

2007 Annual Report

Changing the World



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Our vision is of a free and prosperous world where individuals benefit from greater choice, competitive markets, and personal responsibility. Our mission is to measure, study, and communicate the impacts of competitive markets and government interventions on the welfare of individuals.

Founded in 1974, we are an independent research and educational organization with locations throughout North America and international partners in over 70 countries. Our work is financed by tax-deductible contributions from thousands of individuals, organizations, and foundations. In order to protect its independence, the Fraser Institute does not accept grants from government or contracts for research.

Nous envisageons un monde libre et prospère, où chaque personne bénéficie d'un plus grand choix, de marchés concurrentiels et de responsabilités individuelles. Notre mission consiste à mesurer, à étudier et à communiquer l'effet des marchés concurrentiels et des interventions gouvernementales sur le bien-être des individus.

Fondé en 1974, l'Institut existe en tant qu'organisme de recherche et d'éducation indépendant. Nous avons des bureaux en Amérique du Nord ainsi que des associés internationaux dans plus de 70 pays. Notre œuvre est financée par la contribution déductible d'impôt de milliers de personnes, d'organismes et de fondations. Pour protéger son indépendance, l'Institut Fraser n'accepte ni subvention gouvernementale ni recherche sous contrat.

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Changing the World

CHAIRMAN'S MESSAGE

I am very pleased to report to you on the Fraser Institute's activities in 2007, the 34th consecutive year of success in improving public policies here and abroad, and my first year serving as chairman.

In noting our accomplishments, I must pay tribute to the excellent organization and team that I have inherited as chairman and, in particular, I want to thank former chairman Ray Addington for his exceptional service to the Institute over the prior 22 years. Ray's leadership and unfailingly sound advice have left an indelible impression on the workings of this organization. I will work diligently to live up to his example over the course of my tenure as chairman.



Hassan Khosrowshahi
Chairman, Board of Trustees

This year saw the Institute increasing and broadening the scope of its activities to new record levels of achievement. The heart of the Institute remains our unwavering focus on measurement: as our motto states, "If it matters, measure it." Accordingly, the set of measures for success in

2007 shows unambiguous progress in achieving our mission to study, communicate, and educate the public about markets and optimal public policies. One of the most obvious measures of success was the opening of two offices during the year, with new staff and activities now issuing from a Montreal base to a primarily French language audience in Quebec, and from Florida, to increase our visibility across the United States. We intend to deepen and broaden our activities in both of these areas in 2008 by further expanding our work and by leveraging our efforts through the internet and associated technologies.

We increased our overall team of dedicated researchers and program staff by six, a 10 percent increase over the prior year and a record level of staffing. With the inevitable transition of people in the labour market, we actually hired 14 new people in 2007, an infusion of

energy and talent that raised the quality and quantity of our work.

The combined efforts of our team of staff, senior fellows, and interns resulted in a one-third rise in the number of our publications, to 76 in total. Many of those publications included exciting new research and ideas, including the science of climate change and adaptation policies, corporate subsidies, petroleum investment barriers, social insurance number fraud, home schooling, tax compliance, psychiatric care waiting times, the legality of federal spending powers, urban planning, and Canada-US relations.

Here at home we saw record levels of media attention

We also published more than 280 commentaries in the media, a 60 percent increase from the prior year and another record. Of particular note was our success in taxation policy, with our commentaries on Tax Freedom Day and our Consumer Tax Index being widely reprinted.

The year was an exceptional one for events, from small audience policy briefings to our expanded Behind the Spin wine-and-speaker sessions. The enhanced events programs played no small part in contributing to the greater impact of our ideas on public policy discussions across the country and around the world.



China excursion participants tour a port near Shanghai.

We took to the streets with an expanded policy excursion program that included a week-long series of speakers in Shanghai and Beijing on the broad topic of China's role in the world, and a shorter but equally intense set of sessions in Ottawa with policy makers and other experts. We held the Institute's first-ever conference linking immigration policies and terrorism in Toronto, and we will follow up with a volume of conference proceedings and a second conference in Montreal in June 2008 on the demographic dimensions of immigration.

The opening of our Montreal office was celebrated with a gala dinner to commemorate the 20th anniversary of free trade between Canada and the United States. Across the country in Vancouver, we launched our new Illuminismo (Italian for "the Enlightenment") series of renowned speaker events with Bjørn Lomborg, the "skeptical environmentalist" from Denmark.

Our outreach activities to get our ideas and message directly to students, teachers and other groups achieved record numbers in 2007 with more than 800 people attending our student programs and a distribution of Economic Freedom of the World maps and lesson plans to 1,000 schools. The year also saw us launch a program to educate journalists about economics and markets.

Our overall rise in staff, resources, and activities in turn led to a record setting number of media mentions. The Institute earned 1,200 more media hits in 2007 than in the prior year, with a very large increase in the US market



Fraser Institute Trustees honour retiring Board Chairman Raymond Addington: from back left: Steve Hynes, Ed Belzberg, Michael Walker, Art Grunder, Anthony Sessions, Gordon Gibson, Serge Darkazanli. From front left: T. Patrick Boyle, Hassan Khosrowshahi, Ray Addington OBE, Mark Mullins, and Mark Mitchell.

What matters most is the ultimate impact these ideas have on influencing people's thoughts and actions

and across the internet. Notable global successes came with coverage of our economic freedom report (nearly 400 media mentions across more than 50 countries) and the mining survey (more than doubling its media hits in two years to more than 250). Our work on environmental policy also tripled in 2007 to a record level of more than 350 media mentions.

Here at home, we also saw record levels of media attention. This was particularly true in the areas of education (with our school report cards again surpassing the 1,000 media hits level) and health care (our hospital waiting lists survey was the most popular release of the year with the media, earning more than 600 mentions). A gratifying outcome of these efforts was an increase in our base of supporters by almost 800 people to more than 3,500, another record level. Many of these individuals responded to our appeals for support through our direct mail program, which grew by 28 percent last year. Others responded to the personal attention delivered by our development staff. Altogether, they contributed to our record level of donations that make our agenda-setting research and outreach possible.

All of these accomplishments, measured through the numbers and activities listed in detail throughout this annual report, impart a sense of the energy and potential for positive change embodied in the Institute and its staff. I would not want you to think, however, that only numbers matter. The policy ideas behind the activities are absolutely central, but what matters most is the ultimate impact these ideas have on influencing people's thoughts and actions and the difference they make in people's lives.

One way to measure the real sense of impact comes less from those who agree with our ideas than from those who react and come to accept the reality of market-based policy solutions. I would like to relate three such instances to you here.

The first indication of our impact comes from those protesters who take the time and effort to oppose our activities. Two such instances from 2007 stand out in my mind: approximately 80 protesters in Montreal, clearly not enamored of the idea of celebrating free trade with the United States, came to express their views at our event in that city in October. A smaller number of protesters (though with nicer banners) took to the streets in London in February to protest our climate change science report, the Independent Summary for Policymakers: IPCC Fourth Assessment Report. Their presence indicated that what we do has impact, as the worst possible outcome for our work is to be ignored.

The second indication of our impact comes from the release of a study by Institute researchers Brett Skinner and Mark Rovere on pharmaceutical pricing differences in North America. Owing to a lack of competition in the generic drug market in Canada, average prices in Canada are approximately twice as high as in the United States for identical popular drugs, after taking account of purchasing power differences. In response to these facts, on the day of the study's release, federal health minister Tony Clement said that the report "almost changes the whole debate" on a federal pharmacare program, thus reducing the chance of a further extension of state activism in health care.

A final victory for the power of compelling ideas, and my personal favorite, is the use made of our work on economic freedom to encourage foreign investment in Vietnam. We were pleased to see a direct promotion of economic freedom in the editorial pages of the *Nhan Dan* newspaper, "the Central Organ of the Communist Party of Vietnam, the voice of the Party, State and people of Vietnam." There can be no greater satisfaction than to help turn the views of a Communist Party mouthpiece from nationalizing the commanding heights of the economy to wholeheartedly embracing the free market.

This completes my summary of just some of our notable activities and accomplishments for 2007. These successes are made possible by the dedication of all of the people affiliated with the Institute. They are in keeping with the stellar history of an organization that has an ethic of making a difference in the world through the application of market solutions to public policy issues.

I hope that you will continue to monitor our progress closely in the upcoming year, as I anticipate that we will continue to make the impact that is so needed. Thank you for your continuing support for our absolutely essential work. ■



Hassan Khosrowshahi
Chairman, Board of Trustees

ABOUT THE FRASER INSTITUTE

The Fraser Institute is Canada's leading economic research and public education organization. Founded in 1974, the Institute's mission is to measure, study, and communicate the impacts of competitive markets and government interventions on the welfare of individuals. The Institute's work is inspired by famed economist Milton Friedman. The Institute envisions a free and prosperous world where individuals benefit from greater choice, competitive markets, and personal responsibility.

The Fraser Institute maintains offices in Calgary, Florida, Montreal, Toronto, and Vancouver. Its activities are administered by the Executive Director with the assistance of a management committee composed of senior Institute staff. The Institute's overall performance is monitored by a Board of Trustees and an Executive Advisory Board composed of selected Trustees who meet monthly.

The Fraser Institute has registered charitable status in both Canada and the United States and the majority of its revenues are derived from donations



Ottawa excursion participants visit Parliament Hill with Fraser Institute Senior Fellows Mike Harris and Ralph Klein.

from individuals and organizations. Revenue is also generated from the sale of publications, paid attendance at events, and interest on invested endowment funds. The Institute does not accept government funding or conduct contract research and it strives to minimize its dependence on any single source of funding or group of supporters. The Institute is non-political and does not undertake lobbying activities.

Research

The Institute maintains an independent research agenda, determined by Institute staff at an annual planning session and later confirmed during

a mid-year review. Donors are not involved in this planning process or in any other research activities.

Ongoing projects are reviewed for their continuing relevance and potential

new projects are assessed on the basis of importance and timeliness. The aim of the policy planning process is to produce a research and education plan

that will maximize the Institute's contribution to improving public policy.

Projects are reviewed for their continuing relevance



Fraser Institute Executive Director Mark Mullins talks about climate change with "skeptical environmentalist" Bjørn Lomborg in Vancouver.

Research is carried out by Institute staff and associated scholars, academics, economists, and policy analysts from around the world. The Institute's list of researchers has grown to include more than 350 authors (including six Nobel Laureates) from 22 countries. All new research is subject to an extensive peer review process with final recourse being provided by the Institute's Editorial Advisory Board of leading international economists.

The fundamental objective of all Institute research programs is to show the

benefits of market-based alternatives to well-intentioned but misguided and conventional views about the appropriate roles of government.

Public Outreach

The Institute's products—its ideas—are packaged in a number of different formats to reach Institute supporters, the media, students, academics, policy makers, and politicians from all parties across Canada and abroad. The Institute's 250-plus publications have been distributed in more than 50 countries and translated into 24 languages. Most publications are posted on our web site, www.fraserinstitute.org, and can be downloaded free of charge.

The Institute also works hard to reach students and provide them with a broad understanding of economic principles and many of our publications have been adopted for courses at colleges and universities in Canada and around the world. The Institute conducts seminars for students, workshops for teachers, publishes the *Canadian Student Review* newsletter, and offers public policy research internships.

The Institute promotes its research and policy ideas to a wide audience through the mass media. Institute staff members write news releases, commentaries and articles, and conduct radio and television interviews throughout the year. Finally, the Institute holds conferences, luncheons, and seminars in major Canadian cities and Institute staff make speeches and participate in public forums on a regular basis. Institute staff also make regular submissions to parliamentary committees on a variety of policy issues.

Results and Impact

When the Fraser Institute was founded in 1974, many Canadians believed that

government should be the principal source of growth and development in the economy. The Institute has since helped bring about a considerable shift in public opinion in recognition of the importance of market competition. Many of the Institute's innovative ideas about market solutions to economic problems are now the consensus view on topics that are crucial for the economic well-being of Canadians. Indeed, the current public policy agenda in Canada reads like an index of past Fraser Institute publications. As the Institute's reputation for quality work has grown, its influence has also grown internationally. Its research and recommendations now command the attention of policy makers around the globe. ■

250-plus
publications have
been distributed
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24 languages



China excursion participants inside Beijing's Forbidden City, accompanied by Fraser Institute Senior Fellows Martin Collacott and Mike Harris.

FISCAL STUDIES

The Vancouver-based Fiscal Studies department experienced another banner year in 2007. The department published 19 studies and garnered more than 1,100 media mentions, a 20 per cent increase compared to 2006.

Tax Freedom Day, the day of the year on which the average family has earned enough money to pay the tax bill imposed on them by all levels of government, continues to be a hallmark release for Fiscal Studies. Tax Freedom Day again generated a high level of media attention with more than 185 media mentions in 2007.

Prof. Marc Simard gives a policy briefing in the Fraser Institute offices in Montreal.

The Canadian Consumer Tax Index (CCTI), which tracks how the total tax bill of the average Canadian family has changed over the past 40 years, was a new release for 2007. The CCTI received more than 160 media mentions, ranking ninth among all Fraser Institute projects in media exposure.

Fiscal Studies also released *Compliance and Administrative Costs of Taxation in Canada*, a new study led by Professor François Vaillancourt of the University of Montreal. The study calculated the total costs to the Canadian public of complying with tax laws and regulations and the costs to governments in managing and maintaining the tax system. Released just prior to the April 30th personal income tax filing deadline, the study received significant media attention.

Budgets

In 2007, Fiscal Studies continued to respond to a number of government budgets including both the federal budget in February 2007 and the federal government's economic statement in October. Media coverage of the budget series was excellent and included segments on CBC *National Radio*, CTV *News*, and CBC *News*, as well as the *Globe and Mail*, *National Post*, *Vancouver Sun*, *Calgary Herald* and many others. All told, the budget series garnered a total of 100 media mentions in 2007, the second highest total ever.

Government Failure

The third edition of *Government Failure in Canada* was released in 2007. The study documented cases of government failure highlighted by Canada's auditor general between 1992 and 2006. The 2007 edition also included a new calculation of the cost of government failure. Media attention increased over the first two editions of the study and included front page coverage in the *National Post*.

As part of the Fiscal Studies' larger government performance initiative, the department produced a study on the ongoing mismanagement of Canadians' social insurance numbers. In addition, the department worked with Vito Tanzi, former director of fiscal affairs at the International Monetary Fund, on *Public Sector Efficiency: An International Comparison* which measured the amount of waste in the Canadian public sector.

Commentaries

Fiscal Studies again recorded a stellar year in commentary writing, completing more than 25 opinion pieces for newspapers across North America. Commentaries written by the department were published a total of 130 times in newspapers such as the *National Post*, *Ottawa Citizen*, *Vancouver Sun*, *Calgary Herald*, *Montreal Gazette*, *Saskatoon Star Phoenix*, *Winnipeg Free Press* and many others. ■





EDUCATION POLICY RESEARCH

The Fraser Institute's Education Policy research department published two studies in 2007 that examined different aspects of education. *Ontario's Private Schools: Who Chooses Them and Why?* by Deani A. Van Pelt, Patricia A. Allison and Derek J. Allison examined the increase in the number of parents enrolling their children in private schools.

