

2010

Fraser Institute Annual Report

Canada's leading public policy think tank



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

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

Notre 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 70 pays. Notre œuvre est financée par la contribution déductible d'impôt de milliers de personnes, d'organismes et de fondations. Pour protéger son indépendance, l'Institut Fraser n'accepte ni subvention gouvernementale ni contrat de recherché.

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2010 Annual Report

I have long admired the breadth and quality of the work of the Fraser Institute and I have marveled at its achievements and impact on public policy, at home and abroad.

The management and staff of this unique Canadian Institute are to be congratulated as the 2010 edition of the University of Pennsylvania's *Global Go-To Think Tanks* report (based on a worldwide survey of close to 1,500 scholars, researchers, policy-makers and journalists) rated the Institution first in Canada (out of 97) and the only Canadian organization in the top 25 in the world (out of 6,480). In the same survey, the Institute was ranked 5th in health policy, 8th in social policy, 10th for the most innovative policy ideas and 17th for the greatest impact on public policy.

The Institute's reputation has been built over 36 years as this independently financed institution has developed an impressive body of research, on very limited budgets, that has helped public policy decision makers by convincing them of the benefits of economic freedom. We remain steadfast in our belief that individuals benefit from greater freedom of choice, competitive and open markets, and personal responsibility. Our mission, as an independent research and education organization, is to measure, study, and communicate the impacts and unintended



Peter Brown, Chairman, Board of Trustees

consequences of poor public policy and, in particular, the impact of government interventions on the welfare of individuals.

Our annual Economic Freedom of the World index is a cornerstone of our research and is the source of choice for researchers interested in exploring the links between economic freedom and a host of economic, political, and social outcomes. It is recognized as the most thorough empirical measure of the extent to which individuals are free to conduct voluntary transactions and the extent to which their private property is secure. This work is covered by the media with the support of a global Economic Freedom Network

of think-tanks in over 80 nations or territories, which the Fraser Institute established.

One of the challenges the Institute faces is to build on its outstanding body of work while having the financial and human capacity to deal with current issues in a relevant and timely way.

It is very important to preserve impactful projects that remain critically relevant, and which, in some cases, are the result of years of work. These studies include our annual survey of physicians about wait times for access to health care and our yearly estimates of the sustainability of government health spending in Canada; our school performance report cards; and our annual surveys of executive opinions in the mining and petroleum industries which rank countries according to how attractive they are for investment in these sectors.

Equally, the Institute needs the capacity to examine and publish on such current, important, and relevant issues as the 2010 projects which included, among others, *Did Government Stimulus Fuel Economic Growth in Canada?*, *The Impact of the HST on British Columbian Families* and *Measuring the Fiscal Performance of Canada's Premiers*.

In accomplishing this impressive list of research projects, abbreviated as

Reality continues to be on our side of the argument



Chairman Peter Brown (right) with Founder's Award honouree Peter Munk.

it must be here, the Institute faces financial challenges as it continues to produce the body of work that will maintain its relevancy in these challenging times and its top ranking in Canada. This important work is financed by tax deductible contributions from thousands of individuals, organizations and foundations. In order to protect our independence, the Institute does not accept grants from governments or contracts for research.

Under our new President, Dr. Brett Skinner, and his management team, the Institute has undergone a significant restructuring in 2010 refocusing on its core activities. While this process was not painless, the Institute's productivity did not suffer. Despite operating with slightly fewer

resources than the previous year, during 2010 the Institute generated 39.7% more media mentions and recorded 27.1% more page downloads from its internet sites than its previous record in 2009. I would like to thank the management and staff for their commitment to the Institute and the quality of this work. The effort has been outstanding.

I would also like to thank the Trustees who serve on the Executive Advisory Board for their advice, counsel, and strategic input. Together we set an important number of objectives.

It has been decided to attempt to increase our revenue from donations and events by 30%. To accomplish this, we have organized a new Development Committee chaired by

Paul Fletcher of Deloitte to look at additional ways that we might assist the incredible Sherry Stein in her fundraising tasks. The goal is to broaden the number of donors, both in numbers and geography, and to try to establish a more consistent general revenue stream.

Secondly, with the funds referred to above, we will ensure that the Institute has the financial resources to attract the human resources necessary to expand our body of work to deal with very relevant and current issues in a timely manner.

Finally, we are committed to enhancing the national presence of this fine institute. To this end, we have formed a larger Nominating Committee, chaired by Ed Belzberg, who has been charged with the task of establishing Trustee requirements, of communicating with and making greater use of our existing Trustees, and expanding our Trustee roster, particularly in Alberta, the Prairies, and in Central and Eastern Canada.

In closing, and on behalf of everyone at the Institute, I would like to thank all of you who have supported the Institute and I reach out to all of you with the request that you not only continue to support us but that you look at ways to do even more. We live in a challenging world in challenging times, in which I believe our work is more important than ever. ■

Yours truly,

Peter Brown
Chairman of the Board of Trustees



As proud as we at the Institute are of our accomplishments in 2010, none of it would have been possible without the dedication and generosity of our donors. On behalf of the Fraser Institute, allow me to express my sincere gratitude for your continued loyal and generous support of our efforts to produce the information and ideas that advance prosperity, security, and freedom in Canada and around the world.

The way I see it, together, as researchers and supporters, we are private citizens who are providing a valuable *public* service for Canadians. We produce the information Canadians need to hold governments accountable for the impact of policy choices on their economic well-being, and we educate Canadians about policy alternatives that will produce a better quality of life. In short, our cooperative efforts help to improve the lives of Canadians through better public policy.

The return on your investment in the Institute is enormous. Our capacity to inform and educate Canadians about public policy is partly reflected in the media attention paid to our work. According to external agencies, in 2010, the advertising dollar equivalency of the Institute's media presence was nearly \$44 million, roughly four

times as large as our annual research and education budget.

