

FRASER  
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Fraser  
Institute  
Annual  
Report  
**2011**

Canada's  
leading  
public policy  
think tank



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**O**ur 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 80 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.

**N**otre vision est celle d'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 80 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 contrat de recherche.

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# 2011 Annual Report

First, I would like to congratulate the executive management and staff at the Institute for its rankings in the most recent *Global Go-To Think Tanks Report*, produced annually by the Think Tanks and Civil Societies Program at the University of Pennsylvania. The Fraser Institute

- for the 4<sup>th</sup> year retains its ranks as #1 in Canada out of 97 think tanks
- is the only Canadian think tank among the Top 25 out of 6,480 think tanks worldwide
- ranks on the 10<sup>th</sup> in “most innovative policy ideas” and
- ranks 17<sup>th</sup> most influential

This is an incredible result that we can all be proud of especially when comparing our budget with that of many whom we compete with.

Founded in 1974 by Patrick Boyle and Dr. Michael Walker, the Fraser Institute has been a compelling advocate for the benefits to the individual and society of competition, free and open markets, economic freedom, and personal responsibility. Our mission as a truly independent research and education organization is to measure, study, and communicate the impacts and unintended consequences of public policy and, in particular, the often negative impact of these policies on the welfare of individuals of government interventions.

I believe the message of the Fraser Institute is more important than ever as the governments of the day, for the most part, have reacted and will react badly to the economic turmoil following the financial crisis of 2008 and subsequent events such as the decline or difficulties in the Euro community and Japan, the revolts of the Arab Spring, and others. It seems in this crisis driven environment, governments have lost any semblance of balance between program and stimulus spending and fiscal responsibility; between government intervention



Peter Brown, Chairman, Board of Trustees

and private or free market solutions; in financial regulation between the stability of markets and the efficiency of markets; and, finally, the balance between economic freedom and social programs. Economic liberty should be among those basic rights of individuals, as fundamental as the right to free speech and the right to pursue happiness. The Institute values economic liberty not merely for its utility but for the ways in which it enables us to take responsibility for our own lives—to be the authors of our destiny. Restrictions on economic freedom, no matter how well meaning or lofty, are misguided as they impose conformity on the life stories that free citizens might otherwise compose.

Years ago the Institute together with Milton Friedman established the *Economic Freedom of the World Index* for which we now collaborate with our Economic Freedom Network of independent institutes in over 80 countries. This corner stone research is widely recognized as the most thorough empirical measure of the extent to which individuals are free to conduct voluntary economic transactions, and of the extent to which their private property is secure. The *Economic Freedom of the World* report stimulates a great deal of academic research, as it has demonstrated beyond question that the best way of promoting economic growth is to increase economic freedom which in turn has inspired major policy changes in a number of countries.

Our incredible body of peer-reviewed research is generated by a dedicated Institute staff and associated scholars, academics, economists, and policy analysts across the globe. This list of researchers has grown to more than 350 authors (including six Nobel Laureates) from 22 countries. The publications list includes such landmarks as *The Economic Freedom of the World Index* and Tax Freedom Day, school report cards, mining and petroleum surveys, health care reform and wait

lists, and the fiscal performance of Canada's premiers among others.

It is the Fraser Institute's job to hold governments of all political stripes accountable for the management of the country's finances and body of regulations through our research and education programs.

One of the Fiscal Studies department's main achievements during 2011 was to take a leading role in changing the way Canadians think about the feasibility of the way governments have been approaching their deficits and debt. In the wake of the recession, most governments, not least the federal government, were hoping to grow their way out of their deficits—essentially following the path of political expediency over that of economic reality. The Institute's *Learning from the Past* project demonstrated that this approach didn't work in the past and shouldn't be counted on to work in the present. Subsequently, Canada's finance minister agreed that the balanced budget would be delayed and that he would review the budget cutting activity of the 1990s.

In addition, the Institute has begun both the Alberta and Ontario Prosperity Initiatives which question the governments ability to grow their way out of their fiscal problems and this work will help to create greater public awareness of the most important challenges in each province.

It is the belief of many of us at the Institute that a monumental issue going forward is that of intergenerational fairness or equity. It would appear in an environment of slower growth, the next generation could well face lower incomes, higher taxes, higher rates of youth unemployment, fewer services, higher cost of post secondary education and lower pensions. This could be a formula for considerable social unrest from a very connected generation who could well resent the rising cost of services to aging baby boomers with longer life expectancy. The Institute is therefore seeking funding for a Centre for the Study of Government and Family to address everything from intergenerational fairness, childcare, pension reform and appropriate education reform and direction—a very necessary and exciting project.

All of this research work and intellectual exercise is only of value if we can put this independent, peer-reviewed research in front of the broadest possible audience—with the hope to assist through education, to separate spin from reality, and to demonstrate the flaws and danger in so much poor public policy and its unintended consequences.


In 2011 we set new records for media mentions (16,745) and page downloads from Fraser Institute websites (17.28 million). It is clear our research and policy recommendations are reaching an increasing number of people in Canada and beyond, and our ideas are impacting on the lives of millions of others who have never heard of the Institute.

Our work is respected worldwide for the *truth* of its peer-reviewed research and its *testing* of the real consequences of political solutions over ideology. But most importantly it is *trusted* as its work is independent from its funding source. Our work is financed from thousands of individuals, organizations, and foundations. In order to protect its independence the Institute does not accept grants from government or contracts for research and we are nonpartisan and nonpolitical. We stand for right choice rather than right wing.

I would like to thank all our wonderful staff and those associates around the world who contribute so much to our mission. The outstanding results have contributed to a more dynamic free enterprise environment.

It has often been said that when you are at the top you have no where to go, but neither I nor Niels Veldhuis believe that. He and I share the view that we must raise the bar as this troubled world is very much in need of the research and ideas we can deliver to help them govern appropriately in these difficult economic times. I am very excited about the prospect of working closely with our new president on a shared vision as together we attempt to inspire the staff and management of the Institute, resulting in an extra effort by the entire team to reach every citizen with our important messages.

In closing, I would like to thank the Institute's Board of Trustees for their support and encouragement, but also I would ask that you also raise the bar as we need your help. Clearly, we need to grow our budget through a broader funding base to achieve our objectives. Secondly, we would ask all Trustees and supporters to help us distribute our research to the opinion makers in your networks which, hopefully, will either expand our audience or bring a new friend and supporter to the fold. Thank you in advance for any consideration you might give my call for assistance and support. We are a very worthwhile cause.



Peter M. Brown  
Chairman

**A**s this annual report explains in detail, 2011 was another stellar year for the Fraser Institute. There is not a think-tank in the country that comes close to having our impact, thanks largely to the efforts of a dedicated group of trustees, highly productive staff, and committed supporters. As a result, the Fraser Institute was again recognized as Canada's No. 1 think-tank. But rather than comment at length on 2011, let me explain why I believe the Institute will be more important than ever in the coming years.



Niels Veldhuis

## Our opportunity

Canada has a historic opportunity to become a beacon of prosperity. Leadership vacuums exist in many countries around the world. The United States and much of Europe are facing unrelenting deficits, mounting debt, unfunded entitlement programs, massive energy issues, and restrictions on trade.

In no small part due to the influence and ideas of the Fraser Institute, Canada has gotten much right over the past 20 years, signing free-trade agreements, reducing federal and provincial deficits and debt, decreasing the size of government, reforming entitlement programs, and lowering taxes.

Canada must now choose between building on our successes or turning our backs on hard-fought reforms and frittering away our achievements. To ensure we seize the opportunities before us, the Fraser Institute must educate Canadians about what needs to be done. The work ahead includes reforms to education, aboriginal policy, financial services, immigration, natural resources regulation, budget and tax policy, and much more.

## A strong Ontario

Unfortunately, Ontario—Canada's largest province and once its vibrant economic hub—has suffered through years of dismal economic performance, largely because of wrong headed government policies. The status quo in Ontario is unacceptable; all Canadians are worse off without a strong Ontario. The Institute has created a new research-based information program that will raise public awareness of the province's most important challenges—and offer solutions for them to help get Ontario back on track.

## Family focus

Canadian governments are increasingly focusing their communication efforts on families and younger generations. At the

heart of these narratives, governments boast of protecting and creating jobs, building safer communities, improving Medicare, and “modernizing” the education system. While this narrative may resonate with many Canadians, governments continue to introduce perverse policies that lead to multi-year deficits and escalating government debt, damaging the economic and social well-being of families and younger generations by unfairly saddling them with public debt. In the coming years, the Institute will focus on how public policy affects the economic interests of families and youth, including intergenerational equity, child care, pension reform, health care, and education.

## Worldwide reach

In 2011 we saw upheavals around the world such as the Occupy movement, the ongoing European debt crisis, and the Arab Spring. Part of the reason for the latter is the yearning for individuals to be able to build more prosperous lives for themselves and their families.

Working with independent institutes in over 80 countries, we continue to show the importance of economic freedom in encouraging prosperity and well-being. Our *Economic Freedom of the World* publication and its offshoots, *Economic Freedom of North America* and *Economic Freedom of the Arab World*, receive tremendous attention around the globe and are used by academia, governments, and non-governmental agencies to investigate the links between economic freedom and a variety of economic and social outcomes.

## A new chapter

In April 2012, I was humbled and honoured to be chosen as the Fraser Institute's president. This is an organization with a storied history and many great successes and my goal is to build on that success and reach every Canadian with our important messages.

I wish to thank Brett Skinner, the Institute's past president and director of health policy research, who contributed much to the Institute over the past eight years. Additionally, on behalf of everyone at the Institute, I express my sincere gratitude to all our loyal and generous supporters. And if you haven't already done so, please consider joining our important efforts.

A handwritten signature in black ink, appearing to read 'Niels Veldhuis'.

Niels Veldhuis  
President, Fraser Institute

**T**he Fraser Institute (est. 1974) is Canada's leading public policy research organization. As an independent, non-partisan, and non-political organization, the Institute receives widespread attention for its in-depth research and analysis of issues that matter to Canadians such as government spending, taxation, health care, income inequality, education, trade, energy, mining, and the environment.

Headquartered in Vancouver and named for the Fraser River, the Fraser Institute is Canada's only truly national think-tank, with offices also in Calgary, Toronto, and Montreal. In addition, the Institute leads a global network of like-minded organizations in more than 80 countries through its Economic Freedom Network.

## What is a think-tank?

A think-tank is a team of highly accredited academics and research experts who measure and analyze various aspects of society; in the case of the Fraser Institute, its focus is how government policies affect people. Through rigorous, evidence-based research, Fraser Institute scholars identify policies that produce optimal economic outcomes and those that do not; where existing policies can be improved, they suggest the best possible alternatives. The research team is supported by outreach staff who help to promote the Institute's mission and ideas.

Fraser Institute researchers use empirical evidence to show how prosperity and standards of living both improve when public policy favours free and competitive markets and minimal government intervention in peoples' lives. In this way, the Fraser Institute strives to make Canada the most prosperous and free country in the world.

The Institute's activities are administered by its President with the assistance of the Senior Vice President of Operations; the Vice President of Research, Canadian Policy; the Vice President of Research, International Policy; the Vice President of Development; and the Director of Finance. The Institute's overall performance is monitored by a Board of Trustees and an Executive Advisory Board of select Trustees.

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

foundations, and other 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 contract research and it strives to minimize its dependence on any single source of funding or group of supporters.

## Research

The Fraser Institute maintains a diverse, independent research agenda, determined by Institute staff. 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. Donors are not involved in determining the research agenda or any associated activities.



Senior Fellow and member of the board of trustees, Dr. Michael Walker speaks at the 2011 AGM in Vancouver.

## Fraser Institute research makes a difference

In 2011, the Fraser Institute was ranked as the top think-tank in Canada for the fourth consecutive year by the

# A good think-tank is like a compass that always points to the truth

—Dr. Michael Walker, Fraser Institute founding executive director

University of Pennsylvania. For the past two years, it has been the only Canadian organization to rank among the top 30 think tanks worldwide

Through its timely analysis of critical issues in economics and public policy, the Fraser Institute has cemented itself as an indispensable voice in the global free-market movement. The Institute receives more media mentions and scholarly citations than any other Canadian think-tank, and its work is frequently lauded, and criticized, by governments and politicians of all political stripes the world over. By relaying complex economic theory in clear, simple terms and advocating policies that protect the best interests of individuals and society, the Institute continues to show how free markets, individual choice, and reduced government intervention in the economy result in greater levels of prosperity and healthier people.

## Outreach

The Institute's products—its ideas—are packaged in a number of different formats to reach the public, the media, students, academics, Institute supporters, policy makers, and politicians from all parties across Canada and abroad. The Institute's 300-plus publications have been sold in more than 50 countries and translated into 22 languages; most books and reports can be read, in full, on the Institute's website, [fraserinstitute.org](http://fraserinstitute.org). Printed copies of select publications are available for purchase.

The Institute promotes its latest research and policy ideas to a wide audience via the mainstream news media and social media. Institute researchers write newspaper commentaries, magazine articles, and conduct radio and TV interviews throughout the year while the Communications department publicizes the research material through print and broadcast media and on the social networking sites Facebook, Twitter, YouTube, and LinkedIn. The Institute also hosts policy briefings, presentations, conferences, and seminars in major Canadian cities, allowing Institute researchers to advise public forums, community groups, service clubs, and government committees on a variety of timely policy issues.

Through its education programs, the Institute invites post-secondary and high school students to take part in a diverse series of programs to enhance their understanding of key economic concepts. The Institute hosts seminars

for students, workshops for teachers, and publishes *Canadian Student Review*, its quarterly policy magazine written for students, by students. In addition, the Institute offers internships for post-secondary students interested in public policy research or helping run some of the Institute's many programs or outreach initiatives. Many of the Institute's research publications have also been included in college and university curricula in Canada and around the world.

## Our motto

*If it matters, measure it.* ■

## Peer review

All Fraser Institute research is subject to an extensive peer review process with final recourse being provided by the Institute's Editorial Advisory Board, a panel of scholars from Canada, the United States, and Europe.

New research, major research projects, and substantively modified research conducted by the Fraser Institute are reviewed by a minimum of one internal expert and two external experts. Reviewers are expected to have a recognized expertise in the topic area being addressed. Whenever possible, external review is a blind process.

Ongoing research projects are reviewed for their continuing relevance and potential new projects are assessed on the basis of importance and timeliness. The goal is to produce a body of research that maximizes the Institute's contribution to improving the lives of Canadians and people around the world.



## Centre for Tax and Budget Policy

The Centre for Tax and Budget Policy is staffed by Niels Veldhuis, director; Charles Lammam, associate director; Amela Karabegović, senior economist; and Milagros Palacios, senior research economist. The Centre had a banner year in 2011, publishing seven studies that were referred to more than 2,700 times by the Canadian media.

