results on how students do in provincial tests. In this op-ed, AIMS Senior Policy Analyst Bobby O'Keefe says it's a first step; the next is to push for local control and choice so the school community can use the information to improve student achievement.

Grading schools means changing expectations

December 6th, 2008

Telegraph Journal

This week the New Brunswick government followed AIMS' advice and started publishing school by school student achievement results. In this editorial, AIMS educational research was cited as proof that publishing school results on standardized testing and teacher assigned grades improves the quality of education.

Another Voice / Drug reimportation: Without tort reform, effort won't lower costs much

December 23rd, 2008

Buffalo News

In this op-ed that appeared in the Buffalo News, AIMS President Brian Lee Crowley explains why drug re-importation from Canada will not solve the problem of rising prescription drug costs in the United States.

Stimulus you can believe in

December 30th, 2008

Telegraph-Journal; Chronicle-Herald; Winnipeg Free Press

As governments propose spending our way out of the economic meltdown, AIMS executive Vice President Charles Cirtwill proposes a less taxing stimulus. This op-ed appeared in newspapers across the country.

Americans pay big tort tax on drugs

January 6th, 2009
Providence Journal

In this op-ed that appeared in the Providence Journal, AIMS President Brian Lee Crowley explains why drug re-importation from Canada will not solve the problem of rising prescription drug costs in the United States. He reminds Americans how the US legal system imposes a huge tax on health care that Canadians do not have to pay.

Freedom 85, or why you'll work forever

January 12th, 2009
Chronicle Herald

Freedom 55 no longer exists for baby boomers. It is actually closer to Freedom 85. An AIMS paper by Jim McNiven prompted this column from Jim Meek in the Chronicle-Herald which opens the debate on the pending labour shortage.

"Because I told you so": It wasn't good enough then, it's not good enough now - January 20th, 2009

Halifax Magazine

Have municipalities made a big mistake by amalgamating into mega-cities? AIMS Executive Vice President Charles Cirtwill says the evidence was there all along to say yes. In this op-ed, requested by Halifax Magazine, Cirtwill makes the case for de-amalgamation.

Let's deregulate tuition fees

January 29th, 2009
Dal Gazette

A presentation at Dalhousie University on post-secondary education, by AIMS Executive Vice-President Charles Cirtwill, has stirred debate among students on campus. The latest is this article that appears in the Dal Gazette.

The steep price of gas stability

February 3rd, 2009
Chronicle Herald

AIMS latest paper, What's Missing from your Wallet? and its Money Guzzling Gas Regulation Gauge prompted this column in the Halifax Chronicle Herald by business editor Roger Taylor.

Be irrational – please

February 5th, 2009
Montreal Gazette; Winnipeg Free-Press

AIMS newest research fellow has arrived with a bang. Fellow in Financial Markets Harry Koza reflects on the economy, the budget and the advice being handed out to taxpayers. He says we shouldn't foot the bill for economic stimulus at home or with government. The op-ed appears in the Montreal Gazette and Winnipeg Free-Press.

The morality of oilsands growth

February 6th, 2009
Calgary Herald

The debate on how to ethically spend the oilsands money continues and this editorial in the Calgary Herald uses an AIMS paper to make its point.

Increasing our population, our future depends on it

February 11th, 2009
Chronicle Herald

An AIMS paper is forcing Nova Scotians to look at the demographic changes that are occurring. In this op-ed, businessman Rob Batherson uses the AIMS paper to explain how Nova Scotia could be in a state of crisis if nothing is done.

Why buying American could backfire

February 16th, 2009
Bangor Daily

Perry Newman, a member of the AIMS Board of Directors, explains why buying American can backfire on Americans in this op-ed in the Bangor Daily.

We are paying for gas pricing

February 18th, 2009
Telegraph Journal; Times & Transcript

This op-ed appeared in the Telegraph-Journal in response to the commentary, AIMS research manager, Bobby O'Keefe wrote on gas price regulation in New Brunswick.

Our Orwellian world of politics

February 20th, 2009
Montreal Gazette

AIMS Research Fellow Harry Koza wrote this op-ed that appeared in the Montreal Gazette on the fiscal stimulus. Based on his Commentary, Who's irrationally exuberant now: Debt shy consumers or pump priming politicians?, Koza points out why "spend, spend, and spend" is not the best message for these economic times.

And we quote...

March 18th, 2009
Telegraph Journal

Everyone has something to say about the new tax program announced in New Brunswick. It was the focus in the Telegraph Journal's "And we quote" section this week. AIMS Executive Vice-President Charles Cirtwill opinion was featured.

NB will see your stimulus and raise you, tax relief

March 19th, 2009

Telegraph Journal; Chronicle Herald

New Brunswick's plan to lower taxes is in line with research presented by AIMS that shows lowering income tax is a better way to stimulate the economy. This op-ed by AIMS Executive Vice-President Charles Cirtwill that appeared in several provincial daily newspapers shows why this tax policy is a major boost to New Brunswick.

The road to lower taxes leads to New Brunswick

March 20th, 2009

The Globe and Mail

The plan to lower taxes in New Brunswick takes a page out of AIMS own work on such public policy. In this op-ed that appeared in the Globe and Mail, AIMS Executive Vice President Charles Cirtwill explains how tax cuts can do more to stimulate the economy than infrastructure spending.

All data, no information

March 8th, 2009

The New Glasgow News; Truro Daily News; Amherst Daily News

This editorial in daily newspapers applauds AIMS Municipal Performance Report and points out that public reporting by municipalities should not be considered a luxury.

After the Performance Report, What Comes Next?

April 14th, 2009

Telegraph Journal

AIMS Municipal Performance Report for New Brunswick re-opened the public discussion about municipal service and efficient spending. It also prompted the Telegraph Journal to request an op-ed from AIMS Executive Vice President Charles Cirtwill.

The Way I See It: Making the grade from the right viewpoint

April 14th, 2009

The Bathurst Northern Light

This columnist in the Bathurst Northern Light explains that while he may not agree with AIMS on many things, he does believe the Institute is on the right track with the Municipal Performance Report. Public access to information is critical to accountability within government.

A cure worse than the crisis

April 17th, 2009

Calgary Herald; Montreal Gazette; Telegraph Journal

An op-ed written by AIMS Research Fellow Harry Koza was featured on opinion pages of newspapers across the country, including the Montreal Gazette and Calgary Herald. Koza, in his direct fashion, dismisses 'quantitative easing' as a solution to the economic crisis, saying it will cause more problems than it solves.

