

ANNUAL REPORT/RAPPORT ANNUEL 2002-2003



Market Studies

Atlantic
Institute for
AIMS
Market Studies



Annual Report/Rapport Annuel

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The People Behind AIMS 2002–2003/L'Équipe de AIMS 2002–2003

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Patrick Luciani, AIMS Fellow in Urban Policy
Thomas L. Tucker, AIMS Fellow in Natural Resource Policy
David Zitner, AIMS Fellow in Health Care Policy

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Charles Cirtwill, Director of Operations
Karen Fraser, Finance
Rolando Inzunza, Coordinator of Development
Don McIver, Director of Research
Jordi Morgan, Director of Communications and Development
Bonnie M. Williams, Administrative Assistant

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

My second year as Chairman of AIMS, Atlantic Canada's public policy think tank has seen impressive growth in both the Institute's capacity and influence.

Later in this Annual Report you will find examples of the Institute's generating thoughtful papers, creating opportunities for important dialogue, engaging the public imagination through the media, and clear evidence of how AIMS is directly influencing important public policy.

I'm very proud to be associated with the Institute and the group of fine individuals providing core support for its work. It is my pleasant task here to recognize those who contributed to AIMS' success in 2002–2003.

I want to emphasize how much the Institute benefits from the contributions of our donors, our directors, our Research Advisory Board members, our Advisory Council members, our volunteers, and our staff.

Our donors allow the Institute to continue. This year we have seen growth in support from individuals, corporations, and foundations, evidence that the work of the Institute is having a direct impact on the region. It's clear however, there is still much room for growth. New corporations and foundations are coming on board, and now that AIMS has been granted charitable status in the United States, we are hoping to expand our donor base into new territory.

I must also recognize the dedication of our extraordinary Board of Directors. It is very gratifying to have individuals of regional and national stature lending their names, their experience, and their wisdom to the Institute. It is particularly satisfying to see the Board continually bolstered by energetic and influential newcomers.

Ma deuxième année à titre de président du Conseil de AIMS, le groupe de réflexion en politique gouvernementale du Canada atlantique, aura été témoin d'une croissance impressionnante tant sur le plan de la capacité que sur celui de l'influence de l'Institut.

Un peu plus loin dans le présent rapport, vous trouverez des exemples de la manière dont l'Institut a su produire des rapports réfléchis, créer des occasions de dialogue important et engager l'imagination du public par les médias; vous verrez clairement comment AIMS influence directement les politiques gouvernementales.

Je suis très fier d'être associé à l'Institut et au groupe de distingués individus qui fournissent le soutien essentiel à son travail. Le rôle agréable que j'ai maintenant à jouer est de reconnaître ceux qui ont contribué au succès de AIMS en 2002–2003.

Je tiens à souligner combien l'Institut bénéficie des contributions de ses donateurs, de ses directeurs, des membres de son Conseil consultatif sur la recherche, des membres de son Conseil consultatif, de ses bénévoles et de ses employés

Nos donateurs permettent à l'Institut de continuer sa mission. Nous avons observé cette année une augmentation du soutien apporté par les particuliers, les sociétés et les fondations, ce qui prouve que le travail de l'Institut a un impact direct sur la région. Il est quand même clair qu'il y a place pour encore beaucoup plus. De nouvelles sociétés et fondations se joignent à nous, et maintenant que AIMS a obtenu le statut d'organisme de charité aux États-Unis, nous espérons étendre notre banque de donateurs dans ce nouveau territoire.

Je dois aussi souligner le dévouement de notre extraordinaire Conseil d'administration. Il est très agréable d'avoir à ses côtés des personnes de réputation régionale et nationale qui prêtent à l'Institut leur nom, leur expérience et leur sagesse. Il est particulièrement satisfaisant de voir que le Conseil est continuellement stimulé par l'arrivée de nouveaux membres influents et énergiques.

It is with regret that I will be stepping down as Chairman at the Institute's AGM in November 2003. My term as director of the Institute has expired, and so I am happy to pass the torch to my successor, David Mann, who is returning to the Board after a one-year absence and taking on the Chairman's role. I know that he will find it as rewarding and stimulating as I have done. David will be aided in this task by Peter Godsoe, who has kindly agreed to serve as Vice Chair as AIMS moves into its 10th Anniversary year. I'm sure it will be an exciting and rewarding period for the Institute.

I would especially like to thank the Institute's outgoing Vice Chair, the Hon. John Crosbie, who has been extremely active and supportive of the Institute's work. John's term as director has also expired, but I'm pleased to say that John has chosen to stay with the Institute as a member of the Advisory Council.

My sincere thanks to all the members of the Board of Research Advisors, who, under the leadership of their Chair, Robin Neill, have contributed so much to ensuring that the Institute's research effort meets the most demanding standards.

Thanks to our Corporate Secretary, Fae Shaw, and our Treasurer, Martin MacKinnon. Their work as volunteers ensures the organization functions smoothly.

Finally, there is the staff. I am still taken aback by how much the Institute produces with so few resources. My congratulations to Director of Operations Charles Cirtwill, not only for his day-to-day running of the Institute but for being able to produce the high school report card at the same time. Thanks as well to Administrative Assistant Bonnie Williams, Coordinator of Development Rolando Inzunza, Finance consultant Karen Fraser, Webmaster Saar Fabrikant, Events organizer Lynne Pascoe, and Director of Communications and Development Jordi Morgan.

C'est avec regret que je quitterai mon poste de président du Conseil de l'Institut lors de l'AGA de novembre 2003. Mon mandat de directeur de l'Institut est terminé et je suis heureux de passer le flambeau à mon successeur, David Mann, qui revient au Conseil après une absence d'un an; il assumera le rôle de président du Conseil. Je sais que, tout comme moi, il trouvera l'expérience enrichissante et stimulante. David pourra compter sur l'aide de Peter Godsoe qui a si aimablement accepté d'être vice-président du Conseil au moment où AIMS entame l'année qui marque son 10^e anniversaire. Je suis certain qu'il s'agira là d'une période excitante et enrichissante pour l'Institut.

J'aimerais tout particulièrement remercier le vice-président sortant de l'Institut, l'hon. John Crosbie, qui a participé très activement au travail de l'Institut et qui lui a accordé son soutien. Le mandat de John à titre de directeur a aussi pris fin mais je suis heureux de préciser qu'il a choisi de maintenir son association avec l'Institut à titre de membre du Conseil consultatif.

Mes remerciements les plus sincères à tous les membres du Conseil consultatif sur la recherche qui, sous la direction de leur président, Robin Neill, ont tant contribué en veillant à ce que les efforts de recherche de l'Institut répondent aux normes les plus exigeantes.

Je remercie notre secrétaire, Fae Shaw, et notre trésorier, Martin MacKinnon. Leur travail à titre bénévole fait en sorte que l'organisation tourne rondement.

Il y a enfin le personnel. Je suis toujours surpris par la quantité de travail que produit l'Institut avec si peu de ressources. Mes félicitations au directeur de l'exploitation, Charles Cirtwill, non seulement pour son travail quotidien de direction de l'Institut, mais pour avoir réussi à produire en même temps le bulletin de rendement des écoles secondaires. Je remercie en outre l'adjointe administrative, Bonnie Williams, le coordonnateur du développement, Rolando Inzunza, la responsable des finances, Karen Fraser, notre webmestre, Saar Fabrikant, la responsable des conférences et des publications, Lynne Pascoe, et notre directeur des communications et du développement, Jordi Morgan.

I want to express both my personal thanks, and the thanks of all of those associated with AIMS, to our President, Brian Lee Crowley. 2002–2003 has been an extremely busy year, and the growth of the Institute and its profile nationally and internationally is evidence of his leadership, dedication, and very hard work. I also want to say well done to Brian for bringing the Sir Antony Fisher International Memorial Award to AIMS for the fourth time.

Congratulations to everyone participating in AIMS' success.

Gerald L. Pond
Chair



Je tiens à adresser à notre président, Brian Lee Crowley, mes remerciements personnels et les remerciements de tous ceux qui sont associés à AIMS. L'exercice 2002–2003 a été une année extrêmement chargée. La croissance de l'Institut et sa visibilité aux plans national et international sont la preuve de son leadership, de son dévouement et de son dur labeur. Je veux aussi le féliciter pour avoir permis à AIMS de remporter le *Sir Antony Fisher International Memorial Award* pour la quatrième fois.

Mes félicitations à toutes les personnes qui participent au succès de l'Institut.

Gerald L. Pond
Président du conseil d'administration

President's Message/Rapport du président

Whether it was the national coverage of our groundbreaking *Definitely NOT the Romanow Report* on health care, or White House policy advisor and speechwriter David Frum's characterization of AIMS as "the Special Forces of the think tank movement", or our fourth Sir Antony Fisher Memorial Award for think tank excellence, or Opposition Leader Stephen Harper's comment that, "dollar for dollar, AIMS is the best think tank in Canada", or the invitation from Charles Baillie at TD Canada Trust to write the paper on the future of regional development policy for the TD Canada Trust Forum on Canada's Standard of Living, or the invitation to address an international audience in New Zealand on who should own the seas — this was a banner year for recognition of the influence of AIMS and the contribution that we make to the regional, national, and international policy debate.

I'll not repeat here all the information you'll find throughout this Annual Report about the incredible range of activities of AIMS over the past year, but I will pick out a few things that are particularly worthy of mention.

Definitely NOT the Romanow Report and Our Fourth Fisher Prize

Building on our Sir Antony Fisher Award-winning paper of four years ago ("Operating in the Dark: The Gathering Crisis in Canada's Public Health Care System"), as well as my personal membership on Alberta Premier Ralph Klein's Advisory Council on Health (the Mazankowski Committee), AIMS was perfectly positioned to run its own "alternative Royal Commission" on the future of Canada's medicare system.

Que ce soit la couverture nationale de notre *Definitely NOT the Romanow Report* sur les soins de santé – démarche tout à fait inédite –, ou le fait que David Frum, rédacteur de discours et conseiller en politique à la Maison-Blanche, ait décrit AIMS comme « les Forces spéciales du mouvement des centres d'étude et de recherche », ou notre quatrième prix Sir Antony Fisher Memorial Award pour l'excellence dans notre domaine, ou les commentaires de Stephen Harper, chef de l'Opposition, qui disait que « à parts égales, AIMS est le meilleur groupe de réflexion en politique gouvernementale au Canada », ou l'invitation de Charles Baillie chez TD Canada Trust à rédiger le document sur l'avenir de la politique sur le développement régional pour le TD Canada Trust Forum on Canada's Standard of Living, ou encore l'invitation à prendre la parole en Nouvelle-Zélande devant un auditoire international sur le sujet de la propriété de la mer — c'est là une année record en matière de reconnaissance de l'influence de AIMS et de la contribution que nous apportons au débat régional, national et international sur la politique gouvernementale.