The second study, *Home Schooling: From the Extreme to the Mainstream, 2nd Edition*, by Patrick Basham, John Merrifield and Claudia R. Hepburn, looked at the regulation, history, and growth of home schooling in Canada and the United States as well as reviewing the academic and social effects of home schooling. This study generated significant attention, especially on education blogs, where it continues to be discussed at length by parents across North America. ■

SCHOOL PERFORMANCE STUDIES

New Initiatives in 2007

A State of the Art Report Cards Data Processing System

In September, the School Performance Studies department began a complete redesign of the data-related processes used to produce the school report cards. The project's purpose is to dramatically increase the department's capacity to produce school report cards by streamlining the design, data handling, analysis, and quality control procedures. This project, generously funded by The W. Garfield Weston Foundation, will enable the department to pursue the further expansion of report cards in Canada and other countries.

The Centre for Entrepreneurship in Education

Work began in 2007 to scour the world for successful school franchises. These will be profiled on a web site that will act as a permanent, virtual showcase of successful school franchises. We hope the information available on this web site will encourage educators in Canada and other countries to use these examples of new and innovative schools with proven records of success as models for new schools in their countries. The web site is planned for launch in late 2008.

The Fraser Institute is proud to welcome Dr. James N. Tooley, a leading international expert on private schools, as special advisor to this pioneering Fraser Institute initiative.

Established programs

The School Report Card Series

By making comparisons between schools easier and more useful, the

Fraser Institute's school report cards allow for comparisons of school performance, helping parents make more informed decisions when choosing a school for their children in addition to helping both parents and educators improve the quality of education children receive.

During 2007, the 10th year of the report cards' publication, the department's seven report cards generated a total of 1,134 media stories. This continuous and extensive media attention has kept the report cards uppermost in the minds of parents in Canada's four largest provinces. This



Fraser Institute trustee Mark Mitchell presents a Garfield Weston Award for Excellence in Education to representatives of Surrey, British Columbia's Princess Margaret Secondary School.

year, the school report cards ranked 6,300 public, separate, private, and charter schools serving more than 3 million students.

Ontario

The fifth edition of the *Report Card on Ontario's Elementary Schools* introduced the 2007 series of report cards in February. The *Toronto Sun* took over as the lead media and produced a remarkable four-day, 52 page series detailing the results for more than 1,000 schools in the Greater Toronto

Area. The *Ottawa Citizen* provided detailed results for most of the province's eastern region. In total, this report card generated a record 245 media stories.

The totally redesigned *Report Card on Ontario's Secondary Schools* was released in April. Again, the *Toronto Sun* and *Ottawa Citizen* published both school results and thought-provoking stories. Generating 183 media stories, this report card joined the elementary schools' report card among the top five most written about Fraser Institute projects in 2007.

Quebec

The *Report Card on Quebec's Secondary Schools* was released in October and generated extensive coverage in media across Quebec. The 2007 edition was second only to the Institute's *Waiting Your Turn* in media attention and led all report cards by generating 321 stories in print and electronic media.

Alberta

The sixth annual edition of the *Report Card on Alberta's Elementary Schools* was published in March. This publication, and the ninth edition of the *Report Card on Alberta's High Schools* which was published in June, provided the province's parents with detailed comparative data on academic perfor-

mance at almost 1,000 Alberta schools. Both publications enjoyed strong support from the *Calgary Herald* and *Edmonton Sun* newspapers. Each of the two papers published special sections totaling almost 50 pages, that included all the school-by-school detailed results and rankings. The extensive media coverage and free-of-charge, year-round access to the complete report cards on the Institute's web site, ensure that the vast majority of Alberta parents and educators have easy access to the report card's valuable information.

British Columbia

The 10th edition of the *Report Card on Secondary Schools in British Columbia and Yukon* was released in April. Introduced in 1998, the BC series of report cards were the first reports on school performance ever published in Canada. For 2007, the *Vancouver Sun* took over as lead media and published an extensive special section detailing the school results for schools throughout most of British Columbia, while the *Victoria Times-Colonist* published detailed results for Vancouver Island high schools.

The *Report Card on British Columbia's Elementary Schools* continues to generate spirited discussion and debate. The province's teachers' union maintained its vigorous campaign to encourage

The 2007 program broke records for participation

parents to withdraw their children from the provincial Foundation Skills Assessment, the results of which form the basis of the report card's ratings. Nonetheless, the report card continues to be required reading for hundreds of thousands of parents across the province and the 2007 edition, published in May, was no exception.

The Garfield Weston Awards for Excellence in Education

The Garfield Weston Awards for Excellence in Education honour school teams—teachers, administrators, and support staff—who have made an outstanding contribution to their students' academic success. Generously supported by The W. Garfield Weston Foundation, the program encourages educators to recognize the benefits of productive competition among schools and the identification and public celebration of success as two key drivers of school performance improvement. The Garfield Weston Awards for Excellence in Education is now among the most prestigious and high-profile awards programs for educators in Canada.

The 2007 program broke records for participation by invited schools, attendance by educators at the events, and media attention. More than 950 educators from 190 schools were honoured at events in Vancouver, Calgary, and Toronto. Media attention soared thanks to the outstanding efforts of Lisa-Diane Fortier, the department's Coordinator, Outreach Programs, and the Institute's communications team. In total, the Weston awards events generated 136 media stories, up from 76 stories in 2006. ■



Port Royal Public School of Toronto was recognized as a School of Distinction in the category of Academic Achievement in Excess of Expectations at the Ontario Garfield Weston Awards in Toronto.

NON-PROFIT AND SOCIAL STUDIES

The Centre for Non-Profit and Social Policy Studies measures, evaluates, and promotes policies and practices that advance social well-being. Based in the Vancouver office, the centre draws together the Institute's ongoing research on welfare, poverty, and charitable giving with program activities assessing social service delivery in the non-profit sector.

In 2007, the centre's largest initiative, *The Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services*, celebrated its 10th anniversary. The Donner Awards are Canada's largest non-profit recognition program, established to recognize and encourage best practices in non-profit management and to increase public confidence and support for Canada's non-profit sector.

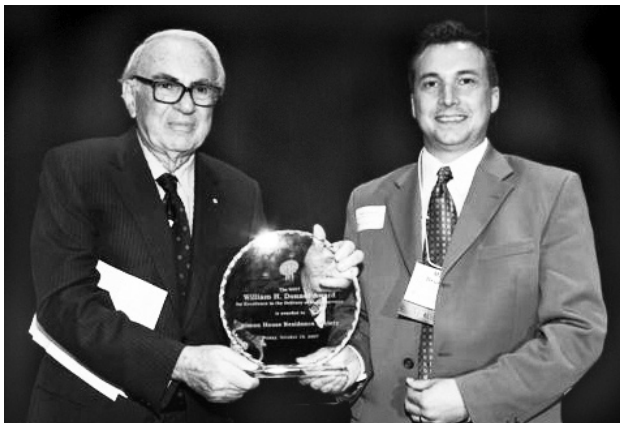
A gala luncheon held in Toronto saw Allan Gotlieb, Donner Canadian Foundation chairman, present \$65,000 in awards to non-profit social service agencies judged to be the best in their class based on their performance in 10 key areas, including management, governance, the use of staff and volunteers, innovation, program cost, and outcome monitoring. Brendan Calder, Adjunct Professor at the Rotman

School of Management, presented the prestigious \$5,000 *Peter F. Drucker Award for Non-Profit Management*.

583 non-profit organizations from across the country submitted 631 unique social service programs for evaluation by the Fraser Institute in 2007. Nearly 50 representatives from these non-profits participated in the Donner Awards Program's "Ideas Exchange" workshop, where they shared best practices in non-profit management and service delivery

The Donner Awards Program's *Profiles in Excellence* publication was significantly expanded in 2007. It includes "Guidelines for Giving" and an Alumni Directory to make the publication more useful to foundations, corporations, and individuals looking for ways to identify effective and efficient non-profit organizations deserving their charitable contributions.

The Centre for Non-Profit and Social Policy Studies also published the *2007 Generosity Index*, a measure of the charitable giving of Canadians and Americans, that annually attracts strong media attention across North America. ■



Allan Gotlieb, Chairman, Donner Canadian Foundation (left) presents Mark Brunton, President and CEO, Simon House Residence Society with the \$20,000 William H. Donner Award.

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Wilf Gobert



Maureen Hazel



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Clare Olmstead



Graham Thomson



Mirja van Herk

CHILDREN FIRST: SCHOOL CHOICE TRUST

Children First: School Choice Trust is the Fraser Institute's award winning program that enables lower-income families to enroll their children in the private elementary schools of their choice.

Launched in Ontario in 2003 and in Calgary, Alberta in 2006, the program helped 1,000 children in Ontario and 100 in Calgary attend private schools in 2007. The program is generously supported by a growing number of donors, and through the leadership gifts of The W. Garfield Weston Foundation and The Hunter Family Foundation.

Total applications to the program reached a new high in 2007 with a waitlist of more than 7,000 children. Web site hits for the year also surpassed previous records, reaching 27,903 in 2007, up 20 per cent compared to 2006. The program owes particular thanks to the *Women's Post*,



Six year old Children First recipient Pershia gets ready to start her day at a Calgary private school.

which published a number of articles on Children First and featured the program at four events in 2007.

Children First staff reached out to parents, educators, the media and the public throughout Ontario and Calgary by hosting principal luncheons, attending conferences and school fairs, and launching a donation campaign, "Put Yourself in a Child's Shoes." These activities continue to grow recognition and appreciation for parental choice in education. ■

Children First Numbers 2007

\$28,795	Average household income of participating families
27,903	Web site hits for 2007
8,500	Phone and email inquiries about the program in 2007
7,546	Applications received from economically disadvantaged families
\$4,769	Average tuition at participating Ontario private schools
\$3,258	Average tuition at participating Alberta schools
1,000	Children served across Ontario
209	Ontario schools participating
100	Children served in Calgary
18	Calgary schools participating
15	Participating schools visited by Children First staff
8	Jurisdictions not served by Children First from which we received requests
4	Presentations made by Children First staff at conferences and events
2	Provinces served

MINING SURVEY

The Fraser Institute's *Annual Survey of Mining Companies* holds policy makers accountable by revealing the impact of their policy decisions on creating prosperity and jobs in the mining industry.

The worldwide impact of the survey continues to grow. In 2007, global media coverage of the mining survey increased dramatically, in both industry publications and in prestigious general news publications, both nationally and internationally.

The survey has become a powerful tool for miners to judge the quality of the regulatory environment in jurisdictions around the world. It provides governments with important information on the quality of their mining policy.

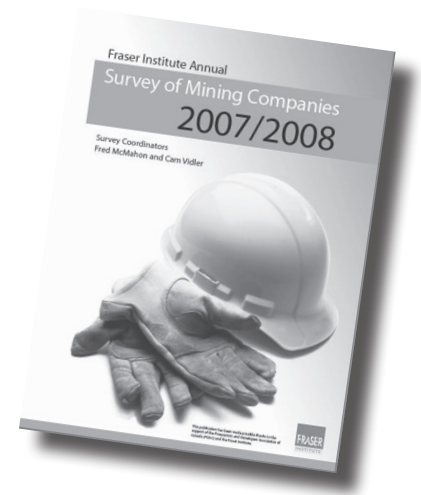
The survey was sent to approximately 3,000 exploration, development, and other mining-related companies around the world. The companies participating in the survey reported exploration spending of US\$1.48 billion in 2007 and of US\$980 million in 2006. Thus, survey respondents represent 14.8 percent of total global exploration worth US\$9.99 billion in 2007 and 13.7 percent of US\$7.13 billion in 2006.

The survey's primary focus is on uncertainty. Miners spend years in

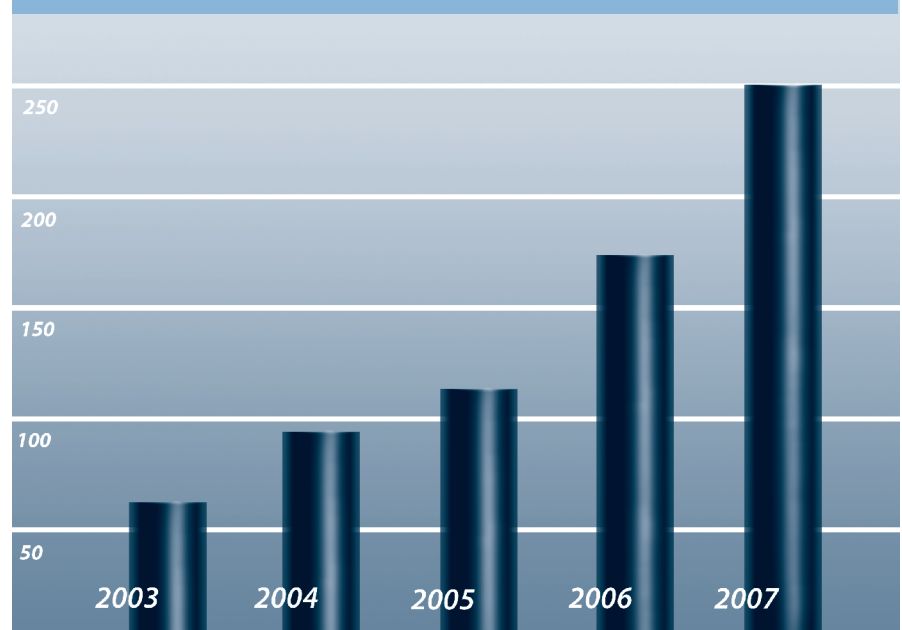
exploration and development and require a predictable regulatory climate to know that they will maintain their rights at the end of this long process. Everyone from miners to environmentalists should seek certainty in regulation, so that the go-ahead depends on having a good project rather than political power. Thus, the survey promotes good policy globally.

During the past year, Fraser Institute staff were invited to national and international mining events to discuss the survey's findings. Highlights included providing the keynote addresses at the Nunavut Mining Symposium and San Francisco Gold Forum, as well as a conference in Medellin, Colombia. ■

The Fraser Institute's *Annual Survey of Mining Companies* tells the truth no one wants to hear."
—Graham Baldwin



Mining Survey Media Hits



CENTRE FOR
LABOUR MARKET STUDIES

The Centre for Labour Market Studies expanded its profile in 2007 by releasing *Measuring Labour Markets in Canada and the United States*, an empirical assessment of labour market performance in the 10 Canadian provinces and 50 US states, in late August. The study garnered nearly 60 media mentions including high-profile coverage in *The National Post*.

The centre's research team also had eight high-profile commentaries in 12 newspapers across the country. The team covered issues such as replacement worker legislation, Vancouver's civic strike, minimum wages, and union financial disclosure and democracy. As a result of this work, organizations across North America are increasingly turning to the centre as one of the continent's leading resources for research on labour markets. ■

One of the continent's leading resources for research on labour markets

In Canadian health care, governments tend to prohibit competitive markets in favour of government monopoly, which provides the Alberta-based Health System Performance Studies department opportunities to measure the effects of these policies and propose sound reforms.

Waiting Your Turn

In 2007, the Health System Performance Studies department again produced Canada's only national, comparable, and comprehensive measurement of waiting times for medically necessary treatment.

The 17th edition of the Fraser Institute's benchmark publication in health performance, *Waiting Your Turn: Hospital Waiting Lists in Canada*, showed that waiting lists reached a new all-time high in 2007, despite substantial federal and provincial investments in health care. Total waiting time for patients between referral from a general practitioner and treatment increased to 18.3 weeks in 2007 from 17.8 weeks in 2006. The study received significant media coverage with more than 300 media mentions across Canada, as well as the United States, as debate about the US health care system heated up in the year before a presidential election.

How Good is Canadian Health Care?