Ups and downs of high school report cards

April 24th, 2009

The Chronicle Herald

The AIMS 7th Annual Atlantic High School Report Card has a lot of people talking. This column in the Chronicle-Herald points out that one of the greatest advantages of the report is that it forces accountability upon our public school system.

Report card sees progress

April 25th, 2009

The Cape Breton Post

This editorial in the Cape Breton Post highlights the advantages of AIMS annual high school report card. It concludes, "But if nothing else, AIMS has helped erode the encrusted taboos surrounding the assessment of school performance and public access to such data."

AIMS report could be refined

May 21st, 2009

Times & Transcript

In this column in the Times & Transcript, author David Gingras makes suggestions on how to improve the AIMS Municipal Performance Report, and concludes the report can be a valuable tool for local governments and taxpayers.

A new way to help the jobless: Create a temporary program for those hurt during an economic crisis

May 27th, 2009

The Globe and Mail

In this op-ed published in The Globe and Mail, AIMS Executive Vice President Charles Cirtwill provides a blueprint for fixing EI and helping those who've lost their jobs in this economic crisis.

Gas regulation does nothing to save you money

June 3rd, 2009

The Chronicle-Herald

In this op-ed that appeared in the Chronicle-Herald, AIMS Executive Vice President Charles Cirtwill refutes claims that gas price regulations saves consumers money. He uses facts to explain how regulation costs us millions of dollars each year.

Maine Municipal begs to differ

June 4th, 2009

Kennebec Journal

This op-ed published by the Kennebec Journal in Augusta, Maine uses AIMS' research on municipal amalgamation to make its point. Geoff Harman encourages readers to review a recent AIMS' publication to make informed comment on public policy.

Why a little tax competition is a good thing: Maine is following in New Brunswick's footsteps

July 7th, 2009

The Globe and Mail

New Brunswick's move to tax reform has prompted action from across the border. This op/ed by AIMS Executive Vice President Charles Cirtwill published in The Globe and Mail explains why other jurisdictions need to follow suit.

City ranking is another blow to Tremblay

July 25th, 2009

The Montreal Gazette

This column by Henry Aubin in the Montreal Gazette credits the AIMS National Municipal Performance Report with providing the evidence for what ails Montreal city hall.

Positive Next Generation survey a plus for Halifax

July 31st, 2009

The Chronicle Herald

The AIMS National Municipal Performance Report continues to generate public discussion. This business column points out that such reports can be used to help improve cities so they are more attractive to the next generation of workers.

Greying Canada to turn job market upside-down

August 2nd, 2009

The Financial Post

An AIMS paper on the population crunch prompts this Ottawa columnist to talk with experts about strategies to counter-act the pending demographic shift.

It's Your Deficit Now Premier Dexter

August 17th, 2009

The Chronicle Herald

In this op-ed that appeared in The Chronicle-Herald, AIMS Executive Vice President offers some advice for Nova Scotia's new premier. He points out that there are some tough fiscal decisions to be made, and they should not include the wasteful practices of the previous Tory government.

New deficit killers prepare to hack

August 19th, 2009

The Cape Breton Post

This editorial in the Cape Breton Post uses research from AIMS to analyze the fiscal choices of Nova Scotia's new provincial government.

Save one job – and kill how many more?

September 24th, 2009

The Telegraph Journal

When workers from Alberta arrived in Saint John to work on the LNG plant, local workers protested saying the jobs should go to New Brunswickers. AIMS Executive Vice President Charles Cirtwill was asked to provide an op-ed on the topic. In this piece he draws on previous work by AIMS that shows local-first policies hurt everyone.

The following are just a small sampling of the more than 600 distinct news articles written in the past year quoting AIMS staff or our research. We continue to be in demand to explain public policy issues and our research is often used to generate discussion on key issues. In addition, more and more often, AIMS' material is finding its way on social media pages, including blogs. Following this selection of 'traditional' media hits, is a sampling of some of the social media interest.

The U.S. financial crisis could spell trouble for the Atlantic Gateway project

October 3rd, 2008 - Telegraph-Journal

The current economic woes may affect Atlantica in the short term, and AIMS Director of Research Ian Munro says government must present a competitive tax regime, promote schools and universities, and ensure the infrastructure is in place, such as good roads and ports, to accommodate increased traffic.

Not in our backyard

October 4th, 2008 - Telegraph Journal

When the New Brunswick Telegraph-Journal was looking for informed comment on the worsening economic climate, it turned to AIMS executive Vice President Charles Cirtwill. Speaking specifically of housing prices, he points out the scenario is completely different in Canada than what happened in the United States.

Class dismissed

October 7th, 2008 - The Coast

This column by Halifax writer and journalism professor Stephen Kimber, questions whether parents and students are being short-changed in the recent review of Nova Scotia school governance. His comments mirror AIMS' recent Commentary "Yes, Minister" which urges a full discussion of all the options.

Don't wait for minister, official says: Gateway Red tape, not infrastructure, blocks trade corridor, think-tank says

November 11th, 2008 - Telegraph-Journal

The news media turned to AIMS for comment on a go forward plan for the Atlantic Gateway in light of Ottawa's recent promise to set spending priorities.

Grits should lock down salaries to help economy

November 26th, 2008 - Daily Gleaner

New Brunswick's Speech from the Throne hints that the government's tax reform programme may be delayed because of the deepening global economic crisis. AIMS Executive Vice President Charles Cirtwill explains that tax reform cannot wait, particularly in tough times.

Liberals to back away from tax reform?

November 26th, 2008 - Times & Transcript

As the global economic crisis deepens; New Brunswick Premier Shawn Graham says his government may have to back away from significant tax reform. AIMS Executive Vice President says it is actually the government's tax reform programme that will help the province and to delay is wrong.

Grading schools means changing expectations

December 6th, 2008 - Telegraph Journal

This week the New Brunswick government followed AIMS' advice and started publishing school by school student achievement results. In this editorial, AIMS educational research was cited as proof that publishing school results on standardized testing and teacher assigned grades improves the quality of education.

Report: Rethink minimum wage

December 11th, 2008 - Chronicle-Herald

The first in the four part AIMS Labour Market Commentary Series gained attention across the country. This article is from the Chronicle-Herald in Nova Scotia.