Je ne vais pas reprendre ici toute l'information que vous trouverez dans le présent rapport annuel concernant l'incroyable gamme d'activités de AIMS au cours de la dernière année, mais je vais choisir certains points qui sont particulièrement dignes de mention.

Definitely NOT the Romanow Report et notre quatrième prix Fisher

Compte tenu de notre document lauréat du prix Sir Antony Fisher il y a quatre ans (« Operating in the Dark: The Gathering Crisis in Canada's Public Health Care System »), et du fait que j'étais personnellement membre du comité consultatif sur la santé du premier ministre de l'Alberta Ralph Klein (le Comité Mazankowski), AIMS était très bien placé pour tenir sa propre « commission royale » sur l'avenir du système d'assurance-maladie du Canada.

While federal health care commissioner Roy Romanow was traveling the country with his message that there was nothing wrong with medicare that more money wouldn't fix, the AIMS health care team, consisting of Dr. David Zitner, Professor Brian Ferguson, Intern Brett Skinner, and me, supported by a grant from the Max Bell Foundation, were producing a major report and commissioning a dozen background papers that presented a much more faithful portrait of our health care system. Contrary to Mr. Romanow, we saw a system shot through with major design flaws and wrestling, with indifferent success, to come to terms with major change.

Because Mr. Romanow was controlling the terms of the health care debate by releasing his own conclusions through speeches and media conferences, while not actually releasing his report, AIMS decided to take the initiative and break open the discussion. We achieved this by releasing our own *Definitely NOT the Romanow Report* to frenetic media coverage several days before Mr. Romanow made his own report public. Not only did we succeed in generating significant attention for our own work, but we also shaped the debate around Mr. Romanow's own work. We were delighted at this success, but that delight was redoubled when the Institute won its fourth Sir Antony Fisher Award for *Definitely NOT the Romanow Report*.

The Fisher Prizes are the Academy Awards of the international think tank community. Over 100 think tanks in scores of countries are eligible. I am proud to say that no other think tank in the world has won more Fisher Awards than AIMS (two others have won it four times, both much bigger organizations in the US). We set out to prove at AIMS that top flight public policy work could be done in Atlantic Canada, not just on a regional or even national basis, but internationally as well, and this recognition is another sign of our success in reaching that goal.

Pendant que le commissaire fédéral aux soins de santé, Roy Romanow, parcourait le pays en soutenant que l'assurance-maladie n'était pas si mal en point et qu'une injection de fonds pourrait la remettre sur pied, l'équipe sur les soins de santé de AIMS, composée de David Zitner, du professeur Brian Ferguson, du stagiaire Brett Skinner et de moi-même, soutenue par une subvention de la Fondation Max Bell, produisait un important rapport et commandait une dizaine de documents de synthèse qui présentaient un tableau beaucoup plus fidèle de notre système de soins de santé. Contrairement à M. Romanow, nous avons vu un système souffrant d'importantes faiblesses au plan de sa conception et luttant, avec un succès indifférent, pour composer avec des changements importants.

Puisque M. Romanow orientait le débat sur les soins de santé en rendant publiques ses propres conclusions par le truchement de discours et de conférences de presse, sans toutefois rendre public son rapport, AIMS a tout simplement pris l'initiative de lancer le débat. Nous avons donc rendu public notre propre rapport intitulé *Definitely NOT the Romanow Report*, accueilli avec frénésie par la presse plusieurs jours avant que M. Romanow ne rende public son propre rapport. Nous étions ravis de cette réussite mais le plaisir a été deux fois plus grand lorsque l'Institut a remporté son quatrième prix *Sir Anthony Fisher* pour le rapport *Definitely NOT the Romanow Report*.

Les Prix Fisher sont les Oscars du milieu des groupes de réflexion en politique gouvernementale. Près d'une centaine de groupes de réflexion dans beaucoup de pays sont admissibles. Je suis fier de dire qu'aucun autre groupe de réflexion au monde n'a remporté plus de Prix Fisher que AIMS (deux autres organisations beaucoup plus importantes aux É.-U. l'ont remporté quatre fois). À l'Institut, nous avons entrepris de prouver que d'excellents travaux de recherche en politique gouvernementale pouvaient être réalisés au Canada atlantique, pas seulement à l'échelle régionale ou nationale mais également internationale, et ce prix est un autre signe que nous avons gagné notre pari.

*High School Report Card and
Angus McBeath on School Success*

We were not done, however, in breaking new ground this past year at AIMS. Thanks to the support of the Donner Canadian Foundation, the other major policy initiative which we brought to fruition was the first ever Report Card on the performance of the region's high schools. Greeted with consternation by the education establishment and rapturous applause by parents, students, editorialists, and others concerned by this region's poor performance on national and international test scores, the Report Card gathered all the objective and publicly available information we could find about school performance and used it to rank every high school in the region.

We were not satisfied, however, merely to copy what people in other jurisdictions had done by way of school performance rankings. Principle Researcher Dr. Rick Audas helped us to devise a wholly new methodology that ranked each school, not against other schools, but against *a reasonable set of expectations for that school*, based on the resources they had to work with. Schools were thus competing against themselves. One salient fact that emerged that we were delighted to see was the recognition this gave to many rural and small schools that they were doing great work with limited resources.

Within a month of the publication of our Report Card, every province in the region had announced new performance standards for their schools. New kinds of information are now being made available that we will be able to incorporate in future Report Cards. And we hope eventually to find the resources to make money available to poorly performing schools to help them improve. After all, the point of the exercise is to identify weaknesses so that they can be corrected. We think that everyone, including the public schools, benefits from clear objectives, fair evaluations of progress, and accountability for results achieved.

*Le bulletin de rendement des écoles secondaires
et Angus McBeath sur le succès des écoles*

Nous n'avions toutefois pas fini de faire œuvre de pionniers. Grâce au soutien de la Fondation canadienne Donner, le tout premier bulletin de rendement des écoles secondaires de la région a été l'autre importante initiative en matière de politique gouvernementale que nous avons menée à bien. Accueilli avec consternation par le milieu de l'éducation et avec des applaudissements enthousiastes par les parents, les élèves, les éditorialistes et d'autres personnes préoccupées par les faibles résultats de la région aux tests d'évaluation nationaux et internationaux, le bulletin de rendement a réuni toute l'information objective et à la disposition du public que nous avons pu trouver au sujet du rendement des écoles et nous l'avons utilisée pour évaluer toutes les écoles secondaires de la région.

Nous n'étions toutefois pas satisfaits de simplement copier ce qui avait été fait dans d'autres provinces en matière de classement des écoles en fonction de leur rendement. Le chercheur principal Rick Audas, Ph.D., nous a aidé à développer une toute nouvelle méthodologie qui classe chaque école non pas par rapport aux autres écoles mais bien en fonction d'un *ensemble raisonnable d'attentes pour cette école*, ensemble qui est basé sur les ressources à sa disposition. Il en est ressorti un fait important qui nous a ravis : de nombreuses petites écoles et écoles rurales ont pu être reconnues pour l'excellent travail qu'elles accomplissent avec des ressources limitées.

Dans le mois qui a suivi la publication du bulletin de rendement, chaque province de la région a annoncé de nouvelles normes de rendement pour ses écoles. De nouveaux types de renseignements sont maintenant disponibles et nous pourrions les incorporer à nos prochains bulletins de rendement. Nous espérons à un moment donné trouver les ressources pour que des fonds soient mis à la disposition des écoles dont le rendement est faible en vue de les aider à s'améliorer. Après tout, l'exercice a pour but de trouver les faiblesses en vue de les corriger. Nous croyons que tout le monde, y compris les écoles publiques, tire profit d'objectifs clairs, d'évaluations équitables de leur rendement et de la responsabilisation pour les résultats obtenus.

That's what our Report Card is fostering in Atlantic Canada.

We know it works, by the way, because we brought Angus McBeath, the Superintendent of the top-ranked Edmonton public schools, to Atlantic Canada to tell us how his schools achieved their great success. What Angus told us is that school choice for parents and students, combined with school autonomy and individual educational missions, in a framework of rigorous testing and widely disseminated and voluminous information on school performance, was the winning formula. We are proud to be contributing a part of that proven educational recipe to Atlantic Canada's schools and hope to be doing so for many years to come.

Atlantica and Canada–US Relations

Those who follow the Institute's work will know that we have given a high priority in the last year or so to the whole issue of Canada–US relations, and more particularly to bi-national regional relations. The natural economic region that we believe straddles the border in this part of the world we have dubbed Atlantica. Composed of Atlantic Canada, southern Quebec, northern New York state, and the northern tier of New England states, bi-national cooperation within Atlantica represents an important new strategy for helping underdeveloped jurisdictions on both sides of the border to achieve new levels of prosperity through building on local strengths and synergies.

In pursuit of the relationship building that is one of the foundations of Atlantica, AIMS was pleased to sponsor the Halifax edition of the BorderLines conferences, a national think tank initiative to open a dialogue within Canada about the next steps to be taken in broadening and deepening our relationship with the United States. We used this event to introduce the Atlantica concept to opinion leaders from across the country.

C'est ce que notre bulletin de rendement cherche à encourager au Canada atlantique.

En passant, nous savons que ça marche, car nous avons invité Angus McBeath, surintendant des écoles publiques les mieux cotées d'Edmonton, à venir au Canada atlantique pour nous dire comment ses écoles sont parvenues à ce succès retentissant. Angus nous a dit que la formule gagnante est la suivante : le choix de l'école pour les parents et les élèves, l'autonomie de l'école de même que des missions individuelles en éducation, le tout dans un cadre de travail constitué de tests rigoureux et d'une information volumineuse et diffusée à grande échelle portant sur le rendement des écoles. Nous sommes fiers de fournir aux écoles du Canada atlantique une partie de cette recette éducative déjà testée et nous espérons pouvoir le faire pour encore bien des années.

Atlantica et les relations entre le Canada et les États-Unis

Ceux qui suivent le travail de l'Institut sauront que nous avons fait une grande place, au cours de la dernière année et un peu plus, à la question des relations Canada–États-Unis, et plus particulièrement aux relations régionales entre les deux pays. Nous avons appelé Atlantica la région économique naturelle qui, à notre avis, chevauche la frontière dans cette partie du monde. Atlantica se compose du Canada atlantique, du sud du Québec, du nord de l'état de New York et de la partie nord des états de la Nouvelle-Angleterre; la coopération mixte au sein d'Atlantica représente une nouvelle stratégie importante en vue d'aider les gouvernements moins développés des deux côtés de la frontière à atteindre de nouveaux degrés de prospérité en faisant fond sur les forces et les synergies locales.