The fifth edition of *How Good is Canadian Health Care?* was published in 2007. The study compares Canada's health policies and health care performance with other nations that guarantee their citizens access to health care insurance. The evidence examined in the study found that only Iceland and Switzerland spent more than Canada on health care (measured as an age-adjusted share of GDP). The international evidence shows that

other developed countries get better value for money by allowing private insurers and funders to compete with government, allowing private hospitals to serve patients in competition with government hospitals, and requiring patients to fund some portion of the cost of health services they consume.

Complementary and Alternative Medicine

The department's other major research project, *Complementary and Alternative Medicine in Canada: Trends in Use and Public Attitudes, 1997-2006*, analyzed trends in complementary and alternative medicine use and public attitudes in Canada between 1997 and 2006. The study found that more than half of Canadians surveyed in 2006 reported using at least one form of complementary or alternative medicines during the previous year, which was an increase of four percentage points over the 1997 result of 50 percent. It also estimated that Canadians spent approximately \$7.8 billion out of pocket on alternative medicine in the year before the 2006 survey, compared to the nearly \$5.4 billion (inflation-adjusted) spent in 1997.

Notably, despite the sizable expenditures on alternative medicines and the fact that most complementary and alternative treatments are not covered by government insurance plans, the majority of Canadians (59% in 2006) believe that alternative therapies should be paid for privately and not by provincial health plans.

Federal Health Care Transfers

In partnership with the Fiscal Studies department, the Health Performance Studies department produced a paper on federal cash transfers for health care. This report determined that

Montreal Staff



Dr. Chris Eagle, Executive Vice-President and Chief Clinical Officer for the Calgary Health Region (left) draws the winning ticket in the 2007 Waiting Your Turn survey lottery for Nadeem Esmail, Director of Health System Performance Studies.

the extra \$36 billion in federal cash transfers given to the provinces for health care since 1997, relative to what was required to account for population growth and inflation, had bought little improvement in the state of Medicare. Indeed, the health care system was found to be in worse shape in 2006 than it was in 1997.

Other Research Activities

The Health System Performance Studies department coordinated a health care-focused issue of *Fraser Forum*, the Institute's journal, which discussed topics such as the number of Canadians receiving medical treatment outside Canada, the price of public health insurance in Canada, facts and fallacies regarding the Canada Health Act, legal challenges to Canada's medical monopolies, health care reform in the United States, and the potential

pitfalls of Canada's electronic health records strategy.

Additionally, as part of the department's ongoing study of health system performance, various articles published throughout the year in *Fraser Forum* covered topics such as the federal government's role in health care, Canada's physician shortage, hospital funding mechanisms, the ageing population, and the private cost of waiting for medically necessary care.

Nadeem Esmail, Health System Performance Studies director, wrote a significant number of commentaries, with columns appearing in the *Windsor Star*, *Saskatoon Star Phoenix*, *Calgary Herald*, *Medical Post*, *National Post*, the *Globe and Mail Web-Exclusive Comment* and many other Canadian and international media outlets. Esmail also delivered 21 conference presentations on the department's research. ■



Sébastien Côté



Irene Fallon



Tasha Kheiriddin



Johana Křížová



Julie Lajoie

The Fraser Institute's Health and Pharmaceutical Policy research department published 10 major research papers in 2007.

The research agenda included annual updates of *Paying More, Getting Less, Canada's Drug Price Paradox* and *Seniors and Drug Prices in Canada and the United States*.

Paying More, Getting Less is a measurement of the sustainability of government health expenditures in Canada. The study found that in nine of 10 provinces, government spending on health care has been growing at a faster average annual pace than total available revenues for the past 10 years.

Canada's Drug Price Paradox and *Seniors and Drug Prices in Canada and the United States* compared Canadian and US prices for the 200 most commonly prescribed brand name and generic drugs, as well as the most commonly prescribed drugs for seniors. The studies found that prices for identical brand name drugs were approximately 52 per cent less expensive in Canada

Generic drugs were 115 to 118 per cent higher in Canada compared to the United States

on average, while prices for identical generic drugs were 115 to 118 per cent higher in Canada compared to the United States.

The department also published seven brand new studies, four of which received significant attention. *Access Delayed, Access Denied* estimated the lengthy wait time for patients to access new medicines in Canada, as well as the increasingly limited scope of access to the latest advancements in pharmaceuticals under public drug programs relative to private sector drug insurance.

The Misguided War against Medicines demonstrated that despite commonly being blamed for Medicare's financial troubles, neither spending on drugs in general nor spending on patented drugs in particular is responsible for unsustainable rates of growth in overall public health spending.

California Dreaming, a paper that was widely circulated in the US, compared the cost and availability of health care in Canada and the United States and highlighted the false economies and hidden costs associated with the single-payer government-run health insurance monopoly in Canada. The results suggested that Americans would be making a mistake by opting for a Canadian-style health care system.

Risk, Progressive Licensing and the Health Benefits Lost by Over-Regulating New Drugs provided a new theoretical and conceptual framework for objectively assessing the risks associated with new drugs, developing realistic regulatory standards and reducing the lost potential health benefits from over-regulating consumer access to new drug products.

More than 20 newspaper commentaries

The department also published 10 articles in *Fraser Forum* including a special June pharmaceutical policy focus issue. More than 20 newspaper commentaries written by the department were accepted for publication in both Canada and the United States in 2007, including a high profile placement in the *Chicago Sun-Times*.

Brett Skinner, Health and Pharmaceutical Policy research director, delivered more than 20 conference presentations and policy briefings in 2007 including several days spent in Washington, D.C. giving numerous presentations on health policy. This included a lecture presentation on the North American cross-border resale trade in prescription drugs to the Center for Strategic and International Studies; roundtable meetings at the Center for American Studies; private policy briefings to Democratic Party staffers at the US Capitol; roundtable breakfast briefings with national leaders of US patient advocacy groups and health professional associations; and a luncheon presentation on health policy reform at the National Press Club. Grace-Marie Turner of the Galen Institute organized the luncheon and confirmed that White House policy staff had requested a copy of Skinner's comments.

In the summer of 2007, Skinner was invited for the second time to testify about his research to the Canadian government's Standing Committee on Health in Ottawa. ■

CANADA STRONG & FREE

The Fraser Institute, in conjunction with the Montreal Economic Institute, published *Vision for a Canada Strong and Free*, in November 2007. Co-written by Fraser Institute Senior Fellows Mike Harris, former Ontario Premier, and Preston Manning, the former leader of the federal Official Opposition, the book is a detailed look at public policies promoting individual freedom and responsibility. The book was released at a gala event in Toronto, featuring Manning and Harris along with world famous environmental economist and author, Bjørn Lomborg.

In *Vision for a Canada Strong and Free*, Harris and Manning bring together their previous policy recommendations and lay out their far-reaching vision for building a stronger, healthier and more prosperous Canada. The foundation for many of their recommendations embraces free market principles along with greater individual responsibility and choice.

“We have yet to fully realize all the benefits a free and open market can provide because of the excessive financial demands and regulatory constraints of oversized and protectionist federal and provincial governments,” Manning said.

Manning and Harris suggest that the environment is one area where many Canadians are too quick to call for

additional government regulation, rather than relying on having the proper price signals and financial incentives in place.

“Far too many politicians of all stripes think the solution to a problem that appears to be created by business is to propose some new form of regulation,” Harris said. “Why can’t we look to the market and the appropriate pricing and profit signals to satisfy our demand for cleaner water, air, and energy, and sustainable soil, wildlife, and forests?”

The book is based on five policy reports the two Canadian leaders produced over the previous years. *International Leadership by a Canada Strong and Free* (2007), *Building Prosperity in a Canada Strong and Free* (2006), *Rebalanced & Revitalized: A Canada Strong & Free* (2006), *Building Prosperity in a Canada Strong and Free* (2006), *Caring for Canadians in a Canada Strong and Free* (2005), and the initial volume which set the course for the program *Canada Strong and Free* (2005).

Publication of *Vision for a Canada Strong and Free* summarizes the initial stages of the Canada Strong and Free project, which will remain ongoing as Harris and Manning, along with other distinguished Canadian leaders, continue to investigate and write about issues of importance to Canadians. ■



The Canada Strong and Free Ottawa Gala was attended by (from left) Senior Fellow Mike Harris, John Watson, President and CEO of CARE Canada, Executive Director Mark Mullins, His Excellency Omar Samad, Afghanistan Ambassador to Canada, and Senior Fellow Preston Manning.

Toronto Staff



Stephanie Dickstein



Claudia Hepburn



Melissa Holoday



John Maus



Alexandra McGregor



Fred McMahon



Mark Rovere



Brett Skinner



Michael Thomas



Leisse Van Walraven



Marisha Warrington

INSURANCE POLICY

The main research paper published by the Fraser Institute's Insurance Policy research department in 2007 was *The False Promise of Government Auto Insurance*, a study comparing average auto insurance premiums in 10 provinces in 2004-05.

The study found that three of the four provinces with government auto insurance monopolies (British Columbia, Saskatchewan and Manitoba) also had three of the four highest average premium costs for auto insurance in Canada. The study drew substantial media attention.

The release of the study was followed by the publication of six commentaries in major daily newspapers across Canada and a *Fraser Forum* article. The department also published four other insurance related articles in the October issue of *Fraser Forum*, which focussed on insurance.

The department's research has had an important influence on public policy decisions as well as legal judgments affecting the business environment for auto insurers in Canada.

In 2007, Brett Skinner, Insurance Policy research director, was called as an expert witness in a constitutional-legal challenge to the province of Alberta's regulation of tort awards in a case where the plaintiffs argued that the government had not considered other policy alternatives to tort reform as a way to control the cost of auto insurance (i.e. specifically government-

run auto insurance) and therefore that the Alberta government's policy went too far in restricting tort rights.

Skinner was asked to submit evidence about the relative merits of appropriately regulated competitive private sector markets versus government-run auto insurance monopolies. His report contained a rebuttal and counter-evidence effectively refuting the argument that Alberta had not considered the alleged value of government-run auto insurance monopolies like the one in British Columbia in its decision to cap tort awards.

A bulwark against regressive special interest forces

Although the province ultimately lost the case on the basis of other unrelated Charter rights arguments, the Fraser Institute's research contributed to the court's decision to dismiss arguments about the value of government auto insurance, thereby avoiding a potentially damaging precedent.

Cases like this illustrate the importance of ensuring that the Fraser Institute has a voice in the public policy debate: both as a progressive advocate of economic liberalism, but also as a bulwark against regressive special interest forces opposed to private sector markets. ■

CENTRE FOR ENTREPRENEURSHIP AND MARKETS

The Institute's Centre for Entrepreneurship and Markets experienced a breakout year in 2007, publishing four studies and generating nearly 100 media mentions.

The year was kick-started by the release of the second edition of the *Provincial Investment Climate Report*. The study objectively evaluates public policies that create and sustain positive investment climates and received more than 50 media mentions. The investment climate report was followed-up by the release of *The Economic Costs of Capital Gains Taxes* which studied the impact of capital gains taxes on the investment decisions and the level of entrepreneurship.

The Centre's research team also embarked on a major long-term project aimed at measuring

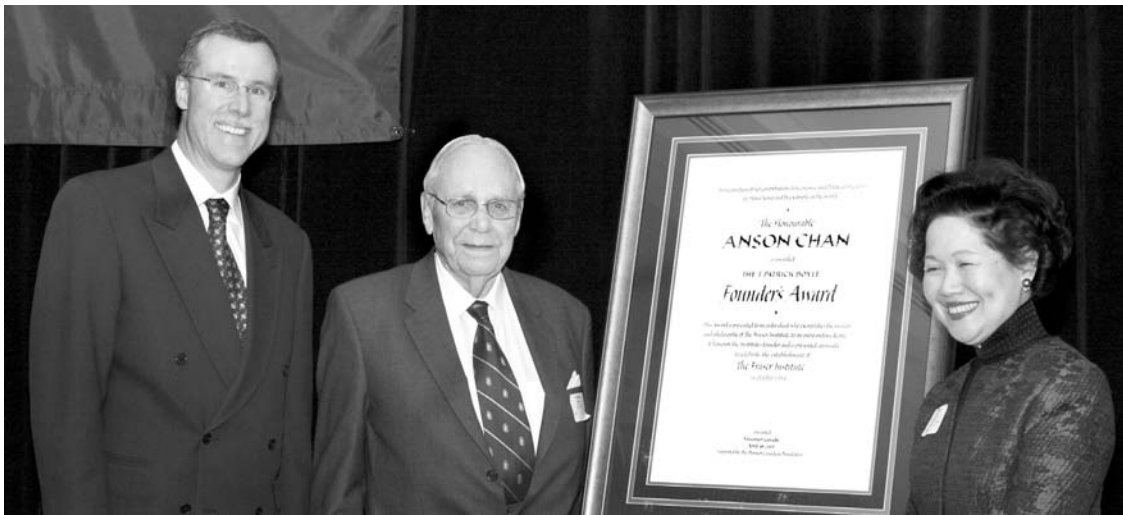
entrepreneurship across geographical jurisdictions. The first study in this project will be released in 2008 and presents the most important definitions of entrepreneurship and examines the most widely cited and used measures of entrepreneurship.

An important development coming out of the measuring entrepreneurship project was the opportunity to release a study based on a critical measure of entrepreneurship, business creation or the process of starting a new enterprise. *Measuring Business Creation in Canada and the United States* was released late in the year and generated a significant amount of media attention, particularly in the United States.

Another major long-term project started in 2007 was a series of papers titled *Entrepreneurial Finance: The*

Canadian Experience. One of Canada's leading finance economists, Professor John Chant of Simon Fraser University (Emeritus), will lead this project and is the author of the first study *Bank Lending and Entrepreneurial Finance: The Performance of Canadian Banks*, released in January 2008.

The centre also worked with Professor Douglas Cumming of York University and Professor Jeffrey MacIntosh of the University of Toronto on a study summarizing their work on labour sponsored venture capital funds. The study generated favourable media attention including a commentary by Professor Cumming that ran in newspapers across the country. ■



At the AGM in Vancouver, Executive Director Mark Mullins and Fraser Institute founder T. Patrick Boyle present the Founder's Award to the Honourable Dr. Anson Chan for exemplifying the mission and philosophy of the Institute to an outstanding degree.

ECONOMIC FREEDOM

The *Economic Freedom of the World Annual Report* published in 2007 was promoted internationally by independent research and educational institutions from 72 nations belonging to the Economic Freedom of the World Network. The result was that the report once again received extensive global media attention.

The *Economic Freedom of the World* report seeks to objectively quantify the extent of government restrictions on the ability of individuals to engage freely in economic activity. The foundations of economic freedom are personal choice, voluntary exchange, the right to keep what one earns, the rule of law, and property rights.

Economic freedom is essential to political reform, since it frees individuals and families from government dependence and allows them to take independent political roles without fear of loss of livelihood or privilege.

Work on the index began in 1986 when Michael Walker, then the Institute's



Participants at the Economic Freedom of the World meeting in Budva, Montenegro.

Executive Director, and the late Nobel Laureate Milton Friedman and his wife Rose Friedman initiated a comprehensive research project on economic freedom and its consequences. About 60 leading scholars, including three Nobel laureates, participated in the project. The annual *Economic Freedom of the World* report grew out of this work.

Economic Freedom of the World Network meeting, Montenegro

The annual meeting of the Economic Freedom of the World Network was held in Budva, Montenegro, one of the world's newest nations. The meeting attracted high profile delegates from

Asia, Europe, the former Soviet sphere, and from the Americas. The conference focused on institutions, economic freedom, and the rule of law. It was evident from the various presentations that, in terms of economic reforms, Eastern Europe has made significant improvements since the collapse of the Soviet Union. For example, most nations in the region have been reducing personal income taxes or adopting low flat tax rates, cutting tariff rates, stabilizing their currencies, and opening up their credit markets.