While our goal is to inform the general public, our research is also rigorous and persuasive among policy makers and experts. According to the online search engine Google Scholar, the Fraser Institute's research accounts for hundreds of academic citations annually.

I am often asked by prospective supporters about the Institute's effectiveness. Over the past 36 years, our research and education efforts have been linked to many economically and socially beneficial policy changes, including: repealing wage and price controls, discouraging government debt, shifting the tax burden from income and capital to consumption, reductions in harmful and unnecessary regulation, implementing free trade, and a focus on reducing wait times in health care, just to mention a few. One of the most striking instances of our impact came on July 1, 2010, when the Ontario government made an important change to its drug reimbursement policy. Our study *Canada's Drug Price Paradox* had shown for several years that Canadians were paying nearly twice as much as Americans for an identical basket of generic drugs as a result of the faulty reimbursement policies of provincial publicly funded drug plans, which distorted normal price competition in the retail pharmacy sector. The changes to the provincial drug benefit program will result in estimated annual savings to Ontario taxpayers of \$535 million. By way of comparison, that's roughly 50 times more than the Institute's annual budget and far greater than all Institute expenditures since its inception in 1974. Quebec, British Columbia, and other provinces are following Ontario's example and

this will multiply the savings to taxpayers across the country.

The Institute remains Canada's only national think-tank through our office presence in Vancouver, Calgary, Toronto, and Montreal. We are also Canada's only international think-tank, coordinating a global network of allied think-tanks in more than 80 countries and territories around the world. We have leveraged our national and international prestige to make a difference here at home.

We revitalized our research ranks in 2010. Thanks to the recruitment of new senior research staff (you'll find details on these hires later in this report), we launched a number of important new projects and initiatives.

Finally, we are in the process of building a Strategic Opportunities Fund. This fund will provide the Institute with spare resources that will allow us to capitalize on emerging opportunities to advance our mission.

Like most non-governmental organizations, the Institute has had to work through a challenging couple of years since the economic downturn in late 2008, and some difficult decisions had to be made. But we are emerging from the experience leaner, more focused, and more determined than ever to pursue our mission. We are sincerely engaged in the public debate. If you haven't already done so, please consider joining our important efforts. ■

A handwritten signature in black ink, appearing to read "Brett J. Skinner". The signature is fluid and cursive, written over a white background.

Dr. Brett J. Skinner (PhD)
President, Fraser Institute

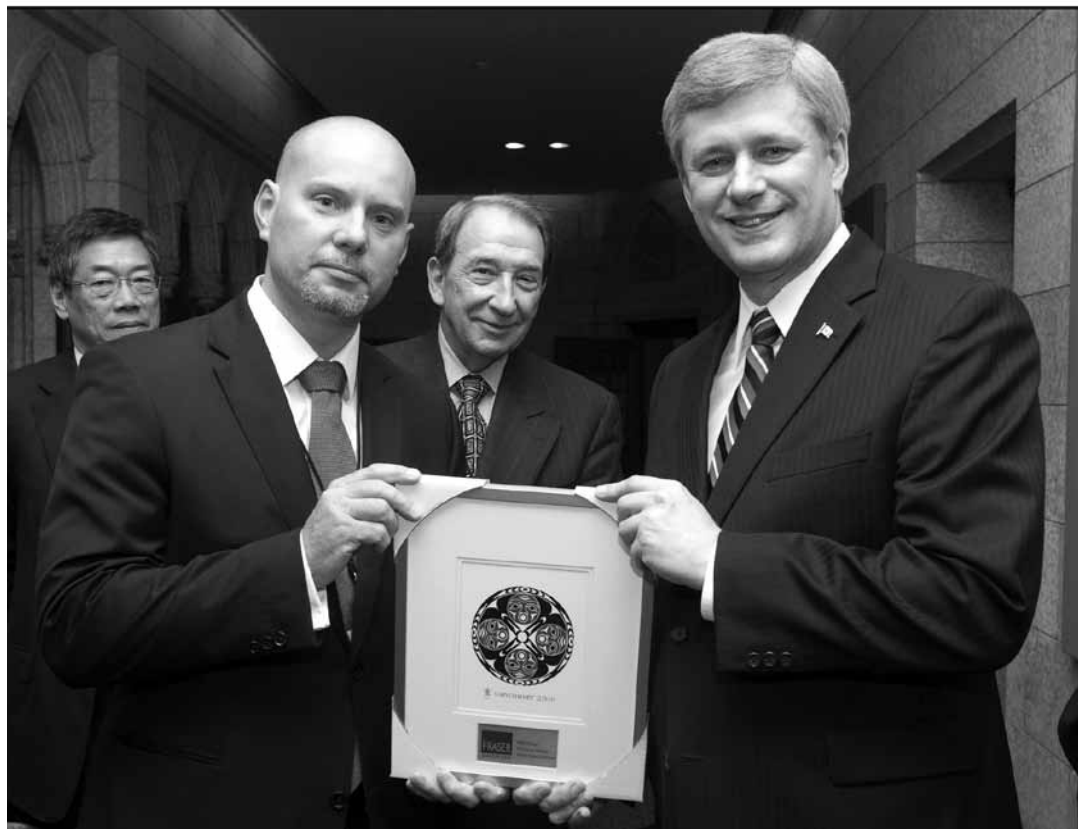
ABOUT THE FRASER INSTITUTE

The Fraser Institute is Canada's leading public policy think tank, producing in-depth research on ways to improve Canadian public policy in key areas such as government spending, taxation, health care, education, trade, energy, mining, and the environment.

Founded in 1974, the Institute's mission is to measure, study, and communicate the impact of competitive markets and government interventions on the welfare of individuals. Inspired by legendary economists Adam Smith, Friedrich von Hayek, and Milton Friedman, the Institute envisions a free and prosperous world where individuals benefit from greater choice, competitive markets, and personal responsibility.