Dans l'esprit de la création de rapports, soit un des éléments fondamentaux d'Atlantica, AIMS a eu le plaisir de commanditer l'édition d'Halifax des conférences BorderLine, initiative nationale des groupes de réflexion destinée à entamer le dialogue au Canada au sujet des prochaines étapes à suivre pour élargir et approfondir nos rapports avec les États-Unis. Nous avons profité de cette occasion pour présenter le concept d'Atlantica aux leaders d'opinion de partout au pays.

That was followed later in the year by the first ever Maine-Maritimes Business Summit, hosted by AIMS and bringing together business leaders from both sides of the border to discuss how cross-border cooperation in areas such as infrastructure, transport, border institutions, etc., might be carried forward. I expect that this is only the first in a series of meetings that will emerge as we think through the Atlantica concept in all its ramifications.

Aquaculture, Fisheries, and Ocean Management

Our continuing preoccupation with the public policy obstacles to prosperity and growth in the fishery gave rise to some major initiatives in the past year as well. In June, prominent West Coast fisheries analyst Laura Jones came to give us a preview of her forthcoming book about property rights in B.C. fisheries, entitled *Custodians, Not Miners*. Laura, in a spellbinding talk before a key group of policymakers and industry leaders, showed that the international experience with Individual Transferable Quotas (ITQs) is every bit as successful in Canada as it has proven internationally, in great fishing nations such as Iceland and New Zealand.

Aquaculture, another fishery-related preoccupation of the Institute's, has also been prominent in our minds. Hard on the heels of *The Economist* newspaper's cover story about world aquaculture and its beneficial potential for humanity, *The Blue Revolution*, AIMS released the next in its series of Aquaculture Papers. "Fencing the Last Frontier", by UPEI economist Robin Neill, who also chairs the AIMS Board of Research Advisors, lays out the case for a major shift in aquaculture policy in Canada. The industry, like the wild fishery, is hobbled by the absence of clear, defensible, transferable property rights for fish farmers in the water column, seabed, and foreshore. Professor Neill's paper draws on international experience to recommend passage of a National Aquaculture Act and the establishment of robust property rights in fish farms.

Cette rencontre a été suivie un peu plus tard dans l'année par le tout premier Maine-Maritimes Business Summit, organisé par AIMS. Il réunissait des chefs d'entreprises des deux côtés de la frontière pour discuter de la manière de concrétiser la coopération transfrontalière dans des domaines comme les infrastructures, les transports, les institutions transfrontalières, etc. Je m'attends à ce que ce ne soit que la première d'une série de rencontres qui se tiendront pour bien réfléchir au concept d'Atlantica et à toutes ses ramifications.

Aquaculture, pêches et gestion des océans

De même, au cours de la dernière année, d'importantes initiatives ont découlé de notre préoccupation continue à l'endroit des obstacles en politique publique qui entravent la prospérité et la croissance dans le domaine des pêches. En juin, Laura Jones, analyste bien en vue du domaine des pêches sur la Côte Ouest, est venue nous donner un aperçu de son prochain livre qui porte sur les droits de propriété dans les pêches en C.-B., *Custodians, Not Miners*. Dans le cadre d'une allocution fascinante devant un groupe clé de décideurs et de chefs de file de l'industrie, Laura a démontré que l'expérience internationale liée aux contingents individuels transférables (CIT) est tout aussi concluante au Canada qu'elle l'a été à l'échelle internationale, dans des grands pays pêcheurs comme l'Islande et la Nouvelle-Zélande.

L'aquaculture, une autre de nos préoccupations liées aux pêches, a aussi occupé une place de premier plan. Juste après que *The Economist* ait publié son article de fond *The Blue Revolution* sur l'aquaculture mondiale et son potentiel bénéfique pour l'humanité, AIMS a rendu public son dernier document dans la série sur l'aquaculture. « Fencing the Last Frontier », préparé par l'économiste Robin Neill de l'Université de l'Î.-P.-É., qui est aussi président du conseil consultatif sur la recherche de AIMS, explique pourquoi un virage important dans la politique sur l'aquaculture au Canada s'impose. L'industrie, tout comme la pêche sauvage, est entravée par l'absence de droits de propriété clairs, défendables et transférables pour les pêcheurs, droits liés à la colonne d'eau, au fond marin et à la zone intertidale. Le document du professeur Neill s'inspire de l'expérience internationale pour recommander l'adoption d'une loi nationale sur l'aquaculture et l'instauration de solides droits de propriété pour les fermes piscicoles.

On the international scene, AIMS' reputation in the area of fisheries and policy surrounding the sea more generally, was underlined by an invitation I received to be the keynote speaker at a major international conference at the New Zealand parliament on "The Foreshore, Law and Politics". I used this platform to release Robin Neill's aquaculture paper, as well as to drive home for the conference delegates that conflicts over who owns the seabed, foreshore, water column, and marine flora and fauna are going to sharpen in coming years. Population growth, rising prosperity, and increasing technological sophistication are all going to make the ocean and its productive capacity increasingly valuable, and it is time for us to be thinking about how to introduce the ecological, economic, and social benefits of private property rights in that productive capacity so that it can be fully developed in the interests of humanity.

The Institute's Inner Life

While the Institute presents an active face to the outside world, it is usually in the form of publications or events, and far too little is known about the people inside who make it all work. The Annual Report is my opportunity to tell people about them and to express my thanks to the scores of people who make AIMS such a success.

Our Chairman, Gerry Pond, has already reviewed the activities around our Board of Directors, so it only remains for me to thank all of them for the tremendous support they have each given the Institute over the past year. I am sorry to say that we are losing several directors as their maximum terms allowable under our constitution expire.

Gerry Pond himself is going, as are our Vice-Chairman, John Crosbie, and Jim Palmer, Peter Nicholson, Harry Steele, and Joe Shannon. They will be missed on the Board, but I hope to see them continue their involvement in other ways.

Sur la scène internationale, la réputation de AIMS dans le secteur des pêches et des politiques entourant la mer en général a été soulignée par une invitation qui m'a été faite pour que je sois le conférencier principal lors d'une importante conférence internationale intitulée « The Foreshore, Law and Politics » qui se tenait au parlement de la Nouvelle-Zélande. J'ai utilisé ce forum pour rendre public le document de Robin Neill sur l'aquaculture et pour réitérer auprès des participants que les conflits concernant la propriété du fond marin, de la zone intertidale, de la colonne d'eau, et de la flore et de la faune marines vont s'accroître au cours des années à venir. La croissance de la population, celle de la prospérité et l'augmentation de la sophistication technologique feront toutes que les océans et leur capacité de production auront de plus en plus de valeur. Il est temps que nous pensions à la manière d'incorporer les avantages écologiques, économiques et sociaux des droits de propriété privée à cette capacité de production pour qu'elle puisse être pleinement développée dans l'intérêt de l'humanité.

La vie à l'Institut

L'Institut présente normalement un côté actif au monde extérieur, et cela par le biais des publications ou des activités, ce qui fait que l'on sait très peu au sujet des gens qui sont derrière toutes ses réalisations. Le rapport annuel est l'occasion qui m'est donnée de parler de ces personnes et d'exprimer ma gratitude à tous ceux et toutes celles qui font de AIMS un tel succès.

Notre président, Gerry Pond, a déjà passé en revue les activités liées au Conseil d'administration; il ne me reste qu'à remercier tous les membres pour le magnifique soutien qu'ils ont assuré à l'Institut au cours de la dernière année. Je suis désolé de dire que nous perdons plusieurs directeurs puisqu'ils ont rempli les mandats maximums permis en vertu de notre constitution.

Il s'agit de Gerry Pond, de notre vice-président John Crosbie, et de Jim Palmer, Peter Nicholson, Harry Steele et Joe Shannon. Ils nous manqueront au Conseil, mais j'espère les voir poursuivre leur participation d'autres manières.

The Research Advisory Board, under the able chairmanship of Robin Neill, continued its excellent work overseeing the quality of AIMS research, and we welcomed Professor David Murrell of the Economics Department of the University of New Brunswick to the RAB.

David Mann, John Bragg, John Risley, Jacquelyn Thayer Scott, and James W. Simpson joined our Advisory Council, adding their names to a long list of others who make their advice available to the Institute on public policy and other relevant matters.

Patrick Luciani has joined the list of AIMS Fellows, with a special concentration on urban policy. Our other Fellows include Peter Fenwick (Newfoundland and Fisheries Issues), Tom Tucker (Natural Resources), and David Zitner (Health Care).

On the staff side there have been two major additions. Jordi Morgan joined the Institute as Director of Communications and Development. He had previously been in the Office of the Leader of the Opposition in Ottawa. Don McIver, formerly of the Conference Board of Canada, came on board as Director of Research. These two new recruits are an excellent addition to what is already a remarkable team that includes our Administrative Assistant, Bonnie Williams, Rolando Inzunza, our Coordinator of Development, our Event Organizer, Lynne Pascoe, Karen Fraser in Finance, our Web Master Saar Fabrikant, and, of course, our indispensable Director of Operations, Charles Cirtwill.

My thanks to all of these people and the many others who make AIMS Canada's fastest-growing and increasingly influential public policy think tank. And they said it couldn't be done in Atlantic Canada....

Brian Lee Crowley,
President, AIMS



Le Conseil consultatif sur la recherche, sous la présidence compétente de Robin Neill, a continué son excellent travail de surveillance de la qualité de la recherche à l'Institut; nous avons accueilli au sein du CCR le professeur David Murrell du département d'économie de l'Université du Nouveau-Brunswick.

David Mann, John Bragg, John Risley, Jacquelyn Thayer Scott et James W. Simpson se sont joints à notre Conseil consultatif, ajoutant leurs noms à une longue liste de personnes qui acceptent de nous prodiguer des conseils en politique publique et sur d'autres questions pertinentes.

Patrick Luciani s'est joint au groupe des Associés en recherche de AIMS, avec une concentration spéciale en politique urbaine. Au nombre de nos autres associés, notons Peter Fenwick (questions concernant Terre-Neuve et les pêches), Tom Tucker (ressources naturelles) et David Zitner (soins de santé).