N.B. legislature committee calls for income tax cuts, hike in HST

December 12th, 2008 - CBC Radio

An all-party committee of the New Brunswick legislature appears to have listened to AIMS. Its report on tax reform mirrors much of the material AIMS submitted to the committee earlier this year. AIMS President Brian Lee Crowley says there is stimulative value to cutting taxes particularly in a time of such economic uncertainty.

Unions strike new note: Organized labour confronts the financial crisis

December 20th, 2008 - The National Post

As the National Post examined what it called the new union movement; it turned to AIMS for perspective.

Keir won't play poker with oil prices

January 6th, 2009 - Canada East News Service

With oil prices reaching record lows New Brunswickers are wondering why the price of power is not going along with it. AIMS Executive Vice-President Charles Cirtwill explains, the purchasing policy in place for New Brunswick does not work for consumers.

Will bonus scandal change NB Power?

January 6th, 2009 - Times & Transcript; The Daily Gleaner; The Bugle Observer

People in New Brunswick are outraged according to the news media about salary bonuses paid to NB Power executives. In this story, AIMS Executive Vice President Charles Cirtwill explains that simple economics could quell the anger.

Towns may face bigger crunch: Institute VP: More businesses likely to fight property taxes

January 7th, 2009 – The Chronicle Herald

In tough economic times businesses are more inclined to look at ways to cut costs, and many these days are looking at their property tax bill. AIMS Executive Vice-President Charles Cirtwill suggests that means an increase in appeals of property tax assessments, which if successful could mean a drop in revenues for towns and cities throughout the region.

Future labour shortages could invite future unrest: report

January 8th, 2009 - Vancouver Sun; Regina Leader-Post; CanWest Online; Ottawa Citizen; Windsor Star; Calgary Herald; Montreal Gazette

Canada faces a massive labour shortage and lowered standard of living in the coming decades. This story that appeared in newspapers across the country focuses on an AIMS paper by Jim McNiven which highlights the issues and the implications for the nation.

Skilled worker shortages continue despite recent job losses

January 12th, 2009 - Canwest News Service

Job shortage or labour shortage? The latest figures on Canada's employment rate shows that depends on where one lives. This article that appeared in newspapers across the country uses AIMS paper, The Development Workforce Problem, to make its point.

Canada: Study Finds Current Economic Downturn Will Not Solve Demographic Problems; Governments Must Switch Gears

January 13th, 2009 - Aging Workforce News

AIMS paper on the developing workforce problem prompted this posting on the Aging Workforce News weblog.

NBers oldest in country

January 17th, 2009 - Telegraph Journal

New Brunswick's population is among the oldest in Canada and that trend does not appear to be changing any time in the near future. AIMS Executive Vice-President Charles Cirtwill says it is too late to fix the problem but government can do a few things to help alter the situation.

NB Liquor brews up controversy

January 19th, 2009 - Times & Transcript

NB Liquor stirs up controversy as it announces it will sell a bargain priced beer all year long under the crown corporation. AIMS Executive Vice-President Charles Cirtwill says it's another example of why NB Liquor should be privatized.

New president's policies will likely affect New Brunswick

January 20th, 2009 - Telegraph Journal

As US President Barack Obama prepares to take the oath of office, this story in the Telegraph-Journal examines what affect the new administration could have on New Brunswick. AIMS President Brian Lee Crowley explains reopening NAFTA is a concern.

'Permatemp' academics a looming crisis for universities

January 23rd, 2009 – The National Post

The National Post turned to AIMS Senior Fellow in Post-Secondary Education, Kelvin Ogilvie, as it examined the strike at York University. He said universities need to return to their core missions.

Left, right warn against provincial deficits

January 23rd, 2009 - The Chronicle Herald; The Cape Breton Post; The St. John's Evening Telegram; The Daily Gleaner; The Truro Daily News; The New Brunswick Telegraph-Journal

With provincial governments in Atlantic Canada talking about running budget deficits, Nova Scotia NDP Leader Darrell Dexter and AIMS Executive Vice-President Charles Cirtwill found themselves preaching the same message. They both warn against deficit financing.

Universities with higher part-time profs lead to lower graduation rates

January 26th, 2009 - Calgary Herald; National Post

With the York University strike entering its 12th week, the National Post decided to take a look at the state of the country's universities. It turned to AIMS' Senior Fellow Kelvin Ogilvie for insight on what's happening in post-secondary institutions - labour-wise.

It's a pain in the octane

February 2nd, 2009 – The Chronicle Herald

The Chronicle-Herald featured AIMS report on gas price regulation on its front page pointing out that gas price regulation is a long-term drain on your wallet.

Gas Price Regulation Costing Atlantic Canadians; AIMS

February 2nd, 2009 - VOXM

The AIMS Money Guzzling Gas Regulation Gauge stirred much debate on the cost to Atlantic Canadian consumers, including numerous news stories on VOXM Radio in Newfoundland and Labrador.

Think-tank: deregulation costs \$150 million

February 3rd, 2009 - The Journal Pioneer

The AIMS Money Guzzling Gas Regulation Gauge tracking the cost of gas price regulation to Atlantic Canadians made the news around the region, including this story in the Journal Pioneer.

Gas price regulation gouging consumers, think-tank says.

February 3rd, 2009 - The Guardian; Daily Gleaner; Cape Breton Post; New Glasgow Evening News, Truro Daily News, Amherst Daily News
The AIMS Money Guzzling Gas Regulation Gauge shows consumers second by second how much extra they pay for gasoline because of price regulation. The gauge and an accompanying background paper, "What's Missing from your Wallet", attracted headlines around the region.

Regulation cost consumers millions: think-tank

February 3rd, 2009 - The St. John's Telegram; Western Star
Gas price regulation is costly for consumers across Atlantic Canada. This story in the St. John's Telegram and the Corner Brook Western Star looking at the impact of gas regulation in Newfoundland and Labrador.

Une étude conclut à un coût élevé de la réglementation des prix de l'essence

February 3rd, 2009 - Argent
AIMS research on the cost of gas price regulation was also picked up by the news media in Quebec, where gas prices are also regulated.

Atlantic Canada's drivers pay more for gas regulation: think-tank

February 4th, 2009 - CBC
The AIMS Money Guzzling Gas Regulation Gauge has stirred much controversy over the cost of gas regulation to Atlantic Canadian consumers. This CBC article takes a look at a few of the arguments on both sides of the coin.