The Fraser Institute's activities are administered by its president with the assistance of its executive team, officers, and directors. The Institute's overall performance is monitored by the Board of Trustees and the Executive Advisory Board composed of selected trustees who meet monthly.

The Fraser Institute is a registered Canadian charitable education organization, and is also recognized as a tax-exempt foreign charitable organization under section 501(c)(3) of the US Internal Revenue Code. 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. The Institute is non-partisan, non-political, and does not undertake lobbying activities.



Fraser Institute President Brett Skinner gives a native print to Prime Minister Stephen Harper in appreciation for his meeting delegates from the 2010 Ottawa Policy Excursion.

Research

The Institute maintains an independent research agenda, determined by Institute staff at an annual planning session and later confirmed during a mid-year review. Donors are not involved in this planning process or in any other research activities.

Ongoing research projects are reviewed for their continuing relevance and potential new projects are assessed on the basis of importance and timeliness. The aim of this planning process is to produce a body of research that maximizes the Institute's contribution to improving public policy in Canada and around the world.

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

The fundamental objective of all Institute research programs is to measure the impact of government intervention in the economy and on people's lives; through extensive measurement and published peer-reviewed research, the Institute shows

The Institute's reputation has grown internationally

how prosperity increases and standards of living improve when free and competitive markets thrive and when individuals are free to choose.

Public 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 publications can be downloaded as free PDFs from the Institute's web site, www.fraserinstitute.org. Printed copies of selected books and other publications can also be ordered through the web site or by contacting the Institute directly.

The Institute also offers both college and high school students a broad series of programs to enhance their understanding of economic principles. Many of our publications have been adopted for courses at colleges and universities in Canada and around the world. The Institute conducts seminars for students, workshops for teachers, and publishes the *Canadian Student Review* electronic magazine. It also offers internships for post-secondary students interested in public policy research or helping run one of the Institute's many programs or outreach initiatives.

The Institute promotes its 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 Institute research and activities through the news

media and on social networks such as Twitter and Facebook. The Institute also holds policy briefings, presentations, conferences, and seminars in major Canadian cities while Institute researchers frequently address public forums, community groups, service clubs, and government committees on a variety of policy issues.

Results and impact

When the Fraser Institute was founded in 1974, many Canadians believed that government could solve all problems, that government should be the principal source of economic growth, and that government regulation and increased income redistribution would make for a healthier society. Through the Institute's research and communication efforts, vast numbers of people recognize the importance of

competition and market forces and they now agree that society is better off when government limits its role in people's lives and allows them the freedom to trade and freedom to choose. As the Institute's reputation for quality work has grown, its influence has also grown internationally. Fraser Institute research and recommendations now command the attention of policy makers around the globe.

Where we are

In order to support the activities of Institute staff and senior fellows who work across Canada, the United States, and around the world, we maintain offices in Vancouver, Calgary, Toronto, and Montreal. Office addresses are listed on the inside front cover of this report. ■



Tom Flanagan and C.T. (Manny) Jules are among the many well-known national and international speakers invited to address and discuss policy issues at Fraser Institute events.

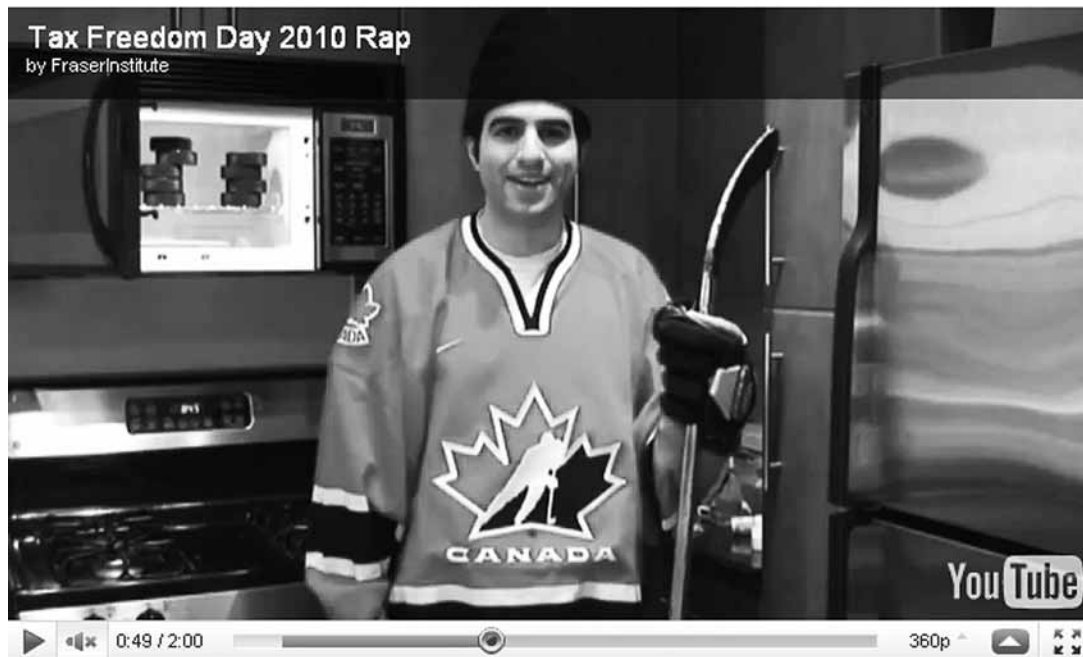
Under the direction of Niels Veldhuis, the Fiscal Studies department consists of Amela Karabegović, senior economist; Charles Lammam, senior analyst; Milagros Palacios, senior research economist; and Alex Gainer, economist. The department had a particularly successful and influential year in 2010, publishing 14 studies that were referred to in more than 4,300 news stories.