Il y a deux arrivées importantes du côté du personnel. Jordi Morgan s'est joint à l'Institut à titre de directeur des Communications et du Développement. Il était auparavant au bureau du Chef de l'Opposition à Ottawa. Don McIver, anciennement au Conference Board du Canada, a accepté le poste de Directeur de la recherche. Ces deux nouvelles recrues de grand calibre viennent s'ajouter à ce qui est déjà une équipe remarquable qui comprend notre adjointe administrative, Bonnie Williams, notre coordonnateur du développement, Rolando Inzunza, notre responsable des conférences et des publications, Lynne Pascoe, Karen Fraser aux finances, notre webmestre, Saar Fabrikant et, bien sûr, notre indispensable directeur de l'exploitation, Charles Cirtwill.

J'adresse mes remerciements à toutes ces personnes et aux nombreuses autres qui font de l'Institut le groupe de réflexion en politique gouvernementale dont la croissance est la plus rapide au Canada et dont l'influence se fait de plus en plus sentir. Et on disait que ça ne pouvait pas se faire au Canada atlantique....

Brian Lee Crowley
Président, AIMS

International Think Tank Award Comes to AIMS for Fourth Time

For the fourth time since its inception, the work of the Atlantic Institute for Market Studies has been recognized by the international think tank community, through **the Sir Antony Fisher International Memorial Award** for excellence in public policy work.

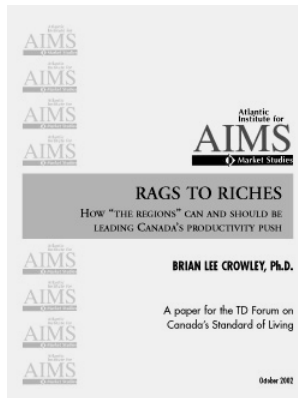
On Thursday, April 24, AIMS was presented with the Award at the Atlas Economic Research Foundation's Third Annual Liberty Forum, in New Orleans. More than 125 institutes in over 40 countries were eligible to be nominated for the Fisher Award this year. Nominations were received from institutes in 17 different countries.

AIMS was presented the award for its innovative project on Canadian health care reform. *Definitely NOT the Romanow Report: Achieving Equity, Sustainability, Accountability and Consumer Empowerment in Canadian Health Care* draws the research in AIMS' Health Policy Background Papers together into a comprehensive proposal for fundamental reform of the Canadian health care system. The report was released in November of 2002.



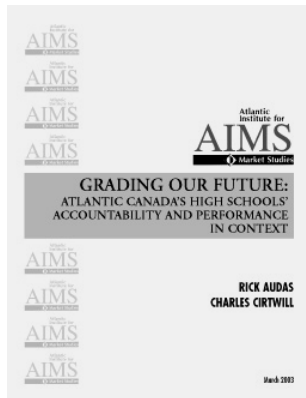
Brian Lee Crowley accepts AIMS' fourth **Sir Antony Fisher International Memorial Award** for excellence in public policy work from Curt Winsor at the Atlas Economic Research Foundation's Third Annual Liberty Forum, in New Orleans, Louisiana.

Papers and publications



October 15, 2002

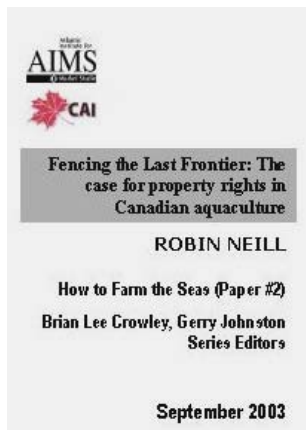
Charles Baillie at TD Canada Trust invited AIMS to write a paper on the future of regional development policy for the TD Canada Trust Forum on Canada's Standard of Living. This paper draws together in one place many of the themes that AIMS has put forward on social and economic policy.



March 6, 2003

The broadest set of public information ever presented on Atlantic Canadian secondary schools. The much-anticipated Report Card paints a rich, complex picture of the unique nature and performance of each high school in the region.

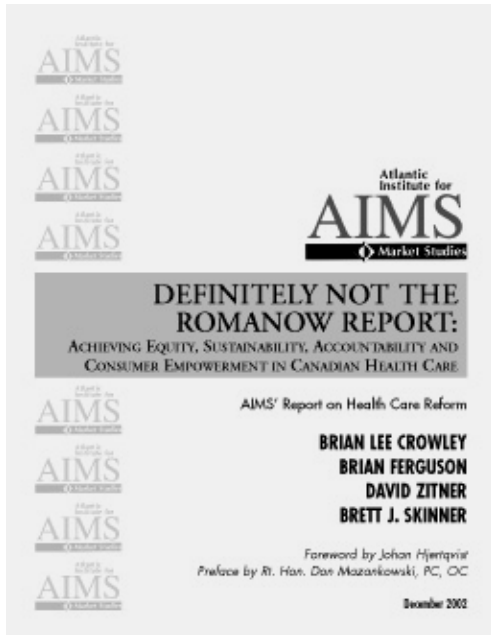
Schools in Atlantic Canada lag behind the rest of the country in academic achievement. The objective of this study is to begin the examination of why this trend exists and what can be done to fix it, by analysing the performance of the education system school by school.



September 3, 2003

In this paper, UPEI economist Robin Neill argues that because there is no comprehensive body of law dealing with aquaculture, producers are forced to navigate a maze of sluggish and inept bureaucracy with no restraint on government and administrative discretion.

This paper was released in conjunction with a major talk at "Foreshore, Law and Politics", an international conference on coastal, fishery, and aboriginal issues held at the New Zealand Parliament, Wellington, New Zealand, on Saturday, October 4, 2003.



November 2002

Definitely NOT the Romanow Report: Achieving Equity, Sustainability, Accountability and Consumer Empowerment in Canadian Health Care draws the research in AIMS' Health Policy Background Papers together into a comprehensive proposal for fundamental reform of the Canadian health care system in order to address the number one challenge facing medicare — sustainability.

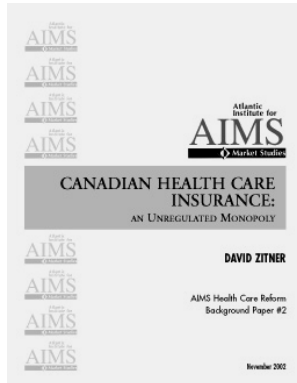
Roy Romanow, head of the Royal Commission on the future of health care, recommended not only retaining, but even expanding the centrally planned, government monopoly model of health care in Canada. He also recommended major new infusions of tax dollars, without making a convincing case that lack of money is the true culprit behind medicare's woes, as opposed to poor incentives, lack of competition and choice, and inadequate accountability within the system.

In place of Mr. Romanow's complacent defence of the status quo, AIMS' *Definitely NOT the Romanow Report* proposes a system that concentrates scarce public health care dollars where they'll do the most good, and gives users of the system incentives to be prudent about how they spend them.

According to the research for this Report, and the experience in countries with similar social and political traditions to Canada, the sort of reforms recommended have enjoyed considerable success in moving various national health services in the direction of greater value for money, cost-containment and guaranteed access to health care for vulnerable populations. Canada has little reason to fear real reform, and much to gain from embracing it.

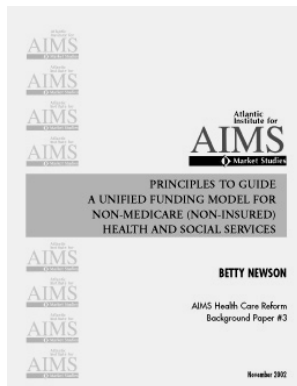
"Definitely NOT the Romanow Report: Achieving Equity, Sustainability, Accountability and Consumer Empowerment in Canadian Health Care" won the Sir Anthony Fisher International Memorial Award in the innovative projects category.

Definitely Not the Romanow Report **Background Papers**



November 12, 2002

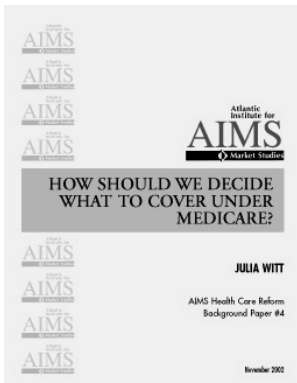
Dr. David Zitner outlines how government has abandoned its regulatory authority to ensure people receive the care they need. Government's ability to play that regulatory role effectively is hampered because, as the ultimate provider of health care services, government is actually being asked to regulate itself — an impossible conflict of interest. "For health care in Canada, avoiding compliance with standards for access, comprehensiveness, portability, and universality becomes a focus because compliance represents a cost and revenue is allocated based on political negotiation, not results", says Zitner.



November 14, 2002

Author **Betty Newson** argues that Canada's sustained health care debate has tended to focus primarily on insured medicare — hospital and medical services.

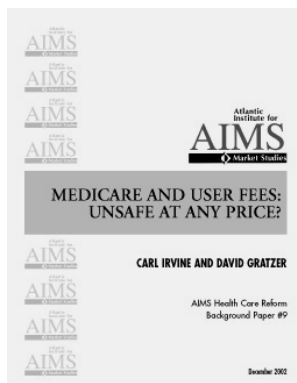
While there is an increasing interest in non-insured health and social services, such as continuing/long-term care, drugs, home care, and social supports, analysis has often overlooked the fragmented funding arrangements in these sectors, in particular the financial impact for some people.



November 14, 2002

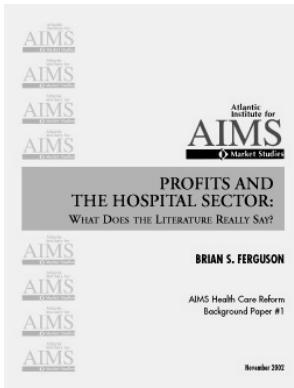
Looks at the Oregon approach to health care coverage decisionmaking, and demonstrates how an improved version of the Oregon model would result in a truer reflection of the collective values of society's members in deciding what medical services should have first claim on the scarce public health care dollars available.

Says author and health economist **Julia Witt**, "We need to generate a healthy and constructive public debate about what our priorities are in health care, removing decisions about listing and delisting from the bureaucratic and unaccountable process where they are now taken".



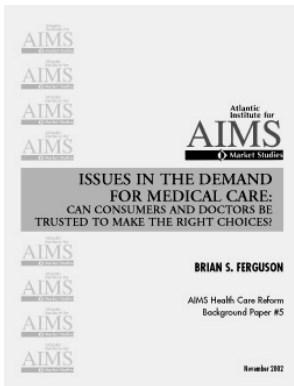
December 5, 2002

This paper seeks to provide a second opinion about the practicality and implications of introducing some form of cost sharing to the Canadian health care system. Numerous studies suggest that user fees do change patient behaviour. These studies also suggest that, if properly employed, user fees have no impact on health outcomes. Authors **Carl Irvin** and **David Gratzner** suggest governments have been increasingly willing to experiment with new initiatives over the past decade and the time has come for a serious look at user fees.