## Fiscal performance of Canada's premiers

In the fall, the fiscal team released *Measuring the Fiscal Performance of Canada's Premiers*, an objective assessment of how provincial premiers have balanced conflicting financial pressures and whether they have pursued sound long-term economic policies.

The study generated more than 700 media mentions and was covered by almost every major newspaper in Canada, including the *Toronto Sun* (where it was front-page news), the *Ottawa Sun*, and the *National Post*. The study was also widely covered on the radio, Internet, and TV, including Global, CTV, CBC, and Sun News Network.

*Measuring the Fiscal Performance of Canada's Premiers* also drew the attention of several key policy makers, including Ontario Premier Dalton McGuinty, Prince Edward Island Premier Robert Ghiz, Nova Scotia Finance Minister Graham Steele, Alberta Premier Alison Redford, and Alberta Wildrose Leader Danielle Smith.

## Government budgets

The Institute's Centre for Tax and Budget Policy also continued its role of responding to a number of government budgets including those from the federal government, British Columbia, Alberta, and Ontario. The budget response series garnered nearly 800 media mentions in 2011.

The Centre released two monographs in its budget series: *Budget Blueprint: How Lessons from Canada's 1995 Budget Can be Applied Today*, which was published prior to the 2011 federal budget, and *Learning from the Past:*



The *Tax Freedom Day* video on YouTube struck a humorous chord with tens of thousands of Canadian taxpayers. Watch the video and many more at [youtube.com/FraserInstitute](http://youtube.com/FraserInstitute).

*How Canadian Fiscal Policies of the 1900s Can be Applied Today*, released in the fall.

Both of these studies emphasized that the federal government's current plan to balance the budget is fraught with risk since it is based on overly optimistic revenue projections and unrealistic spending restraint. After the release of the *Budget Blueprint* study, federal Finance Minister Jim Flaherty went on the defensive in the *Financial Post*, dismissing the recommendations as "simplistic" and "ill-conceived." But Fraser Institute economists had the last word, when in November Minister Flaherty admitted that the government was too optimistic in its projections and therefore had to delay its target for balancing the budget.

## Taxes

Tax Freedom Day, the day in the year when the average family has earned enough money to pay the tax bill

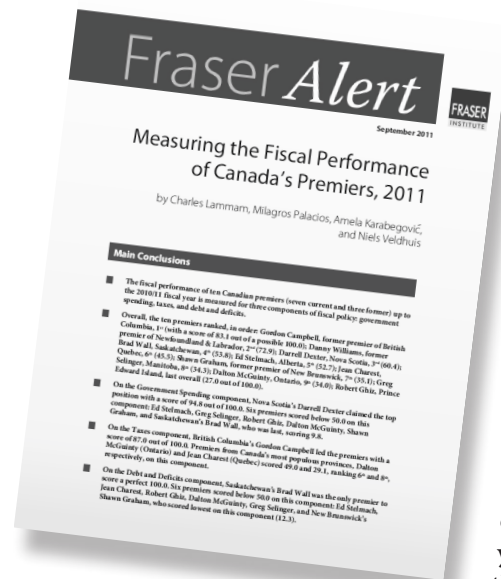


# The premiers' performance report generated more than 700 media mentions and was covered by almost every major newspaper in Canada

imposed on it by all levels of government, continues to be a hallmark release for the Centre for Tax and Budget Policy. Tax Freedom Day received significant media attention in 2011, garnering more than 350 media mentions.

To celebrate Tax Freedom Day and to reach a wider audience, the Fiscal Studies department produced a new, humorous country music video that can be viewed at [youtube.com/FraserInstitute](http://youtube.com/FraserInstitute). The catchy tune and video point out the many types of taxes Canadians pay and the length of time they work to pay their total tax bill.

In addition to Tax Freedom Day, the Centre released *Taxes versus the Necessities of Life: The Canadian Consumer Tax Index*, which calculates the total tax bill



paid by a Canadian family with an average income. The index tracks the changes in the total tax bill over the past 50 years and compares it to the proportion of income an average Canadian family spends on basic necessities: food, shelter, and clothing. *The Canadian Consumer Tax Index* garnered 125 media mentions in 2011.

## Commentaries

Staff in the Centre for Tax and Budget Policy continued to write commentaries, or op-eds, at a blistering pace during the year. These short articles both leverage the vast body of Institute research and offer newspaper- and blog-readers sage policy advice. Commentaries written

by the Centre's research team were published more than 200 times in newspapers such as the *National Post*, *Ottawa Citizen*, *Vancouver Sun*, *Calgary Herald*, *Montreal Gazette*, *Winnipeg Free Press*, and many others. ■

## STUDIES IN ECONOMIC PROSPERITY

### Alberta Prosperity Initiative

The Alberta Prosperity Initiative operates out of the Institute's Calgary office and is a research-based public education campaign aimed at restoring Alberta's place as the idea and policy leader in Canada.

Two key studies were released under the auspices of the Alberta Prosperity Initiative in 2011. *In America's National Interest: Canadian Oil* empirically measures the records of oil-producing countries on civil, economic, and political rights. The study was published in conjunction with the Competitive Enterprise Institute in Washington, DC. Media attention in Canada was significant, with coverage in most daily newspapers. In the United States, *In America's National Interest: Canadian Oil* was featured

in the widely read daily update from the National Center for Policy Analysis (NCPA) out of Dallas, Texas.

The second study, *The Rhetoric and Reality of Alberta's Deficits in the 1980s, 1990s, and Now*, reaped much media attention in Alberta, including from Wildrose Leader Danielle Smith, who held a press conference to highlight the report. The report also received attention from Sun Media, the *Edmonton Journal* and *Calgary Herald*, and the *National Post*, which gave the study significant coverage. The Corus Radio network's *Rutherford Show* also promoted the report.

As director of the Alberta Prosperity Initiative, Mark Milke was interviewed throughout the year on matters ranging from Alberta and western prosperity to business

subsidies, consumer issues, and aboriginal spending, among others. All major dailies as well as CTV, CBC, Sun News Network, and the *New York Times* asked Milke for his analysis. In addition, Milke wrote 60 unique columns that were reprinted across Canada 323 times. His column on Canada's oilsands appeared in the Brussels-based *Economist* publication, *European Views*.

## Ontario Prosperity Initiative

In the fall 2011, the Ontario Prosperity Initiative was launched from the Institute's Toronto office. Over the coming years the initiative will raise public awareness of the province's greatest challenges. The initiative's ultimate goal is to see Ontario recoup its position as having one of the more favourable investment climates in the country.

As part of the initiative, the Institute issued an Ontario-specific news release for *Measuring the Fiscal Performance of Canada's Premiers*. The release concluded that Ontario Premier Dalton McGuinty was the second-worst manager of provincial finances among Canada's 10 premiers, ranking ahead only of Robert Ghiz of Prince Edward Island.

The study saw great traction across Ontario, including front-page coverage in the *Toronto Sun*, which ran a large picture of Premier McGuinty with the headline, "McGuinty has second-worst fiscal record: Report." The study is critical in helping Ontarians hold their premier accountable for the relative performance of his fiscal policies.

In December, the Ontario Prosperity Initiative released its second study: *Ontario's Corporate Welfare Bill*. The study pointed out that Ontario governments of all political stripes have spent more than \$27.7 billion on direct subsidies to corporations since 1991, despite the fact that those subsidies have done nothing to benefit Ontario families. *Ontario's Corporate Welfare Bill* received widespread attention, generating more than 125 media mentions.

In 2012, the Institute's Ontario Prosperity Initiative will build on these studies. ■

## CENTRE FOR LABOUR MARKET STUDIES



The Centre for Labour Market Studies continued to expand its profile in 2011 with three major releases, several shorter articles, and some high-profile commentaries. In addition, many organizations throughout Canada are turning to the Centre as a trusted resource.

In April, the Centre released *Estimating the Economic Impact of British Columbia's Minimum Wage Increase*, which highlights the number of jobs that will likely be lost as a result of the increase to the minimum wage in BC. Media from around the province gave the study a lot of attention, mentioning it more than 190 times in 2011.

In September, the Centre released the 2011 edition of the *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. The study, which highlights how Canada's restrictive labour regulations are impeding labour market outcomes, garnered 174 media mentions throughout Canada.

The Centre for Labour Market Studies also ramped up efforts to educate policy makers and the public about union disclosure laws. Specifically, the Centre's research team published *Indecent Disclosure*, which highlights the need for greater financial disclosure by unions to increase transparency and to improve accountability to union members and the Canadian public. ■

# CENTRE FOR NON-PROFIT AND SOCIAL POLICY STUDIES

## Donner Canadian Foundation Awards

The largest initiative that the Centre for Non-Profit and Social Policy Studies undertakes is the Donner Canadian Foundation Awards for Excellence in the Delivery of Social Services, Canada's biggest and most prestigious awards program for non-profit organizations.

In 2011, a total of 591 non-profit social service agencies across Canada applied for the awards. The award recipients were selected based on a ranking of their performance in 10 key areas, including management and governance, the use of staff and volunteers, innovation, program cost, and outcome monitoring. The recipient agencies shared \$60,000 in prize money along with nine awards.

The Donner Awards program culminated with the awards ceremony held at Queen's Park, Toronto in December.

Rewarding Excellence: 2011 Donner Awards recipients from across Canada, the Honourable David C. Onley, Lieutenant Governor of Ontario, and Donner Awards supporters at the 14th annual Donner Awards celebration in Toronto.



Hon. David C. Onley, Lieutenant Governor of Ontario, hosted the celebration and spoke in detail about the importance of the non-profit sector and of the Donner Awards program in helping non-profit agencies measure and improve their performance. The Lieutenant Governor presented the \$20,000 William H. Donner Award for Excellence in the Delivery of Social Services prize, for the highest performing agency overall, to joint-recipients

**Community Living Campbellford/Brighton** based in Campbellford, Ontario, and **Servants Anonymous Society** from Surrey, British Columbia.

**Community and Primary Health Care—Lanark, Leeds, and Grenville** of Brockville, Ontario, received the \$5,000 Peter F. Drucker Award for Non-Profit Management. Every year, this award is given to a non-profit organization with a consistent record of excellence and innovation in the management and delivery of services. Mark Gaskin presented the award on behalf of a group of friends of the late management guru Peter F. Drucker.

The 20 finalists for this year's Donner Awards received significant recognition in the media. All told, the **Donner Canadian Foundation Awards** program generated 128 media mentions in print, radio, TV, and online.

## Generosity Index

The Centre for Non-Profit and Social Policy Studies ended the year with the release of *Generosity in Canada and the United States: The 2011 Generosity Index*. Measuring both the extent and the depth of generosity in Canada and the United States, this annual study garnered more than 300 media mentions (a new record), including stories in the *National Post*, *Vancouver Sun*, *Edmonton Journal*, *Calgary Herald*, *Saskatoon's Star Phoenix*, *Regina's Leader Post*, the *Winnipeg Free Press*, the *Ottawa Citizen*, and the *Montreal Gazette*. ■



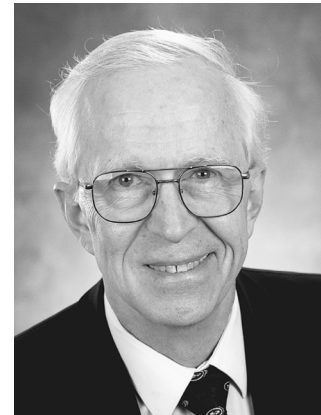
## IMMIGRATION POLICY

The Fraser Institute's work on immigration examines the economic, demographic, and social impacts of immigration policy on Canadian society, related security threats, and issues of citizenship, multiculturalism, and national identity. The program aims to promote a reasoned, fact-based national debate on these vital issues, one that is respectful but free of political correctness.

In May, the Institute published *Immigration and the Canadian Welfare State 2011*, by Dr. Herbert Grubel and Patrick Grady. The study estimates the fiscal burden created by recent immigration into Canada and proposes reforms to existing immigrant selection policies to eliminate the burden. One of its key proposals is that temporary work visas be granted to applicants to whom employers have given a valid offer of employment. *Immigration and the Canadian Welfare State 2011* generated more than 440 media mentions in 2011.



Herbert Grubel



Martin Collacott

Over the course of the year, Institute senior fellows Dr. Grubel and former ambassador Martin Collacott published multiple articles related to immigration and refugee issues in major national daily newspapers. Grubel and Collacott were also invited to give numerous interviews on radio and TV. ■

## CANADIAN-AMERICAN RELATIONS



The Fraser Institute's Centre for Canadian-American Relations, led by senior fellow Dr. Alexander Moens, was established in 2005 to analyze the economic and political management of Canada-US trade, energy policy, immigration and security, border and regulatory issues,

and strategic outlook. Its objective is to educate the public about the benefits of free markets, individual mobility, and efficient governance in the conduct of bilateral relations.

In 2011, the Centre published *What Congress Thinks of Canada*, a major research study that examined how US senators and House representatives perceive Canada, based on an analysis of transcribed congressional debates between 2001 and 2010.

The Centre also published three articles in 2011: "Memo to the United States: Canada is your best energy friend" (*Fraser Forum*, May/June), "Measuring congressional views of Canada" (*Fraser Forum*, May/June), and "Free trade for consumers stops at the border" (*Canadian Student Review*, summer).

In addition, the Centre published numerous commentaries in newspapers and journals outside the Fraser Institute, exploring such topics as renewed hope for a more efficient Canada-US border, competition with Russia for energy resources in the Arctic, and Canadian foreign policy 10 years after 9/11.

All told, the Centre's research was mentioned in 319 news stories on TV, radio, in newspapers, and on various websites over the course of the year. ■

The School Performance Studies department, under the direction of Peter Cowley, is responsible for producing the Fraser Institute's many report cards that rank and compare schools across Canada. In 2011, the 14<sup>th</sup> year of the series, the department published report cards on elementary and secondary schools in British Columbia (Yukon secondary schools are included in the BC edition), Alberta, and Ontario, and on aboriginal education in British Columbia. In total, the school report cards rated 5,539 public, private, separate, Catholic, and charter schools serving 2,870,000 students across Canada.

Each Fraser Institute school report card collects a variety of relevant, objective indicators of school performance into one easily accessible public document that allows anyone to analyze and compare the performance of individual schools. Comparisons are the key to improvement, so the report cards provide the ratings, rankings, and demographic context to make comparing schools even simpler and more meaningful. By comparing a school's latest results with those from earlier years, we can see if the school is improving or falling behind. By comparing a school's results with those of neighbouring schools, or of schools with similar student demographics, we can identify academic success stories and encourage schools to share effective learning techniques. By referencing provincewide exam results, the report cards place individual school achievement in a broader context.

Our report cards are delivered to parents, educators, and other interested individuals through the Institute's dedicated school performance website, [www.compare-schoolrankings.org](http://www.compare-schoolrankings.org). The report cards are constructed from a comprehensive database designed and maintained by Alexander Zakharyonok, senior database architect, who is also responsible for the maintenance and continued improvement of the website. He is ably assisted by Olga Mazo, who handles data acquisition and processing.