Fredericton mayor says city's economy diversified

February 5th, 2009 - Telegraph Journal; Daily Gleaner
Fredericton mayor, Brad Woodside responds to AIMS Executive Vice-President Charles Cirtwill's suggestions on how to make New Brunswick and Fredericton a more private-sector friendly place.

Un groupe déplore les coûts de la réglementation des prix de l'essence

February 6th, 2009 - Metro Montreal
AIMS Money Guzzling Gas Regulation Gauge is still causing much debate throughout the country. This story was featured in the Metro Montreal.

Now's the time to renovate, minister says

February 6th, 2009 - Chronicle Herald
With the Federal budget allowing for many people in the province to renovate their homes and receive a tax break on supplies many are jumping at the opportunity. But AIMS asks whether the renovator? With a labour shortage and long delays to find painters, plumbers and electricians, we need to be cautious in our estimates of what this program can do to stimulate economic activity as opposed to simply creating inflation and even greater scarcity of skills.

Are community schools the answer?

February 18th, 2009 - Times & Transcript
As the need for new schools in New Brunswick grows people begin to look at the advantages of building multi-use community schools. AIMS Executive Vice-President Charles Cirtwill explains how this can bring the center of the community back to the schools.

Despite recession, looming labour shortage big threat

February 18th, 2009 - Canwest News Service; Amherst Daily News; Truro Daily News
AIMS' paper on the pending labour shortage by Jim McNiven continues to make headlines, including this article in Canwest News Service. AIMS President Brian Crowley suggests that the labour shortage will be Canada's greatest economic challenge over the next 50 years.

AIMS: N.S., N.B. deal may stifle other agreements

February 26th, 2009 - Chronicle Herald
As Nova Scotia and New Brunswick sign an agreement to allow for free movement of goods and services, AIMS Executive Vice-President Charles Cirtwill cautions as it makes it difficult to then promote national agreements.

Government: In search of the real Harper

March 2nd, 2009 - Canadian Business
In this article in Canadian Business, writer John Gray asks, based on the Tory budget, whether Prime Minister Stephen Harper has pulled the ultimate about-face. One of the opinion leaders he turned to was AIMS President Brian Lee Crowley.

Double-dipping should be a no-no for government, union and watchdogs say

March 13th, 2009 - Daily Gleaner
AIMS Executive Vice President Charles Cirtwill speaks out against government departments that buy-out civil servants with early retirement packages only to re-hire them back as expensive consultants.

Merit pay for meritorious work: Does it belong in the classroom?

March 16th, 2009 - CBC Radio Morning Shows - Goose Bay, Cape Breton, Quebec City, Ontario AM, Moncton, Yellowknife, Whitehorse, Sudbury & Kelowna

CBC Radio morning shows across Canada called on AIMS Executive Vice President Charles Cirtwill to explain the merits, or not, of merit pay for teachers in the public school system.

Long-awaited tax reforms unveiled

March 18th, 2009 - Telegraph Journal

The New Brunswick plan to lower taxes is the big star of this week's provincial budget. In this story in the Telegraph-Journal, AIMS Executive Vice-President Charles Cirtwill explains that the plan is a positive step for boosting investment and job creation.

N.B. cuts taxes, runs deficit to spur economy

March 18th, 2009 - National Post

The New Brunswick Liberal government has a plan for self-sufficiency by 2026. Its 2009 budget that includes a plan to lower taxes is a step in the right direction according to AIMS Executive Vice President Charles Cirtwill.

Market Studies Institute Calls Budget Way to Self Sufficiency

March 18th, 2009 - CHSJ Country 94.1

AIMS Executive Vice President Charles Cirtwill was featured in an interview on CHSJ radio in Saint John, New Brunswick discussing the provincial budget. He calls it a positive step on the road to self-sufficiency.

Toward some good ol' common sense

March 19th, 2009 - Times & Transcript

Alec Bruce a columnist for the Times & Transcript based his weekly column on the new tax program the New Brunswick government just announced. He says he agrees with AIMS Executive Vice President Charles Cirtwill that this was a great step forward for the province.

Jobless clamouring to go east

April 3rd, 2009 - The Chronicle Herald; Globe and Mail; The Guardian; Daily Gleaner; The Telegram; Times & Transcript

AIMS Executive Vice-President Charles Cirtwill says there appears to be a new slogan in the job market, "Move east, young person." In this article in the Globe and Mail, Cirtwill explains how Atlantic Canada's economy is more diversified, so there are still jobs in the region begging to be filled.

Kelly gets Irish advice

April 7th, 2009 - The Chronicle Herald

Tom Hartley, the Lord Mayor of Belfast, made a stop in Halifax this week to discuss how he feels the city can benefit from the Belfast experience. AIMS Executive Vice-President Charles Cirtwill says Halifax will not grow, as Belfast did, until all levels of government stop holding the city back.

Lockeport tops municipal report card

April 7th, 2009 - The Chronicle Herald

AIMS' first annual Municipal Performance Report for Nova Scotia made headlines on the day of its release. This story in the provincial edition of the Chronicle Herald provides highlights of the report.

Inverness County makes grade in report on municipalities

April 8th, 2009 - Cape Breton Post

The Cape Breton Post featured this article on the results of their municipalities in the AIMS Municipal Performance Report for Nova Scotia.

Where we stand

April 8th, 2009 - The New Glasgow News

New Glasgow was an average municipality in the AIMS Nova Scotia Municipal Performance Report, released this week. In this article in the local newspaper, AIMS Executive Vice-President Charles Cirtwill explains what that means.

Small towns score big

April 8th, 2009 - Telegraph Journal

AIMS Municipal Performance Report found small towns in New Brunswick the most efficient. This article in the New Brunswick Telegraph Journal features AIM's findings.

Amherst performing below provincial average, says AIMS report card

April 8th, 2009 - Amherst Daily News; The Citizen

AIMS released the Nova Scotia Municipal Performance Report this week and Amherst has areas that could be improved. AIMS Executive Vice-President Charles Cirtwill says Amherst should look to the smaller town of Parrsboro for ways to make those improvements.

Tilting at windmills: Atlantic Canada's new energy economy.

April 9th, 2009 - Canada.Com

Atlantic Canada is not feeling the recession the way are other regions of Canada. In this article, AIMS Executive Vice-President Charles Cirtwill explains why and says investing in the private sector is now more important than ever.