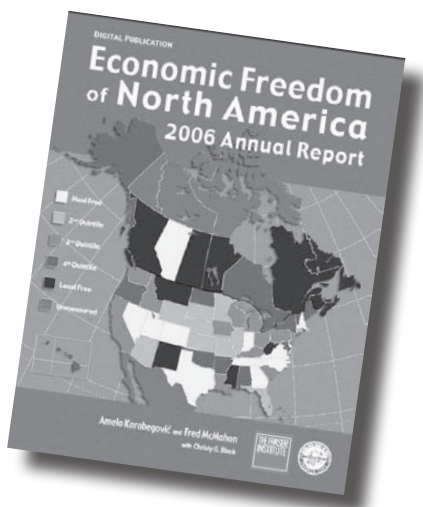
By the end of the meeting, it was also evident that the region has a long way to go if it is to become a vibrant and flourishing free market economy. While most of the nations in Eastern Europe have reduced personal income taxes, payroll taxes remain unchanged. Changing the personal income tax rates was relatively easier than changing the payroll tax rates as the latter requires reforming the entire social security system to which the payroll taxes are linked. Such a reform would involve adjusting pension systems, unemployment insurance, and health insurance.

But perhaps most importantly, participants noted there has been inadequate improvement in the rule of law in

The conference focused on institutions, economic freedom, and the rule of law



The 2007 *Economic Freedom of the World* Report was launched in New Delhi, India. Attending were Rene Klaff, Regional Director of Friedrich Naumann Foundation, Germany; Parth J. Shah, President of Centre for Civil Society, India; Honourable Shri Kamal Nath, India's Minister of Commerce and Industry; Lord Meghnad Desai of the London School of Economics; and Mark Mullins, Executive Director of the Fraser Institute, Canada.



many former Soviet nations. This is likely the most fundamental failure of the region. A country can have low income taxes and low tariff rates but without the rule of law (the enforcement of contracts, an impartial court system, and an independent judiciary), the benefits of these reforms are limited.

Economic Freedom Press Conferences

In 2007 Fraser Institute representatives personally attended two international news conferences announcing the publication of the *Economic Freedom of the World Annual Report*. Mark Mullins, Fraser Institute Executive Director, traveled to India while Fred McMahon attended an event in Muscat at the invitation of the International Research Foundation of Oman.

The news conference in India was attended by Indian Commerce and Industry Minister Kamal Nath, who wrote the introduction to the Indian version of the world report, and economist Lord Meghnad Desai. ■

ARAB ECONOMIC FREEDOM

With generous support from the John Templeton Foundation, the Fraser Institute continued to build on its project promoting economic freedom in the Arab world.

Economic Freedom of the Arab World Report

The Economic Freedom of the Arab World report measures economic freedom in 22 Arab League jurisdictions: Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, the UAE, West Bank and Gaza, and Yemen. Nations are ranked in five areas: size of government; economic and commercial law and security of property rights; access to sound money; freedom to trade internationally, and the regulation of credit, labour, and business.

It is important to note that the stimulus for this initiative came from the Arab world itself in the form of a number of invitations to discuss economic freedom in the region. The World Economic Forum later asked the Fraser Institute and the International Research Foundation of Oman (IRF) to prepare a report on the *Economic Freedom of the Arab World*.

The initial report was written by Salem Al Ismaily of the IRF and Fraser Institute researchers Amela Karabegović and Fred McMahon. It was first published by the World Economic

Vancouver Staff



Annabel Addington



Denise Barnfield



Wallace Chan



Jason Clemens



Martin Collacott

Vancouver
Staff (continued)



Pauline Collyer



Leah Costello



Peter Cowley



Julie DiMambro



Steve Easton



Fred McMahon, Director of the Centre for Globalization Studies (far right), with representatives from nations receiving the "Top Achievement in Economic Freedom" at the third Economic Freedom of the Arab World awards ceremony at the Dead Sea, Jordan.

Forum in 2005 and the Fraser Institute and IRF continue to update and publish the report on an annual basis.

Arab Economic Freedom Network Meeting at the Dead Sea, Jordan

In November, a partnership of the Fraser Institute, the IRF, the Young Entrepreneurs Association of Jordan, and Friedrich Naumann Foundation's office in Jordan, came together to host the second regional Economic Freedom of the Arab World Network meeting at the Dead Sea, Jordan. Fifty delegates from 18 nations attended the event.

The meeting was attended by two Jordanian cabinet ministers, Her Excellency Suhair Al Ali, Minister of Planning and International Cooperation, who gave the keynote address, and His Excellency Salem Khazaaleh, Minister of Industry and Trade, who

represented His Majesty King Abdullah II.

The third Economic Freedom of the Arab World Awards gala ceremony, sponsored by the International Research Foundation of Oman, was held in conjunction with the meeting. The occasion marked and celebrated achievements in economic freedom by Arab nations. The gala dinner drew approximately 300 people, including representatives of the vast majority of Arab nations.

Al Jazeera broadcasts stories on Arab entrepreneurship

In cooperation with the IRF and Al Jazeera journalist Ahmed Al Hooti, the Fraser Institute produced four short documentaries featuring entrepreneurs in Morocco. Additional stories of successful entrepreneurs have been filmed in Qatar, Jordan, and Morocco. ■

Fifty delegates from
18 nations attended
the event

The Centre for Studies in Risk, Regulation, and the Environment promotes policies grounded in sound science and free-market principles as the most effective means to safeguard public health and manage Canada's magnificent natural resources.

Recognizing the dearth of basic and factual information about the cause and extent of climate change, the Centre devoted significant attention to this contentious issue in 2007.

In February it released the *Independent Summary for Policymakers*, which provided a detailed assessment of the work of the United Nations Intergovernmental Panel on Climate Change (IPCC). The summary garnered significant media attention in North America as well as in London, England, following an event there to launch the publication.

Dr. Indur Goklany, a scientist and delegate to the IPCC, detailed policy options for climate change in his study, *Adaptive Management of Climate Change Risks*. The strategy of "adaptation" involves managing the potential impacts of climate change—malaria, hunger, water shortages, and habitat loss, for example—as more effective and less costly than regulatory regimes such as the Kyoto Protocol. Goklany's work will also appear in the Institute's forthcoming book, *A Breath of Fresh Air: Market Solutions for Improving Canada's Environment*.

Distinguishing between science and politics in the climate change debate also was addressed in a Feb. 6th *National Post* commentary by Dr. Ross McKittrick, a senior fellow with the Fraser Institute. Likewise, the February issue of *Fraser Forum* featured Nicholas Schneider's summary of economic and analytical errors which appeared in the *Stern Review on the Economics of Climate*.

In November, the Institute sponsored renowned environmental economist Bjørn Lomborg in a week-long series of policy briefings, student presentations and social gatherings across Canada that was widely covered by the media. Writing on behalf of the Centre, Lomborg addressed the exaggerated risks of climate change in commentaries published in both the *Globe and Mail* and *Vancouver Sun* as well as several smaller papers across Canada.

The mischaracterization of environmental conditions and imposition of overzealous regulations reflect a flawed perception of risk among policymakers and regulators. Restoring rationality to regulation and policy thus requires improving public understanding of relative risks and trade-offs. In the study *Risks: Statistical Thinking and Risk Perception*, released in December, author Mark Wolters provided guidance on evaluating risks and applying risk calculations to decision-making.

British Columbia's grand scheme to curb urban sprawl has inflated housing costs and exacerbated traffic congestion. The failures of this social engineering were documented in Randall O'Toole's report, *Unlivable Strategies: The Greater Vancouver Regional District and the Livable Region Strategic Plan*. Released in October, the report traces the history of provincial land use



Fraser Institute Senior Fellow Ross McKittrick discusses the politics of global warming with the Institute's Leah Costello at the first Behind the Spin cocktail discussion in Vancouver.

controls from 1966 to 1996 and examines the key decisions that make the region less livable each year. Release of the report was preceded by a policy briefing in Vancouver in June.

Environmental alarmists characterize Canada as enveloped in a noxious haze and stewing in hazardous waste. But this mischaracterization was challenged in an April 30th commentary written by Dr. Heather Holden and Jerry Sklenar and published in several papers across Canada.

A variety of additional research was initiated in the past year and is slated for publication in 2008, including the books *A Breath of Fresh Air: Market Solutions for Improving Canada's Environment*, *Understanding Climate Change*, and a book examining Canada's aquaculture industry. ■



Mark Mullins, Fraser Institute Executive Director, speaks at the launch of the *Independent Summary for Policy Makers* report on the science of climate change, in London, England, attended by European scientists and co-authors, including Senior Fellow Ross McKittrick.

In its first year of operation, the Fraser Institute's Centre for Energy Policy Studies elevated public awareness about the importance of eliminating tax and regulatory barriers to investment in and growth of the energy sector. The research papers and commentaries released in 2007 positioned the centre as uniquely qualified to guide energy policy across North America and generated 97 separate media mentions throughout the year. Consequently, public officials, industry executives, and the media now look to the centre's experts for analyses of market conditions and expertise in crafting sound energy policy.

The Centre's debut report examined options for expanding roads and other municipal infrastructure strained by the explosive growth of oil sands processing in Alberta. The report, *Meeting the Demands of Rapid Oil Sands Industry Growth*, found that public-private partnerships could maximize investment in the needed development.

Infrastructure investment was likewise the subject of the second publication, *The Business Case for a "Backbone" CO₂ Pipeline in Alberta*. This paper analyzed the economic feasibility of constructing a pipeline in Alberta to carry carbon dioxide from bitumen facilities to oil reservoirs, where it could be injected underground to facilitate oil recovery. By calculating both the likely growth in demand for CO₂ as well as current and future supplies, authors Gerry Angevine and Dara Hrytzak-Lieffers

concluded that public financing of the pipeline could not be justified.

Just before the end of 2007, the Centre for Energy Policy Studies released its first global petroleum survey which looked at how factors such as taxation

Public officials, industry executives, and the media now look to the centre's experts



Adam Smith's Invisible Hand Award, attended by Senior Fellow Michael Walker, Executive Director Mark Mullins, and Senior Fellows Ralph Klein, Brian Tobin, and Mike Harris.

and regulation, and the business environment generally, contributed to barriers to investment in petroleum exploration and production. The survey was modeled after the Institute's very successful annual survey of metal mining and exploration companies. The survey was promoted to media in both Canada and the US, generating 47 news stories across North America.

Angevine used the survey as the basis for his commentary, *Has the Alberta Advantage Shifted to Saskatchewan?* published in the *Regina Leader Post*.

Energy supply was also the focus of the July/August issue of *Fraser Forum*, with the department contributing four articles to this special issue.

The department also produced a technical paper, *Ontario Industrial Electricity Demand Responsiveness to Price*, which examined to what degree energy consumers calibrate their usage in response to price changes. The effects on energy consumption of subsidies and other market interference also were addressed. ■

IMMIGRATION POLICY

The Fraser Institute's research on immigration policy examines the economic, social, and demographic impacts of immigration on Canadian society and includes the work of senior fellows Martin Collacott, Herbert Grubel, and Alexander Moens.

In 2007, the Institute held a conference in Toronto to examine issues related to Canadian immigration and refugee policies, related security questions, and implications for relations with the United States, including the movement of goods and people across the common border. The conference featured experts from Canada, the United States, and Europe and was attended by a large number of government officials including members of security agencies, representatives of private organizations, and individuals interested in immigration policy. A volume of papers based on presentations made at the conference will be published in 2008.

The Toronto conference proved so popular that planning began on a second immigration conference to be held in Montreal in June 2008.

In the course of 2007, senior fellows of the Fraser Institute also published a range of articles relating to immigration policy in *Fraser Forum* as well as in major Canadian newspapers such as the *National Post*, *Globe and Mail*, and *Ottawa Citizen*. ■

Dave McKenzie, parliamentary Secretary to the Minister of Public Security, speaks on US - Canada border security at the June Immigration Conference in Toronto.

THE CENTRE FOR CANADIAN - AMERICAN RELATIONS

The Fraser Institute's Centre for Canadian-American Relations researches the dynamic relationship between Canada and the United States of America from the perspective of economics, trade, political, and security issues.

Alexander Moens, a Fraser Institute senior fellow, published *Canadian-American Relations in 2007: Recent Trouble, Current Hope, and Future Work* as well as several articles in *Fraser Forum* and commentaries in major Canadian, American, and European newspapers and magazines.

The Centre is continuing its research into measuring Canadian-American relations, focusing on political relations, regulatory and product standards harmonization, as well as a new vision for a common border.

The Centre for Canadian-American relations is also working with the Centre for Energy Policy Studies on the Institute's *Vision for a Continental Energy Strategy*. ■



Vancouver Staff (continued)



Raeann English



Lisa-Diane Fortier



Kristin Fryer



Gordon Gibson



Keith Godin

EVENTS

The Fraser Institute Events Department organized more than 100 events for nearly 7400 attendees in 2007. These events included luncheons, briefings, conferences, supporter events, awards celebrations, gala dinners, international excursions, receptions, private dinners, and a new series entitled *Illuminismo*.

Italian for “Enlightenment,” the *Illuminismo* Conversation Series is named after an era in the Age of Reason where citizens came to value science and reason rather than superstition and faith as a method of acquiring knowledge. Launched in Vancouver in November with Bjørn Lomborg, the Skeptical Environmentalist, these intimate dinner engagements will continue into 2008 with a total of four intellectually stimulating and often controversial speakers.



The Right Hon. Brian Mulrone receives the Founder's Award in Montreal on the 20th anniversary of the Free Trade Agreement between Canada and the United States.



Visiting the Canadian Embassy in Washington with policy excursion participants, including Senior Fellows Brian Tobin and Michael Walker.

Our attempts to reach a younger audience continued with the expansion of our Behind the Spin series into both the Vancouver and Calgary markets. With speakers covering topics such as the environment, Canada/US relations, bias in the media, and government funding in arts and culture, this national program, which began in Toronto in 2006, has developed into a widely known signature program for the Institute. Popular with the media as well as a diverse professional crowd, the series now also features an additional private dinner after the reception and discussion to ensure that the conversation continues well into the evening.

In October, the Events Department organized a gala dinner featuring the Right Honourable Brian Mulrone, former Prime Minister of Canada, to celebrate the opening of the Institute's new office in Montreal. With the generous assistance of an active volunteer committee, we attracted nearly 500 of Montreal's top business and community leaders, as well as numerous local and national media. The Institute also presented Mulrone with the T. Patrick Boyle Founder's Award for his efforts to negotiate the Free Trade Agreement with the US.

In April, the department organized several events with Dr. Anson Chan, former Chief Secretary for Administration of the government of Hong Kong. Known as “Iron Lady Chan,” she delivered a riveting lecture for the Insti-

tute's 2007 Dr. Harold Walter Siebens Annual General Meeting luncheon on the importance of bringing democracy to Hong Kong—as a fundamental right for the people there and to ensure economic freedom and prosperity continues into the future.

The department also continued with Canada Strong and Free gala dinners in Ottawa and Toronto. Hosted again by Preston Manning and Mike Harris, co-authors of the acclaimed *Vision for a Canada Strong and Free*, the events attracted several distinguished guests among the attendees.

The Institute's annual Washington Policy Excursion was a truly remarkable experience for our delegates. Brian Tobin, Fraser Institute Senior Fellow and excursion participant said, “I have spent more than 20 years visiting foreign capitals as a Canadian politician. Our visit to Washington, in terms of level of access, relevance of subject matter, and quality of speakers, quite simply dwarfed almost all of the government sponsored visits I have participated in.”