Government stimulus

Throughout the economic downturn, the Institute, led by the fiscal team, was one of the few voices of reason, educating the public and politicians about the failure of past stimulus packages, both in Canada and internationally.

Never afraid to challenge the status quo with its research, the fiscal team released *Did Government Stimulus Fuel Economic Growth in Canada?* an empirical examination of whether or not the federal government's stimulus package helped Canada recover from the recession. The study had an immediate and sizeable impact, generating more than 500 media mentions in its first week. Almost every major newspaper in Canada covered the study, including the *National Post*, *Globe and Mail*, and the *Toronto Star*. The study was also covered by several major TV and radio stations, including Global TV, CTV, CBC, and the Business News Network.

The report rocked Parliament Hill, garnering responses from both Prime Minister Stephen Harper, who called the study "ideologically motivated," and Finance Minister Jim Flaherty,



The *Tax Freedom Day* video on YouTube struck a humorous chord with tens of thousands of Canadian taxpayers. To find the video search Tax Freedom Day in Canada or visit www.fraserinstitute.org.

who said the report was "wrong." The day after Harper and Flaherty made those comments, two of the study's authors—Veldhuis and Lammam—fired back with an article filled with references to academic research demonstrating that stimulus spending doesn't work. All told, the study generated more than 750 media mentions in 2010 and helped change the climate of opinion about stimulus spending in Canada.

Taxes

Tax Freedom Day, the day in the year when the average Canadian family has earned enough money to pay the tax bill imposed on it by all levels of government, continues to be a hallmark release for Fiscal Studies. Tax Free-

dom Day received significant media attention, with more than 300 media mentions in 2010.

To mark the occasion and appeal to a larger audience, the department produced a new rap song and music video (available on YouTube at <http://www.youtube.com/watch?v=9jYHXzPb6PU>) about Tax Freedom Day. The catchy tune points out the many types of taxes Canadians pay and how long they work to pay their total tax bill.

In addition to the annual Tax Freedom Day report, the department also published a study entitled *The Canadian Consumer Tax Index*, which measures the change over time in the total tax bill paid by a Canadian family with

The fiscal team's commentaries were published a total of 220 times in 60 different newspapers

an average income. The index tracks the changes in the total tax bill over the past 48 years and compares it to the proportion of income an average Canadian family spends on the basic necessities: food, shelter, and clothing. *The Canadian Consumer Tax Index* garnered more than 400 media mentions in 2010.

The fiscal team also released two studies on the HST: *Countering the Myths Surrounding BC's Harmonized Sales Tax* and *The Impact of the HST on British Columbian Families*. The two studies received more than 300 mentions in the media and had a profound impact on the debate surrounding the HST. As one BC community newspaper put it, "It's refreshing to actually be able to talk about this tax in numbers and research rather than buzzwords. This is the information long missing from the discussion."

Fiscal performance of the Canadian premiers

In October, the fiscal team released *Measuring the Fiscal Performance of the Canadian Premiers*, a new, objective assessment of how well provincial premiers have balanced conflicting financial pressures and whether they have pursued sound, long-term fiscal policies.

The study generated considerable media attention, recording more than 350 media mentions. It received coverage in all major newspapers in Canada including the *National Post*, *Globe and Mail*, Saskatoon's *Star Phoenix*, *Calgary Herald*, *Calgary Sun*, *Winnipeg Free Press*, *Ottawa Citizen*, *Vancouver Sun*, *Windsor Star*, and the *Montreal Gazette*. The study was also widely covered on the radio, Internet, and TV.

Measuring the Fiscal Performance of the Canadian Premiers also drew the attention of several key policy makers including Ontario Finance Minister Dwight Duncan, who commented publicly on the study, and the Quebec Finance Ministry, which issued two separate news releases responding to the report.

Commentaries

Staff in the Fiscal Studies department wrote an exceptional number of newspaper commentaries, or "op-eds," during the year, both leveraging the Institute's research and providing sage policy advice. Commentaries written by the fiscal team were published a total of 220 times in 60 different newspapers such as the *National Post*, *Ottawa Citizen*, *Vancouver Sun*, *Calgary Herald*, *Montreal Gazette*, *Winnipeg Free Press*, and many others. ■

CENTRE FOR LABOUR MARKET STUDIES

The Centre for Labour Market Studies continued to expand its profile in 2010, releasing a major study, several shorter articles, and many high-profile commentaries. In addition, the centre is increasingly being used as a resource for many organizations throughout North America.

In September, the centre released the 2010 edition of *Measuring Labour Markets in Canada and the United States*, an empirical assessment of labour market performance in the 10 Canadian provinces and 50 American

states. The study highlights how Canada's restrictive labour regulations are impeding labour market outcomes. It garnered 180 media mentions across Canada.

The Centre for Labour Market Studies also ramped up efforts in 2010 to educate policy makers and the public about worker choice laws. Specifically, the centre's research team published the article "Right to Work Laws and Economic Growth," which highlights evidence from the United States showing that investment, job growth, and migration all increase when work-

ers are allowed full discretion with respect to payment of union membership and dues. In addition, the centre published another article, "The Power of Worker Choice Laws: A New Direction for Alberta's Labour Policy," which recommends that Alberta reconsider implementing worker choice legislation.

The centre's research team also placed several high-profile commentaries in newspapers across the country examining issues such as minimum wages, living wages, and employment insurance reform. ■

CENTRE FOR NON-PROFIT AND SOCIAL POLICY STUDIES

Donner Canadian Foundation Awards

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

In 2010, non-profit organizations from across Canada vying for the awards submitted a total of 544 applications for evaluation by the Fraser Institute. 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 winning non-profit agencies shared \$60,000 in prize money along with nine awards.