Smaller N.B. communities more efficient: report

April 9th, 2009 - Times & Transcript

AIMS New Brunswick Municipal Performance Report was released this week and found that cities, like Fredericton are not performing as well as the smaller municipalities. AIMS Executive Vice-President Charles Cirtwill says this report is meant to give people a single place to find information on their municipality.

Hampton scores above Sussex, mayor pleasantly surprised

April 14th, 2009 - Kings County Record

AIMS New Brunswick Municipal Performance Report was well received in the municipality of Hampton. However, in this story the mayor of Hampton explains how his municipality will use the performance report to improve.

Province's new tax scheme a 'bold stroke'

April 15th, 2009 - Telegraph Journal

New Brunswick's new tax program was enacted Tuesday in legislature. AIMS Executive Vice-President Charles Cirtwill says this is proof the government is dedicated to lowering taxes.

N.S. high schools leading region, report says

April 21st, 2009 - The Chronicle Herald

AIMS released the 7th Annual High School Report Card which shows Nova Scotia schools are gradually improving.

Boiestown school N.B.'s best

April 21st, 2009 - Daily Gleaner

The Daily Gleaner in Fredericton headlined the AIMS 7th Annual Report Card on Atlantic Canadian High Schools in this story focusing on schools around the provincial capital.

A passing grade - Stewiacke, East Hants earn decent marks

April 22nd, 2009 - Enfield Weekly Press

It would appear that a municipalities ranking in AIMS' Municipal Performance Report is an indication of whether it accepts the report or not. In this news article, community leaders in Stewiacke and East Hants seem to be pleased.

Serving up a healthy helping of grandma's hash

April 22nd, 2009 - Telegraph Journal

Herb Duncan discusses the performance of Saint John city council after AIMS released the New Brunswick Municipal Performance Report.

AIMS report card yields interesting data, says minister

April 22nd, 2009 - Daily Gleaner

New Brunswick Education Minister Kelly Lamrock says parents should use the AIMS annual high school report card to learn what's happening in their schools. He believes parents should break down the data and find where improvements can be made in the classroom.

Getting better

April 22nd, 2009 - The Chronicle Herald

Data collected for the AIMS 7th Annual High School Report Card shows that high school graduates from Nova Scotia are not doing well in calculus once in university. AIMS Executive Vice-President Charles Cirtwill says this needs to change.

AIMS issues school report card

April 22nd, 2009 - Amherst Daily News

AIMS Annual Report Card on Atlantic Canadian High Schools generated debate around the region. Schools are now using the report to identify strengths and weaknesses. This article focuses on Cumberland County schools, and AIMS Research Manager Bobby O'Keefe says they are making improvements.

Report card time

April 22nd, 2009 - Truro Daily News

This article in the Truro Daily News takes a look at the results for area high schools in AIMS annual report card. Local educators say they use the report to determine where they can improve performance.

Pictou Academy scores high marks on AIMS report card

April 22nd, 2009 - The New Glasgow News

Schools in Pictou County, Nova Scotia finished in the middle of the pack in the AIMS Annual Report Card on Atlantic Canadian High Schools. Pictou Academy's principal says this is good but the school still needs improvement in a few areas.

AIMS finds some Island schools hard to read for report

April 22nd, 2009 - The Guardian; The Journal Pioneer

AIMS 7th Annual Report Card on Atlantic Canadian High Schools highlighted the lack of information for some schools on Prince Edward Island. That's because publicly-funded post secondary institutions are not covered by the province's Freedom of Information legislation.

AIMing for excellence

April 23rd, 2009 - Here New Brunswick's Urban Voice

The biggest cities in New Brunswick didn't do as well in the AIMS Municipal Performance Report as the smaller municipalities. AIMS Executive Vice-President Charles Cirtwill warns though everything in the report must be taken in context.

A passing grade - Stewiacke, East Hants earn decent marks

April 23rd, 2009 - Enfield Weekly Press

The towns of Stewiacke and East Hants were graded in the AIMS Nova Scotia Municipal Performance Report. Both municipalities earned decent grades for the services they provide residents.

Deux écoles de Kedgwick et de Saint-Quentin parmi les meilleures

April 23rd, 2009 - L'Acadie nouvelle

AIMS released the 7th Annual High School Report Card this week and the results were featured in the L'Acadie Nouvelle.

Re-thinking education - 7th high school report card

April 30th, 2009 - Progress

For the seventh year in a row, Progress magazine featured the AIMS Annual Report Card on Atlantic Canadian High Schools. This year reporters took a look at education choice.

Despite recession, looming labour shortage big threat

May 2nd, 2009 - Telegraph Journal

AIMS' extensive research on the labour market and the impact of the demographic shift is used in this news story about the pending labour shortage.

Cut fat from civil service

May 19th, 2009 - Times & Transcript; Daily Gleaner

In this front page story, AIMS Research Manager Bobby O'Keefe explains why the New Brunswick government would be wise to reduce the size of its civil service.

Workers head east: Population Collapse in manufacturing means Ontario's loss is New Brunswick's gain

May 20th, 2009 - Telegraph Journal

Recent data from Statistics Canada shows New Brunswick's population growth from immigration on the rise. AIMS Executive Vice President Charles Cirtwill points out workers losing their jobs in central and western Canada are heading east because this is where there are new opportunities.

Dexter's 'conservative progressive' dawn

June 11th, 2009 - The Globe and Mail

AIMS President Brian Lee Crowley was invited by the Globe and Mail to provide comment on the election of Nova Scotia's first NDP government. His response is a no holds barred critique of the province's 'old' political parties.

What's the deal with union benefits?: Unions in PR battle for benefits in bad times

June 19th, 2009 - The National Post

The National Post called on AIMS Executive Vice President Charles Cirtwill to provide insight of some union benefits that may need rethinking in today's economic environment.

Utility on the block: For sale Premier says Quebec meetings may include discussions on privatizing NB Power

June 24th, 2009 - Telegraph-Journal

With the New Brunswick government talking about the possible privatization of NB Power, reporters turned to AIMS executive Vice President Charles Cirtwill for expert comment. Cirtwill says sell the utility. "The challenge you have is government trying to run a business, but you don't have anyone in government with the credentials. They don't have experience operating private sector companies."

Government takes the lead on population growth

July 10th, 2009 - Times & Transcript

New Brunswick cabinet minister Victor Boudreau uses AIMS research and quotes AIMS Executive Vice President Charles Cirtwill as he explains his government's policy on population growth.