Michael Thomas, associate director of School Performance Studies, works with the Institute's Communications department to maximize media coverage of the report cards and field inquiries from parents and educators.



## School Report Cards

### Highlights of 2011

The Fraser Institute's school report cards were mentioned in more than 2,330 news stories in 2011. Such extensive media attention has kept the report cards uppermost in the minds of parents and educators across Canada. Under the direction of Alexander Zakharyonok, the Institute's school performance website was also optimized to capture more traffic from Google and other Internet search engines. As a result, in 2011, the website processed more than 3.9 million requests for individual school reports, an increase of nearly 150 percent over 2010. Internet traffic is expected to continue to grow in 2012.

### Ontario

Released in March, the ninth *Report Card on Ontario's Elementary Schools* received strong coverage in the *Toronto Sun* and *Ottawa Sun*, along with several smaller daily and community newspapers. In total, the report card generated 304 news stories, and visitors to the website downloaded more than 1.3 million individual school reports. In May, the fifth annual *Report Card on Ontario's Secondary Schools* was released. Again, the *Toronto Sun*, *Ottawa Sun*, and their allied newspapers published individual school results along with thought-provoking articles about school rankings and improvement. This report card generated 319 news stories and more than 900,000 website downloads.

## Fraser Institute People



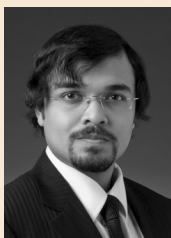
Annabel Addington  
Human Resources



Gerry Angevine  
Energy Policy



Denise Barnfield  
Administration



Bacchus Barua  
Health Policy



Siobhan Blackstock  
Education Programs

### Alberta

The 10th annual *Report Card on Alberta's Elementary Schools* was published in March, followed by the 13th annual *Report Card on Alberta's High Schools* in June. These report cards provided Alberta parents with detailed comparative data on the academic performance of almost 1,000 schools. Both publications enjoyed strong support from the *Calgary Herald* and *Edmonton Sun* newspapers. In total, the Alberta school report cards generated 274 media stories (a 34 percent increase over 2010) and website visitors downloaded more than 500,000 individual school reports. This extensive media coverage combined with free, 24-7 access to [www.compareschoolrankings.org](http://www.compareschoolrankings.org) ensures that the vast majority of parents and educators in Alberta have easy access to detailed school results.

### British Columbia

The ninth annual *Report Card on British Columbia's Elementary Schools* was published in February, followed by the 14th annual *Report Card on Secondary Schools in British Columbia and Yukon* in May.

The BC teachers' union continued its vigorous campaign to encourage parents to withdraw their children from the provincial Foundation Skills Assessment (FSA) tests in an effort to make it impossible for the Institute to continue producing its ever-popular BC elementary school rankings. While the union's efforts have seen some success in Metro Vancouver and southern Vancouver Island, provincewide participation in the FSAs continues to exceed 80 percent of eligible students. The union's attention to this issue ensured extraordinarily high levels of media interest in the report card, generating 587 news stories (of which more than 250 focused on the ongoing debate surrounding provincewide testing). This encouraged even more parents and educators to consult the report card online, resulting in over 600,000 individual downloads from

[www.compareschoolrankings.org](http://www.compareschoolrankings.org)—a 140 percent increase over 2010.

The *Report Card on Secondary Schools in British Columbia and Yukon*, introduced in 1998, continued its 14-year run by generating 262 media stories in 2011 (a 77 percent increase over 2010) and 390,000 individual downloads—a four-fold increase over 2010.

The *Report Card on Aboriginal Education in British Columbia* was published in March, rating 52 elementary and 63 secondary schools across the province. The report, which generated 131 news stories, found that aboriginal students in British Columbia continue to trail their non-aboriginal classmates in all subject areas, with no significant improvement over the past five years. ■



## SCHOOL CHAIN SHOWCASE

School Chain Showcase ([www.schoolchains.org](http://www.schoolchains.org)) is the Fraser Institute's multilingual and interactive website profiling successful school chains that are ready to expand around the world. Some school chains serve specific groups of students, such as girls, autistic children, generally underachieving children, children in extreme poverty, and children of recent immigrants. Some school chains also specialize in serving inner cities or rural populations, while others offer a particular focus, such as bilingual education or trades and technical training. Using the website, parents, educators, investors, and policy makers can easily zero-in on different kinds of schools and then contact the representative responsible for the expansion program of any school chain of interest. ■



## CHILDREN FIRST: SCHOOL CHOICE TRUST

**A**fter nine years of helping parents in financial need send their children to an independent school of their choice, Children First: School Choice Trust will be winding down operations at the conclusion of the 2011/2012 school year.

The award-winning program was launched in 2003 in Ontario and expanded to Calgary, Alberta in 2006. Since then, Children First: School Choice Trust has enabled thousands of children to attend independent schools. In addition to helping families by providing direct financial assistance, the program has helped measure the benefits of school choice and the strong

public demand for better educational opportunities.

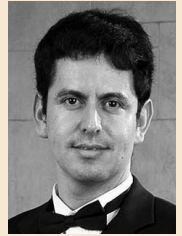
Children First: School Choice Trust will continue providing grants to 364 students across Ontario during the 2011/2012 school year. Grants are worth 50 percent of tuition, up to an annual maximum of \$3,500. The Alberta program, which supported 58 children in its final year, ceased operations in 2011.

Throughout its operation, Children First: School Choice Trust has been generously supported through the leadership gifts provided by the W. Garfield Weston Foundation in Ontario and the Hunter Family Foundation in Alberta. ■

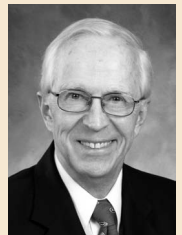
### Children First: School Choice Trust numbers 2011

<b>265,809</b>	Unique visitors to our website (2003-2011)
<b>40,841</b>	Applications received in Ontario and Alberta since inception
<b>39,613</b>	Ontario applications
<b>\$33,178</b>	Average household income of participating families (in 2011)
<b>\$6,349</b>	Average Ontario tuition (in 2011)
<b>2,101</b>	Total children served (2003-2011)
<b>1,935</b>	Children served across Ontario
<b>1,228</b>	Alberta applications
<b>337</b>	Total participating schools (2003-2011)
<b>308</b>	Ontario participating schools
<b>166</b>	Children served in Calgary
<b>29</b>	Calgary participating schools

## FI People *continued*



Miguel Cervantes  
*Trade and Globalization*



Martin Collacott  
*Senior Fellow*



Pauline Collyer  
*Office of the President*



Sébastien Côté  
*Development*



Peter Cowley  
*School Performance*

Under the direction of Brett J. Skinner and supported by Mark Rovere, associate director, and Bacchus Barua, economist, the Fraser Institute's Centre for Health Policy Studies published numerous reports in 2011.

The health policy research agenda included annual updates to many of our widely referenced studies, including *Access Delayed*, *Access Denied: Waiting for New Medicines in Canada*, *Average Personal Affordability of Prescription Drug Spending in Canada and the United States*, *The Misguided War Against Medicines*, and *Waiting Your Turn: Wait Times for Health Care in Canada*.

The Centre's annual study, *Canada's Medicare Bubble: Is Government Health Spending Sustainable Without User-Based Funding?* (formerly *Paying More, Getting Less*), garnered an impressive 641 media hits across Canada. The report found that in 2011, government health spending consumed more than half of total provincial revenues in Canada's two largest provinces—Ontario and Quebec. The analysis also projected that Saskatchewan, Alberta, British Columbia, and New Brunswick were on pace to spend half of their provincial revenues on health care by 2017, and that Manitoba and Prince Edward Island were on track to spend half of all provincial revenues on health care by 2028. The report recommended a temporary suspension of the enforcement of the provisions of the Canada Health Act that prohibit consumer cost-sharing and private insurance, to allow provinces to experiment with new ways of financing medical goods and services while still maintaining universal access and portability.

In 2011, the Centre also updated *Waiting Your Turn*, the Institute's seminal report on medical wait times in Canada. The report found that Canadians seeking surgical or other therapeutic treatments faced a median wait time of 19.0 weeks in 2011, the longest wait since 1993 when the Fraser Institute began measuring wait times across Canada. The report calculated that in 2011, the average wait for an appointment with a specialist after being referred by a general practitioner was 156 percent longer than in 1993, and it took 70 percent longer than in 1993 to receive treatment after seeing a specialist.

In addition to its legacy projects, the Centre also published a new study, *Why We Wait: Physician Opinions on Factors Affecting Health Care Wait Times*. This report analyzed physicians' responses to the Institute's 2010 *Waiting Your Turn* survey on health care wait times and

## Brett Skinner leaves the Fraser Institute



We want to acknowledge the contribution of Brett J. Skinner who left the Fraser Institute in early 2012 after eight years of service. Brett was the Institute's president from 2010 to 2012 and also held the position of director of health policy research. Brett made significant contributions to the Institute's body of health policy research and the push for health policy reform in Canada. His 2009 book, *Canadian Health Policy Failures: What's Wrong? Who Gets Hurt? Why Nothing Changes*, was a finalist for Atlas Foundation's Fisher book prize.

the reasons they gave for changes in their waiting lists, noting that the lack of available operating room time was cited by 67.9 percent of surveyed physicians as the No. 1 reason their wait lists had increased. The next most frequently cited reasons were changes in patient case load (38.8 percent) and lack of available hospital beds (29.5 percent). The study expanded the data to include physician responses dating back to 2001 and found that a lack of operating room time has consistently been the most-cited factor by physicians for increased waits for surgery.

## Other research activities

In 2011, the Centre published 10 *Fraser Forum* articles, many of which were translated and published in our French-language periodical, *Perspectives*. The articles explored issues including the sustainability of government health care spending in Canada, replacing age-based drug subsidies with a means-testing approach, using private drug insurance to achieve universal access for new prescription drugs, patient wait times in Canada, the private cost of public queues, Canada's physician supply, the state of medical equipment in Canada, a discussion on "fat taxes" as a means of dealing with the rising prevalence



of obesity and poor diet, and an analysis on the real price of public health care.

The Centre also published 23 commentaries in daily newspapers, and staff frequently appeared as guests on radio and TV programs across Canada. The Centre's research was mentioned in more than 2,100 news stories in 2011.

## Staff additions

In addition to Nadeem Esmail, the Centre added two new senior fellows in 2011.

**John R. Graham** is the director of health care studies at the San Francisco-based Pacific Research Institute. Previously, he was director of health and pharmaceutical research with the

Fraser Institute, where he authored or co-authored numerous articles and papers on prescription drug regulation, managing public drug benefit programs, pricing medicines, and the re-importation of prescription drugs from Canada into the United States. Graham received his M.B.A from the London Business School (England).

**Dr. Nigel Rawson** is a former pharmaco-epidemiologist with GlaxoSmithKline. He holds a Ph.D. in pharmaco-epidemiology from the University of Southampton in the United Kingdom. Dr. Rawson has performed epidemiologic studies of the use of drugs and their outcomes for more than 30 years and published more than 100 book chapters and articles in peer-reviewed journals. ■

## FINANCIAL POLICY

In its inaugural year, the Centre for Financial Policy Studies, under the direction of Neil Mohindra, published four major studies and more than a dozen newspaper commentaries, many of which focused on regulatory reforms prompted by the 2008/09 financial crisis.

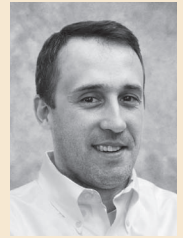
The retirement security debate was a key focus of the Centre's work. The report *Should We Enhance the CPP? An Examination of the Issue from an Economies-of-Scale Perspective* concluded that due to its vast size, any further expansion of the Canada Pension Plan is fraught with risks that could actually hinder the plan's performance.

The Centre released two insurance studies: *The Personal Cost and Affordability of Automobile Insurance in Canada: 2011 Edition*, which showed that government-run auto insurance monopolies in BC, Saskatchewan, and Manitoba charge some of the highest

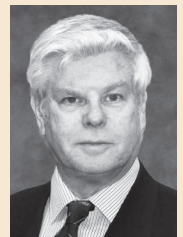
auto insurance rates in Canada; and *Preventing Disaster After a Disaster: Lessons for Canada from US Experience*, which examined the insurance coverage problems that homeowners experienced following Hurricane Katrina. The study concluded that if a major earthquake strikes one of Canada's major cities, victims will endure unnecessary hardships and prolonged waits for property damage insurance claims due to the split coverage set out under provincial insurance laws.

The channels of communication through which Canadians digest information is changing with the proliferation of electronic devices such as smartphones. The report *Financial Regulatory Disclosure: Embracing New Communications Channels* examined the case for less prescriptive disclosure requirements, promoting flexibility in how information can be delivered to financial consumers. ■

## FI People continued



Alan Dowd  
Senior Fellow



Stephen Easton  
Senior Fellow



Kendal Egli  
Communications



Nadeem Esmail  
Senior Fellow



Lisa-Diane Fortier  
Education Programs

# ECONOMIC FREEDOM

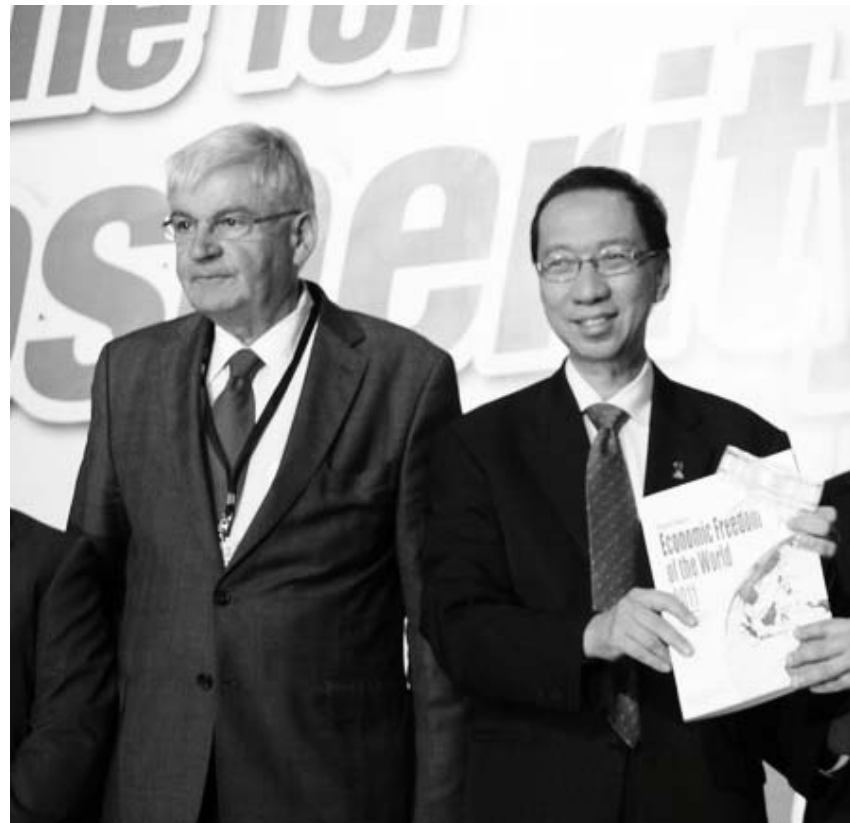
The Fraser Institute's Economic Freedom project continued to grow in global influence in 2011. Nearly 1,300 media mentions, plus a significant amount of non-English coverage outside North America, were recorded for our economic freedom work.