This year the event included a visit to the US Supreme Court and a briefing with Chief Justice John Roberts and Associate Justice Antonin Scalia. Participants once again visited the Pentagon and the breathtaking Canadian Embassy. New connections were made with recently appointed Governor Kevin Warsh of the US

Federal Reserve Board, Homeland Security Secretary Michael Chertoff, and key Republican and Democratic personalities. Participants also had an opportunity to meet with George Will for an entertaining and challenging discussion as well as David Frum, with both discussions focusing on the pending US election.

Based on the Institute's successful excursion to the Greater South China region in 2006, this year's event went further north into both cosmopolitan Shanghai and China's capital of Beijing. The excursion included briefings from nearly 50 speakers over the course of a week, ranging from members of the Communist Chinese government along with senior financial industry leaders, business executives, and economists. Highlights for the delegates were meeting some of the region's most successful real estate developers and seeing the next 20 years of growth mapped out in Shanghai, to driving by the 2008 Olympic site in Beijing after a day at the Great Wall. Participants were invited into the historic Forbidden City for a briefing with the local authorities, as well as to the offices of one of China's most high-profile television personalities

for a discussion on freedom of the media.

The third and final excursion was to Ottawa to learn about current issues from the policy-makers themselves. The events department arranged meetings with three of the four party leaders including Prime Minister Stephen Harper, immediately after a heated Question Period on the Conservative's newly announced economic package. Bank of Canada Governor David Dodge discussed monetary policy and the strong Canadian dollar, and the group heard from both the Iraqi and the Afghan Ambassadors on their perspectives on Canada's role overseas. Mike Duffy entertained the delegation with inside stories from the Hill, and the trip was rounded out with a very special dinner with Pamela Wallin, who had just finished her appointment with the Manley panel on Afghanistan.

The Institute's popular policy briefing series continued to attract dynamic audiences to hear speakers such as Andrea Mandel-Campbell, author of *Why Mexicans Don't Drink Molson*, John Carpay of the Canadian Constitution Foundation, and Nigel Hannaford from the editorial board of the *Calgary Herald*. ■



Among the featured panelists at the Fraser Institute Conference *Immigration and the Terrorist Threat* were Alexander Moens (at podium) Martin Collacott, James Bissett, and Mark Krikorian.

Vancouver Staff (continued)



Herbert Grubel



Kumi Harischandra



Amela Karabegović



Margaret Kerr



Greg Krewski

2007 EVENTS

CALGARY

February 28	Ralph Klein, former Premier, Government of Alberta	A Tribute to 27 Years of Success: The Fraser Institute Welcomes Ralph Klein
April 19	Karina Wood, Outreach Coordinator, Donner Canadian Foundation Awards Program	Introducing the Donner Awards Briefing
April 26	Andrea Mandel-Campbell, Author, <i>Why Mexicans Don't Drink Molson</i>	Milk Mafia: A Journalist's Perspective on Canadian Regulation, State-Sponsored Cartels and Foreign Investment Restrictions
September 13	Nigel Hannaford, Editorial Board Member, <i>Calgary Herald</i>	Curing Political Correctness in a Conservative Age
September 18	Ralph Klein and Brian Tobin, Senior Fellows	A Conversation with Ralph Klein and Brian Tobin
September 26	Tom Flanagan, former Campaign Manager, the Conservative Party of Canada	Harper's Team: Behind the Scenes in the Conservative Rise to Power
October 4	Jon Sodergren, Lawyer (Sweden)	Forced Union Membership & Political Dues: What Happened to Human Rights in Canada
October 10	Jim Buckee, Talisman CEO	A Conversation with Jim Buckee
October 18	Surinder Suri, President, Global Economic Management and Associates	The Impact of India's Global Integration—Opportunities for Canadian Businesses
October 24	Rick Baker, Founder, Timely Medical Alternatives	Truly SICKO: Canada's Ailing Healthcare System
October 26	The Right Honourable Tony Blair, former Prime Minister, The United Kingdom	A Conversation with Tony Blair (in partnership with tinePublic Inc.)
November 13	Peter Cowley, Director of School Performance Studies, The Fraser Institute	The Garfield Weston Awards for Excellence in Education
November 15	Lori Coady, CIMIC, Canadian Forces	The Invisible Ones: A Female Soldier's Experiences with Women in Afghanistan
November 27	Bjørn Lomborg, Author, <i>Cool It: The Skeptical Environmentalist's Guide to Global Warming</i>	Cool It: The Skeptical Environmentalist's Guide to Global Warming

MONTREAL

September 11 & 12	Tasha Kheiriddin, Directrice, Quebec et la Francophonie, & Dr. Mark Mullins, Executive Director, The Fraser Institute	Open Houses (2 events)
October 4	The Right Honourable Brian Mulroney, former Prime Minister, Government of Canada	The T.P. Boyle Founder's Award & Montreal Gala Dinner
October 24	Vincent Marissal, Journalist, <i>La Presse</i> & Eric Allan Debargis, President, Union Française à Montréal	The Sarkozy Reforms: A Prescription for Quebec?
October 25	Dan Mitchell, Senior Fellow, CATO Institute	Tax Competition and Economic Liberalization: Adopting Better Tax Policy to Create Wealth
October 25-28		Conference: Liberty & Private Charity
November 22	Marc Simard, Author & Professor, Collège François-Xavier-Garneau	Anti-Capitalism in Quebec
November 29	Bjørn Lomborg, Author, <i>Cool It: The Skeptical Environmentalist's Guide to Global Warming</i>	Cool It: The Skeptical Environmentalist's Guide to Global Warming

OTTAWA

May 8	Sylvia LeRoy, Program Manager, Donner Canadian Foundation Awards Program	Introducing the Donner Awards Briefing
May 8	Preston Manning and Mike Harris, Senior Fellows, Fraser Institute, Omar Samad, Afghanistan's Ambassador to Canada, and John Watson, President and CEO, CARE Canada	The 2nd Annual Canada Strong & Free - Ottawa Dinner
October 29-31	Various Speakers	Ottawa Policy Excursion

TORONTO

January 12	Surinder Suri, President, Global Economic Management and Associates	The Other Asian Giant: India's Economic Outlook
January 25	John Carpay, Executive Director, Canadian Constitution Foundation	The Chaoulli Decision: A Revolution in Access to Private Health Insurance?
January 30	William Thorsell, CEO, Royal Ontario Museum	The Challenges Facing Our Cultural Institutions
March 20	Peter Cowley, Director of School Performance Studies, The Fraser Institute	The Garfield Weston Awards for Excellence in Education
April 3	Fazil Mihlar, Editorial Pages Editor, <i>Vancouver Sun</i> , and Rudyard Griffiths, Founder & Executive Director, the Dominion Institute	Debate: Diversity and Nationhood
April 12	Sylvia LeRoy, Program Manager, Donner Canadian Foundation Awards Program	Introducing the Donner Awards Briefing
April 20	Dr. Anson Chan, former Chief Secretary for Administration, Hong Kong Special Administrative Region	Hong Kong 10 Years Out: Economics, Freedom, and the Road to Democracy
May 8	Terence Corcoran, Editor, <i>Financial Post</i> , and Roger Martin, Dean, Rotman School of Management	Debate: Canada's Best Fiscal Strategy
May 17	Andrea Mandel-Campbell, Author, <i>Why Mexicans Don't Drink Molson</i>	Globalization and the Rise of China: Can Canada Keep Up?
June 28 & 29	Various Speakers	Conference: Immigration Policy, Border Controls, and the Terrorist Threat in Canada and the United States
September 25	Peter Kent, Deputy Editor, <i>Global Television News</i> , Adam Vaughn, Councillor, City of Toronto, Sue-Ann Levy, Columnist, <i>Toronto Sun</i> , and Christopher Hume, Columnist, <i>Toronto Star</i>	Debate: How to Run Toronto
September 26	Jon Sodergren, Lawyer (Sweden)	Forced Union Membership & Political Dues: What Happened to Human Rights in Canada?
September 27	His Excellency Howar Ziad, Iraqi Ambassador to Canada	
October 11	John Carpay, Executive Director, Canadian Constitution Foundation, Avril Allen, Litigator, Boghosian & Associates, and Shona Holmes, Challenger	Chaoulli Comes to Ontario: Ending the Government Monopoly
October 19	Sylvia LeRoy, Program Manager, Donner Canadian Foundation Awards Program	The Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services
October 23	Tom Flanagan, Professor, University of Calgary, and Gerry Nicholls, Senior Fellow, Dominion Institute	Debate: Are the Harper Conservatives Heading in the Right Direction?
November 20	Margaret Wentz, Columnist, <i>Globe & Mail</i>	Immigration and Identity
November 28	Preston Manning and Mike Harris, Senior Fellows, Fraser Institute, Bjørn Lomborg, Author, <i>Cool It: The Skeptical Environmentalist's Guide to Global Warming</i>	The 3rd Annual Canada Strong & Free Dinner
December 4	Fred McMahon, Director for the Centre for Globalization Studies, The Fraser Institute	How does Economic Freedom of the World Encourage the Lagging Economies of the Middle East?
December 10	Ralph Klein, Mike Harris, and Brian Tobin, Senior Fellows, Fraser Institute	Policy Issues Across Canada

2007 EVENTS *Continued*

VANCOUVER		
January 30	Dr. Alfred Pijpers, Clingendael Institute, The Hague	The Future of a Political Union in Europe
March 2 - 5		Conference: Liberty, Markets & Entrepreneurship
March 6	Lieutenant-General Andrew Leslie, Chief of the Land Staff, Canadian Armed Forces	The Future of Canada's Army and it's Role in Afghanistan
March 26-30	Peter Menzies, former Editor and Publisher, <i>Calgary Herald</i> , Ralph Klein, Senior Fellow, the Fraser Institute, Gordon Gibson, Senior Fellow, the Fraser Institute, Lorne Gunter, Columnist, <i>National Post</i> , Fazil Mihlar, Editorial Board, <i>Vancouver Sun</i> , and others	Economics & Markets: A Program for Journalists
April 11	Sylvia LeRoy, Program Manager, Donner Canadian Foundation Awards Program	Introducing the Donner Awards
April 18	Anson Chan, former Chief Secretary for Administration, Hong Kong Special Administrative Region	The 2007 Dr. Harold Walter Siebens AGM lecture and luncheon, Hong Kong 10 Years Out: Economics, Freedom, and the Road to Democracy
April 24	Ross McKittrick, Senior Fellow, The Fraser Institute	Discussing The Troubled Politics of Global Warming
April 27	Andrea Mandel-Campbell, Author, <i>Why Mexicans Don't Drink Molson</i>	Globalization and the Rise of China: Can Canada Keep Up?
May 3	Kenneth Green, Resident Scholar, American Enterprise Institute, and Aldyen Donnelly, President, Greenhouse Emissions Management Consortium (GEMCo)	Environmental Issues Update: Kyoto, the IPCC Report on Climate Change, and Carbon Emission Trading
May 3-6		Conference: Liberty, Markets & the State
May 9	Robert Hawk, Founder and Principal Consultant, RBH Enterprises	Computer and Information Security for the Home & Business World
May 10	Pierre Desrochers, Assistant Professor of Geography, University of Toronto, and Fellow, Montreal Economic Institute	CSR: What is the Responsibility of Business to the Environment?
May 10	His Excellency David Wilkins, US Ambassador to Canada	A Conversation with David Wilkins
June 7	Marc Emery, Leader, BC Marijuana Party	An Insider's Interview with Marc Emery, Leader, BC Marijuana Party
June 8	Andrew Cohen, Author and Journalist, <i>Ottawa Citizen</i>	The Unfinished Canadian: What Does It Mean to Be a Canadian Today?
June 20	Randall O'Toole, Senior Fellow, Cato Institute	The Greater Vancouver Unlivability Plan: Where Did We Go Wrong?
August 20	John Fund, Columnist, <i>Wall Street Journal</i>	A Conversation with John Fund
September 20	Various Speakers	A Tribute to Raymond J. Addington, O.B.E., Past Chairman, Fraser Institute
September 24	David Dodge, Governor, The Bank of Canada	A Conversation with David Dodge
September 25	The Right Honourable Brian Mulroney, former Prime Minister, Government of Canada	A V.I.P. reception with Brian Mulroney
September 27	Tom Flanagan, Former Campaign Manager, The Conservative Party of Canada (2 Events)	Harper's Team: Behind the Scenes in the Conservative Rise to Power
October 4	Jon Sodergren, Lawyer (Sweden)	Forced Union Membership & Political Dues: What Happened to Human Rights in Canada
October 5	Earl Drake, former Ambassador to the People's Republic of China	Looking Forward: China's Economic, Social & Political Challenges

VANCOUVER <i>2007 Events Continued</i>		
October 23	Elizabeth Nickson, former columnist, <i>National Post</i> and Maestro Bramwell Tovey, Music Director, Vancouver Symphony Orchestra	Debate: The Role of Government in Funding in Arts & Culture
October 29	Dr. Albert Schumacher, former President, The Canadian Medical Association	Face the Facts: The Need to Cure Canadian Healthcare
November 7	Richard Gwyn, Author & Political Columnist, <i>Toronto Star</i>	John A. The Man Who Made Us
November 8	Peter Cowley, Director of School Performance Studies, Fraser Institute	The Garfield Weston Awards for Excellence in Education
November 14	Rick Baker, Founder, Timely Medical Alternatives	Truly SICKO: Canada's Ailing Healthcare System
November 26	Bjørn Lomborg, Author, <i>Cool It: The Skeptical Environmentalist's Guide to Global Warming</i>	Illuminismo: Bjørn Lomborg on Climate Change
November 30	John Carpay, Executive Director, Canadian Constitution Foundation	Race-based Fisheries: A Case Study
December 6	Nigel Hannaford, Editor, <i>Calgary Herald</i>	Curing Political Correctness in a Conservative Age
December 6-9		Conference: Liberty & Private Charity

INTERNATIONAL

February 5	Ross McKittrick, Senior Fellow, Fraser Institute	Press Conference and Round Table Luncheon: IPCC Alternate Summary for Policy Makers (London, England)
June 10-12	Various Speakers	Washington Policy Excursion
October 14-20	Various Speakers	China Policy Excursion
October 17-19	Various Speakers	Conference (Montenegro) Economic Freedom of the World
November 22 & 23	Various Speakers	Conference (Jordan) Economic Freedom of the Arab World



John and Nancy McFadyen on the Shanghai Bund during the Fraser Institute China excursion.

STUDENT PROGRAMS

The Student Programs Department is based in the Fraser Institute's Vancouver office and has a staff of four: Annabel Addington, Director of Education Programs; Vanessa Schneider, Director of Student Programs; Lindsay Mitchell, Student Programs Coordinator; and Hafiz Moledina, Student Programs Assistant. The department continued to expand its programs in 2007, offering seminars, colloquia, student newsletters, essay contests, event bursaries, and internships in an effort to encourage students and young people to study competitive markets.

Student Seminars

The student seminar program involves university, college, and senior high school students in structured discussions of economic policy issues and competitive markets, and gives them the opportunity to debate and interact with their peers on important topics.

During 2007, the Institute hosted 11 one-day seminars attracting nearly 1,200 participants. Three programs were held in Vancouver, as well as individual events in Victoria, Prince George, Edmonton, Calgary, Saskatoon, Winnipeg, Toronto, and Montreal.