The Donner Awards program culminated with a celebratory event held in November at Queen's Park in Toronto. Honourable David C. Onley, Lieutenant Governor of Ontario, hosted the awards celebration and spoke in detail about the importance of the non-profit sector and of the *Donner Canadian Foundation Awards* in helping organizations improve. During the event, His Honour presented the awards, including the \$20,000 **William H. Donner Award for Excellence in the Delivery of Social Services**, the award for the highest performing agency overall, to **Educational Program Innovations Charity Society** from North Sydney, Nova Scotia.

Alice Housing of Dartmouth, Nova Scotia, 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. Dr. John O'Dwyer 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 a record amount of media in 2010, with 164 mentions.

Rewarding Excellence: 2010 Donner Awards recipients from all over Canada, the Honourable David C. Onley, Lieutenant Governor of Ontario, and Donner Awards' supporters at the 13th annual Donner Awards celebration in Toronto.



Generosity

The centre ended the year with the release of the 2010 Generosity Index, which broke a record for the most news stories ever generated by the index. Measuring both the extent and the depth of generosity in Canada and the United States, the report garnered more than 300 media mentions and was covered by virtually every major newspaper in Canada including the *National Post*, *Vancouver Sun*, *Edmonton Journal*, *Calgary Herald*, *Saskatoon's Star Phoenix*, *Regina's Leader Post*, the *Winnipeg Free Press*, *Ottawa Citizen*, and the *Montreal Gazette*. ■

SCHOOL PERFORMANCE STUDIES

The School Performance Studies department, under the direction of Peter Cowley, is responsible for producing the Fraser Institute's many report cards ranking and comparing school performance. In 2010, the 13th year of the report cards' publication, the department produced report cards on elementary and secondary schools in British Columbia (Yukon secondary schools are included in the BC edition), Alberta, and Ontario, on secondary schools in Quebec, and on elementary, middle, and high schools in Washington state. In total, the school report cards rated nearly 7,900 public, private, separate, Catholic, and charter schools serving more than 4 million students.

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. By doing so, the report card helps parents choose a school for their children and encourages and assists all those seeking to improve their schools.

Comparisons are the key to improvement, so the report cards provide the indicators, 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. By comparing a school's results with those of neighbouring schools, or of schools with similar school and student characteristics, we can identify more successful schools and learn from them. Reference to overall provincial results places an



individual school's level of achievement in a broader context.

School report cards

What's new?

In 2010, we launched www.compareschoolrankings.org, the official home of the report cards online. This purpose-built web site enables visitors to quickly get information about a school of interest or to locate schools using either a geography-based rankings list or a Google Maps™ application. In addition, visitors can compare schools on multiple performance indicators and generate easy-to-read charts displaying the results, that may be downloaded in either PDF format or as a spreadsheet.

Highlights of 2010

The Fraser Institute remained the dominant force in school performance

reporting during 2010. Its 10 report cards were covered in almost 2,250 news stories, up 50 percent from 2009. This continuous and extensive media attention has kept the report cards uppermost in the minds of parents and educators in the jurisdictions in which they are published. Counting files downloaded from both www.fraserinstitute.org and www.compareschoolrankings.org in 2010, users requested more than 1.6 million individual school results, up 33 percent from 2009.

Ontario

The eighth *Report Card on Ontario's Elementary Schools* was released in March. The *Toronto Sun* along with several smaller Sun Media dailies and community papers provided strong coverage on the day of the release. This report card generated a total of 333 news stories and more than 450,000 individual school report