Our internationally renowned *Economic Freedom of the World: 2011 Annual Report* by James Gwartney, Robert Lawson, and Joshua Hall was released in September at a press conference in Hong Kong that featured Nobel Laureate Vernon Smith and Donald Tsang, chief executive and president of the Executive Council of Hong Kong. The event generated more than 200 Chinese-language media mentions in Hong Kong, mainland China, and throughout Asia.

The annual *Economic Freedom of the World* report uses 42 measures to create an index ranking of 141 countries around the world based on policies that encourage economic freedom. Economic freedom is measured in five different areas: (1) size of government, (2) legal structure and security of property rights, (3) access to sound money, (4) freedom to trade internationally, and (5) regulation of credit, labour, and business.

This year's report ranked Canada sixth in the world for economic freedom while the United States fell to 10<sup>th</sup> overall. Hong Kong again topped the global rankings, followed by Singapore, New Zealand, Switzerland, and Australia. The report also featured important new research on "What Matters for Development—Freedom or Entitlement?" by Jean-Pierre Chauffour, lead economist in the World Bank's Middle East and North Africa Region, and "Does Economic Freedom Promote Women's Well-being?" by Michael D. Stroup, professor of economics at Stephen F. Austin State University.

Over the years, our economic freedom research has been translated into or produced in many languages including French, Portuguese, German, Malay, Italian, Arabic, Spanish, and Chinese. This has inspired a number of regional and sub-national reports including the *Economic Freedom of the Arab World*, *Marketization Index of Chinese Provinces*, *Economic Freedom for the States of India*, *Economic Freedom Index of Argentinean Provinces*, *Index of Economic Freedom of the European Union and Italian Regions*, *Economic Freedom of Latin America*, *Economic Freedom of the Mexican States*, and *Economic Freedom of the Francophonie*.



The Fraser Institute also published the *Economic Freedom of North America: 2011 Annual Report*, by Nathan J. Ashby, Avilia Bueno, and Fred McMahon, measuring the economic freedom levels of the Canadian provinces and American states, along with a preliminary index of the Mexican states. The report included a special chapter exploring the United States' decline and Canada's ascent in the rankings.

Our Mexican index formed the basis of *Libertad Económica para México: Reporte Anual 2011*, published by Caminos de la Libertad, the Mexico Business Forum, and the Mexico City office of the Friedrich Naumann Foundation. In this publication, essays from some of Mexico's leading thinkers and opinion leaders supplemented the discussion.

The Economic Freedom Network Meeting, which attracted participants from around the world, was held in Turin, Italy in 2011 and co-sponsored by Centro di Ricerca e documentazione Luigi Einaudi. The Asia Economic Freedom meeting was held in Kuala Lumpur, Malaysia and organized by Institute for Democracy and Economic Affairs (IDEAS)



Malaysia and the Friedrich Naumann Foundation's Asia office. More than 100 delegates from around world attended. The meeting also attracted considerable media attention.

Additionally, Jean-François Minardi, associate director of the Economic Freedom and Development Centre, attended via video conference a workshop in the Ivory Coast to present research on increasing economic freedom there.

### Focus on the Arab world

With the Friedrich Naumann Foundation (FNF) for Liberty's Cairo office and the International Research Foundation (IRF) of Oman, we sponsored the sixth annual Economic Freedom of the Arab World

## *The foundations of economic freedom are personal choice, voluntary exchange, the right to keep what one earns, the rule of law, and property rights*

Left: Fred McMahon (second from right), Fraser Institute vice president of international policy research, at the Asia Economic Freedom meeting in Kuala Lumpur.

meeting in Beirut in early November. Well over 100 delegates attended from the great majority of Arab nations, including those that had experienced Arab Spring demonstrations or transformations, such as Syria, Libya, Egypt, Tunisia, Algeria, Jordan, Morocco, Oman, and Lebanon. The meeting garnered heavy media coverage in Lebanon and throughout the region, often with several camera crews in attendance to record presentations and conduct interviews.

We also co-published with FNF and IRF the seventh edition of our *Economic Freedom of the Arab World: 2011 Annual* report, which is broadly distributed across the region.

Understanding the concept of economic freedom and its role is crucial for the future of the Arab World. Economic freedom forms the basis of stable democracy and other freedoms; when government controls people's ability to make a living, feed and clothe their family, and so on, it leaves citizens dependent on government and creates

## FI People

continued



Nachum Gabler  
Fiscal Studies



Gordon Gibson  
Senior Fellow



Wilf Gobert  
Energy Policy



Samantha Gonzales  
Human Resources



Marielle Gourlay  
Events

conflict between ethnic, religious, and other groups as they battle over the spoils handed out by government, thus undermining democracy and other freedoms. Free markets liberate people from dependence on government and turn adversaries from different groups into customers, suppliers, and even competitors—but competitors working to create products and services at the best prices, rather than fighting each other for government favour—and the results benefit everyone.

A quick glance around the world and through history reveals that only economically free nations have

sustained stable democracies marked by full freedoms. In many developing nations, economic freedom is suppressed or denigrated (even by those in the West who claim to support liberty and democracy but fail to recognize the essential importance of economic liberty) and experience with democracy is lacking.

All this makes the democratization process hazardous. The Fraser Institute remains committed to working with our partners around the world to advance the cause of freedom while recognizing that challenges, difficulties, and even reversals lie ahead. ■

## MINING AND RESOURCES

The Fraser Institute's mining research portfolio continues to capture the attention of Canadian and global audiences. In 2011, our work in this area received more than 2,200 media mentions, plus a significant amount of non-English media coverage outside North America.

Our annual *Survey of Mining Companies* remains an indispensable source of information for the mining sector and governments around the world. Mining executives representing 494 mineral exploration and development companies participated in our 2010/2011 survey, providing sufficient data to rank and compare the investment climate of 79 jurisdictions worldwide. For those in the mining industry, the survey provides a useful measurement of international policy environments, based on the opinions of other miners; governments also find this information useful, as it provides policy makers with the information they need to improve mining policy and increase investment. The survey is also a great resource for the public, who often know little about mining policy in their region.

Mining Centre spokespeople Fred McMahon, Fraser Institute vice-president of international policy research, and Jean-François Minardi, senior policy analyst, are frequently interviewed by media in North America, Africa, Asia, Latin America, and Europe. In 2011, McMahon and Minardi made a dozen public presentations in Canada and the United States, and as far away as South Africa and Peru.

In late 2011, the Fraser Institute co-hosted (with CRU Group consultants of London, England) its second *Mining*



*Business Risks Summit*, a multi-day conference held in Toronto. Bringing together mining executives and experts in public policy, risk analysis, finance, corporate social responsibility, and government officials from around the world, the conference comprised dozens of presentations examining all facets of above-ground risk in mining including rising taxes, royalties, regulation, price uncertainty, delays in project approval, political instability, and property rights. Because of the strong



Andrei Illarionov, senior fellow at the CATO Institute (left), and Fred McMahon (right), at the 2011 Mining Business Risks Summit in Toronto. Illarionov, a former top Kremlin adviser who publicly criticizes Russia's retreat from economic and other freedoms, discussed political risk in Russia.

positive response from the global attendees, we have decided to make this an annual conference.

In 2011, the Centre under the guidance of Alana Wilson, senior research analyst, also launched an exciting new online venture: **MiningFacts.org**. At present, too many members of the public and the media rely on

dogmatic anti-mining NGOs for information on mining; **MiningFacts.org** seeks to bring balance to the global mining debate by offering evidence-based research on the social, environmental, and economic impacts of Canadian mining at home and around the world. The site was under construction in 2011 with the launch scheduled for early 2012. ■

## ENERGY POLICY

The Global Resource Centre's energy policy team continued to focus on important Canadian, North American, and global energy issues in 2011. Media coverage confirms that interest in the Fraser Institute's energy policy work is rising rapidly: In 2011, our energy studies received 975 media mentions, more than double the 463 recorded in 2010.

Our signature energy project, the annual *Global Petroleum Survey* coordinated by Dr. Gerry Angevine, senior economist, and Miguel Cervantes, economist, measured the opinions of 502 oil and gas executives and managers operating around the world, providing sufficient data to rank the investment climate of 135 petroleum-producing jurisdictions.

The Centre also produced an important new paper, *North American Electricity: Escalating Prices Possible Unless Infrastructure Investment Barriers Are Eased*, in which authors Dr. Angevine and Carlos Murillo warned that barriers to infrastructure investment could cause a spike in electricity prices. The paper also demonstrated how market-driven development of the continent's energy resources could bring economic benefits to North America in the form of expanded employment opportunities and income, improved living standards, energy price stability, and enhanced security of energy supplies.

Our team got people talking about sensible energy policy: At the Quebec Freedom Network conference in

Montreal, Angevine spoke about the political benefits from developing Quebec's shale gas resource; and, in February, he testified before the Parliamentary Committee on Natural Resources, explaining how Canada can secure its energy supply by eliminating unnecessary barriers to development.

In August, Angevine spoke at the Energy, Environment, and Agriculture Task Force meeting at the American Legislative Exchange Council (ALEC) 2011 annual meeting in New Orleans, Louisiana. Then in December, he travelled to Austin, Texas where he met with the Energy Council—a legislative organization of 11 energy-producing American states along with Alberta, British Columbia, Newfoundland & Labrador, Nova Scotia, Saskatchewan, and Venezuela—to discuss competition for energy investment in the global marketplace. ■

Oil rig riser and slip joint for offshore drilling.



The Centre for Studies in Risk, Regulation, and the Environment is a recognized source of credible and constructive research and analysis relating to some of Canada's most contentious policy issues. The Centre's reports and commentaries, and the media attention they generate, counter the popular myths and fear-mongering that distort civic discourse. Dr. Joel Wood, senior economist, leads the Centre's research and in 2011 addressed a broad range of environmental, risk, and regulatory issues. The Fraser Institute's work on risk, regulation, and the environment was mentioned in 156 news stories in 2011.

At the beginning of the year, the Centre initiated a new feature in *Fraser Forum* called "Regulation Review," which examines how regulation affects the lives of Canadians. In 2011, "Regulation Review" covered federal renewable fuels regulations, provincial pesticide prohibitions, so-called "fat taxes," liability limits for the nuclear industry, and overly burdensome regulation of the energy industry.

The Centre also completed work on *Canadian Environmental Indicators: Air Quality*, a major study examining the state of air quality in Canada. The results suggest, contrary to what is often claimed by environmental and health care organizations, that air quality in Canada has improved significantly since the 1970s and continues to do so. The study concludes that stricter forms of air pollution regulations are unwarranted.

The other major study undertaken in 2011 by the Centre, *Lifting the Moratoria: The Costs and Benefits of Offshore Oil Drilling in British Columbia*, measures the economic benefits and environmental costs associated with allowing offshore oil drilling on Canada's West Coast. Its findings will be published in 2012.

The Centre published a variety of articles and commentaries in 2011: among them, an op-ed in the *Vancouver Sun* that critiqued numerous aspects of the City of Vancouver's formal plan to become the world's greenest city by 2020. The article's overarching message is that the costs of the plan have not been assessed and that these costs will probably be large.

Another commentary, which examined British Columbia's liquor laws and the regulation that specifically excludes movie theatres from serving



alcohol, received significant coverage in print and radio. Dr. Wood argued that this antiquated regulation is inconsistent with how other types of entertainment venues in BC are treated (for example, alcohol is sold at sporting events, concerts, bowling alleys, etc.).

In 2011, the Centre also published articles and commentaries critical of Ontario's renewable energy subsidies. A piece in the January/February issue of *Fraser Forum* demonstrated that the feed-in-tariff program is a terribly

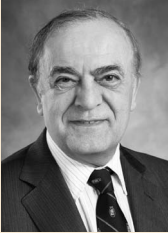
expensive way to reduce greenhouse gas emissions; a commentary published in the *National Post* reiterated these results. In another article, which ran in *The Mark*, Dr. Wood argued that "green jobs" created through renewable energy investment are offset by jobs destroyed through resulting electricity price increases.

The Centre also developed a social media presence via Twitter (@JoelWood) to increase the Centre's profile and help disseminate its research and analysis. ■

## FI People *continued*



Herbert Grubel  
*Senior Fellow*



Csaba Hajdú  
*Senior Fellow*



Melissa Holoday  
*Donner Awards*



Amela Karabegović  
*Fiscal Studies*



Margaret Kerr  
*Development*

# EDUCATION PROGRAMS

The Education Programs department had another busy year as it continued to expand its outreach to students and teachers through seminars, workshops, newsletters, contests, internships, webinars, *Canadian Student Review*, and awards dinners. The department had some staff changes in 2011, as Lindsay Mitchell took over as acting director in the fall while Lisa-Diane Fortier went on maternity leave, and two new coordinators, Siobhan Blackstock and Yu-Hui Kiang, were welcomed.

## Student seminars

The student seminar program invites university, college, and senior high school students to take part 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 2011, the Institute held eight one-day seminars attracting almost 900 student participants. Our post-

secondary *Explore Public Policy Issues* student seminars took place in Edmonton, Victoria, Vancouver, and Prince George and featured presentations from leading policy experts, Q&A sessions, and informal discussions. Topics covered included government funding of sports arenas, aboriginal policy, oilsands development, freedom of speech, halibut fisheries and property rights, health care, Canada-US relations, and BC's HST.

High school student seminars, entitled *Why Do People Behave the Way They Do? An Introduction to Economic Reasoning*, were held in Victoria, Surrey, Vancouver, and Richmond, British Columbia. This program featured a combination of short lectures, activities, and simulations that help students learn about economic principles and how to apply them in their decision-making. This seminar continues to be popular, and we had almost 300 students on waiting lists this year.

Now in its fifth year, the BC travel bursary program allows students from outside BC seminar locations to attend the Vancouver student seminar. The bursary provides air travel, two nights' hotel accommodation, a special breakfast before the seminar, and a reception with the presenters after the seminar. We received 52 applications, of which 23 students from high schools, colleges, and universities in 11 small towns across BC were invited to participate in our student seminar.