The BC travel bursary program expanded in its second year, providing air travel, two-night hotel accommodation, a special breakfast before



Students listen to a presentation at the Vancouver student seminar on public policy issues.

the seminar, and a reception with the presenters after the seminar. The bursary allows students from outside other BC seminar locations to attend the Vancouver Student Seminar on Public Policy Issues. This year, 36 students from high schools, colleges, and universities in the Kootenays, the Okanagan, Kamloops, and Prince Rupert took advantage of this program.

The high school student seminars, *Why Do People Behave the Way They Do? An Introduction to Economic Reasoning*, also expanded this year. The program returned to Calgary after a five-year hiatus, as well as having the regularly scheduled spring and fall seminars in Vancouver. The programs featured a combination of short lectures, activities, and simulations designed to help students learn about economic principles and how to apply them to decision making.

The seminars were made possible through the support and sponsorship provided by the Lotte & John Hecht Memorial Foundation, ConocoPhillips, and EnCana Corporation.

The Fraser Institute and Liberty Fund, Inc. Co-Sponsored Colloquia

The Fraser Institute and Liberty Fund, Inc. held a series of conferences for students, teachers, and professionals in the inaugural year of the co-sponsorship program. Two colloquia were held for students and examined "Liberty and Free Markets." In September, teachers gathered in Vancouver to discuss "Liberty and Canadian Liberalism," and in October a program was held for professionals,



Student participants at the Fraser Institute and Liberty Fund, Inc. co-sponsored colloquium in Vancouver in July.

Vancouver
Staff (continued)

called “Liberty and Private Charity.” These colloquia largely followed the traditional Liberty Fund format of intense discussions based on readings. In all, 36 advanced-level students, 14 teachers, and 14 professionals from business, the media, academia, and other fields participated in these programs, exploring ideas and engaging in discussions in a relaxed but structured environment, with the interests of the participants themselves determining the overall direction of the conversation. The student and teacher participants from across Canada were selected through a competitive process in which more

than 110 students who had participated in the Institute’s one-day seminars and all high school teachers associated with our programs were invited to apply.

Canadian Student Review

The *Canadian Student Review* is a quarterly publication sponsored by the Lotte & John Hecht Memorial Foundation containing articles written for and by students. Each edition includes articles on various economic issues that are unlikely to be found in the typical campus newspaper. In 2007, approximately 17,200 copies of each issue of the *Review* were distributed to print and digital subscribers, and



Students listen with simultaneous translation service at the Montreal student seminar on public policy.

Fraser Institute interns in 2007

Margaret Bank	University of Calgary
Andrew Boik	University of Calgary
Michael Currie	University of Waterloo
Michael Cust	University of Waterloo
Michelle Dusko	University of British Columbia
Cassandra Florio	McGill University
Charles Lammam	Simon Fraser University
Timothy Mak	McGill University
Nathalie Olds	University of Ottawa
Cam Vidler	University of Toronto
Marisha Warrington	Queen Mary University



Lindsey Thomas Martin



Kristin McCahon



Wendy Mills



Lindsay Mitchell



Alexander Moens



Students visit during the opening dinner at the Fraser Institute and Liberty Fund, Inc. co-sponsored colloquium in Vancouver in July.

distributed on university and college campuses through a network of professors and student organizations.

Student Internship Program

The Fraser Institute hired 11 student interns in 2007 to join its offices for training as junior policy analysts. The students are selected through a competitive hiring process that involved more than 300 applicants from across Canada. Paired with Fraser Institute analysts, the young scholars are given the opportunity to make a tangible and worthwhile contribution to the Institute's work. The interns represent

a growing network of people who are informed and passionate about ideas and who are willing to translate the knowledge they have gained into a force to be reckoned with by policy makers and opinion leaders. The Manning Centre for Building Democracy provided sponsorship for one student intern.

Student Bursaries

The Fraser Institute attempts to reach as many students as possible through our policy events. Consequently, the Institute offers bursaries for each of our Round Table Luncheons, Gala Dinners, Behind the Spin events and policy conferences to local scholars who might otherwise find the registration fees prohibitive.

In 2007, bursaries were awarded to 69 students for events in Vancouver, Calgary, Toronto, Montreal, and Ottawa. The total value of the awards was \$20,815. Institute members who recognize the benefit of exposing students to these important policy events sponsored many of these students. ■

The Fraser Institute hired 11 student interns in 2007

Student Essay Contest

The topic of the annual student essay contest in 2007 was "Eliminating world poverty: what is the best approach?" This year's contest garnered over 215 entries from students at universities and high schools across Canada, the United States, and around the world. The contest was sponsored by the Manning Centre for Building Democracy. Entries were judged on several criteria, including understanding of competitive markets, originality of ideas, understanding of the issue, and clear expression of ideas.

The winners were:

1st Place (\$1,000)

[An Ignoble Myth: The Dangerous Dogma of Foreign Aid](#)

by Joel Fleming, St. Catharines, Ontario

Wilfred Laurier University, Political Science, 2008

2nd Place (\$500)

[Why Bono Should Keep His Day Job: The Fallacy of Foreign Aid](#)

by Gareth Lewis, Calgary, Alberta
University of British Columbia, International Relations, 2007

Honourable mention

in the post-secondary category was also awarded to Patrick Sean O'Sullivan, a Fanshawe College Business student from London, Ontario.

1st Place High School Category (\$250)

[Foreign Aid Fails the Developing World: Economic Freedom is the Solution](#)

by Amanda Javorsky, Burnaby, BC
Burnaby Mountain Secondary School, Grade 11

Honourable mention

in the high school category goes to David Hu, a Grade 10 student at Andover High School in Andover, Massachusetts, for his essay: "Ending Poverty through Economic Development."

PROGRAMS FOR TEACHERS

Since 2000, the Fraser Institute has offered teacher workshops on economic principles as well as a teacher resource section on the Institute's web site.

Teacher Training Workshops

The Institute held three workshops for 66 secondary school teachers in 2007 during which we provided training and education on a variety of topics including environmental issues, economics, capitalism, trade, and globalization.

The Fraser Institute continued to partner with similar organizations interested in encouraging economic awareness through education, including the Foundation for Teaching Economics (FTE), and Liberty Fund, Inc. With the Foundation for Teaching Economics, the Institute offered a four-day program, *HSBC Institute on the Environment and the Economy*, in Victoria, BC. The program is designed to provide middle and high school teachers with a better understanding of environmental economics issues and how they can relate these issues to their students. The program included classroom sessions as well as a field trip excursion.

These programs were supported through sponsorship from the Lotte & John

Hecht Memorial Foundation, the London Drugs Foundation, the Foundation for Teaching Economics, and the Washington Economic Council.

Teaching Resources

Use of the Teacher Centre section of the Fraser Institute's web site continues to increase. Teachers and the general public can find economic glossaries, lesson plans, video/DVD recommendations, and other classroom resources on the site. Strong endorsements of the site have come from educators who find the format and content useful.

The Fraser Institute introduced *The Economic Freedom Map: Charting a Path to Prosperity*, a set of six lesson plans designed to accompany the *Economic Freedom of the World* wall map. Together, the materials can be used to teach students about the principles of economic freedom and its relation to global prosperity. It is intended for use in high school economics courses, as well as other courses to which economic reasoning may be applied.

Sponsorship from Lotte & John Hecht Memorial Foundation enabled the Fraser Institute to develop and



Teachers visit with environmental economist Holly Fretwell (centre) during the field trip at the Environment and the Economy workshop in Victoria in April.

Vancouver Staff (continued)



Mark Mullins



Milagros Palacios



Dean Pelkey



Michael Perri



Mer Roberts

Vancouver
Staff (continued)



Evan Rodwell



Cheryl Rutledge



Darlene Savoy



Nick Schneider



Vanessa Schneider

distribute this set of lesson plans to high schools across British Columbia.

Journalism Program

In 2007, the Fraser Institute launched a week-long journalism program entitled *Economics and Markets*. This inaugural program was attended by 12 Canadian journalists under the age of 40 with an interest in honing their economic reporting skills. The format of the program encouraged the exploration of ideas through lectures and discussion within a small group, and allowed participants to engage in a

The Institute held three workshops for 66 secondary school teachers in 2007

forum of learning, questioning, and critical analysis of free-market thinking.

The program was supported through the sponsorship of Carter Management Co. Ltd. and other donors. ■

List of 2007 Student and Teacher Events

Student seminars on public policy issues

January 27	Edmonton
February 3	Montreal
February 23	Saskatoon
March 2	Winnipeg
October 27	Vancouver
November 2	Victoria
November 3	Toronto
November 16	Prince George

High school seminars: *Why Do People Behave the Way They Do? An Introduction to Economic Reasoning*

March 9	Vancouver
October 12	Calgary
November 9	Vancouver

The Fraser Institute and Liberty Fund, Inc. Co-sponsored Colloquia

July 5-7	Vancouver, <i>Liberty and Free Markets Student Colloquium</i>
August 9-11	Montreal, <i>Liberty and Free Markets Student Colloquium</i>
September 27-29	Vancouver, <i>Liberty and Canadian Liberalism Teacher Colloquium</i>
October 25-28	Montreal, <i>Liberty and Private Charity Professional Colloquium</i>

Teacher Workshops

April 12-15	Victoria BC, <i>HSBC Institute on the Environment and the Economy</i>
September 20	Peace Arch Border Crossing, Surrey BC, <i>Focus: Globalization</i>
December 6	Vancouver, <i>Economic Principles</i>

PUBLICATIONS

Each year, the publications department turns out an astonishing number of Fraser Institute documents. Editing, typesetting, and design are handled almost entirely internally to ensure that publications are produced in the most consistent and cost-effective way possible. In 2007, the Publications department, under the direction of Kristin McCahon and with the assistance of Lindsey Martin, production editor, Kristin Fryer, editor/typesetter, and Kim Forrest, graphic designer, produced 76 publications, including 10 issues of the Institute's magazine, *Fraser Forum*, and four issues of *Canadian Student Review*. Book sales and shipping were managed by Cheryl Rutledge.

The department continues to incorporate current technology and has

increased its production of digital-only publications for electronic distribution as an additional cost-saving measure.

Fraser Forum

Fraser Forum is one of the Institute's main vehicles for communicating with its supporters and the media. Policy analysts from within the Institute as well as external writers contribute each issue's 12 to 15 articles. Each issue of *Fraser Forum* has a specific focus and contains three to six articles on the focus topic which in 2007 included taxation, the environment, equalization, globalization, pharmaceutical policy, education, health policy, families, welfare, and insurance. Many of the articles contain original research and are frequently reprinted in media outlets across Canada. The more than 6,000 *Fraser Forum* copies

printed monthly are distributed to our supporters, the media, academic exchanges, politicians, and selected news stands in British Columbia.

Fraser Frontline

Each year, development staff produce four issues of *Fraser Frontline*, a newsy update that shows supporters the impact of their donations. The four-to-eight-page newsletter details research success and impact, introduces new staff, profiles analysts, and highlights details of speeches staff have given, or particularly memorable or significant events that the Institute has hosted. To obtain a copy, contact Dan Kary, Manager of Direct Mail, at (403) 216-7175 ext. 228. ■

Publication List 2007

Books

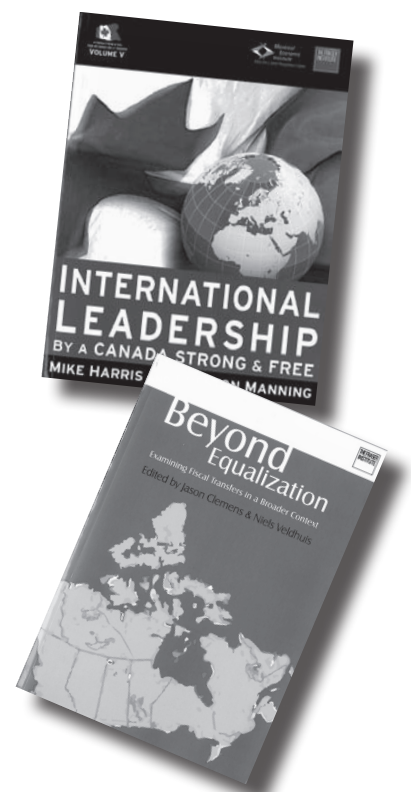
November 27	Une vision d'avenir pour un Canada fort et prospère/ Vision for a Canada Strong & Free	Mike Harris and Preston Manning
September 4	Economic Freedom of the World: 2007 Annual Report	James Gwartney and Robert Lawson
May 7	International Leadership by a Canada Strong and Free / Un Canada fort Et prospère sur la scène internationale	Mike Harris and Preston Manning
February 6	Beyond Equalization: Examining Fiscal Transfers in a Broader Context	Jason Clemens and Niels Veldhuis

Critical Issues Bulletins

October 24	Government Failure in Canada, 2007 Report: A Review of the Auditor General's Reports, 1992-2006	Jason Clemens, Charles Lammam, Milagros Palacios, and Niels Veldhuis
October 15	Waiting Your Turn (17th Edition) Hospital Waiting Lists in Canada	Nadeem Esmail and Michael A. Walker

Digital Publications

December 12	Real Risks: Statistical Thinking and Risk Perception	Mark Wolters
December 3	Paying More, Getting Less 2007	Brett J. Skinner and Mark Rovere
November 21	Corporate Welfare: A \$144 Billion Addiction	Mark Milke





November 15	Government Lovers: Paid by Canadian Governments and Taxpayers	Herbert Grubel
November 5	How Good is Canadian Health Care? 2007 Report	Nadeem Esmail and Michael Walker
September 18	Crowding Out Private Equity: Canadian Evidence	Douglas Cumming, Jeffrey MacIntosh, and Keith Godin
August 13	Misinformation and Wishful Thinking about Medicare's Sustainability	Brett J. Skinner
July 31	Canada's Drug Price Paradox 2007	Brett J. Skinner and Mark Rovere
July 5	Hubris in the North: The Canadian Firearms Registry	Gary A. Mauser
June 26	Risk, "Progressive Licensing" and the Health Benefits Lost by Over-Regulating New Drugs	Brett J. Skinner
May 31	The Business Case for a "Backbone" CO2 Pipeline in Alberta	Gerry Angevine and Dara Hrytzak-Lieffers
May 29	California Dreaming: The Fantasy of a Canadian-Style Health Insurance Monopoly in the United States	Brett J. Skinner and Mark Rovere
May 15	Canadian-American Relations in 2007: Recent Trouble, Current Hope, and Future Work	Alexander Moens with Cassandra Florio and Sean McCarthy
April 26	Compliance and Administrative Costs of Taxation in Canada	Francois Vaillancourt, Jason Clemens, and Milagros Palacios
March 15	Access Delayed, Access Denied: Waiting for Medicines in Canada	Brett J. Skinner, Mark Rovere, and Courtney Glen
March 1	Adaptive Management of Climate Change Risks	Indur M. Goklany
February 15	The False Promise of Government Auto Insurance: Estimating Average Auto Insurance Premiums in Ten Provinces, 2004-05	Brett J. Skinner
February 5	Independent Summary for Policymakers: IPCC Fourth Assessment Report	Ross McKittrick
February 2	The Misguided War against Medicines: Are Drug Expenditures Making Public Health Insurance Financially Unsustainable	Brett J. Skinner and Mark Rovere
January 22	Water and Wastewater Treatment in Canada: Tapping into Private-Sector Capital, Expertise, and Efficiencies	Elizabeth Brubaker
Fraser Alerts		
December 18	Generosity in Canada and the United States: The 2007 Generosity Index	Kumi Harischandra, Milagros Palacios, and Niels Veldhuis
December 5	Seniors and Drug Prices in Canada and the United States	Brett Skinner and Mark Rovere
November 26	Cost Burden of Prescription Drug Spending in Canada and the United States	Brett Skinner and Mark Rovere
November 8	The Benefits of Foreign Business Activity in Canada	Kumi Harischandra, Milagros Palacios, and Jason Clemens
September 12	2010: BC Tax Advantage	Jason Clemens, Milagros Palacios, and Niels Veldhuis
June 19	Canadians Celebrate Tax Freedom Day on June 20	Milagros Palacios and Niels Veldhuis
April 16	The Canadian Consumer Tax Index, 2007	Milagros Palacios and Niels Veldhuis
March 29	Public Sector Efficiency: An International Comparison	Vito Tanzi, Antonio Afonso, Ludger Schuknecht, and Niels Veldhuis
February 15	Federal Health Transfers to the Provinces: Expensive and Ineffective	Nadeem Esmail, Jason Clemens, Niels Veldhuis, and Milagros Palacios