Fraser Institute People



Annabel Addington
Human Resources



Gerry Angevine
Energy Policy



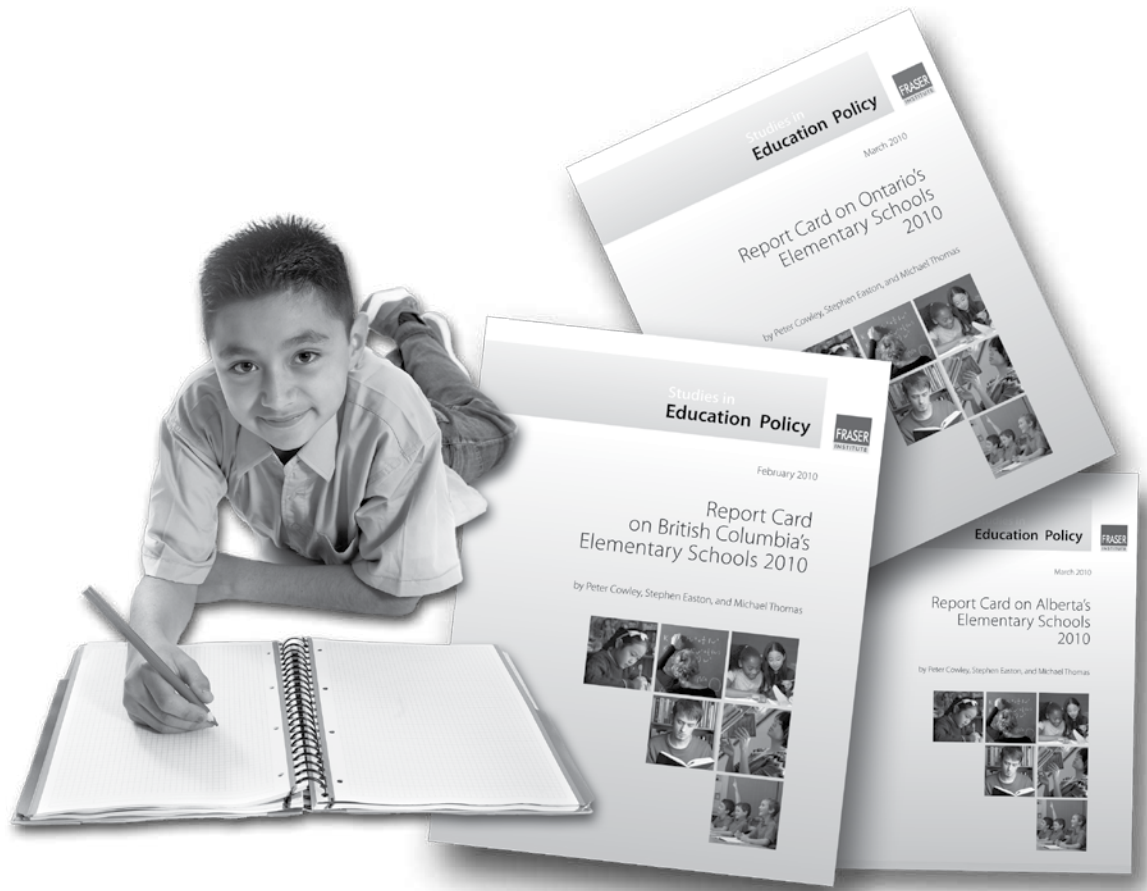
Denise Barnfield
Administration



Bacchus Barua
Health Policy



Miguel Cervantes
Trade and Globalization



downloads. In May, the fourth annual *Report Card on Ontario's Secondary Schools* was released. Again, the *Toronto Sun* and its allied papers published both school results and thought-provoking articles. The secondary report card generated 292 news stories and more than 250,000 downloads from Fraser Institute websites.

Alberta

The ninth annual *Report Card on Alberta's Elementary Schools* was published in March. This publication, along with the 12th annual *Report Card on Alberta's High Schools*, released in June, provided the province's parents with detailed comparative data on academic performance at almost 1,000 Alberta schools. Both publications enjoyed strong support from the *Calgary Herald* and *Edmonton Sun* newspapers.

Combined, the papers presented detailed tables of results for all the elementary and secondary schools rated in the report cards. In total, the two report cards generated 204 media stories and website visitors downloaded more than 150,000 individual school reports. The extensive media coverage and free-of-charge, year-round access to the complete report cards on www.compareschoolrankings.org ensures that the vast majority of parents and educators in Alberta have easy access to the report cards' valuable information

British Columbia

The eighth annual *Report Card on British Columbia's Elementary Schools* was published in February, followed by the 13th annual *Report Card on Secondary Schools in British Columbia and Yukon* in June. Black Press, a large group of daily and community news-

papers, acted as lead media for the elementary report card while—for the first time in its history—the secondary schools report card was released to all media simultaneously.

The BC teachers' union continued its vigorous campaign to encourage parents to withdraw their children from the provincial Foundation Skills Assessment (FSA) testing in an effort to make it impossible for the Institute to continue producing its very popular elementary schools report card. While the union's efforts have met with some success in Metro Vancouver and southern Vancouver Island, province-wide participation in the FSAs continues to exceed 80 percent of eligible students. Of course, the union's attention to this issue ensured extraordinarily high levels of media interest in the story. In total, including over 300 stories focused on the ongoing debate surrounding the FSA, the BC elementary schools report card generated 841 media stories. In turn, this media focus encouraged even more parents and educators to consult the report card online, resulting in more than 250,000 downloads of individual elementary school reports, up from 200,000 in 2009.

The Report Card on Secondary Schools in British Columbia and Yukon, introduced in 1998, continued its 13-year run by generating 148 media stories and 95,000 individual school report card downloads.

Washington

The introduction of these three report cards was conceived as a test of our ability to produce popular report cards for any jurisdiction. Our ability to do so has been proven. In 2011, consideration will be given to expanding this project. ■



SCHOOL CHAIN SHOWCASE

School Chain Showcase (www.schoolchains.org) is the Fraser Institute's multilingual and interactive website that profiles a wide variety of successful school chains from around the world that are eager to expand. Among the school chains found on the site are those that serve specific types of students including girls, autistic children, generally underachieving children, children in extreme poverty, and children of recent immigrants. Some school chains specialize in serving inner cities or rural populations, while other school chains offer a particular focus, such as bilingual education and trades and technical training. Parents, educators, investors, and policy makers

can easily zero in on different kinds of schools and then directly contact the representative responsible for the expansion program of any school chain of interest.

By encouraging these successful school chains to expand into Canada, the School Chain Showcase website will help bring the benefits of greater school choice to families across the country. In 2010, 83 of the site's 105 schools received a total of 930 requests for more information. Requests for information came from 37 individuals identifying themselves as investors, 62 identified as school operators, and 345 identifying themselves as educators. ■

GARFIELD WESTON AWARDS FOR EXCELLENCE IN EDUCATION

The Garfield Weston Awards for Excellence in Education underwent a transition in 2010, with the program occurring only in Ontario. The event, held at the Sheraton Conference Centre in Toronto, was a complete success, with a record 604 guests—teachers, administrators, and support workers—representing 89 schools in attendance. Generously supported by the W. Garfield Weston Foundation, the program encourages

educators to recognize the benefits of productive competition among schools and the identification and public celebration of success as two key drivers of school performance improvement. The Fraser Institute analyzes objective student results data based on provincial exams to determine the top 30 schools to be honoured each year in several different categories of academic performance. ■



Martin Collacott
Senior Fellow



Pauline Collyer
Office of the President



Heather Corbett
Events



Sébastien Côté
Development



Peter Cowley
School Performance



Alan Dowd
Senior Fellow



CHILDREN FIRST: SCHOOL CHOICE TRUST

Children First: School Choice Trust is the Fraser Institute's award-winning program that enables parents in financial need to send their children to an independent school of their choice.

Launched in Ontario in 2003 and in Calgary in 2006, the program helped nearly 600 children in Ontario and

more than 70 children in Calgary attend private schools in 2010. The program is generously supported by the W. Garfield Weston Foundation and the Hunter Family Foundation.