November 12, 2002

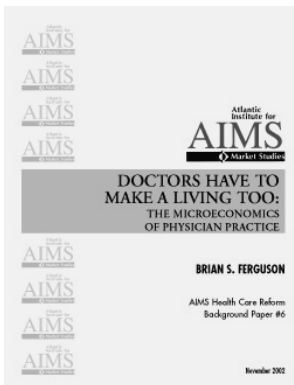
AIMS author and University of Guelph health economist **Brian Ferguson** explores the anti-for-profit bias in the public debate on health reform and concludes that there is, in fact, a considerable amount of evidence to show that there are no systematic differences in efficiency between for-profit and not-for-profit hospitals. The role that for-profit health care providers can play in the health care system should therefore concentrate on those areas where such providers enjoy comparative advantages over public sector providers, not on irrelevant ideological preferences for not-for-profit provision of health care.



November 14, 2002

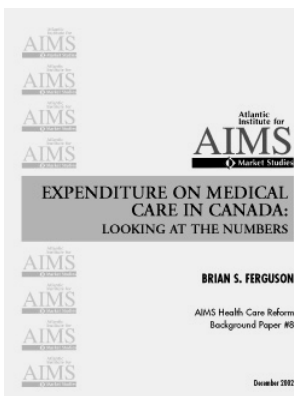
Ferguson explores the concept of physician-induced demand, one of the fundamental underpinnings of the policy where government limits enrolment in medical schools and artificially limits the number of Canadian physicians.

Correlating high demand for health care services with the number of doctors practising in an area does not in itself confirm physician-induced demand. In fact, it is far more likely that the demand for medical services in an area induces physicians to practice there.



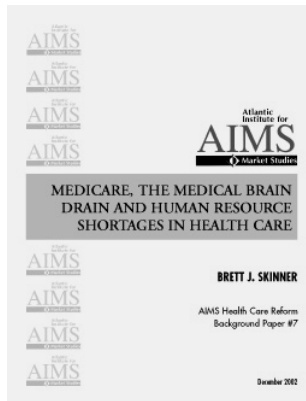
November 14, 2002

This paper also by Ferguson delves deeper into the misconceptions about cost drivers in the health care field. Looking at the arguments supporting two common cost cutting and service expanding ideas — the introduction of non-physician practitioners or the introduction of doctors' salaries in place of fee for service — the author finds these ideas ignore fundamental economic realities and have exactly the opposite impact to what was intended.



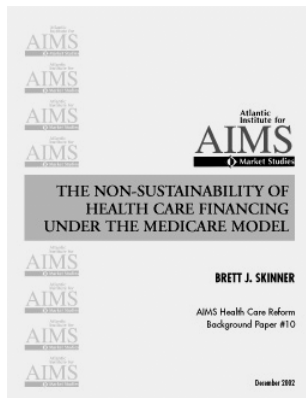
December 4, 2002

According to Ferguson, "medicare's much-heralded success at cost control is illusory. Simply put, the introduction of medicare did not introduce a period of health care cost control in Canadian health spending". The reason the Canadian health expenditure to GDP share fell below the US figure was not because of differences in the rate of growth of health spending, but rather because Canada happened to have the good fortune to bring in medicare during a period in which the Canadian economy outdid the US economy in terms of real growth.



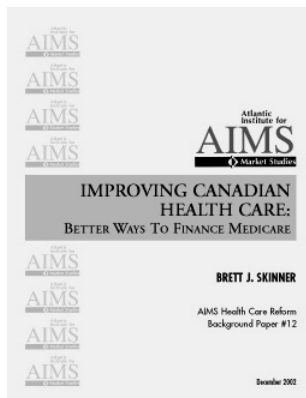
December 4, 2002

In *The Medical Brain Drain*, Brett Skinner demonstrates how the limitations of public spending are making it obvious that a centrally planned medical system is unable to provide the same opportunities and rewards for doctors and nurses as a more market-oriented system. As Canadian medical professionals begin to realize the degree to which the public health care monopoly exploits their services and suppresses their earnings, the more likely it is that they will leave this country for the US.



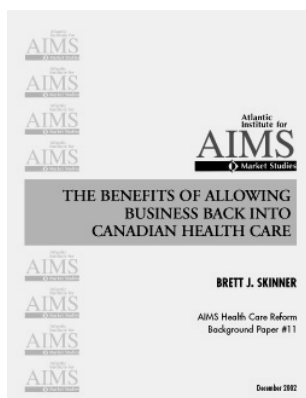
December 20, 2002

This paper argues that, without real substantial reform, we are not going to escape our place as the big spenders on health care any time soon. A dramatically aging population, the introduction of new and ever more expensive medical technologies and rising consumer demands for the highest quality, leading-edge health care are driving costs beyond the capabilities of the health care system to afford them while relying on public financing alone. Skinner says, "the evidence indicates that the medicare approach is failing and will not be able to fulfill expectations without fundamental reforms."



December 20, 2002

In this paper Mr. Skinner argues that the current approach to health care is not sustainable because the design of the system is flawed. In order to keep medicare financially stable, governments are forced to raise taxes, ration services, increase waiting times and suppress the wages of medical professionals - even conscript them into service. Yet there is a better way. Public demands seem to favour policies that use a mix of government and private sector approaches to the funding and delivery of medical services.



December 20, 2002

In this paper, Brett Skinner explores the rationale for allowing greater business presence in the public health care system. There are many criticisms of an expanded role for the private sector in health care. Yet, for every criticism there is an answer somewhere between a pure free market in health care and the government monopoly health system we now have under medicare. Specifically, a well-regulated private competitive market in health insurance and medical services could ensure that everyone has access to necessary services while still allowing Canadians the advantages of consumer empowerment and competition among health care insurers and providers.

Selected AIMS Talks

October 4, 2003- Wellington, NZ, AIMS delivers major speech and releases new paper on Canadian aquaculture at an international conference on coastal, fishery and aboriginal issues at "Foreshore, Law and Politics", at the New Zealand Parliament.

September 24, 2003 – Truro, AIMS presents evidence suggesting nationalization or excessive regulation of auto insurance is not an appropriate option for Atlantic Canada at NSCC conference.

June 27, 2003. - St. Andrews, New Brunswick, AIMS argues in favour of making exploration a priority at Annual Meeting of the Canadian Gas Association.

June 5, 2003 – Boston, Mass., Lessons for the US from Canada's healthcare system. Atlas Regional Conference.

May 21, 2003 – Cornwall, Ont. AIMS outlines the "Top Policy Challenges Facing Canada" at the annual retreat of senior managers of the federal Department of Finance.

May 1, 2003 – Halifax, AIMS presentation to Canada US Fulbright Scholarship Committee on Canada US relations.

April 30, 2003 – Halifax, The future of work in Nova Scotia, "Why it's so hard to find workers and what we can do about it" at the Workforce Strategy Forum, Aerospace and Defence Industry Association of Nova Scotia

April 23, 2003 – New Orleans, LA., Atlas Economic Research Foundation/Heritage Foundation Annual Conference on communicating think tank work to the media and the public.

April 17, 2003 – Halifax, AIMS presentation to Canadian Chamber of Commerce Foreign Affairs Roundtable on Canada's priorities in foreign affairs.

April 11, 2003 – Halifax, AIMS issues keynote "Call to Action on Immigration" at the Nova Scotia Immigration Partnership Conference organized by the Metropolitan Immigrant Settlement Association (MISA)

April 9, 2003 – Montreal, Perform Conference on How Healthcare must evolve.

March 25, 2003 – Regina, Chamber of Commerce and Saskatchewan Party Caucus on Economic Development Policy – The Road to Growth

March 24, 2003 – Saskatoon, Annual General Meeting of the Saskatoon Association of Healthcare Organizations and Saskatoon Chamber of Commerce
AIMS delivers message on the future of Canada's healthcare system.

January 17, 2003 – Halifax, AIMS provides big picture analysis of Governments, Enterprise, Forests and the State of the Planet at Nova Scotia Forest Products Association Annual General Meeting.

December 11, 2002 – Portland, Maine, "The Top Ten Things People Believe About Canadian Health Care, But Shouldn't" - Maine Public Policy Institute health care conference.

October 21, 2002 – Sydney, New Cape Breton Starts at Home - AIMS Senior Fellow Dr. Michael MacDonald presents a paper to the International Business Summit.

Selected AIMS Published Commentary

September 24, 2003 - Judicial activism threatens social consensus and devalues rights

The public debate over gay marriage has converged largely on the interests of those who agree or disagree of the traditional definition of marriage. But are we losing sight of an even larger issue in the emotional rhetoric? (Brian Lee Crowley) *Halifax Herald / Moncton Times & Transcript*

September 10, 2003 - Employment Insurance Causes Unemployment. How can that be?

Paying people not to work when this region faces shortages of workers defies reason, but it is not lack of work that has sidelined these workers, but rather a settled habit of expecting to be paid not to work for part of the year. The reason? Many do not consider themselves "unemployed" when they're on EI. Benefits are just part of their annual income. (Brian Lee Crowley) *Halifax Herald / Moncton Times & Transcript*



August 25, 2003 - Drug research is expensive but it saves lives. Is Canada paying its share? The search for disease-defeating and life-prolonging drugs is hugely expensive, around \$1-billion to develop each major new drug. That research won't occur unless someone is willing to pay for it. That someone has been the American consumer. (Brian Lee Crowley) *Bangor Daily News*

June 18, 2003 - Cheap pills today or new pills tomorrow? Are we stalling pharmaceutical discoveries with flawed policy? (Brian Lee Crowley) *Halifax Herald / Moncton Times & Transcript*

June 4, 2003 - Insurance: Nationalize in haste, repent at leisure State-run insurance schemes cannot be invoked out of thin air. There are hundreds of millions of dollars in start-up costs. A looks at this highly charged issue from the Atlantic Canadian perspective. (Brian Lee Crowley) *Halifax Herald / Moncton Times & Transcript*

May 21, 2003 - Grandstanding on fish The Newfoundland and Labrador fishery has been mismanaged because the government derives little benefit from managing the fishery on a sustainable basis, but derives lots of benefit from allowing too many people to fish. (Brian Lee Crowley) *Halifax Herald / Moncton Times & Transcript / St. John's Telegram*

May 7, 2003 - Work is still the best antidote to poverty

The key to reducing poverty is work, not welfare dependency. Poorly designed social programs, both federal and provincial, remain the biggest obstacle to helping people get back into the labour force and out of poverty. (Brian Lee Crowley) *Halifax Herald / Moncton Times & Transcript*

April 23, 2003 - Prosperity policy key for Atlantic Canadians, immigrants

The policies that would attract immigrants are also precisely the policies that would increase opportunities for native-born Atlantic Canadians as well. (Brian Lee Crowley) *Halifax Herald / Moncton Times & Transcript*

May 11 2003 - Rags to Riches: If only governments would stop "helping" so much.