Vancouver Staff *(continued)*



Sherry Stein



Anthony Stewart



Venia Tan



Niels Veldhuis



Michael Walker

February 14	Fiscal Performance Index, 2007	Milagros Palacios, Niels Veldhuis, and Jason Clemens
February 8	Mismanagement of Canadians' Social Insurance Numbers	Jason Clemens, Keith Godin, Milagros Palacios, and Niels Veldhuis
January 15	Meeting the Demands of Rapid Oil Sands Industry Growth: Public-Private Partnerships Can Deliver Municipal Infrastructure Requirements	Gerry Angevine and Dara Hrytzak-Lieffers
January 11	Long-term or Short-term, Public Health Insurance is Not Sustainable	Brett J. Skinner

Surveys

December 10	Global Petroleum Survey 2007	Gerry Angevine and Bruce Cameron
March 5	The Fraser Institute Annual Survey of Mining Companies 2006/2007	Fred McMahon and Michael Cust

Printed monographs

December 6	Measuring Business Creation in Canada and the United States	Keith Godin and Jason Clemens
October 11	Questioning the Legality of the Federal "Spending Power"	Burton H. Kellock, Q.C. and Sylvia LeRoy
October 2	Unlivable Strategies: The Greater Vancouver Regional District and the Livable Region Strategic Plan	Randal O'Toole
September 13	Ontario Industrial Electricity Demand Responsiveness to Price	Gerry Angevine and Dara Hrytzak-Lieffers
August 30	Measuring Labour Markets in Canada and the United States: 2007 Edition	Keith Godin, Milagros Palacios, Jason Clemens, and Niels Veldhuis
May 22	Complementary and Alternative Medicine in Canada: Trends in Use and Public Attitudes, 1997-2006	Nadeem Esmail
March 8	The Economic Costs of Capital Gains Taxes	Niels Veldhuis, Keith Godin, and Jason Clemens
January 25	Canadian Provincial Investment Climate Report: 2007 Edition	Jason Clemens, Milagros Palacios, Martin Masse, Niels Veldhuis, and Keith Godin
January 8	Tax Efficiency: Not All Taxes are Created Equal	Jason Clemens, Niels Veldhuis, and Milagros Palacios

School Report Cards and Studies in Education Policy

October 25	Bulletin des écoles secondaires du Québec Édition 2007/ Report card on Quebec's Secondary Schools, 2007 Edition	Marcel Boyer and Peter Cowley
October 4	Home Schooling: From the Extreme to the Mainstream, 2nd Edition	Patrick Basham, John Merrifield, and Claudia R. Hepburn
June 10	Report Card on Alberta's High Schools, 2007 Edition	Peter Cowley and Stephen Easton
May 19	Report Card on British Columbia's Elementary Schools, 2007 Edition	Peter Cowley and Stephen Easton
May 3	Ontario's Private Schools: Who Chooses Them and Why?	Deani A. Van Pelt, Patricia A. Allison, and Derek J. Allison
April 22	Report Card on Ontario's Secondary Schools, 2007 Edition	Peter Cowley and Stephen Easton
April 14	Report Card on Secondary Schools in British Columbia and Yukon, 2007 Edition	Peter Cowley and Stephen Easton
March 11	Report Card on Alberta's Elementary Schools, 2007 Edition	Peter Cowley and Stephen Easton
February 11	Report Card on Ontario's Elementary Schools: 2007 Edition	Peter Cowley and Stephen Easton

Vancouver
Staff (continued)



Oliver Wu



Arby Yeo

COMMUNICATIONS

It's often said within the Fraser Institute that we are trying to change the world. And if we want to change the world, we need to tell people about our ideas and how they can improve public policy. That's the job of the Institute's Communications Department.

Since the Institute's formation, communicating our research and suggestions for public policy change has remained a priority. Today our communication efforts have expanded to include not just our research, but a wide array of events, guest speakers, and commentary on current events and government policy decisions.

With the growth of the Institute, we have found the audience for our ideas has also grown, so our communication efforts now reach not only across Canada and the United States, but often around the globe.

Reaching decision makers, policy makers, and the public through the mainstream media remains one of our primary tactics. One of the great challenges facing the Communications Department is how to deal with ever-fragmenting audiences. Where once you could reach vast numbers of people by telling your story on the six o'clock news, today people get their information from a disparate number of sources and they have the ability to look for information that more precisely matches their own interests.

Increasingly we are tailoring our messages to local communities and trying to reach people through regional and community media outlets. The ability to customize and personalize our message for specific communities allows us to better show people how our ideas can improve their lives and how our ideas relate to their community.

Nowhere is this better exemplified than with our communication program around the Weston Awards where we create specific news releases for each community with a winning school, thereby personalizing the event for that community. In the case of the Ontario Weston Awards, this has resulted in the creation of more than 40 news releases for a single event.

In terms of mainstream media penetration, 2007 was a banner year for the Communications Department. We issued 225 news releases and media advisories, the equivalent a news release every 1.6 days. The results of our effort to engage the news media saw us record a 24 percent increase in news stories referencing the Fraser Institute and our research. The number of news stories increased to 6,243 from 5,028 in 2006. The media coverage the Institute received in Canada had an equivalent ad value of \$6.4 million and we reached a total audience of more than 214 million Canadians.

Worth noting in 2007 is that we began tracking coverage of Fraser Institute research and activities as mentioned on web sites and blogs. Of the 6,243 media mentions, 1,058 occurred on

2007 Media Mentions

by Research Department

School Performance Studies	1,458
Fiscal Studies	1,121
Health Care	794
Trade & Globalization	602
Events	306
Environment, Regulation & Risk	217
Senior Fellows	215
Pharmaceutical Policy	181
Insurance	137
Energy	97
Education Policy	74
Student Programs	16

WORLD WIDE WEB FRASER INSTITUTE ONLINE

www.fraserinstitute.org

various web sites, all of which have a potential international audience.

Traditionally, the Institute has also promoted its ideas by writing commentaries and opinion pieces (op-eds) for publication in newspapers. In 2007, the Communications Department was able to place 282 op-eds with



Margaret Wente, columnist, *Globe and Mail*, at a Behind the Spin: Fraser @ Spoke event in Toronto.

newspapers across Canada, more than double the 116 we had published in all of 2006. This is the equivalent of a Fraser Institute commentary appearing in a newspaper somewhere in Canada every 1.3 days for the entire year.

Technology also has an ever increasing role in communications and we continue to explore how best to reach people through the internet, email, digital video and audio files, and the rapidly evolving social media.

In 2007, the Communications Department launched a streamlined and redesigned electronic newsletter, *Fraser Update*. This newsletter is sent monthly via email to more than 3,500 subscribers and provides them with updates on Institute research, news releases, and events. People can subscribe to the newsletter for free on our web site at: www.fraserinstitute.org ■

Computers and the internet have changed the way people obtain information. To have any influence in the world today, organizations must have a web site to tell their story.

In 2007, we redesigned and launched our web site at www.fraserinstitute.org in an effort to provide a more efficient way for people to reach us and gain access to our research.

The redesigned web site allows faster and easier access to the wealth of information and publications generated by the Fraser Institute. It boasts improved search capability and allows us to link our research publications to the accompanying news releases, commentaries, articles, and events. Navigation throughout the site was also cleaned up and made more efficient, reducing clutter and confusion that had built up over the years with additions to our old web site.

We introduced an E-commerce function that allows people to purchase Fraser Institute books, publications (and the ever-popular Adam Smith ties) online. Behind the scenes, the E-commerce functions provide us with improved reporting for financial transactions, thereby improving our administration and accounting functions.

No sooner was the new site launched then we started to look for ways to improve it. Digital video and audio are becoming increasingly in demand and we began working in 2007 to find additional ways to integrate video and audio files

into our online presence. We began working to find ways to better highlight our monthly policy magazine, *Fraser Forum*, and give it an additional online presence. Work also got under way on a new web site to spotlight our research specifically dealing with the United States. This new site should be launched by summer of 2008.

While www.fraserinstitute.org is the main site people associate with the Institute, many of our other programs also boast web sites of their own. Improvements and updates were made to both the Donner Awards and Children First sites in 2007, allowing for a more efficient application process.

The past year saw us launch a new site, the Innovative Educator, to highlight the Weston Awards for Academic Achievement at www.theinnovativeeducator.org. This site includes data from all of our school report cards and serves as a resource for teachers seeking new ideas for improving school performance. But perhaps most importantly, it serves as an archive acknowledging the achievement of the educators who have won Weston Awards and attended the ceremonies honouring their success.

Our site at www.freetheworld.com continues to host our data and reports from the Economic Freedom projects.

Altogether, more than 3.8 million files were downloaded from all the Fraser Institute web sites combined, with more than 1.3 million visits. ■

2007 FUNDRAISING PROGRAM

Total income for the Fraser Institute, including donations, sales of publications, interest, and other income for the year 2007, amounted to \$12,730,493.

Support

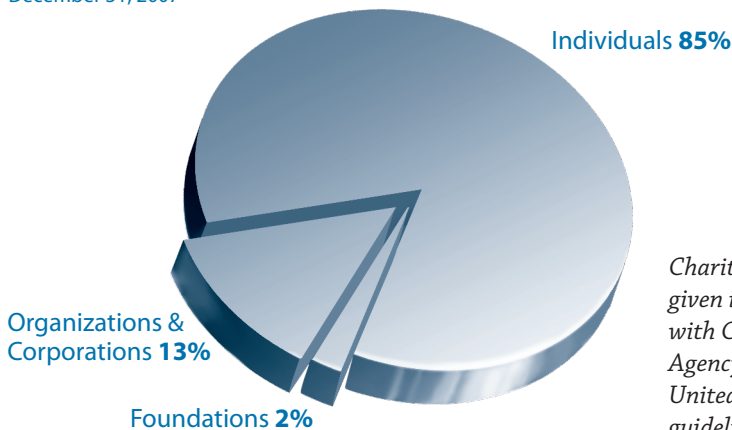
As of December 31, 2007, the Institute recorded 3,656 supporters from Canada, the US, and around the world. Individuals and organizations are invited to support the Institute's work through tax-receiptable contributions in one of six support categories.

Special projects

During the year, the Institute approached prospective donors to support various areas of our work including student seminars, teacher workshops, the elementary and secondary school report cards, and studies on a wide range of policy issues including the environment, globalization, taxes, labour policy, entrepreneurship, economic freedom, risk and regulation, pharmaceutical policy, health care, Canada-US relations, insurance, and energy.

Fraser Institute Supporters

December 31, 2007



Charitable receipts given in accordance with Canada Revenue Agency (CRA) and United States (IRS) guidelines.

Sponsorships

Sponsors and advertisers are invited to support special Institute events including dinners, policy briefings, special events, and *Fraser Forum*, our public policy magazine.

Publications

In 2007, the Institute released 74 publications in print and digital format. Digital publications are available free of charge on the Institute's web site. Institute hard copy publications are available for purchase with these revenues going towards further research. Special large-volume discounts are available for stores, libraries, and universities. For details call **David Zheng** at 1-800-665-3558, ext. 580 or e-mail sales@fraserinstitute.org.

Direct Mail Campaigns

The Institute conducts a direct mail campaign to explain our work to potential new supporters. In 2007, this campaign's outreach letters brought in 1,158 new supporters.

Frontline

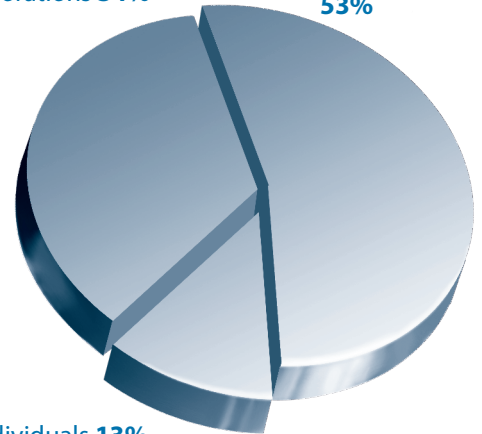
In 2007, the Institute published four editions of *Frontline*, a periodic

Fraser Institute Dollar Contributions

December 31, 2007

Organizations & Corporations **34%**

Foundations **53%**



Individuals **13%**

members' newsletter designed to demonstrate the impact of donors' support in helping to improve public policy in Canada and around the world. Institute friends generously contributed an additional \$168,113 in support of programs highlighted in *Frontline*.

Bequests

To discuss how you can make a contribution to The Fraser Institute Foundation or set up a special fund, please contact **Anthony Stewart**, Development Associate, The Fraser Institute Foundation at (604) 688-0221 ext. 557, or e-mail Anthony.Stewart@fraserinstitute.org.

How You Can Help

For information on how you can support the Institute's research, please e-mail development@fraserinstitute.org or call toll free 1-800-665-3558, ext. 590, or directly call **Sherry Stein**, Director of Development, at (604) 714-4590; **Clare Olmstead**, Business Development Manager, at (403) 216-7175 ext. 227; or **John Maus**, Associate Director, Business Development, at (416) 363-6575 ext. 232. ■

FINANCIAL HIGHLIGHTS 2007

The Fraser Institute's net assets position as at December 31, 2007 was \$954,842.

Gross revenues amounted to \$12,730,493, representing an increase of 16.6% over 2006. Gross expenditures amounted to \$12,684,822, representing an increase of 16.6% over 2006. The net operating surplus was \$45,671 for the year.

The Fraser Institute's financial position and operating results for the 2007 year are as follows:

Statement of Financial Position - summary As at December 31, 2007

	\$
Current assets	5,230,967
Investments	998,781
Property and equipment	<u>586,142</u>
	<u>6,815,890</u>
Liabilities – current and long term	5,861,048
Net assets	<u>954,842</u>
	<u>6,815,890</u>

Statement of Operating Results - summary For the year ended December 31, 2007

	\$
Revenues	
Donations, sales of publications, annual dues, interest and other income	12,730,493
Expenses	
Salaries, office costs, projects, publications and other net expenses	<u>12,684,822</u>
Increase in unrestricted net assets from operations	<u>45,671</u>

Board changes

Six trustees left the Board in 2007.

John Dobson, Formula Growth, Montreal
Raymond Heung, Vanac Development, Vancouver
Michel Kelly-Gagnon, Conseil du patronat du Quebec, Montreal
Bill Korol, Thetis Island
Fred Mannix, Mancal Corporation, Calgary
Peter Pocklington, California

Three new trustees joined the Board during the year.

Ned Goodman, President & CEO, Dundee Corporation, Toronto
Hubert Marleau, President, Palos Capital, Montreal
Steve Snyder, President & CEO, TransAlta Corporation, Calgary

Staff Changes in 2007

Nine staff members left the Institute.