Children First grants are worth 50 percent of tuition, up to an annual maximum of \$3,500 in Ontario and \$4,000 in Alberta. ■

Children First: School Choice Trust numbers 2010

- 18,361** Unique visitors to our website
- \$32,320** Average household income of participating families
- 40,968** Applications received in Ontario and Alberta since inception:
- \$6,167** Average tuition at participating Ontario private schools
- \$3,339** Average tuition at participating Alberta schools
- 990** Phone and e-mail inquiries about the program
- 590** Children served across Ontario
- 134** Ontario schools participating
- 75** Children served in Calgary
- 16** Calgary schools participating

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 a wide range of research in 2010.

The Institute's 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*.

In 2010, the centre also released an update to *Canada's Drug Price Paradox*, which compares the prices of identical generic drugs that are sold in Canada and the United States. The 2010 study found that Canadians are still paying significantly more than Americans for the same generic prescription drugs because of faulty reimbursement policies in provincial publicly funded drug plans. The centre has successfully brought this issue to the public's attention since 2004. Finally, in 2010, the governments of Ontario, Quebec, and British Columbia introduced policy reforms to reduce the price of the generic drugs that are covered by their respective public drug insurance plans.

In addition to our annual updates, the centre also published a new study, *Value for Money from Health Insurance Systems in Canada and the OECD*, comparing the economic performance of Canada's health insurance system against the health insurance systems of 27 other countries belonging to the Organisation for Economic Co-operation and

Development (OECD). The analysis found that Canada's government-monopoly health insurance system is the sixth most expensive among the 28 countries studied, yet ranks far below average when it comes to providing medical resources and services. Every other country included in the report has some form of patient cost-sharing for medically necessary services and allows the private sector to help finance medical services. *Value for Money* calls for a five-year moratorium on the Canada Health Act, which would allow the provinces to experiment with many policies currently in practice throughout the OECD, but which are prohibited in Canada.

Other research activities

The centre provided the feature articles for two health care-focused issues of *Fraser Forum*. These articles discussed the true cost of Canadian Medicare and the benefits of health care reform, the unsustainable growth of government health spending in Canada, surgical wait times in Canada, patients leaving Canada for medical care, health reform in Africa, federal regulation of natural health products, the delay for new medicines in Canada, a comparison of generic drug prices in Canada and the United States, the impact of federal and provincial drug policies on prescription drugs prices, Ontario's

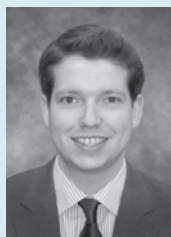
generic drug reforms, and health reform in Quebec. The centre contributed a total of 14 articles to *Fraser Forum* throughout the year. Many of these articles were also translated and published in *Perspectives*.

Additionally, the centre published numerous 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 1,800 news stories.





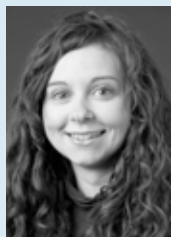
Stephen Easton
Senior Fellow



Kendal Egli
Communications



Nadeem Esmail
Senior Fellow



Cari Ferguson
Publications



Tanis Fiss
Development

This year, the international impact of our research was confirmed by a report released by the OECD. *OECD Economic Surveys: Canada* suggests that the Canadian health care system could be significantly improved through competition. It recommends that Canada move away from its current method of financing medical care through a public health-insurance monopoly. Not only does the OECD support many of the public policy solutions that are often recommended in our research, the *Economic Surveys* report also refers to three separate

studies recently published by the Institute's health policy department. In December, the International Monetary Fund (IMF) also voiced concern about the financial crisis in Canadian health care, noting "significant risks to long-term fiscal sustainability from the budgetary impact of population ageing and health-care inflation." The IMF echoes our annual research paper *Paying More, Getting Less*, which warns about the unsustainable growth in government health spending in Canada and the need for private financing. ■

INSURANCE POLICY

Overseen by director Brett J. Skinner, the Institute's Centre for Insurance Policy Research published a successful update to its international comparison of North American auto insurance markets, the *Auto Insurance Market Quality Index 2010*.

This study examines the link between the regulation of auto insurance markets and the effect of this regulation on consumers, helping identify public policies that are most likely to produce superior results. Among the 60 jurisdictions analyzed over the years 2003, 2004, and 2005, the study shows that the Canadian provinces as a group had a higher regulatory burden or more government control over auto insurance and ranked relatively poorly on market quality in all three years studied. Of the 60 jurisdictions, only four (British Columbia, Saskatchewan, Manitoba, and Quebec) have a public monopoly or government-run auto insurance system which, the data show, consistently produce the worst outcomes for consumers.

In 2010, researcher Neil Mohindra published *Mortgage Finance Reform: Protecting Taxpayers from Liability*, a report on Canada's mortgage insurance system. The study found that the Canadian mortgage insurance system is unique because the government of Canada has a significant explicit exposure to mortgage finance, leaving Canadian taxpayers highly vulnerable to this sector of the economy. The report also found that the Canadian system includes an unlevel playing field for mortgage insurance in that it favours the dominant, government-owned mortgage insurer at the expense of private insurers. The study recommends that the Canadian government reduce taxpayer vulnerability, including withdrawing government guarantees from all mortgage insurers—public and private—and privatizing the Canada Mortgage and Housing Corporation's mortgage insurance business. The report and a subsequent newspaper commentary drew considerable media attention across Canada. ■

The Fraser Institute's economic freedom project continued to grow in global influence in 2010. More than 1,000 media clippings were recorded for our economic freedom work, and there are likely many hundreds of news stories that appeared in non-English newspapers, TV, or radio broadcasts outside North America which we were unable to count.

The foundations of economic freedom are personal choice, voluntary exchange, the right to keep what one earns, the rule of law, and property rights. The 2010 edition of our internationally renowned *Economic Freedom of the World Annual Report* by James Gwartney, Robert Lawson, and Joshua Hall was released in September and included chapters examining the relationship between economic freedom and macroeconomic volatility, unemployment, institutional structures, and rates of homicide.