Atlantic Canada can be put back onto the road to growth. Lower taxes and a favourable business climate will be central to such a strategy. But many of the well meaning but destructive old government programmes that reward dependence and obstruct growth will have to go first.

(Brian Lee Crowley) *Halifax Herald / Moncton Times & Transcript*

April 24, 2003 - Cash for Cod: Missing the Great Big Picture AIMS response to Federal Minister of Fisheries and Oceans, Robert Thibault, announced the closure of the last remnants of the Gulf of St. Lawrence and the northern cod fisheries with up to 25 million in make work programs. (Peter Fenwick) *St. John's Telegram*

April 9, 2003 - Getting the Message - Lower Taxes = Regional Growth The move toward lowering taxes in Nova Scotia and New Brunswick shows provincial governments in Atlantic Canada are increasingly giving signs they understand that growth – and taxes- matter (Brian Lee Crowley) *Halifax Herald / Moncton Times & Transcript*

April 2, 2003 - Canada and the USA - Bad Mood Rising? Canada tells our biggest trading partner we're not going to join you in the war in Iraq. Can we expect any repercussions? CBC Radio commentary (Brian Lee Crowley) *Halifax Herald / Moncton Times & Transcript*

March 3, 2003 - Atlantic Canadians starting to see that federal 'generosity' is pure poison.

AIMS' intellectual contributions to Atlantic Canada's quiet economic revolution. (Brian Lee Crowley) *Citizen Centre Report Magazine*

March 20, 2003 - Rebuking the Romanow Report. Newfoundland Health Minister Gerald Smith released the results of a year-long pilot study that compared the quality and cost of caring for high needs elderly in a not-for-profit government run home with a for-profit private home. It was no contest. (Peter Fenwick) *St. John's Telegram*

March 3, 2003 - Newfoundland's Failed Welfare Reform. Why vocal lobbying by powerful interest groups likely has prevented welfare reform from helping thousands of Newfoundlanders from making a successful transition from welfare to work. (Peter Fenwick) *St. John's Telegram*

January 6, 2003 - Regulating Petroleum Prices in Newfoundland Doomed To Failure. Why, ultimately, the best solution for Newfoundland is the elimination of the position of Petroleum Pricing Commissioner. (Peter Fenwick) *St. John's Telegram*

December 9, 2002 - Restoring prices for services drives productivity & efficiency in Swedish health care. One of AIMS most popular commentary series returns discussing the positive effects of the reintroduction of prices for health care procedures. (Johan Hjertqvist) *AIMS Website*

December 6, 2003 - Newfoundland Exploration Industry Faces Highest Taxes in Country Voisey's Bay discoverers Al Chislett and Chris Verbiski were Canadian prospectors of the year; feted in their home province of Newfoundland, and given honorary degrees from Memorial University. Their company, Archean is the highest taxed company in Canada. (Peter Fenwick) *St. John's Telegram*

November 4, 2002 - St. Anthony, The Town That Roared Why a protectionist approach to the crab fishery impoverishes the entire rural sector of the province and prevents capital formation that could be used to expand the economic base of rural Newfoundland. (Peter Fenwick) *St. John's Telegram*

House of Commons Standing Committee Appearances

March 27, 2003 - Immigrants and Atlantic Canada, Opportunities Waiting to Happen.

In this submission to the House of Commons Standing Committee on Citizenship and Immigration AIMS President Brian Lee Crowley points out that Atlantic Canadians in general, and Nova Scotians in particular, are used to thinking of their region as a source of immigrants for other societies, have given far too little thought to the value of attracting others to come here.

Other Publications

Ideas Matter



Early in 2003 AIMS released its second edition of Ideas Matter. This publication serves as a concise briefing on the work completed by AIMS in the Healthcare field. Featuring Swedish Healthcare reformer Johan Herqvist on the cover, Ideas Matter was widely circulated to interested parties, AIMS supporters, and potential donors. Work has begun on the next Ideas Matter featuring a broad sampling of AIMS accomplishments in education reform.

ACOA Watch Number 1 - Jobs! Jobs! Jobs! The Numbers Game.

ACOA Watch is intended to provide an independent and critical analysis of the efforts and activities of ACOA. Taxpayers will be able to look to this regular AIMS' series for the information they need for an informed debate about the relative merits of this taxpayer-funded program and its real contribution to the region's economic well being.

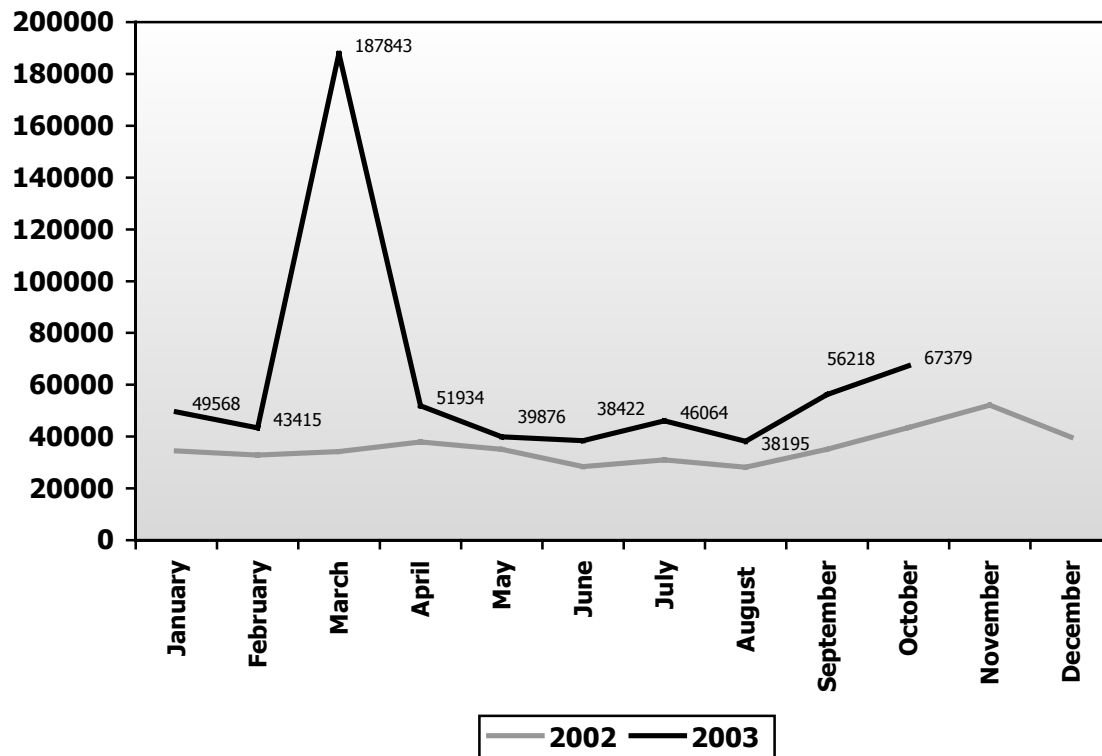


AIMS on the Web/ AIMS sur l'Internet

AIMS website has grown to become the primary communication tool for the Institute. Through the web and our electronic newsletter, AIMS Online, the Institute continues to grow its presence and sphere of influence. AIMS has consistently built its audience.

Below is a chart of web site hits. Note the spike of interest upon release of the Education report card in March.

Eliminating the anomaly in the month of March for averaging purposes, AIMS' website traffic grew by 38% year on year.

AIMS Website Hits 2002-2003

Selected AIMS in the Media/AIMS dans les Médias Divers

Definitely Not the Romanow Report



November 28, 2002

Many of us are eagerly anticipating the Romanow report. But not everyone is optimistic about the solutions it has to offer. As Lisa said, there are many critics. And one of them is **Brian Lee Crowley** who is the author of "Definitely Not the Romanow Report", one of the wittier report titles I think to come out of this country in some time. Brian joins us from Ottawa this morning.



November 22, 2002

We're headed the wrong way
Brian Lee Crowley Canadian cannot sustain medicare if we stay on our present course. We've bought a modest slowdown in the rate of spending increases – chiefly by reducing services.

NATIONAL POST

Nov 25, 2002 - **Brian Lee Crowley**
Shed no tiers for medicare The head of Canada's health care commission, Roy Romanow, has made it clear that his forthcoming report will continue to ensure that "two-tier" health care is forbidden in Canada.



November 26, 2002 As It Happens
ROY ROMANOW CRITICIZED FOR IDEOLOGICAL BLINKERS
BARBARA BUDD: The Romanow report is not even out yet, and everyone is already second-guessing its contents. Today, the **Atlantic Institute for Market Studies** came out with its own analysis.



Fri, Dec 6, 2002

AIMS's report far more useful than Romanow's - Charles Moore
I'm constrained to pour some cold water on the exuberance that greeted last week's release of Roy Romanow's Commission on the Future of Health Care in Canada report. The commission's...

The StarPhoenix

Mar 25, 2003

Romanow report attacked
- Murray Lyons

The Romanow report on health care and the subsequent federal-provincial agreement to spend an additional \$30 billion on health across Canada won't improve medicare sustainably, says the head of a Halifax based think tank.

THE VANCOUVER SUN

Nov 29, 2002

Definitely not the Romanow report: There's merit in a lot of ideas the royal commission rejected out of hand, a Halifax think tank argues - **Brian Lee Crowley, Brian Ferguson, David Zitner, and Brett J. Skinner**



November 27, 2002, p. A3

HALIFAX - A new report portrays Roy Romanow as a complacent and naive spendthrift whose only solution to Canada's cash-strapped health system is to spend more money. The **Atlantic Institute for Market Studies**, in a scathing report released yesterday, criticizes Romanow for his role as head of a royal commission.

High School Report Card



Friday, March 7, 2003

Report takes aim at high schools
If you teach at Swift Current Academy, you're probably pretty happy with the Atlantic Institute for Market Studies (AIMS) and its analysis of high schools in this province.



Friday, March 7, 2003, p. D7

School ratings a welcome tool
We say: N.B. should adopt and encourage the approach to evaluating the education system that the **Atlantic Institute of Market Studies** has initiated

The Guardian

Friday, March 21, 2003, p. A7

Those blemishes can be covered up - David Steeves
Brian Lee Crowley, president of the **Atlantic Institute of Market Studies** (AIMS), wrote Premier Binns saying that his own government knows virtually nothing about what goes on in P.E.I. schools

The Evening News

Monday, March 17, 2003, p. A6

Academy principals deserve mention - Robert W. Lyons
Without going into the details of what factors were involved in the study by the **Atlantic Institute of Market Studies** (AIMS), the results show that a small school can compete very well with even the largest in whatever sphere.