## Fraser Institute Interns

### Winter 2011

#### Montreal:

Lauren Moslow—*Petroleum Survey*

#### Toronto:

Hugh MacIntyre—Development

### Summer 2011

#### Vancouver:

Emrul Hasan—Centre for Financial Policy Studies

Alescandra Dragne—Development

Hillson Tse—Health policy, *Waiting Your Turn*

#### Calgary:

Claire Eagle—Development

### Fall 2011

#### Vancouver:

Amos Leon—Canada/US relations

Luis Garcia—Mining studies

Jihoon Lee—Energy policy, *Truth and Consequences*

Paige MacKenzie—Development

Vanadis Oviedo—Western Canada Pipeline project

## Researchers and volunteers

Michael Bennett—volunteer

Hilary Furness—*Cost of Crime* researcher

## Canadian Student Review

*Canadian Student Review (CSR)*, our quarterly magazine for students, provides a platform for up-and-coming writers to develop their economic analysis skills and go through a peer-review process, all while providing a viewpoint typically not found in campus papers. In 2011, we changed the magazine's layout to feature more topics and make it more technologically friendly. Articles published examined hockey economics; free trade and the Canada-US border; victims, incarceration, and justice; confessions of a closet tree hugger; whether money can buy happiness; gas prices; and the Canadian Health Act. A total of 30,139 students received *CSR* via e-mail over the course of the year. Since *CSR* is now a strictly digital publication, our network of professors and campus organizations helped distribute postcards at Canadian universities and colleges to promote *CSR* and garner new student subscribers.

## Student internships

The Fraser Institute hired 11 student interns to train as junior policy analysts and junior program staff in 2011.



# Is capitalism dead?



fraserinstitute.org

Essay contest  
winner: **A failure  
to capitalist  
incentives**

by Michael Dial

**Why America needs  
Canadian oil**

by Mark Milke

**Paying for a  
freer culture**

by Tim Mak

**Short selling**

by Mark McGinley

The Fall 2011 issue of *Canadian Student Review* published the winning essay from our annual student essay contest.

The students were selected through a competitive hiring process that included more than 438 applicants from across Canada and the United States. Paired with Fraser Institute analysts and program directors, 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 will help spread free-market research to policy makers, opinion leaders, and the public.

## Ask the Expert

In 2011, we launched "Ask the Expert" webinars, which use streaming video and audio broadcast to interactively engage students and the public in an online forum. During the webinar, an expert, typically from the Fraser Institute, discusses a topical economic, political, or philosophical issue. Participants can ask questions and receive instant feedback from the experts, allowing the attendees to determine the direction of the conversation. Peter Cowley, director of school performance studies, discussed Ontario's elementary school rankings; Charles Lammam, associate director of tax and budget policy, debated the myths and realities of HST; and Bacchus Barua, economist, addressed health care wait times.

## Student Essay Contest

Our annual essay contest challenges students to consider the role of economics in understanding and solving real-world problems while offering them the opportunity to be published in a national magazine. The 2011 topic, "Is Capitalism Dead?" garnered 179 entries from university and high-school students across Canada, the United States, and around the world. Entries were judged on

several criteria, including understanding of competitive markets, originality of argument, and clear expression of ideas.

The winners were:

### 1st Prize (\$1,000)

#### *A Failure to Capitalist Incentives*

By Michael Dial, Maryland Heights, Missouri  
Truman State University, B.A. Economics, 2012

### 2nd Prize (\$750)

#### *Is Capitalism Dead?*

By Jennifer Lalonde, Cookeville, NS  
Mount Saint Vincent University, B.Sc. Applied Human  
Nutrition, 2015

### High School Category (\$500)

#### *Is Capitalism Dead?*

By Lori Ossip, Toronto, ON  
TannenbaumCHAT, 2011

## Student Video Contest

Our video contest appeals not only to students who have an interest in public policy and economics, but also those with a knack for video production. We challenge these students to be "the next great documentary filmmaker" by researching, planning, and producing their own three-minute video. This year, young filmmakers were encouraged to explore the topic "Natural Disasters: The Economics of Aid and Recovery," which elicited more than 50 video submissions from 83 university and high-school students across Canada and the United States.

Prizes for first, second, and third place were awarded in both the university and high-school divisions. The

## FI People

continued



Greg Krewski  
*Development*



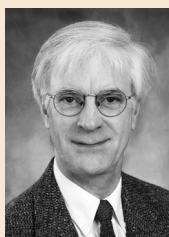
Charles Lamman  
*Fiscal Studies*



Hugh MacIntyre  
*Development*



Fiona Marshall White  
*Events*



Lindsey Martin  
*Publications*

winning entries were selected based on originality, clear expression of ideas, production values, quality of story, and understanding of the topic. A special Viewers' Choice Award was granted in each category to the videos with the highest number of "Likes" on YouTube. Over 19,000 people viewed the videos during the voting period. View the 2011 winning videos at [www.youtube.com/FraserInstitute](http://www.youtube.com/FraserInstitute).

The winners were:

### Post-secondary category:

**1st Prize (\$2,500)**  
*No Price Gouging for Katrina*  
Chipman Purdey  
Selkirk College  
Nelson, BC

**2nd Prize (\$1,500)**  
*Role of Government in Natural Disasters*  
Aaron Gunn  
University of Victoria  
Cowichan Bay, BC

**3rd Prize (\$1,000)**  
*Catastrophe's Cost: The Economics of Aid and Recovery*  
Sam Kerr and Ryan Quan  
University of Victoria  
Calgary, AB

**Viewers' Choice Award (\$625)**  
*Economics of Natural Disasters: Moral Hazard, Government Intervention and Insurance*  
Pierre-Olivier Bastien-Dionne  
Université Laval  
Quebec City, QC  
and Marco Lugo  
Université de Montréal  
Montreal, QC

### High school category:

**1st Prize (\$2,000)**  
*Government During Crisis—Help or Hindrance?*  
Lance Knight  
Peripatos Academy  
Pittsboro, North Carolina



Travel Bursary recipients at the Explore Public Policy Issues seminar in Vancouver on October 22nd.

**2nd Prize (\$1,000)**  
*Price Gouging—It's a Good Thing*  
Margarita Quijano and Michal Ulman  
St. Francis Xavier Secondary School  
Mississauga, ON

**3rd Prize (\$750)**  
*Let the Prices Move It*  
Natasha Tang and Portia Tang  
University of Toronto Schools  
Toronto, ON

**Viewers' Choice Award (\$625)**  
*Price Gouging—It's a Good Thing*  
Margarita Quijano and Michal Ulman  
St. Francis Xavier Secondary School  
Mississauga, ON

## Economic Comic Contest

The Economic Comic Contest was introduced in 2011 as an opportunity for people to illustrate the creative side of economics. It allowed entrants to showcase their wit and creativity by creating a single-panel cartoon (as per the *New Yorker*) or a multi-panel comic (such as *Calvin and Hobbes*), in colour or black and white, that examined an economic principle in a unique or humorous way. We received 102 entries.

The winners were:

**1st Prize (\$500)**  
Rachel Tilcock, White Rock, BC  
Emily Carr University, Communications and Design, 2014



***“It’s amazing how much can be discussed in a 45-minute conversation. In one group, we talked about how it feels to be Canadian, mass media, Canadian arts, terrorism, and the idea of the US occupying Canada’s perimeter.”***

*—Dennis Lynch (student seminar participant)*

### **2nd Prize (\$300)**

Yuka Sai, Kanata, ON

Queen’s University, Life Sciences, 2013

### **High School Category (\$300)**

Peishan Li, Vancouver, BC

Killarney Secondary School, Grade 11

## **Programs for teachers**

Since 2000, the Fraser Institute has offered schoolteachers a series of workshops on economic principles along with a teacher resource section on the Institute’s website. Both are designed to encourage economic awareness through education.

Sixty-four teachers benefitted from five teacher workshops that took place in 2011. *Fish Tales: Classroom Lessons about Economics and the Environment* (held in Victoria and Abbotsford, BC) helped teachers improve their students’ economic and critical thinking skills by discussing seven mysteries surrounding reductions in fish populations. *Charting a Path to Prosperity: Using the Economic Freedom of the World Map in the Classroom* (held in Surrey and Burnaby, BC) showed teachers how to use the Fraser Institute’s Economic Freedom of the World Map and accompanying lesson plans to educate young people about the principles of economic freedom and its relation to global prosperity. *Advanced Economic Principles* (held in Victoria, BC) built on introductory economic principles, giving teachers the tools, activities, and resources to cover such topics as recessions, currency market changes, price discrimination, and public choice theory in the classroom.

## **Teaching resources**

Use of the “For Teachers” section of [www.fraserinstitute.org](http://www.fraserinstitute.org) continues to grow. In 2011, it drew a total of 8,446 page

views, 6,170 of which were unique visitors (about 514 unique visitors each month). Teachers and the general public can find economic glossaries, lesson plans, video/DVD recommendations, and other teaching tools in the “Classroom Resources” section. Strong endorsements of the site have come from educators who find both the format and content useful.

## **Awards for Excellence in Education**

The Awards for Excellence in Education (formerly the Weston Awards), encourages educators to recognize the benefits of productive competition among schools. Using the Fraser Institute School Report Cards, which analyze objective student results data derived from provincewide testing, the awards recognized the top 30 elementary schools in several different categories of academic performance in Alberta and Ontario. More than 550 teachers, principals, parents, and school trustees attended the Awards for Excellence in Education dinners in Calgary and Toronto to celebrate the schools’ successes.

## **Sponsorship**

Our student seminars were made possible through the support and sponsorship of The Lotte & John Hecht Memorial Foundation and EnCana Corporation. The teacher workshops were made possible through the support and sponsorship of The Lotte & John Hecht Memorial Foundation and the London Drugs Foundation. *Canadian Student Review*, Ask the Expert, and all of our contests were sponsored by The Lotte & John Hecht Memorial Foundation. The Awards for Excellence in Education were generously supported by the Imperial Oil Foundation and the W. Garfield Weston Foundation. ■

## EVENTS

The Events department organizes high-quality functions that support and promote the Institute's mission and research. Under the direction of Fiona Marshall White, managing director, and supported by senior event coordinators Trisha Girard and Heather Corbett, the department staged 29 events and hosted more than 2,900 guests in 2011. These events included luncheon Policy Briefings, the Influential Speakers Program, Behind the Spin reception and dinner events, Founder's Award galas, fundraising dinners, a multi-day conference on mining risk, the Economic Freedom of the World gala in Hong Kong, the Annual General Meeting and featured Dr. Harold W. Siebens Lecture, and an elite policy excursion to Washington, DC.

### Policy Briefings and Influential Speakers

Our cross-country Policy Briefings and Influential Speakers Program provide a forum for a wide spectrum of public policy discussions. These events, held in Vancouver, Calgary, Toronto, and Montreal, feature knowledgeable and highly respected experts presenting their ideas to attentive, intimate audiences. In 2011, featured topics included "Confessions of a Greenpeace Dropout" with Patrick Moore, author and founding member of Greenpeace; "Immigration and the 2011 Federal Election" with Martin Collacott, Fraser Institute senior fellow and former Canadian ambassador; "Is the Supreme Court Undermining Your Economic Freedom?" with Chris Schafer, executive director of the Canadian Constitution Foundation; and "The Impact of Excessive Government Intervention on the Market" with Peter Schiff, CEO and chief global strategist at Euro Pacific Capital.

### Behind the Spin

During these evening programs, guests network and share ideas over cocktails and then participate in a lively discussion session with the featured speaker. An intimate dinner with the speaker follows, during which a small group of guests may continue to discuss the ideas presented. In 2011, Behind the Spin events were held in Calgary and Toronto with Andrei Illarionov, Cato Institute senior fellow and former senior advisor to Vladimir Putin; J. Scott Carpenter, Keston Family fellow



Hon. Gordon Campbell, Canadian High Commissioner to the United Kingdom and former BC premier speaking at the Fraser Institute's Dr. Harold W. Siebens Annual Lecture in Vancouver.

at the Washington Institute for Near East Studies; Peter Cowley, Fraser Institute director of school performance studies, with Annie Kidder, executive director of People for Education; Bill Tufts, author and pension expert; and Patrick Moore.

### Other significant events

Every year, the Institute hosts its prestigious T. Patrick Boyle Founder's Award galas, recognizing individuals who exemplify the mission and philosophy of the Fraser Institute to an outstanding degree. In 2011, the Founder's Award was presented in Toronto to Frank Stronach, founder and honorary chairman of Magna International; in Calgary to Hal Kvisle, former CEO of TransCanada Corp.; and in Vancouver to Darren Entwistle, president and CEO of Telus. The galas celebrate the business and philanthropic accomplishments of the honorees.

Our 2011 Annual General Meeting and accompanying Dr. Harold W. Siebens Lecture featuring the Hon. Gordon Campbell, former premier of British Columbia, took place in Vancouver in June. Campbell was honoured for having earned the top ranking in the 2010 Fraser Institute report *Measuring the Fiscal Performance of Canada's Premiers*.