Burnaby named best-run city in Canada

July 16th, 2009 - Burnaby NewsLeader

Not surprising the publication of AIMS' National Municipal Performance Report in Maclean's magazine prompted instant reaction in the top city, Burnaby, BC.

London one of Canada's best-managed cities, survey says: Macleans ranking measures most services for lowest cost

July 16th, 2009 - London Free Press

News stories were circulating on the web within minutes of Maclean's publication of its Best (and Worst) Managed Cities edition based on AIMS' National Municipal Performance Report. This story appeared in the online edition of the London Free Press.

Best-run city survey puts Thunder Bay at 23

July 17th, 2009 - TB News Watch

In this story from Thunder Bay a city official questions whether the National Municipal Performance Report provides a fair comparison between cities. He attempts to explain why his city didn't fare too well.

Study ranks Sherbrooke 6th

July 17th, 2009 - The Sherbrooke Record

This report in the Sherbrooke Record provides an overview of AIMS' National Municipal Performance Report as featured in Maclean's magazine.

City well-run, study finds

July 17th, 2009 - The London Free Press

News of London's top ten finish in AIMS National Municipal Performance Report was welcome news in the Ontario city.

Halifax rates poorly on best-run cities list

July 17th, 2009 - The Chronicle Herald

Halifax's low-ranking in the AIMS National Municipal Performance Report is discussed in this news article from the Chronicle-Herald.

Burnaby, B.C., takes top spot in survey as 'a model for the rest of Canada'

July 17th, 2009 - Canwest News Service

This story that ran on the CanWest News Service features the results of western cities in the AIMS National Municipal Performance Report.

Metro Vancouver cities among best run in Canada: survey

July 17th, 2009 - The Vancouver Sun

News that BC cities topped the AIMS National Municipal Performance Report were quickly picked up on website, including this update on The Vancouver Sun site.

Survey says we're among worst-run cities

July 18th, 2009 - The Windsor Star

AIMS' National Municipal Performance Report which Maclean's used for its Best and Worst Cities issue, attracted attention across the country. IN this story in the Windsor Star, a local councillor says he sees the survey as an opportunity to improve.

Healthcare reforms warnings from France and Canada

July 20th, 2009 - Reuters

Health care reform has become a major policy issue in the United States as US President Barack Obama promotes significant reform. This article, co-authored by AIMS Founding President Brian Lee Crowley, appeared on the Reuters wire service.

Palmarès des villes canadiennes: un service Cadillac pour déneiger la capitale

July 22nd, 2009 - Le Soleil

This column in Le Soleil uses the AIMS National Performance Report and Maclean's Best (and Worst) Cities edition to open the debate on municipal services in Quebec City.

Why Vancouver works

July 23rd, 2009 - Maclean's

The commentary from Maclean's magazine explains why it wanted to use the AIMS National Municipal Performance Report for a Best (and Worst) Run Cities edition.

If HRM were a colour, it'd be grey

July 23rd, 2009 - The Chronicle-Herald

This Chronicle-Herald columnist suggests residents shouldn't be surprised by Halifax's poor showing in the AIMS' performance report and Maclean's feature.

Think-tank survey calls Charlottetown one of Canada's worst-run cities

July 23rd, 2009 - The Canadian Press. The Cape Breton Post; The Truro Daily News, The Journal-Pioneer; The Guardian; The New Glasgow Evening News; The Amherst Daily News; The Chronicle-Herald

This Canadian Press story appeared in newspapers around Atlantic Canada. It quotes businessman Tim Banks explaining that the AIMS National Municipal Performance Report is a tool to be used to make improvements.

Survey says... Winnipeg caught in the middle

July 24th, 2009 - The Winnipeg Free Press

The Winnipeg Free Press talked to AIMS Research Manager Bobby O'Keefe about the National Municipal Performance Report and Winnipeg's grade.

City does well in Maclean's best-city survey

July 24th, 2009 - The Sudbury Star

The mayor of Sudbury says he will take a close look at AIMS National Municipal Performance Report to determine how to make improvements in his city.

City tanks in performance report

July 28th, 2009 - The Barrie Advance

This article in the Barrie Advance reviews the city's results in the AIMS National Municipal Performance Report. It says while the city may do well on recreation and culture, it is wanting in some key municipal service areas.

Gas regulation hurting small stations - manager

July 29th, 2009 - The Daily Gleaner

News that Shell is closing some low volume gas stations in New Brunswick revives the discussion about gas price regulation. In this story in The Daily Gleaner, AIMS Executive Vice President Charles Cirtwill explains regulation does not save stations from closing.

Effectiveness of city hall measured by residents

August 1st, 2009 - The Barrie Examiner

The city hall report for the Barrie Examiner suggests AIMS National Municipal Performance Report is a valuable tool to make people think about the municipal services they receive and the taxes they pay for them. However, he says it's up to residents to decide whether the service is good at a good price.

London's star is finally rising

August 1st, 2009 - London Free Press

The AIMS National Municipal Performance Report is used in this column to generate a discussion about accountability in London's City Hall.

Recession is over

August 2nd, 2009 - Philippine Star

This article in an international electronic newsletter for ex-pats from the Philippines uses Burnaby's results in AIMS' National Municipal Performance Report to promote the city.

Atlantic Canada study group: HST helped bring prices down

August 10th, 2009 - News 1130

The harmonized sale tax may be coming to more provinces across Canada. As the debate heats up in British Columbia, AIMS was asked to explain the impact of the HST in three of the four Atlantic Provinces.

Calls renewed for fiscal update

August 19th, 2009 - The Telegraph Journal

There are calls in New Brunswick to release a fiscal update. AIMS Executive Vice President Charles Cirtwill explains there should always be openness and transparency in government finances, but cautions fiscal forecasts, are just that - forecasts.

Poor literacy skills need aggressive intervention

August 26th, 2009 - The Daily Gleaner

AIMS Executive Vice President Charles Cirtwill explains how school choice provides for better education. He was part of an education panel at the national convention of the Institute of Public Administration of Canada.

Energy failure: New Brunswick's plan for self-sufficiency has hit a snag

August 26th, 2009 - The National Post

While the national media scoff at New Brunswick's plan for self-sufficiency, AIMS Executive Vice President Charles Cirtwill is supportive of the Liberal government's goal.