The Daily Gleaner

News, Saturday, April 12, 2003

AIMS fires back at study's critics

Heather McLaughlin – The authors of a controversial study on the performance of the province's high schools are telling education ministers to put up or shut up.



Friday, March 21, 2003, p. 19

School criticisms can no longer be ignored - Rick Howe I guess Nova Scotia Teachers Union boss Brian Forbes will now have to add Halifax City Hall to his "enemies of education" list, his private circle's roster of those who have dared to raise questions about the way education is taught in Nova Scotia. I'm told my name is also on that list, as is that of Brian Crowley.

General Coverage

LEADER-POST

Mar 26, 2003

Gov't job creation called a \$1-trillion waste - Neil Scott

Canada has squandered more than \$1 trillion over the past 30 years in efforts to develop Atlantic Canada and it has done more harm than good, members of the Regina Chamber of Commerce were told by Brian Lee Crowley...

The Gazette

June 27, 2003

Ugly legacy of handouts: Atlantic Canada still suffers from impact. Companies became dependent on government, and shied away from risk-taking, as did the banks - DAVID STONEHOUSE

Brian Lee Crowley doesn't have to wonder how much better off Atlantic Canadians would be if Ottawa stopped pouring cash into the region. His staff at the **Atlantic Institute for Market Studies** has...

The Daily Gleaner

October 2, 2003

Harper defends stand CAMPBELL MORRISON Ottawa Bureau

...The status quo means using agencies such as the ACOA to pick winners and losers, he said, and it is an approach that has proven ineffective. "This kind of thing does not work. It is expensive and it is counterproductive." Harper points to the Halifax-based **Atlantic Institute for Market Studies** for academic support.

NEW BRUNSWICK TELEGRAPH-JOURNAL

August 11, 2003 Figures show population declines in north, but increases in south -

The population decline in New Brunswick was predicted by the **Atlantic Institute for Market Studies**, a Halifax think tank, in a demographics report about four years ago. Institute president Brian Crowley said the trend of local people leaving rural areas and moving to a city is not likely to change.



CBC television

May 9, 2003

The National - MARK KELLEY

For at least two decades, cod stocks have been in decline and may now even disappear. That's prompted Newfoundland and Labrador's premier to press Ottawa for constitutional change Peter Fenwick is former leader of the Newfoundland and Labrador New Democratic Party and its first member of the provincial house of assembly. He's now a commentator for the **Atlantic Institute for Market Studies**. He's in Cornerbrook.

THE CHRONICLE-HERALD

February 19, 2003

Manley's first budget 'pro-business'; AIMS head cautions that spending jumps taken from rainy-day fund - Bruce Erskine

Brian Lee Crowley, president the **Atlantic Institute for Market Studies**, a conservative think tank, called the budget a "wasted" opportunity.

Winnipeg Free Press

Canada Wire, Monday, July 7, 2003,

Discontent will rule as premiers huddle By Chris Morris

..."I don't think he (Grimes) is going to find that the other premiers are going to do anything other than say, 'Yes, by God, you're right Roger. The feds are buggers. We can all agree on that,'" said Brian Crowley, head of the **Atlantic Institute for Market Studies**, a regional think-tank based in Halifax.

THE CHRONICLE-HERALD

Business, Tuesday, February 4, 2003, **National Energy Board gets offshore update;**

Today, the board will meet with officials from the offshore regulator - the Canada-Nova Scotia Offshore Petroleum Board - as well as from the Halifax-based think-tank **Atlantic Institute of Market Studies** and Stora Enso North America, a global pulp and paper company, with a plant in Point Tupper

THE CHRONICLE-HERALD

September 25, 2003

U.S. mayor urban visionary; Milwaukee's Norquist to speak on effectively managing growth

An American mayor will have some wisdom to impart to his Halifax counterpart when he comes to Halifax on Friday. The hosts of the Halifax lunch are the **Atlantic Institute for Market Studies**, Corporate Research Associates Inc., Deloitte & Touche and the Greater Halifax Partnership.

THE DAILY NEWS

September 16, 2003

Insurance officials to speak to business group

TRURO - Business owners will hear directly from the insurance industry why their premiums have jumped recently. The "Business Insurance Panel" will include presentations by Don Forgeron of the Insurance Bureau of Canada, **Brian Lee Crowley** of the **Atlantic Institute for Market Studies**, and Nova Scotia deputy minister of Labour, Ron L'esperance.

WHITEHORSE DAILY STAR

October 9, 2002

A valid path to improvement

Brian Lee Crowley in his article on Electoral reform (*Globe and Mail*, Oct. 4) argues that Elections are about choosing a government. The objective, in a democracy, is governing a country according to the will of the people.



August 23, 2003

Conference to address Atlantic region's immigration needs - ROBIN ARTHUR, NEWCOM

A major conference with a spotlight on multiculturalism, social justice, the promotion of equality and immigration is to get underway in the first week of November. Indeed, there has been some action lately: A report by the **Atlantic Institute for Market Studies** on the importance of immigration to this region are some of the other initiatives calling for increased attention to the evolving diversity and to immigration issues...

NEW BRUNSWICK
TELEGRAPH-JOURNAL

News, Thursday, July 31, 2003, p. A1

Politics

New president of ACOA vows to fight agency's image problem

RICHARD ROIK Telegraph-Journal

OTTAWA - The new president of the Moncton-based Atlantic Canada Opportunities Agency says she wants to clean up image problems of cronyism and porkbarrelling that have dogged the federal agency. The only thing she won't entertain, she said, is talk about abolishing ACOA - as has been suggested by everyone from Nova Scotia Tory MP Scott Brison to the **Atlantic Institute for Market Studies**.



Business, Saturday, September 6, 2003, p. B10 / Front

Groupcalls for EI changes

Brian Crowley, of the **Atlantic Institute for Market Studies**, says Ottawa should make it harder to get employment insurance the first time. He says government shouldn't trap a generation in a cycle of dependence.

SundayStarTimes

October 5, 2003

Foreshore Law and Politics Conference

Wellington - More than 180 people attended a Foreshore, Law and Politics Conference hosted by ACT New Zealand in the Beehive Banquet Hall on Saturday, October 4. Keynote speaker was Canadian **Brian Lee Crowley** who presented a paper entitled "Who Should Own the Sea and Why it Matters." Crowley is president and Director of the **Atlantic Institute for Market Studies**



L'EXPRESS

Canada, l'identité plurielle

L'Express du 22/08/2002

Du gaz dans l'eau

de notre envoyé spécial Jean-Michel Demetz

Paris-...Nous sommes à un tournant, estime Brian Crowley, directeur de l'Atlantic Institute for Market Studies, un think tank indépendant. Mais saurons-nous saisir cette chance? Pour cet économiste, le déclin régional de ces dernières décennies résulte d'abord de la douce dépendance entretenue par le pouvoir fédéral d'Ottawa depuis des décennies: «Nous avons souffert d'être une région pauvre dans un pays riche.»



samedi, 8 mars 2003

À l'Institut, on dit ne pas vouloir créer de compétition entre les écoles, mais permettre aux écoles plus faibles de tirer des leçons des plus fortes. **Brian Lee Crowley**, directeur de l'Institut, ne s'étonne pas, cependant, de la levée de boucliers suscitée par le classement dans les différents ministères de l'Éducation un peu partout en Atlantique, une réaction qu'il juge révélatrice d'un manque de transparence.



Forum, dimanche 28 septembre 2003, p. A10

Brian Lee Crowley

Des ennuis en perspective

Labîme entre ce que les Canadiens croient et ce que la loi les contraint de faire s'élargit dangereusement. LORSQUE LES juges utilisent la Charte des droits et libertés de manière à reconstruire la société canadienne pour qu'elle corresponde à leur vision personnelle de l'équité, nous nous attirons des ennuis pour l'avenir.



Économie, mardi 5 novembre 2002, p. 11

Ottawa songe à un représentant permanent des provinces atlantiques à New York

Fredericton - Le gouvernement fédéral envisage de nommer un représentant permanent à New York, qui serait chargé de promouvoir les provinces atlantiques auprès des investisseurs américains. Mais selon **Brian Lee Crowley**, le président de l'**Atlantic Institute for Market Studies**, un organisme privé d'experts, il y a de meilleures façons pour Ottawa de dépenser son argent que de financer un autre bureau gouvernemental.

AIMS Events in 2002-2003/ Les événements de AIMS 2000-2001

Borderlines Conference, Atlantic Canada and the Canada - American Border of the Future

Garrison Room, North Magazine
Halifax Citadel
November 22, 2003



Canadians and Americans came to Halifax to discuss the border and its implications for the Atlantic region. Here Tim Woodcock, former Mayor of Bangor speaks with John Young, Wayne Crawley and Jeff Somerville while Michael MacDonald, Reg Stuart and Denis Stairs review one of the presentations.

Canada's place in North America, and particularly the next steps in the evolution of our relationship with the United States, is perhaps the most pressing public policy issue facing Canada today. Similarly, the burgeoning relationship between Atlantic Canada and the US is going to be a key part of any strategy to help this region escape its traditional underdevelopment.

AIMS was the Atlantic Canadian organizer of a national consultation on these issues. This project, called "BorderLines" is national, non-partisan, and put together by organizations and individuals across the country that share the belief that this issue may be the most important of our time. We, as Canadians, need an opportunity to educate ourselves about what is already happening, what options we may have and then help foster a debate in the country about what we want in our evolving relationship with the US.

Halifax BorderLines was hosted by AIMS with the support of the McCain Foundation

Jack Granatstein -The Peter Pan Syndrome: Will Canada Ever Grow Up on Defence?

Casino Nova Scotia Hotel, Halifax, November 18, 2002



The media continue to show a strong interest in the international calibre speakers addressing AIMS events – here Jack Granatstein answers questions from a television journalist after his talk.

The Peter Pan Syndrome: Will Canada Ever Grow Up on Defence? - A talk by Jack Granatstein noted author of the recently published **Canada's Army: Waging War and Keeping the Peace**, historian, former Director and CEO of the Canadian War Museum in Ottawa and a regular commentator on the state of the Canadian military

Canada's defence policy is the subject of increasingly intense scrutiny in a world in which security and military concerns are looming ever larger. Few regions of the country will be as affected as Atlantic Canada by the outcome of this renewed interest in defence. Our historic and ongoing relationship to the military is intimate and inevitable. This is particularly the case for the Navy, still the largest employer in the region's largest city. Changes in military policy have always had a disproportionate impact in this region and future changes, good or bad, can be expected to cause similar shockwaves throughout our economy. Both what those changes are likely to be, and what they should be are thus questions that should be of deep interest to all of us.