## 2011 EVENTS

### CALGARY

February 24	Dr. Patrick Moore, Author and Environmentalist,	Confessions of a Greenpeace Dropout
May 25	J. Scott Carpenter, Keston Family Fellow at The Washington Institute for Near East Studies.	Oil and Political Change in the Arab World: What unrest in the Middle East Means for Alberta
November 14	Harold (Hal) Kvisle, President & CEO, TransCanada Corporation (retired)	T. Patrick Boyle Founder's Award Gala

### MONTREAL

March 22	Dr. Patrick Moore, Author and Environmentalist	Confessions of a Greenpeace Dropout
October 13	Peter Schiff, CEO and Chief Global Strategist, Euro Pacific Capital	Impact of Excessive Government Intervention on the Market

### TORONTO

March 3	Fred McMahon, VP, International Policy Research, Fraser Institute	Fraser Institute's Survey of Mining Companies 2010/2011
March 7	Pedro E. Sánchez Gamarra, Peruvian Minister of Energy and Mines	Founders Circle Dinner
March 23	Dr. Patrick Moore	Confessions of a Greenpeace Dropout
May 18	J. Scott Carpenter and Fred McMahon	Political Change in the Arab World: Is Liberal Democracy Possible?
September 21	Frank Stronach, Founder and Honorary Chairman, Magna International Inc.	T. Patrick Boyle Founder's Award Gala
September 22	Brett Skinner, President, Fraser Institute	Canada's Medicare Bubble: Is Government Health Spending Sustainable without User-based Funding?
September 22	Peter Cowley, SVP Operations, Fraser Institute and Annie Kidder, Executive Director, People for Education	Is Government Run, Taxpayer-Financed Education the Cornerstone of Democracy?
October 25 - 26	Various	Mining Business Risks Summit
October 26	Andrei Illarionov, Economist and former senior advisor to Russian President Vladimir Putin	Developments in Russia: What it Means for Us—Energy, Global Stability, and Economic Impact in Fragile Times
November 23	Bill Tufts, Pension Expert & Author	Pension Ponzi: Canada's Public Sector Problem

### VANCOUVER

February 18	Dr. Patrick Moore	Confessions of a Greenpeace Dropout
March 29	Fred McMahon	Fraser Institute's Survey of Mining Companies 2010/2011
May 18	Martin Collacott, Senior Fellow, Fraser Institute	Immigration and Election 2011: The Future of Canadian Immigration Policy
June 15	Gordon Campbell, Former Premier of BC	Annual Dr. Harold Siebens Lecture and Dinner: Economic Reflections and Lessons for the Future
October 21	Chris Schafer, Executive Director, Canadian Constitution Foundation	Is the Supreme Court Undermining Your Economic Freedom?
November 17	Darren Entwistle, President & CEO, Telus	T. Patrick Boyle Founder's Award Gala

### WINNIPEG

November 17	Fred McMahon	Fraser Institute's Survey of Mining Companies 2010/2011
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### WORLDWIDE

September 20	(Hong Kong) Vernon L. Smith, Nobel Laureate & Donald Tsang, Chief Executive Officer of Hong Kong	Economic Freedom of the World Release 2011
October 5 - 7	(Italy) Fred McMahon	Economic Freedom of the World Network Conference
September 12 - 14	(Washington, DC) Various	Washington, DC Policy Excursion

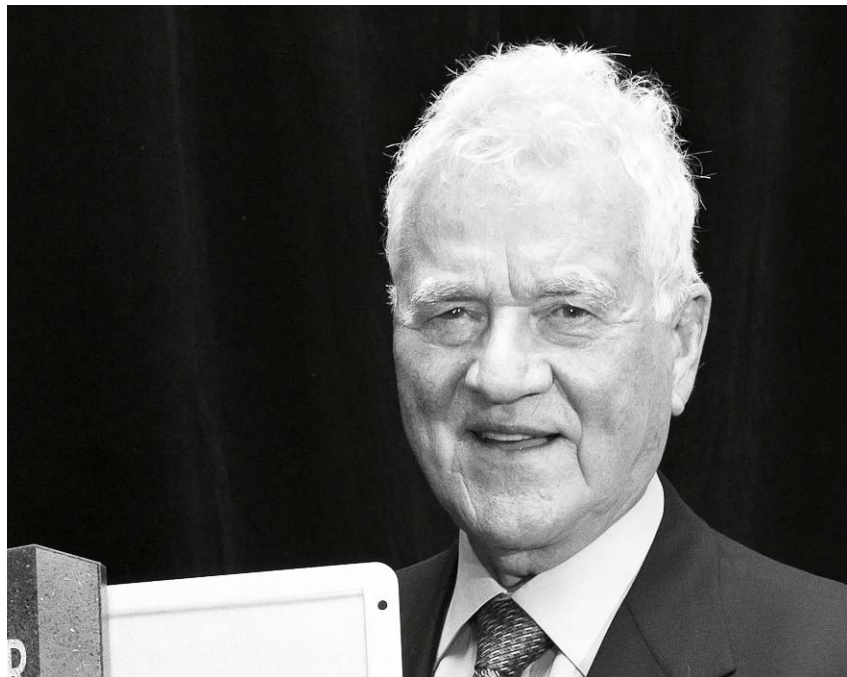
The evening had an added air of excitement as our guests watched Game seven of the Stanley Cup playoffs on big screens in the Fairmont Hotel Vancouver ballroom.

Hong Kong was the host city for the 2011 release of our annual *Economic Freedom of the World* report. The event featured Hong Kong Chief Executive Donald Tsang and Nobel Laureate Vernon Smith, who gave the evening's keynote address.

After a successful Vancouver launch in 2010, we brought the Mining Business Risks Summit to Toronto in October 2011. In a partnership with CRU Events in London, England, the multi-day summit has emerged as Canada's premier mining conference, hosting dozens of speakers and representatives from the global mining sector. The program will continue in 2012.

## Policy Excursions

In 2011, our dynamic excursion program comprised a tour of Washington, DC to get an insider's view of the American financial crisis. Delegates participated in two-and-a-half days of intensive briefings, including meetings with Ben Bernanke, chairman of the Federal Reserve, as well as representatives from the International Monetary Fund, the World Bank, and the President's Economic Advisory Council. The program also included a trip to the Canadian Embassy and a conversation with Ambassador Gary Doer. ■

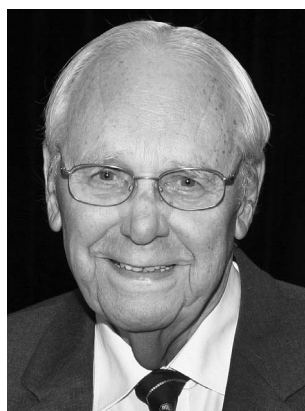


The 2011 T. Patrick Boyle Founder's Award honorees were:  
(left) Hal Kvisle, former CEO of TransCanada Corp. in Calgary;  
(top) in Vancouver, Darren Entwistle, president and CEO of TELUS;  
(above) Frank Stronach, founder and honorary chairman of Magna International in Toronto.



# T. PATRICK BOYLE FOUNDER'S AWARD

**N**amed for the Institute's founder, the T. Patrick Boyle Founder's Award recognizes people who support free enterprise, personal responsibility, and limited government; have shown vision, leadership, business acumen, and integrity; inspire others to achieve through entrepreneurial activity; are role models for the next generation of entrepreneurs and leaders; and are known for their community involvement and philanthropy.



T. Patrick Boyle

Patrick Boyle served in the Air Force signals corps during WWII and then went on to complete studies in business administration before embarking on a highly successful business career that spanned more than 25 years in the US and Canada. He served as MacMillan Bloedel's first worldwide corporate controller before retiring in 1977 to devote his energy to the Fraser Institute.

During his career, Boyle became increasingly concerned about the movement towards collectivism in Canada and around the world—a drift his business experience and wide reading told him did not bode well. Convinced that this trend could be reversed by broad, empirically based education, Boyle became

the inspiration and driving force behind the formation of the Fraser Institute in 1974.

As founding chairman and longtime vice-chairman of the Institute's Board of Trustees, Boyle has played a pivotal role in ensuring that the Institute's founding principles continue to guide it to this day.

The T. Patrick Boyle Founder's Award has been sponsored since its inception by a grant from the Donner Canadian Foundation and by generous corporate sponsorships. ■

## Honorees to date include:

- 2001 **Conrad Black**, newspaper publisher and author
- 2002 **The Honourable Ralph Klein**, Former Premier of Alberta
- 2003 **Nobel Laureate Milton Friedman\*** and **Rose Friedman\***, economists and authors
- 2004 **Dr. Fan Gang**, President, National Economic Research Institute, China Reform Foundation  
**Václav Klaus**, second President and former Prime Minister, Czech Republic
- 2005 **Gwyn Morgan**, Former President and Chief Executive Officer, Encana Corporation
- 2007 **The Honourable Anson Chan**, Former Chief Secretary for Administration, Hong Kong  
**The Right Honourable Brian Mulroney**, Former Prime Minister of Canada
- 2009 **Anthony S. Fell**, Former Chairman, RBC Capital Markets (Toronto)  
**Peter Brown**, Chairman, Canaccord Financial (Vancouver)  
**Harley Hotchkiss\***(Calgary)
- 2010 **Peter Munk**, Founder and Chairman, Barrick Gold (Toronto)  
**Allan Markin**, Chairman, Canadian Natural Resources (Calgary)  
**Dr. Norman Keevil**, Chairman, Teck Resources (Vancouver)
- 2011 **Frank Stronach**, Founder and Honorary Chairman, Magna International Inc. (Toronto)  
**Darren Entwistle**, President and CEO, Telus (Vancouver)  
**Hal Kvisle**, former President and CEO, TransCanada Corp. (Calgary)

\*Deceased

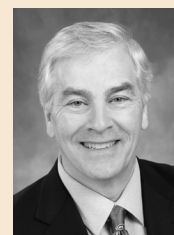
## FI People *continued*



Olga Mazo  
*School Performance*



Kristin McCahon  
*Publications*



Tom McCarten  
*Development*



Joanne McDonough  
*Administration*



Alexandra McGregor  
*Children First: School Choice Trust*

The Fraser Institute's Publications department is responsible for turning research projects into readable, attractive documents that convey the material clearly and succinctly. The department handles all the necessary editing, typesetting, and design for the wide variety of publications the Institute produces while ensuring that each item has a consistent Fraser Institute brand and is produced as cost-effectively as possible. In 2011, the Publications department, under the direction of Kristin McCahon and with the assistance of Lindsey Martin, production editor; Cari Ferguson, and later, Emma Tarswell, as managing editor of *Fraser Forum*; and Bill Ray, art director, produced 66 publications, including six issues of the Institute's policy magazine, *Fraser Forum*; three issues of our French-language magazine, *Perspectives*; five issues of *Canadian Student Review*, our policy magazine written for students, by students; six issues of *Fraser Insight*, our newsletter for our American audience; and four issues of our newsletter for donors, *Fraser Frontline*. Book sales and shipping were handled by Greg Krewski.

## Fraser Forum

*Fraser Forum* is one of the Institute's longest-serving vehicles for communicating with the policy community, supporters, and the media. Policy analysts from within the Institute as well as external writers contribute each issue's 10 to 15 articles. Many of the articles contain original research and some are reprinted by media outlets across Canada. About 6,200 copies of each issue of *Fraser Forum* are printed and distributed to our supporters, academic exchanges, politicians, and selected newsstands in British Columbia. Many more people receive the electronic version of *Fraser Forum*, which is e-mailed to digital subscribers at about the same time the print copies are distributed.

## Perspectives

The Fraser Institute's magazine designed specifically for francophones, *Perspectives* contains French translations

of some of the best and most applicable material from *Fraser Forum* and adds in articles pertinent to our Quebec and francophone audience. In 2010 we redesigned the magazine so that it became a digital rather than a print newsletter; it underwent further refinements in 2011 so that its articles are now accessible to users of mobile devices.

## Fraser Frontline

Each year, the Institute produces four issues of *Fraser Frontline*, a newsy update that explains to supporters the impact of their donations. The four-page newsletter profiles significant research successes, introduces key analysts, and highlights the impact our work has had on public policy in Canada and around the world.

To obtain a copy, contact Evan Rodwell, manager of annual giving, at **604.688.0221** ext. 587.

## Insight

Another Institute newsletter is *Fraser Insight*, produced six times a year by Alan Dowd, the senior fellow in charge of our American outreach. The newsletter is offered in digital format only and e-mailed to people in the United States interested in Fraser Institute work. *Fraser Insight* summarizes pertinent research, offering public policy solutions from an independent voice.

## Implementing new technologies

New technologies continue to aid and influence the way we all communicate. The department is constantly seeking ways of keeping up with advances in technology by using the new tools available to produce our documents in diverse formats.

One such example is Silverpop, a sophisticated e-mail delivery program that the Institute uses extensively. Silverpop enables us to send e-mails and digital newsletters to all or part of our database of e-mail addresses. We can target the e-mails and manage the database such that only people interested in getting





# The Publications department is constantly seeking ways of keeping up with advances in technology

particular material from us receive it. Readers can choose to opt-in or opt-out of getting various newsletters. Currently, the e-newsletters delivered this way include *Fraser Forum*, *Perspectives*, *Fraser Insight*, and *Canadian Student Review*. Apart from the Publications department, the Communications department uses Silverpop to deliver newsletters that highlight our recent research, Student Programs uses it to send students *Canadian Student Review* and let them know about upcoming student seminars, and the Events department uses it to notify potential attendees of upcoming events. The software has a very robust reporting feature, which

enables us to test and gauge the effectiveness of all our communications.

In 2011, following some experimentation conducted throughout the year, we posted a selection of articles from our newsletters in HTML format, which enables them to be read easily on mobile devices. We expect to extend these initiatives in 2012, including producing book or monograph files that can be read on various popular e-readers.

You can find any of the publications listed above on our website, [www.fraserinstitute.org](http://www.fraserinstitute.org). ■

## PUBLICATION LIST

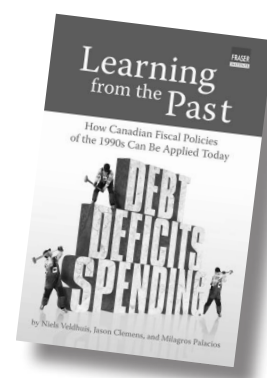
### BOOKS

September 20	Economic Freedom of the World: 2011 Annual Report	James Gwartney, Robert Lawson, and Joshua Hall
October 19	Economic Freedom of the Arab World: 2011 Annual Report	Salem Ben Nasser Al-Ismaïly, Fred McMahon, Miguel Cervantes, and Amela Karabegović
November 15	Learning from the Past: How Canadian Fiscal Policies of the 1990s Can Be Applied Today	Niels Veldhuis, Jason Clemens, and Milagros Palacios
November 22	Economic Freedom of North America	Nathan Ashby, Amela Karabegović, and Fred McMahon

### MONOGRAPHS

February 17	Budget Blueprint: How Lessons from Canada's 1995 Budget Can Be Applied Today	Niels Veldhuis, Jason Clemens, and Milagros Palacios
April 14	Should the Canada Pension Plan be Enhanced? An Examination from an Economies-of-Scale Perspective	Neil Mohindra
April 18	Canada's Medicare Bubble: Is Government Health Spending Sustainable without User-based Funding?	Brett J. Skinner and Mark Rovere
May 10	What Congress Thinks of Canada	Alexander Moens and Nachum Gabler
May 17	Immigration and the Canadian Welfare State, 2011	Herbert Grubel and Patrick Grady
May 30	North American Electricity: Escalating Prices Possible Unless Infrastructure Investment Barriers are Eased	Gerry Angevine and Carlos A. Murillo
June 21	Prefilled Personal Income Tax Returns: A Comparative Analysis of Australia, Belgium, California, Québec, and Spain	François Vaillancourt
June 29	Access Delayed, Access Denied: Waiting for New Medicines in Canada, 2011 Report	Mark Rovere and Brett J. Skinner
July 7	Hospital Report Card: British Columbia, 2011	Bacchus Barua and Nadeem Esmail
July 19	In America's National Interest—Canadian Oil: A Comparison of Civil, Political, and Economic Freedoms in Oil-Producing Countries	Mark Milke
August 15	The Rhetoric and the Reality of Alberta's Deficits in the 1980s, 1990s, and Now	Mark Milke

continued on next page



## PUBLICATION LIST *continued*

August 25	Preventing Disaster after a Disaster: Lessons for Canada from US Experience	Neil Mohindra
September 1	Measuring Labour Markets in Canada and the United States: 2011 Edition	Amela Karabegović, Alex Gainer, and Niels Veldhuis
September 26	Misguided War against Medicines 2011	Brett J. Skinner and Mark Rovere
October 3	The Personal Cost and Affordability of Auto Insurance in Canada: 2011 Edition	Neil Mohindra and M. Emrul Hasan
December 1	Combatting the Contraband Tobacco Trade in Canada	Nachum Gabler
December 12	Waiting Your Turn 2011	Bacchus Barua, Mark Rovere, and Brett J. Skinner
December 19	Financial Regulatory Disclosure: Embracing New Communications Channels	Neil Mohindra