Laila Adam
 Kimberly Forrest
 Heather Holden
 Dara Hrytzak-Lieffers
 Gurpreet Lail
 Sylvia LeRoy
 Chris Matthews
 Rena Menaker
 Deborah Ng

Sixteen new staff joined the Institute during the year.

Denise Barnfield, Office Manager (Vancouver), graduated from Burnaby College with an Honours Diploma in Medical Transcription, Medical Terminology, and Clinical and Office Procedures.

Sébastien Côté, Manager, Events and Development (Montreal), has an Economics degree from McGill University and a Masters in International Relations from Laval University.

Stephanie Dickstein, Development Associate (Toronto), has three degrees from the London School of Economics (BSc in International Relations, MSc in Politics of the World Economy, and an MSc in China in Comparative Perspectives). She has worked for the Political/Economic section of the Canadian Embassy in Beijing and for the Economist Intelligence Unit in Hong Kong.

Julie Di Mambro, Events Assistant (Vancouver), holds a Bachelors degree in Political Science from Simon Fraser University. Before joining the Institute, she worked for both the provincial and federal governments.

Kumi has written taxation, government spending, foreign investment, poverty, charitable giving and business attitudes.

Maureen Hazel, Health Policy Analyst (Calgary), received her Bachelors degree in Commerce (First Class Honours) and Masters degree in Economics from McGill University. Her recent publications and co-publications include *Hospital Report Card: British Columbia 2008* and *Hospital Report Card: Ontario 2008*.

Dan Kary, Manager, Direct Mail (Calgary), studied Computer Science at the DeVry Institute of Technology in Calgary. He has worked on

Republic, and is now finishing her second year of a Bachelors degree in International relations and Economics at the University of Montreal.

Julie Lajoie, Communications Officer (Montreal), holds a Bachelors degree in Journalism and Political Science from Concordia University. She was an on-air host and producer of two weekly French radio programs which took a deeper look at Canada's international policies.

Alexandra McGregor, Program Assistant with Children First (Toronto), studied in both Canada and the UK, graduating with a Bachelor of Arts (Honours) degree in English and History from the University of Toronto.

Clare Olmstead, Business Development Manager (Calgary), has a Bachelor of Arts degree in Economics from the University of Waterloo. She is completing a certificate in Fundraising Management from Mount Royal College and working towards her CFRE designation.

Mer Roberts, Manager of Information Systems (Vancouver), studied economics at the University of Victoria and computer science at Capilano College. He has worked in information technology at John Deere Forestry and Construction, the Fraser Health Authority, and his own company.

Leisse Van Walraven, Program Coordinator with Children First (Toronto), has a Bachelor of Arts degree from Queen's University and is internationally accredited in both primary and elementary Montessori education.

Oliver Wu, Systems Administrator (Vancouver) holds a diploma in Electrical and Electronics from the British Columbia Institute of Technology, and a Bachelor of Computing Science degree from Simon Fraser University. ■



The Fraser Institute's Montreal office staff (from left to right): Johana Křížová, Tasha Kheiriddin, Sébastien Côté and Julie Lajoie.

Kristin Fryer, Publications Editor/Typesetter (Vancouver). Kristin majored in English at Trinity Western University where she was Editor-in-Chief of *Mars' Hill*, the award-winning student newspaper.

Kumi Harischandra, Research Economist in Fiscal Studies (Vancouver). She holds a Bachelor of Social Sciences (Honours) degree in Economics from the National University of Singapore and a Master of Arts degree in Economics from Simon Fraser University.

numerous political contests, including the leadership campaigns of Ted Morton and Stephen Harper.

Tasha Kheiriddin, Directrice, Québec et la Francophonie (Montreal), worked in the fields of law, media, politics, and advocacy prior to joining the Institute. A native Montrealer and fluently bilingual, she is also a best-selling author.

Johana Křížová, Student Intern (Montreal). Johana completed her secondary studies in Prague, Czech

En juin 2007, l'Institut Fraser a mis sur pied son premier bureau à Montréal avec un personnel réduit à sa seule directrice (Tasha Kheiriddin). Dès l'automne, le personnel du bureau était passé à cinq membres, auxquels s'est ajoutée en janvier une assistante, Programme des Activités, Études sur la performance des écoles (Irene Fallon). Le 11 septembre, l'Institut Fraser ouvrait officiellement ses portes en offrant au public un programme complet de publications et d'événements dont on trouvera ci-dessous la description.

Événements

Les 11 et 12 septembre, deux journées portes ouvertes ont marqué l'inauguration du bureau de Montréal et attiré quelque 100 visiteurs.

Couverture médiatique : L'événement a été rapporté dans le journal *Les Affaires*, un hebdomadaire spécialisé diffusé dans tout le Québec.

Le 4 octobre, l'Institut a tenu à guichets fermés son premier Gala Montréal en présence de 500 invités venus rendre hommage au Très Honorable Brian Mulroney, à l'occasion d'un dîner soulignant le 20^e anniversaire des négociations de l'Accord de libre-échange entre le Canada et les États-Unis.

Couverture médiatique : L'événement a attiré l'attention des médias partout au pays, faisant notamment l'objet d'un reportage sur le Réseau de télévision CTV et d'articles dans les grands journaux et une douzaine de quotidiens, dont tous ceux du Québec.

Le 24 octobre, l'Institut a lancé sa série de conférences « Ça se discute ». Tenues à l'hôtel Opus Montréal, ces rencontres épousent la même formule que la populaire série « Behind the

Spin » présentée à Vancouver, Calgary et Toronto. Deux conférences ont eu lieu en 2007:

Le 24 octobre, le journaliste Vincent Marissal et Me Eric Allan Debargis, président de l'Union française de Montréal, ont discuté des réformes préconisées par le président français Nicolas Sarkozy et de leurs possibilités d'application au Québec (60 participants).

Le 29 novembre, l'écologiste de réputation internationale Bjorn Lomborg a présenté son point de vue sur les changements climatiques (70 participants).

Couverture médiatique : Entrevue de 30 minutes avec Bjørn Lomborg sur les ondes de CJAD (radio AM – 58 000

er-causerie avait pour invité Marc Simard, professeur au Collège François-Xavier-Garneau et auteur d'un percutant ouvrage intitulé *Les Éteignoirs*, une défense du capitalisme doublée d'une critique du statisme de la société québécoise. La rencontre s'est tenue à guichets fermés et, le lendemain, des employés d'Hydro-Québec nous ont téléphoné pour nous féliciter d'avoir invité un conférencier aussi intéressant (30 participants).

Publications

Fin juin 2007, le bureau de Montréal a publié un communiqué en français soulignant les aspects relatifs au Québec de la Journée d'affranchissement de l'impôt.



Le Dr Mark Mullins et Tasha Kheiriddin accueillent les invités lors de la journée Portes Ouvertes du bureau montréalais de l'Institut Fraser.

auditeurs), entrevue de 10 minutes sur les ondes de AM940 News (12 000 auditeurs), entrevue de 5 minutes sur CAJD (77 000 auditeurs) et reportage d'un quart de page dans le quotidien *La Presse* (tirage de 200 000 lecteurs).

Le 25 octobre, le bureau de Montréal a tenu son premier déjeuner-causerie. Le conférencier invité, Dan Mitchell, du Cato Institute, y a parlé de réforme fiscale (20 participants).

Le 22 novembre, un deuxième déjeuner-

Couverture médiatique : Le communiqué a fait l'objet de plusieurs articles dans les principaux quotidiens montréalais et donné lieu à six entrevues à la radio et à la télévision avec la directrice pour le Québec Tasha Kheiriddin. Pendant l'été, le journal *Les Affaires* a publié quatre textes d'opinion de Tasha Kheiriddin sous la bannière de l'Institut Fraser.

Fin août, le bureau de Montréal a publié un communiqué en français

soulignant les aspects relatifs au Québec de l'étude *Measuring Labour Markets in Canada and the United States*.

Couverture médiatique : Le communiqué a fait l'objet de plusieurs articles dans les principaux quotidiens montréalais, dont un compte rendu d'un quart de page dans *Le Devoir* et cinq entrevues à la radio avec la directrice pour le Québec.

En septembre, le bureau de Montréal a présenté deux mémoires des membres de l'Institut Herb Grubel et Martin Collacott devant la Commission Bouchard-Taylor sur les accommodements raisonnables, qui tenait alors des audiences dans tout le Québec.

Le 15 octobre, le bureau de Montréal a publié un communiqué en français soulignant les aspects relatifs au Québec de l'étude *Waiting Your Turn 17th Edition: Hospital Waiting Lists in Canada*.

Couverture médiatique : Le communiqué a donné lieu à 11 entrevues à la radio, à la télévision et dans la presse écrite avec la directrice pour Québec, de même qu'à des articles d'un quart de page dans tous les grands quotidiens montréalais, y compris à la une de *La Presse*.



Le 25 octobre, l'Institut a publié son 9^e *Bulletin des écoles secondaires du Québec*, de concert avec l'Institut économique de Montréal et le magazine *L'actualité*.

Couverture médiatique : Dans les 24 heures suivant la publication du *Bulletin*, le bureau du Québec avait accordé 42 entrevues dont 35 en français (contre six l'an dernier, dont aucune en français). La directrice Tasha Kheiriddin a été invitée sur les ondes de nombreuses radios montréalaises et régionales. La nouvelle a été rapportée par les principaux quotidiens ainsi qu'aux journaux radiophoniques et télévisés du midi et du soir.

Le 19 novembre, l'Institut a publié un communiqué en français soulignant les aspects relatifs au Québec de l'étude *Waiting Your Turn 17th Edition: Hospital Waiting Lists in Canada – Soins de psychiatrie*.

Couverture médiatique : Le communiqué a donné lieu à cinq entrevues (deux à la télévision, trois dans la presse écrite) avec la directrice pour le Québec, et à un article d'un quart de page dans *La Presse* et *Métro*.

En novembre, le *Fraser Forum* a publié trois articles axés sur le Québec.

Le 18 décembre, l'Institut a publié un communiqué en français soulignant les aspects relatifs au Québec de l'étude *Generosity in Canada and the United States: The 2007 Generosity Index*.

Couverture médiatique : Le communiqué a donné lieu à trois entrevues radiophoniques avec la directrice pour le Québec, un article d'une page dans 24 heures ainsi qu'un compte rendu d'un quart de page dans le journal *Les Affaires* et le quotidien *Le Droit* d'Ottawa. Deux chaînes de télévision, TQS et TVA, en ont aussi fait mention en ondes.

Nous avons aussi fait traduire certaines sections de notre site Web et prévoyons d'en accroître le contenu bilingue dans les prochains mois. ■

SENIOR FELLOWS

Prof. Eugene Beaulieu
Mr. Martin Collacott
Prof. Stephen Easton
Prof. Tom Flanagan
Mr. Jonathan Fortier
Mr. Gordon Gibson
Mr. Wilf Gobert
Mr. John R. Graham
Dr. Herbert Grubel
Mr. Csaba Hajdú
Mr. Michael Harris
Mr. Ralph Klein
Prof. Rainer Knopff
Mr. Preston Manning
Prof. Ross McKittrick
Prof. Jean-Luc Migué
Prof. Lydia Miljan
Prof. Alex Moens
Prof. Filip Palda
Prof. Chris Sarlo
Mr. Brian Tobin
Dr. Michael Walker



Senior Fellow Martin Collacott

CALGARY OFFICE

The Alberta office houses a number of departments and researchers dedicated to both local and national research and education programs including the Health System Performance Studies Department and the Centre for Energy Policy Studies. The office is also home to a number of other Institute personnel dedicated to development or events activities. The Fraser Institute's Alberta office is located in the Grain Exchange Building, a heritage structure in downtown Calgary. ■

MONTREAL OFFICE

In June 2007, the Fraser Institute began operating its first office in Montreal. From a staff of one, it grew to five people by the fall. The office got to work immediately by organizing and hosting seven events, placing four French-language opinion pieces in major newspapers, and promoting six Fraser Institute research publications with French language press releases and media interviews. Notably, on October 4, l'Institut Fraser hosted a sold-out 500-person tribute dinner to the Right Honourable Brian Mulroney on the twentieth anniversary of the negotiations of the Canada /US Free Trade Agreement. Also in October, the Montreal office garnered major media coverage for the Institute on the

Quebec School Report Card, with 42 radio, television, and print interviews. From October to year's end, the office put on the Montreal "Behind the Spin/Ça se discute" speaker series featuring La Presse columnist Vincent Marissal, Eric Allan DeBargis of the Union française de Montréal and noted environmentalist Bjorn Lomborg. It held policy briefings with Quebec author Marc Simard and CATO Institute tax policy expert Dan Mitchell. The coming year the office will launch the Institute's French-language policy magazine, Perspectives, which will be distributed to 5,000 French-language supporters, institutions, and policy-makers. ■

TORONTO OFFICE

In 2007, the Ontario office in Toronto was home to 11 permanent staff, as well as several interns and volunteers. The Ontario office is the base for Children First: School Choice Trust, as well as departments researching Globalization and Trade Studies, Economic Freedom, Insurance Policy, Pharmaceutical Studies, and Education Policy, and development.

Over the year, the office hosted five Founder's Circle Dinners, seven policy briefings, one roundtable luncheon, one gala dinner, and six *Behind the Spin: Fraser @ Spoke* cocktail-hour discussions and private dinners. The *Behind the Spin* series grew in popularity in its second year, attracting new sponsors: the *National Post*, *Women's Post* and Medcan Clinic, in addition to great speakers such as Roger Martin, Terence Corcoran, Margaret Wentze, and William Thorsell. ■

VANCOUVER OFFICE

The past year was one of growth for the Fraser Institute and that was evident from the additional staff that called the Institute's Vancouver office home in 2007.

With the coming and going of interns throughout the year, the Vancouver office at times had 50 people working in it.

As the original home of the Institute, Vancouver remains the home base for the Institute's executive director, Mark Mullins, the location for the Institute's Executive Advisory Board meetings, and home for much of the Institute's support and administrative functions.

Events, Student Programs, Publications, Development, Communications, Web Services, Finance, IT, Chinese Outreach—all functions necessary to keeping the Institute up and running as well as ensuring our research is seen

by the largest audience possible—are overseen from the Vancouver office.

Vancouver is also home to the Institute's largest research area, Fiscal Studies, as well as School Performance Studies, the Weston Awards, and the Donner Awards programs.

And although it isn't occupied as much as in past years, the cluttered, north-side office remains reserved for Michael Walker, the founder and long-time guiding hand of the Institute. ■

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**Withdrawn

+Nobel Laureate

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Changing the World



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6,400,000	advertising value in dollars of all Canadian media coverage
3,807,728	files, including podcasts & videos, downloaded from all Fraser Institute web sites
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72,000	print & digital copies of <i>Canadian Student Review</i> distributed at 940 campuses
59,000	copies of monthly magazine <i>Fraser Forum</i> mailed to subscribers
24,884	inquiries from around the world handled by Fraser Institute staff
12,392	students from 932 schools across Canada directly reached by student programs
10,000	high school students influenced by their teachers' participation in Institute workshops
7,546	applications from low income families for 1,100 Ontario & Alberta Children First grants
7,400	people attended over 100 events in Canada and the US
6,243	news stories in print, on line and broadcast around the world
4,012	subscribers to Fraser Institute e-mail updates
3,840	physicians respond to <i>Waiting Your Turn</i> surveys
3,656	Fraser Institute supporters from 12 countries
1,249	new Fraser Institute supporters
1,058	mentions on external web sites and blogs
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282	commentaries published in newspapers across North America
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