The White House Comes to AIMS - David Frum on Canada-US relations.



Author and White House advisor, David Frum, gestures to a crowded room during an illuminating talk on Canada - US relations entitled "Reaping What We Have Sown".

June 12, 2003 - The Halifax Club

He has been called "one of the leading political commentators of his generation" by the Wall Street Journal. David Frum is considered one of North America's top political and social observers. The author of the New York Times bestseller **The Right Man: The Surprise Presidency of George W. Bush**, Frum served as special assistant to President Bush for economic speechwriting from January 2001 to February 2002. He is currently a resident fellow at the American Enterprise Institute, a contributing editor to *National Review* and a regular contributor to the *Daily Telegraph* in Great Britain and to National Public Radio.

Choice, accountability and performance in the public schools: How Edmonton does it and why it works: A talk by Angus McBeath, Superintendent, Edmonton Public Schools.

July 11, 2003
The Halifax Club

Edmonton has revolutionised the public schools system. Every school is now an education enterprise led by a strong principal with the power to implement change and the power to acquire the services and resources the students need when they need them. Throughout North America, Edmonton is being held up as the example of what the public schools can and should be. With their entrepreneurial spirit, Edmonton's public school system has been putting the competition out of business; unlike most major cities, the number of students in private schools in Edmonton has been declining.



Angus McBeath shares some of his insights, as Superintendent of Schools, regarding the potential of a client driven public education systems with AIMS board member, George Cooper.

As Superintendent of Schools, Mr. McBeath leads the ongoing effort of Edmonton Public Schools to improve student achievement. The district is in the second year of its Focus on Supporting Teaching and Learning, in which each school develops an instructional focus that applies to every student in every classroom. As part of the initiative, the district has enhanced opportunities for collaboration among staff, facilitated the use of research-based best practices in the classroom, and involved stakeholders in supporting the crucial work of teaching and learning.

An educator for 30 years, Angus McBeath began his teaching career in 1972 in Prince Edward Island. He is in demand across North America as a dynamic speaker with a truly remarkable story to tell about how public schools can reinvent themselves to meet the needs of a modern, diverse and demanding society where educational achievement is the key to success.

Through the generous support of the Society for the Advancement of Excellence in Education AIMS was able to offer this event free of charge.

Atlantic Fisheries Can Learn From BC Experience: Laura Jones

Atlantic Institute for Market Studies, June 18, 2003



Laura Jones receives a coveted AIMS' mug from Brian Lee Crowley after a discussion she gave at the AIMS office in Halifax.

If the British Columbia experience is any guide, Atlantic fisheries can avoid further ecological and economic disasters by pushing much further their adoption of a "property rights" style of management. Laura Jones, an economist from British Columbia, has just completed a study of ten BC fisheries and says fishery workers are virtually unanimous in their opinion that individual transferable quotas (ITQs) have improved their livelihood and in some cases, saved their fisheries from catastrophe.

A resident of Vancouver, Laura Jones is the Vice-president for BC & Yukon with Canadian Federation of Independent Business. In this capacity she works with all levels of government to represent the interests of CFIB's small business members in British Columbia and the Yukon. Prior to joining CFIB, Laura Jones worked for the Fraser Institute as the Director of Environment and Regulatory Studies. She has authored or co-authored a number of public policy studies including **Canada's Regulatory Burden, Searching For Solutions: Experiments in Fisheries Management on Canada's West Coast**, and **Environmental Indicators**. She has edited five books including **Safe Enough? Managing Risk and Regulation**.

Global and North American Energy Security Issues with Robert Ebel

Halifax Club, September 4, 2003

Robert Ebel, one of the world's most highly regarded experts on energy security has been kind enough to give a private briefing for AIMS on Thursday September 4th at the Halifax Club. Mr. Ebel is Director, Energy and National Security, at the Center for Strategic and International Studies, Washington's top think tank on international strategic issues. Robert Ebel has been at the heart of policymaking on energy and security in Washington for the past 25 years.

He has held positions in the Central Intelligence Agency, the Department of the Interior, and the Federal Energy Agency and is a key contributor to several of the most influential reports on energy and security matters in Washington in recent years. This includes directing the seminal 3-volume report on *The Geopolitics of Energy into the 21st Century*, co-chaired by Senator Sam Nunn and Dr. James Schlesinger, released in November 2000.



Robert Ebel in discussion with AIMS Directors Phil Knoll of Duke Energy and Norm Miller, president of the event sponsor Corridor Resources.

Maine – Maritimes Business Summit, September 11, 2003

Casino Nova Scotia Hotel, September 11, 2003



Maine representatives join Brian Lee Crowley for a boat tour of the Port of Halifax during Maine - Maritimes Business Summit.

On the symbolically important date of September 11th, AIMS and ProgressCorp hosted a summit between senior Maritime business people and a group of senior businesspeople from Maine. The Maine delegation was headed by Jim Dowe, CEO of Bangor Savings Bank and will include top executives from major Maine companies such as Rick Warren, Publisher, Bangor Daily News; Peter Vigue, President, Cianbro Corp.; Warren Cook, President, Jackson Laboratories; Bob Umphrey, President, Northeast Packaging; Dan McKay, Partner, Eaton Peabody; and, Mike Young, WABI-TV.

The purpose, to begin to build the relationships that will guarantee that our political authorities know that prosperity on both sides of the border can only occur when the border, and the transport and other infrastructure around it, are run with an eye to facilitating, not obstructing, commerce in all its forms.

You Can't Build a City on Pity: John Norquist

Delta Halifax, September 26, 2003

Making city government more efficient and less costly for taxpayers.

Now serving his fourth term as Mayor, John Norquist is a prominent participant in national discussions of urban design, government efficiency and educational issues. Most recently, he has drawn widespread recognition for championing the removal of a kilometer long stretch of elevated freeway, clearing the way for an anticipated \$250 million in infill development in the heart of Milwaukee.

Mayor Norquist was recently chosen as President and CEO of the Congress for the New Urbanism. He formerly chaired the National League of Cities Task Force on Federal Policy and Family Poverty.



Mayor Norquist is introduced to Nova Scotia Deputy Minister of Environment and Labour Ron L'Esperance by Brian Lee Crowley. Sharing the head table is Peter Kelly, Mayor of Halifax Regional Municipality.

**Auditors' Report on the summarized financial statements/
Rapport des vérificateurs sur les états financiers condensés**

To the Directors of the Atlantic Institute for Market Studies

The accompanying summarized balance sheet and statements of revenue, expenditures, and general fund equity are derived from the complete financial statements of the Atlantic Institute for Market Studies as at September 30, 2003, and for the year then ended on which we expressed an opinion without reservation in our report dated October 22, 2003. The preparation of summarized financial statements from the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of the Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

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

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

Halifax, Nova Scotia
October 22, 2003



Chartered Accountants

Aux administrateurs de l'Institut atlantique des études de marché

Le bilan condensé ainsi que les états condensés des revenus, dépenses et surplus du fonds de fonctionnement ci-joints ont été établis à partir des états financiers complets de l'Institut atlantique des études de marché au 30 septembre 2003 et pour l'exercice terminé à cette date à l'égard desquels nous avons exprimé une opinion sans réserve dans notre rapport daté du 22 octobre 2003. La préparation d'états financiers condensés à partir des états financiers complets relève de la responsabilité de la direction de l'Institut. Notre responsabilité, en conformité avec la Note d'orientation pertinente concernant la certification, publiée par l'Institut Canadien des Comptables Agréés, consiste à faire rapport sur les états financiers condensés.

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

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

Halifax, Nouvelle-Écosse
le 22 octobre 2003



Comptables agréés

NOTE : The following is a summary of AIMS audited financial statements for the year ended September 30, 2003:

Financial Position 2003/Rapport financier 2003

**Statement of Revenue, Expenditures and General Fund Equity/
État des revenus, dépenses et surplus du fonds de fonctionnement**
Year ended September 30, 2003/ Pour l'exercice terminé le 30 septembre, 2003

Revenue/Revenus

Donations/Dons		
Foundations	464,984	
Corporate and Individual	249,730	
Events/Events	33,040	
Interest/Intérêts	12,477	
Other/Autres	<u>482</u>	\$ 760,713

Expenses/Dépenses

Salaries and Benefits/ Salaires et benefices	\$ 414,437	
Contract Fees/Frais de contrats	92,470	
Other/Autres	<u>251,072</u>	(757,979)

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

\$ 2,734

General Fund Equity, beginning of year / Surplus du fonds de fonctionnement, début de l'exercice	\$ 177,983
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Excess of Expenditures over Revenue / Excédent les dépenses sur des revenus	\$ <u>2,734</u>
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**General Fund Equity, End of year/
Surplus du fonds de fonctionnement, fin de l'exercice**

\$ 180,717

Balance Sheet /Bilan

September 30, 2003/ le 30 septembre, 2003

Assets/Actif	\$ 598,981
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Liabilities/Passif	<u>(418,264)</u>
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Fund Balance/Solde de fonds	\$ 180,717
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AIMS Patrons 1995 – Date/ Les patrons de AIMS de 1995 jusqu'à présent

Air Nova/Air Canada	Frank Himsl	McCain Foods Limited
Aliant Inc.	Fred Guptill	McCain Foundation
Amirix	Ganong Brothers Ltd.	McInnes Cooper
Archean Resources	Gary Hamblen	Merck Frosst
Astra Zeneca	George Weston Ltd.	Moosehead Breweries Limited
Atlantic Catch Data Limited	Gerald Pond	National Bank Financial
Atlantic Corporation Limited	Gordon S. Stanfield	NB Tel
Atlas Economic Research	Graham Smith	Nova Corporation
Foundation	Grant Thornton	Osler, Hoskin & Harcourt
Auracom Internet Services	Great Eastern Corporation	Oxford Frozen Foods Ltd.
Bank of Montreal	Limited	Pan Canadian Resources
Baxter Foods Limited	Great West Life	Patterson Palmer Hunt Murphy
Bell Canada Enterprise	Haven Manor	Peter Worth
Betsy Chapman	High Liner Foods Incorporated	Petro Canada
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Institute	Insurance Bureau of Canada	Read Restaurants Ltd.
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Comeau Seafood Ltd.	J.W.E. Mingo	Royal Print and Packaging
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Limited	Limited	Warren Transport
Fortis Inc.	Maritime Tel & Tel	Wayne Forster
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