## SHORTER PUBLICATIONS (FRASER ALERTS)

April 26	Taxes versus the Necessities of Life: The Canadian Consumer Tax Index, 2011	Milagros Palacios and Niels Veldhuis
April 29	Estimating the Economic Impact of British Columbia's Minimum Wage Increase	Niels Veldhuis and Amela Karabegović
June 3	Canadians Celebrate Tax Freedom Day on June 6, 2011	Milagros Palacios and Niels Veldhuis
July 21	Average Personal Affordability of Prescription Drug Spending in Canada and the United States, 2011 edition	Brett J. Skinner and Mark Rovere
September 13	Measuring the Fiscal Performance of Canada's Premiers, 2011	Charles Lammam, Milagros Palacios, Amela Karabegović, and Niels Veldhuis
October 17	Why We Wait: Physician Opinions on Factors Affecting Health Care Wait Times	Bacchus Barua
December 8	Ontario's Corporate Welfare Bill: 27.7 Billion	Mark Milke
December 11	Generosity Index	Nachum Gabler, Charles Lammam, and Niels Veldhuis

## SURVEYS

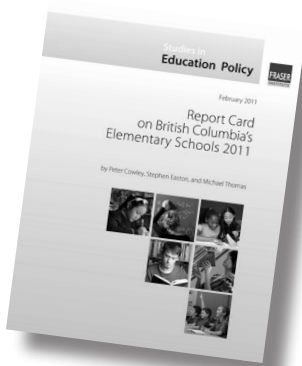
March 3	Annual Survey of Mining Companies, 2010/2011	Fred McMahon and Miguel Cervantes
June 27	Global Petroleum Survey, 2011	Gerry Angevine and Miguel Cervantes

## SCHOOL REPORT CARDS

February 7	Report Card on British Columbia's Elementary Schools, 2011	Peter Cowley, Stephen Easton, and Michael Thomas
March 13	Report Card on Alberta's Elementary Schools, 2011	Peter Cowley, Stephen T. Easton, and Michael Thomas
March 27	Report Card on Ontario's Elementary Schools, 2011	Peter Cowley, Stephen T. Easton, and Michael Thomas
March 31	Report Card on Aboriginal Education in British Columbia	Peter Cowley, Stephen T. Easton, and Michael Thomas
May 8	Report Card on Ontario's Secondary Schools, 2011	Peter Cowley, Stephen T. Easton, and Michael Thomas
May 8	Report Card on Secondary Schools in British Columbia and Yukon, 2011	Peter Cowley, Stephen T. Easton, and Michael Thomas
June 12	Report Card on Alberta's High Schools, 2011	Peter Cowley, Stephen T. Easton, and Michael Thomas

## OTHER SIGNIFICANT PUBLICATIONS

January 28	2010 Non-Profit Performance Report: An Analysis of Management, Staff, Volunteers and Board Effectiveness in the Non-Profit Sector	Karina A. Wood, Melissa Holoday, and Niels Veldhuis
December 5	2011 Non-Profit Performance Report: An Analysis of Management, Staff, Volunteers and Board Effectiveness in the Non-Profit Sector	Melissa Holoday and Niels Veldhuis



Communication is central to the Fraser Institute's mission. It is the job of the Communications department to ensure that local, national, and global audiences are kept up to date with the Institute's latest news, research, and events. Maximizing and monitoring media coverage of the Institute, developing various websites, and growing our Facebook and Twitter audiences were major focuses for the Communications department in 2011.

Led by Dean Pelkey, communications director, the team of Kendal Egli, communications coordinator; Wendy Mills, Internet content manager; and Cheryl Rutledge, web publisher, generated (for the sixth consecutive year) record media coverage of the Institute's work, smashing previous all-time highs for the number of commentaries published in Canadian newspapers, the number of print and broadcast news stories mentioning the Fraser Institute, and the number of unique visitors to Fraser Institute websites. Its Facebook, Twitter, and LinkedIn groups also grew exponentially over the year.

In 2011, the Communications department wrote and distributed 184 news releases and media advisories promoting the Institute's research and activities—the equivalent of sending one item to the news media every 1.98 days. As a result, the Institute was mentioned in 16,745 news stories on TV, radio, in newspapers, and on various websites. Of this total, 10,784 items (64 percent) came from Internet media. All told, the number of news stories mentioning the Fraser Institute increased about 10 percent over the total for 2010, and is the equivalent of about 46 news items mentioning the Fraser Institute appearing in print, broadcast, and online every day of the year.

If we added up the circulation and audience numbers of all the news items mentioning the Institute that appeared in Canadian and US newspapers, radio, and TV during 2011, the Institute had the potential to reach more than 317 million people, the equivalent of buying \$10.1 million in advertising.

Our work to optimize all news releases for Internet search engines helped direct more traffic to Fraser Institute websites than ever before, as did our daily interactions with social media users worldwide. In total, the Institute's 10 websites had 1,899,427 unique visitors and more than 17.2 million page views in 2011, a whopping 41 percent increase over 2010.

It was also our biggest year ever for newspaper commentaries—or op-eds, as they are known in the

**FI People**  
continued



Stuart MacInnes  
Finance & Accounting



Fred McMahon  
Trade & Globalization



Mark Milke  
Alberta Policy



Wendy Mills  
Communications



Jean-François Minardi  
Trade & Globalization

## The Institute's 10 websites had 1,899,427 unique visitors and more than 17.2 million page views in 2011

trade—as Fraser Institute researchers argued for better public policy in some of Canada's most prestigious daily newspapers. In 2011, op-eds written by Institute staff and senior fellows were reprinted 839 times in newspapers across North America—more than double the amount published in 2010 and the equivalent of having two Fraser Institute commentaries appear in a newspaper every day of the year. A number of these articles also appeared online at:

**www.nationalpost.com,**  
**www.financialpost.com,**  
**www.vancouver.sun.com,**  
**www.calgaryherald.com,**  
**www.torontosun.com,**  
**www.lapresse.ca,**  
and various other websites.

### Connect with us

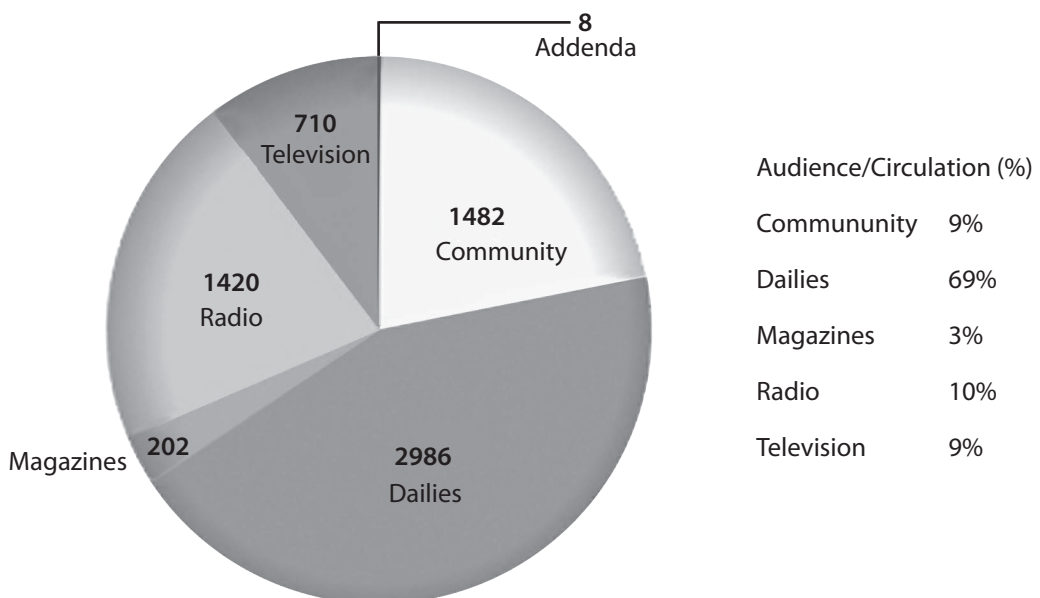
In the University of Pennsylvania's *Global Go-To Think-Tanks Index 2011*, a survey of more than 1,500 scholars, policy makers, and journalists

representing 120 countries, the Fraser Institute was ranked **14<sup>th</sup> in the world for best use of the Internet or social media to engage the public**, out of a global group of 6,545 think-tanks from 182 countries overall.

By engaging with users on Facebook, Twitter, YouTube, and LinkedIn—Internet-based networks known collectively as “social media” and used by more than a billion people worldwide—the Institute has been able to spread its research and ideas to new, and global, audiences. Social media has permanently changed the way the Fraser Institute interacts with the public and will continue to grow in importance as the Institute looks to diversify its donor base and educate the next generation.

Follow us on Facebook at **www.facebook.com/FraserInstitute**, where you will find the latest Institute research, news, and events, and be able to take part in daily discussions that cover all facets of the Canadian policy

Media type, quantity breakdown



debate. Our Facebook fan-base grew by 44 percent in 2011.

On Twitter (@FraserInstitute), the Institute shares news, research, and Institute programs and events by posting concise, text-based updates (or “tweets,” maximum 140 characters) throughout the day. Fast-paced and jam-packed with information, our Twitter feed is the No. 1 source for up-to-the-minute Institute news. Since 2010, the number of Twitter users following the Institute grew by a staggering 109 percent. Select Institute staff also maintain Twitter accounts: @NielsVeldhuis @CharlesLammam @JPeterCowley @JoelWWood @NadeemEsmail @MPalacios and @AlanWDowd.

LinkedIn, a social network for professionals, allows users to create a virtual resume and look for jobs. As an employer, the Institute maintains a group where Institute staff both current and former, as well as interested members of the general public, can read our latest research, commentaries, and job postings.

Also, the Institute maintains a presence on YouTube ([www.youtube.com/FraserInstitute](http://www.youtube.com/FraserInstitute)), the world’s largest video-sharing website. Our videos, which feature timely discussions about economics and public policy, have been viewed nearly 170,000 times.

*Fraser Update*, our monthly e-mail newsletter promoting the latest Fraser Institute research, commentaries, programs, and events, continues to garner strong support from subscribers, whose numbers grew to more than 8,200 in 2011. *Research Update*, a bi-monthly e-mail newsletter summarizing new Institute books and reports, has earned some 4,566 subscribers to date. Sign up to receive our free e-newsletters at **community.fraserinstitute.org/subscribe**.

## 2011 MEDIA MENTIONS

(by department)

Budget & Taxes	2,774
School Performance	2,334
Mining	2,218
Health Care	2,018
Economic Freedom	1,286
Miscellaneous-FI	1,140
Energy	975
Labour	551
Immigration	528
Non-Profit	374
Canada-US Relations	319
Insurance	264

## Fraser Institute websites

[www.fraserinstitute.org](http://www.fraserinstitute.org)  
[www.institutfraser.org](http://www.institutfraser.org)  
[www.compareschoolrankings.org](http://www.compareschoolrankings.org)  
[www.schoolchains.org](http://www.schoolchains.org)  
[www.forexcellenceineducation.org](http://www.forexcellenceineducation.org)  
[www.hospitalreportcards.ca](http://www.hospitalreportcards.ca)  
[www.freetheworld.com](http://www.freetheworld.com)  
[www.irfoman.org](http://www.irfoman.org)  
[www.childrenfirstgrants.ca](http://www.childrenfirstgrants.ca)  
[www.donnerawards.org](http://www.donnerawards.org)

## Fraser Institute social networks

[www.twitter.com/FraserInstitute](http://www.twitter.com/FraserInstitute)  
[www.facebook.com/FraserInstitute](http://www.facebook.com/FraserInstitute)  
[www.linkedin.com/groups/Fraser-Institute-1887366](http://www.linkedin.com/groups/Fraser-Institute-1887366) ■

## FI People continued



Lindsay Mitchell  
Education Programs



Alexander Moens  
Senior Fellow



Neil Mohindra  
Financial Policy



Milagros Palacios  
Fiscal Studies



Dean Pelkey  
Communications



Tracey Randall  
Events

# 2011 FUNDRAISING PROGRAM

**T**otal income for the Fraser Institute including donations, sales of publications, interest, and other income for the year 2011 amounted to \$9,887,321.

## General support

As of December 31, 2011, the Institute recorded 3,051 supporters from Canada, the United States, 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. Donors in our top giving circles receive special invitations for excursions, private dinners, and other exclusive events.

Donors of \$100 or more receive *Fraser Forum*. Throughout the year, all donors are informed of upcoming events in their area and receive our quarterly newsletter *Frontline* explaining the impact of their contributions.

## Special project support

During the year, the Institute approached prospective donors to support hundreds of specific projects in various policy areas as well as student and teacher programs across the country.

## Sponsorships

Sponsorship and advertising opportunities are available for special Institute products and events including policy briefings, *Fraser Forum*, and *Canadian Student Review*.

## Publications

In 2011, the Institute released 66 publications in print and digital format. All publications may be downloaded, free of charge, at [www.fraserinstitute.org](http://www.fraserinstitute.org).

Printed publications are available for purchase with revenues going towards future research. Special large-volume discounts are available for stores, libraries, and universities. For details, contact Greg Krewski at: **1.800.665.3558 ext. 580** or [sales@fraserinstitute.org](mailto:sales@fraserinstitute.org).

## Direct mail campaigns

The Institute conducts a direct mail acquisition program to introduce prospective supporters to our work. In 2011, this program brought in 433 new supporters whose gifts totaled \$59,956.

## Fraser Frontline

In 2011, the Institute published four editions of *Frontline*, a periodic newsletter for supporters demonstrating the impact that their donations have had on improving public

policy in Canada and around the world. Institute friends generously made 1,129 additional contributions totalling \$196,983 in support of programs highlighted in *Frontline*.

## Bequests

To discuss how you can make a contribution to the Fraser Institute Foundation, a fund in support of the Fraser Institute and its mission, or set up a special fund of your own, please contact Linda Ashton, gift planner, at **604.714.4571**.