Reading it right: Province says it's on right track raising literacy scores, critics say aim not high enough

September 9th, 2009 - Telegraph-Journal

AIMS incoming President Charles Cirtwill explains there's still lots of work to be done to improve literacy scores in New Brunswick. He says for starters the province needs to provide school choice, so parents can send their children to the school they think will provide the best education. Cirtwill says that will provide the incentive to schools and boards to work toward improving student performance.

Was Ontario too quick to fold agency's hand?; Lotto, Gaming Corp.; Critics say moves made too fast, with little gained

September 8th, 2009 - The National Post; Canwest News Service

A review by the Ontario government of spending by certain crown corporations and agencies, prompted this article in The National Post. AIMS Executive Vice President was asked whether the government is being a little over-zealous. He explains that accountability and transparency at all levels of government is important.

Province's equalization payments increase

November 5th, 2008 - CanadaEast On-Line

As New Brunswick prepares to receive more equalization money from Ottawa than it projected earlier in the year, AIMS Executive Vice President Charles Cirtwill suggests the provincial government should spend the 'extra' money wisely.

Serious economic challenges may delay tax reform: N.B. premier

November 25th, 2008 - CBC OnLine

The New Brunswick government is hinting it will delay its tax reform initiative because of the global meltdown. Called for comment, AIMS President Brian Lee Crowley explained that the reform is needed. He says at the very least the government should begin phasing in the tax cuts.

Charles Cirtwill: Alternative Strategies for Post Secondary Education

December 5th, 2008 - Blog: The Clever Canuck

This posting on The Clever Canuck blog explains that AIMS Executive Vice President Charles Cirtwill is on the right track when he talked about reforms within Canada's post-secondary education system.

The Developing Workforce Problem

January 9th, 2009 - Trading Day - Business News Network

AIMS's paper on the shifting demographic and the resulting labour crunch attracted attention across the country, including this interview on BNN, Business News Network, with author Dr. Jim McNiven.

National labour shortage will become part of Canadian economic life

January 19th, 2009 - Daily Commercial News; Construction Corner Blog

AIMS' paper by Jim McNiven on Canada's labour shortage attracted attention across the country, including this editorial in the Daily Commercial News and Construction Corner Blog, a national publication.

Canada: Study Finds Current Economic Downturn Will Not Solve Demographic Problems; Governments Must Switch Gears

January 12th, 2009 - Aging Workforce News

An AIMS paper on the workforce crisis continues to gain attention across the country. This article on Jim McNiven's paper "The Development Workforce Problem" appeared in the electronic newsletter Aging Workforce News.

Labour shortage on the horizon

February 10th, 2009 - bankrate.com

This story in the electronic newsletter bankrate.com highlights the AIMS paper written by Jim McNiven of the pending labour shortage in Canada.

Cost and Consequences of Government Health-Care Decision Making

March 11th, 2009 - The Heritage Foundation Blog

As the United States again debates the merits of publicly funded health care, AIMS President Brian Lee Crowley cautions not to repeat the mistakes of the Canadian health care system. His remarks to an international conference on health reform in Washington, D.C. are highlighted in this blog posting.

Evidence-Based Legislation? Lessons From Abroad

March 13th, 2009 - Science Based Medicine Blog

A presentation to an international health reform conference by AIMS President Brian Lee Crowley attracted the attention of this medical blog. Crowley provides insight of the Canadian health care system and the lessons the US should draw from the Canadian experience.

Market Studies Institute Calls Budget Way to Self Sufficiency

March 18th, 2009 - CHSJ Country 94.1 Blog

AIMS Executive Vice-President Charles Cirtwill was featured on the CHSJ Country 94.1 blog speaking on New Brunswick's new tax program.

Forecast for Ottawa and Beijing: Light Frost

March 20th, 2009 - CANCAHM e-magazine

In this article requested CANCHAM magazine in Shanghai, AIMS President Brian Lee Crowley discusses the trading opportunities between Canada and China.

What's Wrong with Canada's Healthcare System?

March 24th, 2009 - MedPage Today Blog

AIMS President Brian Lee Crowley was one of the international experts gathered to discuss publicly funded health care at the "Lessons from Abroad" conference hosted by the Galen Institute and International Policy Network in Washington. His presentation prompted this blog entry in MedPage Today.

New Report on Municipalities

April 8th, 2009 - Country 94 News - Blog

The release of the AIMS New Brunswick Municipal Performance Report was featured on Country 94 News in Saint John. This is an article posted to the station's website.

Municipal report card

April 8th, 2009 - Wolfville Watch

AIMS Nova Scotia Municipal Performance Report prompted more than a few media stories and blog entries. This from the Wolfville Watch blog asks the municipal government for better performance on all fronts.

AIMS Report Card is Out

April 21st, 2009 - Country 94 News - Blog

Within minutes of the release of AIMS' Annual Report Card for Atlantic Canadian High Schools, news rooms were using the story. This article was used in broadcast and online newscasts.

Cape Breton school ranks first in province

April 22nd, 2009 - 101.5 The Hawk - Blog

A Cape Breton school received the best grade in Nova Scotia in the AIMS 7th Annual Atlantic High School Report Card.

and "Guess" where Charlottetown is...

July 22nd, 2009 - TimBanks.com

This blog from businessman Tim Banks suggests no one should be surprised at Charlottetown's poor results in AIMS' National Municipal Performance Report.

City Report Card

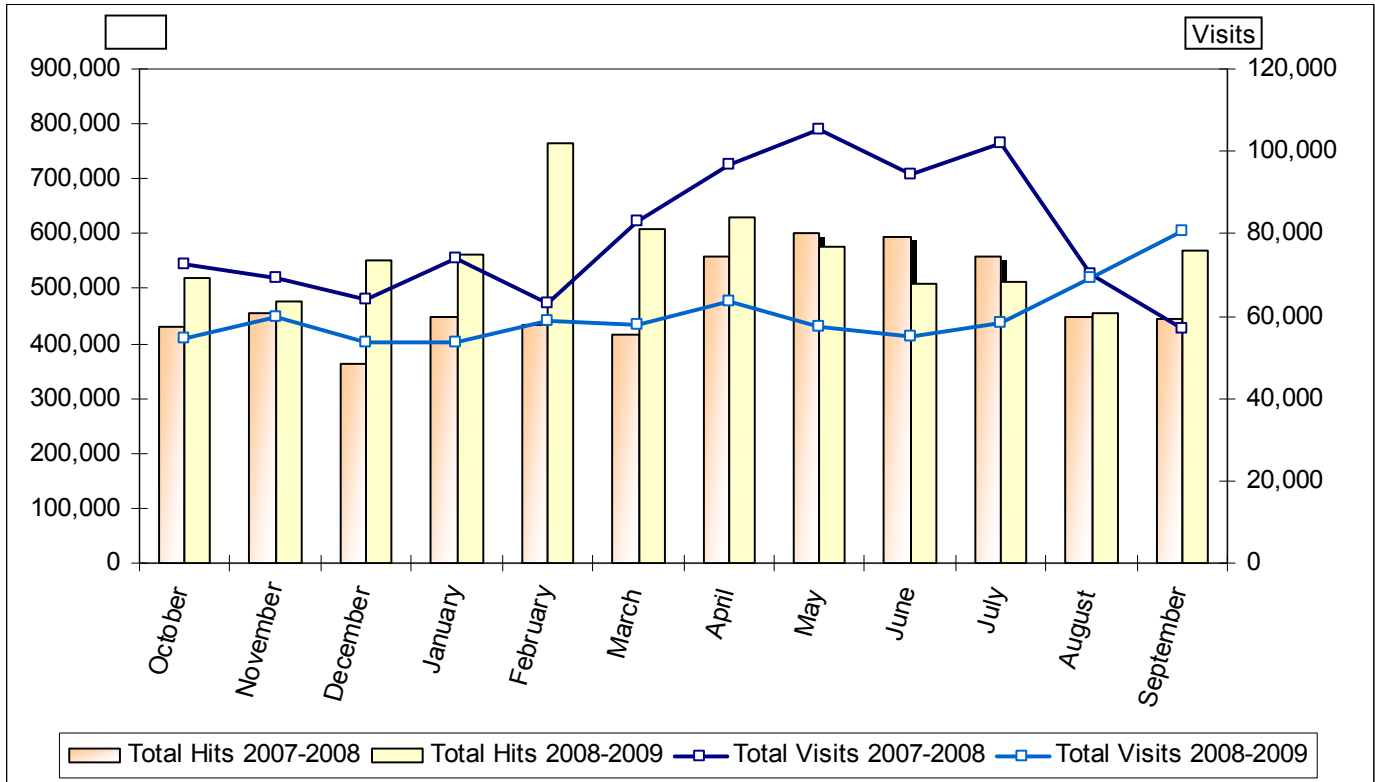
July 25th, 2009 - Wolfville Watch

This posting from the Wolfville Watch blog encourages people to review AIMS National Municipal Performance Report to better understand how to measure the bang you get for the money spent on municipal taxes.

Unsound financial management, the stunning Oram admission

September 22nd, 2009 - The Sir Robert Bond Papers

Blogger Ed Hollet uses AIMS research to make his point about provincial budget in this posting on the Sir Robert Bond Papers.



Legend	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Total
Hits 07-08	431,195	454,045	363,591	448,288	432,783	417,664	559,332	600,098	594,071	559,175	447,914	445,992	5,754,148
Visits 07-08	72,692	69,031	63,911	74,199	63,078	83,023	96,880	105,104	94,368	102,180	70,275	57,146	951,887
Hits 08-09	520,939	475,668	552,751	561,788	765,271	608,125	627,902	576,223	507,442	512,901	456,641	567,522	6,733,173
Visits 08-09	54,396	59,925	53,394	53,675	58,768	57,775	63,599	57,350	54,829	58,488	69,419	80,787	722,405

**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, 2009 and for the year then ended on which we expressed an opinion without reservation in our report dated **November 13, 2009**. 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
13 November 2009



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 2009 et pour l'exercice terminé à cette date à l'égard desquels nous avons exprimé une opinion sans réserve dans notre rapport daté du le **13 Novembre 2009**. 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 13 novembre 2009



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, 2009 • Pour l'exercice terminé le 30 septembre, 2009

Revenue/Revenus

Donations/Dons		
Foundations	\$ 584,081	
Corporate and Individual	452,944	
Events/Events	7,234	
Interest/Intérêts	601	
Other/Autres	(610)	
		<u>\$1,044,250</u>

Expenses/Dépenses

Salaries and Benefits/ Salaires et benefices	588,162	
Contract Fees/Frais de contrats	163,629	
Other/Autres	370,692	
		<u>(1,122,483)</u>

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

\$ (78,233)

Fund balance, beginning of year /
Surplus du fonds de fonctionnement, début de l'exercice \$ 264,803

Excess of Revenue over Expenditures /
Excédent les dépenses sur des revenus (78,233)

**General Fund Equity, End of year/
Surplus du fonds de fonctionnement, fin de l'exercice**

\$ 186,570

Balance Sheet /Bilan

September 30, 2009/ le 30 septembre, 2009

Assets/Actif \$ 443,558

Liabilities/Passif (256,988)

Fund Balance/Solde de fonds \$ 186,570

Armour Group	Haven Manor	Michael Collier Clayton
Atlantic Corporation	Hyndman & Co.	Moosehead Breweries
Atlantic Economics	Imperial Manufacturing	NSSC
Aurea Foundation	Imperial Oil Ltd.	Pfizer CDA
BellAliant Inc	ING	Purdy Crawford
Bell & Grant	Insurance Bureau of Canada	Queen Anne Inn
Bluewave Energy	Irving Oil Ltd.	Read Restaurants (Hampton Leasing)
Canadian Petroleum Products Institute (CPPI)	Isles Foundation	RBC Foundation
CCL Group	Jaqueline Thayer Scott	Richard Robicheau
Comeau's Seafood Ltd	John Dobson Foundation	Robert Deegan
Commercial Properties	John Kitiz	Ronald Burton
Corridor Resources	J.S. Palmer	Rx&D
DD Transport	KPMG	Shaw Group
Don Glendenning	Larry Swenson	Southwest Properties
Donner Canadian Foundation	Lotte & John Hecht Foundation	Steve Chipman
Earhart Foundation	L.W. MacEachern	TD Financial Group
Empire Company Ltd.	Maple Leaf Foods	Ultramar
EnCana	Marigold Foundation	Veso Sobot
Exxon Mobil	Mary Himsl	Warren Transport
George Weston	Max Bell Foundation	Weston Foundation
Great West Life	McCain Foods Ltd.	William Ritchie (Ritchfam Holdings Ltd.)
G.S. Stanfield	McInnes Cooper	Windward Foundation
	Merck Frosst	



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