## How you can help

For information about how you can support the Institute's research, please e-mail [development@fraserinstitute.org](mailto:development@fraserinstitute.org) or call toll-free **1.800.665.3558 ext. 590**. You may also contact members of our development team directly:

**Sherry Stein**  
Vice President,  
Development  
**604.714.4590**  
[sherry.stein@fraserinstitute.org](mailto:sherry.stein@fraserinstitute.org)

**Tom McCarten**  
Director of Development,  
Central Canada  
**416.363.6575 ext. 232**  
[tom.mccarten@fraserinstitute.org](mailto:tom.mccarten@fraserinstitute.org)

**Myles Rusak**  
Director of Development,  
Alberta & Prairies  
**403.216.7175 ext. 227**  
[myles.rusak@fraserinstitute.org](mailto:myles.rusak@fraserinstitute.org)

**Anthony Stewart**  
Development Associate,  
Vancouver  
**604.688.0221 ext. 557**  
[anthony.stewart@fraserinstitute.org](mailto:anthony.stewart@fraserinstitute.org)

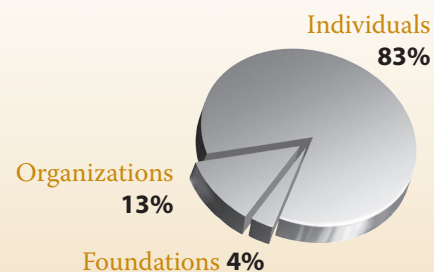
**Sébastien Côté**  
Associate Director, Quebec  
and la Francophonie  
**514. 281.9550 ext. 305**  
[sebastien.cote@fraserinstitute.org](mailto:sebastien.cote@fraserinstitute.org)

**Note:** The Fraser Institute Development staff work in conjunction with a Development Committee of the Board of Trustees chaired by Brad Bennett. ■

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

## Fraser Institute Supporters

December 31, 2011



## FINANCIAL HIGHLIGHTS 2011

- The Fraser Institute's net assets position as at December 31, 2011 was **\$1,038,124**.
- Gross revenues for 2011 amounted to **\$9,887,321**, representing a decrease of 8.7% from 2010.
- Gross expenses for 2011 amounted to **\$9,846,594**, representing a decrease of 8.9% from 2010.
- The net operating surplus was **\$40,727** for the year.

The Fraser Institute's financial position and operating results for the 2011 year are as follows:

### Statement of Financial Position—summary as at December 31, 2011

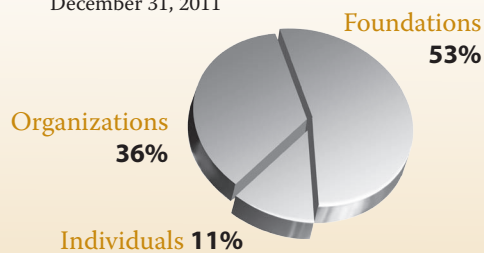
	\$
Current assets	4,282,694
Investments	455,714
Property and equipment	394,282
	<u>5,132,690</u>
Liabilities—current and long term	4,094,566
Net assets	1,038,124
	<u>5,132,690</u>

### Statement of Operating Results – summary for the year ended December 31, 2011

	\$
<b>Revenues</b>	
Donations, sales of publications, annual dues, interest, and other income	9,887,321
<b>Expenses</b>	
Salaries, office costs, projects, Publications, and other net expenses	9,846,594
<b>Increase in unrestricted net assets from Operations</b>	<u>40,727</u>

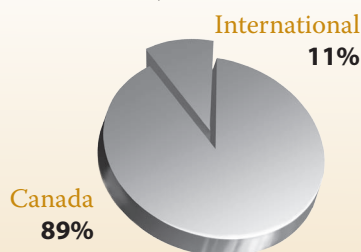
### Fraser Institute Dollar Contributions

December 31, 2011



### Funding Sources

December 31, 2011



Bill C. Ray  
Publications



Evan Rodwell  
Development



Mark Rovere  
Health Policy



Myles Rusak  
Development



Cheryl Rutledge  
Communications



Sherry Stein  
Development

## FI People continued



Anthony Stewart  
Development



Venia Tan  
Finance & Accounting



Emma Tarswell  
Publications



Michael Thomas  
Children First:  
School Choice Trust



Niels Veldhuis  
Fiscal Studies

## INSTITUT FRASER *Au service du grand public francophone*

Notre bureau de Montréal continue de communiquer les études et les idées de l'Institut aux francophones à travers le Canada et à l'étranger. Son équipe, composée de Sébastien Côté, directeur associé, Jean-François Minardi, directeur associé au Centre d'études sur la liberté économique et le développement ainsi qu'au Centre mondial de recherche sur les ressources naturelles, et Miguel Cervantes, économiste, est complétée par des stagiaires qui travaillent sur divers projets.

En 2011, l'Institut a beaucoup fait parler de lui au Québec grâce à plusieurs de ses études qui ont fait la une de grands quotidiens comme *La Presse* et *Le Journal de Montréal*. Alors que les études sur les mines et les questions budgétaires ont toujours beaucoup de succès dans les médias québécois, la recherche dans le domaine de la santé suscite un vif intérêt dans la province. *La Presse* a publié en première page un article sur l'étude *Waiting Your Turn* de l'Institut Fraser qui traite des temps d'attente dans les hôpitaux. Dans les jours qui suivirent, Jean Charest, le premier ministre du Québec, le ministre de la Santé et le rédacteur en chef de *La Presse* ont tous réagi à notre étude.

Dans la mesure où les questions minières et le gaz de schiste ont été omniprésents dans l'actualité, *l'Enquête sur les sociétés minières 2010-2011* et le rapport d'enquête *Global Petroleum Survey 2011* de l'Institut ont bénéficié d'une bonne couverture médiatique et suscité des commentaires de la part de plusieurs personnalités influentes. Un texte de Jean-François Minardi sur la gestion des ressources minières et l'importance d'avoir des politiques minières claires et judicieuses, publié à la page d'opinions de *La Presse*, a été bien accueilli. Par ailleurs, le Réseau Liberté-Québec a invité Gerry Angevine, économiste principal, à

participer à un panel de discussion sur le développement des gaz de schiste. L'Institut a également tenu un kiosque lors de l'événement afin de promouvoir ses dernières études et ses idées.

Nous avons invité deux conférenciers influents à participer à des événements organisés par l'Institut Fraser à Montréal. En mars, Patrick Moore, membre fondateur de Greenpeace et auteur du livre intitulé *Confessions of a Greenpeace Dropout: The Making of a Sensible Environmentalist*, a présenté son nouveau livre à un public très intéressé par son propos. L'événement a suscité une grande couverture médiatique dans les journaux, à la radio et à la télévision avec une entrevue de Mario Dumont.

En octobre, nous avons accueilli Peter Schiff, PDG et stratège en chef mondial d'Euro Pacific Capital, qui a fait une présentation sur l'impact de l'intervention excessive de l'État sur les marchés financiers. L'événement à guichets fermés a été publié sur YouTube où il a été visionné près de 40 000 fois. Il a également retenu l'attention des médias écrits et radiophoniques.

En outre, nous avons continué à faire preuve d'innovation pour la diffusion de *Perspectives*, notre magazine de langue française traitant d'enjeux publics, qui est maintenant disponible uniquement en ligne.

L'arrivée de trois nouveaux administrateurs de Montréal – Jonathan Wener, président du conseil et chef de la direction de Canderel, Pierre Karl Péladeau, président et chef de la direction de Quebecor, et Kathy Assayag, présidente de S+A Development Solutions – au sein de notre conseil d'administration en 2011 prouve que l'Institut prend racine au Québec.





Patrick Moore spoke at events in Montreal, Toronto, Calgary, and Vancouver.

L'Institut Fraser continue de déployer des efforts pour promouvoir des idées et des politiques publiques qui rendront le Québec et l'ensemble du Canada plus prospères. ■

Our Montreal office continues to communicate the Institute's research and ideas to francophones across Canada and beyond. Staffed by Sébastien Côté, associate director; Jean-François Minardi, associate director for the Economic Freedom and Development Centre and the Global Resource Centre; and Miguel Cervantes, economist, the Montreal office also accommodates interns who work on a variety of projects.

In 2011, the Institute raised its profile dramatically in Quebec, with several research studies landing cover stories in major daily newspapers such as *La Presse* and *Le Journal de Montréal*. While mining and fiscal research remained very popular with the media, health research has also emerged as a hot topic in Quebec. Our *Waiting Your Turn* report landed the Fraser Institute on the cover of *La Presse*, and in the following days Premier Jean Charest, the Ministry of Health, and *La Presse's* editor-in-chief all reacted to the release of our report on hospital wait times.

With mining and shale gas making news nearly every day, the Institute's *Survey of Mining Companies: 2010/2011* and the *Global Petroleum Survey 2011* attracted

significant media attention and inspired commentaries from several opinion leaders. Jean-François Minardi published a well-received op-ed in *La Presse* on mining and the importance of clear, sensible policy; Gerry Angevine, senior economist, gave a presentation on shale gas development to the Quebec Liberty Network (Réseau liberté Québec). The Institute also operated a kiosk during the event to promote our latest research and ideas.

Additionally, we invited two influential speakers to Montreal to take part in Fraser Institute events. In March, we hosted Patrick Moore, founding member of Greenpeace and author of *Confessions of a Greenpeace Dropout: The Making of a Sensible Environmentalist*, who presented his new book to a very engaged audience. The event garnered substantial media coverage in print, radio, and TV, with Mario Dumont interviewing Dr. Moore on his nightly show.

In October, we welcomed Peter Schiff, CEO and chief global strategist of Euro Pacific Capital, who spoke about the impact of excessive government intervention on capital markets. The sold-out event was posted on YouTube where it has been viewed nearly 40,000 times. The event also attracted attention in print and radio media.

We also continued to innovate with our French-language public policy magazine *Perpectives*, which is now available exclusively online.

As proof that the Institute is gaining a strong foothold in Quebec, three new Montreal-based trustees joined the Institute's Board in 2011: Jonathan Wener, chairman and CEO of Canderel; Pierre Karl Péladeau, president and CEO of Quebecor; and Kathy Assayag, president of S+A Development Solutions.

The Fraser Institute remains committed to promoting ideas and public policies that will make Quebec, and Canada as a whole, more prosperous. ■

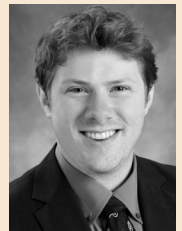
## FI People continued



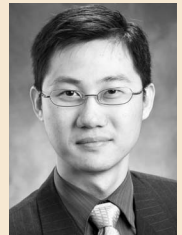
Michael Walker  
Senior Fellow



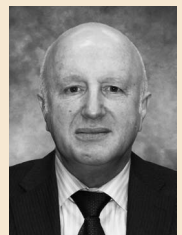
Alana Wilson  
Mining Policy



Joel Wood  
Environment and Risk



Oliver Wu  
Information Technology



Alexander Zakharyonok  
School Performance

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<b>Brett Skinner</b>	President (to February 2012)
<b>Peter Cowley</b>	Senior Vice President Operations and Director, School Performance Studies
<b>Fred McMahon</b>	Vice President International Policy Research and Director, Centre for Trade and Globalization Studies
<b>Sherry Stein</b>	Vice President Development

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<b>Sébastien Côté</b>	Directeur associé, Québec et la Francophonie
<b>Lisa-Diane Fortier</b>	Director of Education Programs (on maternity leave)
<b>Fiona Marshall White</b>	Managing Director of Events
<b>Kristin McCahon</b>	Director of Publication Production
<b>Tom McCarten</b>	Director of Development, Central Canada
<b>Mark Milke</b>	Director of Alberta Policy Studies
<b>Neil Mohindra</b>	Director of the Centre for Financial Policy Studies
<b>Lindsay Mitchell</b>	Acting Director of Education Programs
<b>Dean Pelkey</b>	Director of Communications
<b>Stuart MacInnes</b>	Director of Finance
<b>Myles Rusak</b>	Director of Development, Alberta, Saskatchewan, and Manitoba
<b>Michael Thomas</b>	Director, Children First: School Choice Trust

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For their long-standing and valuable support contributing to the success of the Fraser Institute, the following people have been recognized and inducted as Lifetime Patrons of the Fraser Institute.

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(from April 2012)\*

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Peter COWLEY\*

**Vice President  
Canadian Policy Research**  
(until April 2012)  
Niels VELDHUIS\*

**Vice President  
International Policy Research**  
Fred McMAHON\*

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# Numbers tell the 2011 FRASER INSTITUTE story

<b>6,140,050,112</b>	cumulative global audience of web sites posting news stories about the Fraser Institute
<b>297,815,733</b>	cumulative audience of Fraser Institute Canadian newspaper, radio, and TV coverage
<b>18,493,472</b>	cumulative audience of Fraser Institute for US newspaper coverage
<b>17,281,111</b>	page downloads from all Fraser Institute websites
<b>10,118,050</b>	estimated advertising value of Canadian and US newspaper, radio, and TV coverage
<b>2,870,000</b>	students attend 5,539 schools rated in Fraser Institute School Report Cards
<b>1,899,427</b>	unique visitors to Fraser Institute websites
<b>52,308</b>	digital copies of <i>Canadian Student Review</i> and <i>CSR</i> postcards distributed on Canadian campuses
<b>41,803</b>	subscribers to Fraser Institute magazines and digital newsletters
<b>19,199</b>	people viewed student video contest entries during the voting period
<b>16,929</b>	students from 1,396 schools around the world reached by Education Programs
<b>16,745</b>	estimated media mentions in Canada and US print, Internet, and broadcast media.
<b>11,520</b>	high school students influenced by their teachers' participation in Institute workshops
<b>8,682</b>	Facebook and Twitter followers
<b>8,446</b>	visits to our Teacher Centre Website for economic resources and teaching tools
<b>3,051</b>	Fraser Institute supporters from 12 countries
<b>2,926</b>	people attended 29 Institute events in Canada and overseas
<b>993</b>	authors and speakers from around the world contributed to Institute research and outreach
<b>897</b>	students attended 8 student seminars
<b>839</b>	op-eds and commentaries published across North America
<b>591</b>	applications by non-profits for Donner Awards for Excellence in the Delivery of Social Service
<b>563</b>	citations of Institute research in academic and professional publications or papers
<b>550</b>	educators honoured at Awards for Excellence celebration dinners
<b>438</b>	applications received for 11 student intern positions
<b>184</b>	news releases and media advisories issued
<b>141</b>	states rated in 2011 <i>Economic Freedom of the World Report</i>
<b>87</b>	members of international Economic Freedom Network led by the Fraser Institute
<b>74</b>	<i>Fraser Forum</i> and <i>Perspectives</i> articles on wide variety of public policy issues
<b>66</b>	publications released in print and digital format
<b>55</b>	policy presentations by Fraser Institute staff to 7,249 people around the world
<b>53</b>	full and part-time staff and 27 Senior Fellows
<b>51</b>	formal requests from around the world to link to or reprint Fraser Institute publications
<b>22</b>	languages in which Fraser Institute books have been published
<b>4</b>	Fraser Institute office locations making us Canada's only national think tank
<b>1</b>	Fraser Institute rank among 97 Canadian think tanks in University of Pennsylvania global survey