Over the years, the report has been translated into many languages, including Arabic, Spanish, and Chinese. It has inspired a number of regional and sub-national reports including *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*, and *Economic Freedom of the Francophonie*.

In 2010, the Fraser Institute also published the *Economic Freedom of North America: 2010 Report* by Nathan J. Ashby, Amela Karabegović, Fred McMahon, and Avilia Bueno, which looks at the economic freedom levels of the Canadian provinces and American states, along with a preliminary index of the Mexican states. It included chapters examining the impact of economic freedom on



Ronald Meinardus, head of the Cairo office of the FNF (left), Salem Al Ismaily, Chairman of International Research Foundation, Oman, and a member of the Fraser Institute board of trustees (centre), and Fred McMahon, Institute Vice President of International Policy Research and Director of the Centre for Trade and Globalization Studies (right) at the launch of the *Economic Freedom of the Arab World: 2010 Annual Report* in Cairo in November.

selected American states and federal policy responses to the financial crisis.

The Economic Freedom of the World Network meeting, combined with the Asia Economic Freedom meeting, was held in Jakarta, Indonesia in conjunction with the Friedrich Naumann Foundation's (FNF) Asia office, the Indonesian Institute, the Freedom Institute, and LPEM (Economic Research Institute at the University of Indonesia). More than 100 delegates from around the world attended the meeting, which attracted considerable media attention.

Economic Freedom focuses on the Arab world

As 2010 closed, small regional demonstrations in Tunisia's Sidi Bouzid province were spreading through the nation—a modest squall that would soon storm across the region. As in earlier years, the Fraser Institute

played a small but important role in introducing classical liberal ideas throughout the Arab world.

With the Friedrich Naumann Foundation for Liberty, Cairo office, and the International Research Foundation (IRF) of Oman, we sponsored the fifth annual Economic Freedom of the Arab World meeting in Cairo in early November. More than 100 delegates attended from the great majority of Arab nations, including Tunisia, Algeria, Jordan, Morocco, and Lebanon. The meeting garnered heavy media coverage both in Egypt and throughout the region, often with several camera crews in attendance recording speakers and conducting interviews.

In December, in conjunction with Minbaralhurriyya.org and the Atlas Foundation, we organized an Economic Freedom Audit in Casablanca, Morocco, with more than 100 business, journalism, government, and civil society leaders in attendance.

FI People continued



Lisa-Diane Fortier
Education Programs



Nachum Gabler
Environment



Alex Gainer
Fiscal Studies



Gordon Gibson
Senior Fellow



Trisha Girard
Events

Once again, media coverage was intense, with stories in all major newspapers and TV networks providing a strong vehicle of communication to the public. The audit familiarized participants with the idea of economic freedom and its benefits. It then involved everyone attending a workshop on ways to increase economic freedom in Morocco, generating both innovative ideas and local ownership of economic freedom initiatives. In 2009, we undertook an Egyptian economic freedom audit, and in previous years performed audits in Jordan and Oman.

We also co-published, with FNF and IRE, the seventh edition of *Economic Freedom of the Arab World Report*, an annual index 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 conflict between ethnic,

religious, and other groups as they battle over the spoils handed out by government, 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 trying to fight each other for government spoils.

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 fraught with hazards. The Fraser Institute remains committed to working with our partners throughout the region to advance the cause of freedom, while recognizing that challenges, difficulties, and even reversals lie ahead. ■

MINING AND RESOURCES

In 2010, the Fraser Institute greatly expanded its international work on resource development. The Institute published *The Fraser Institute Annual Survey of Mining Companies: 2009/2010 Report* in the spring, followed for the first time ever by a mid-year update to the survey.

We launched the mid-year report to capture the impact of several anti-mining moves around the world, including tax increases or proposals in Quebec, Nevada, and Chile. But Australia's proposed tax grab against the mining industry was the key reason for the update. Fraser Institute spokespeople played significant roles

in the media debate in these and other jurisdictions. The Institute's role was especially prominent in Australia, where the government ultimately cancelled the proposed tax and made a commitment to consult with the industry on future tax changes.





Fred McMahon addresses the highly successful Mining Business Risks Summit in Vancouver.

Our resource work extended well beyond research reports and media interviews. Institute spokespeople made nearly 20 resource-related presentations around the world and co-organized two major resource conferences in 2010.

At a November conference in Bogotá, Colombia, in conjunction with Instituto de Ciencia Política (the most respected think tank in Colombia and one committed to free markets), the Fraser Institute addressed the issue of the “resource curse” to allay the concerns of Colombia’s new administration that exploiting the country’s resource wealth may retard

development. The meeting was designed to inform both the public and the government about how Colombia can maximize benefits from resource development, for instance by liberalizing its labour market so that opportunities will be open to all Colombians, including the poorest and most disenfranchised.

Some 350 top government officials, business leaders, and decision makers attended the conference. Three cabinet ministers spoke during the meeting, and Fred McMahon, Fraser Institute vice-president, international policy research, provided a comprehensive description of policies

that create a resource blessing for developing nations by boosting development and reducing poverty. The seminar was extensively covered by Colombian media, with several camera crews present throughout the meeting

From December 5-7, the Fraser Institute co-hosted (with CRU Group consultants of London, England) the 2010 Mining Business Risks Summit in Vancouver, which examined the increasing risks facing the mining industry. Such risks range from rising taxes, royalties, and regulation to price uncertainty, delays in project approval, and political instability, which has required additional security measures while raising the spectre of the seizure of private mining assets by government or insurgent groups. We have decided to make this an annual conference, following strong positive feedback from attendees from around the world.

In 2010, the Natural Resources Centre launched a new project that will continue through 2011 and beyond. Its aim is to combat the disinformation that dogmatic and ideological anti-mining groups propagate. We will examine the claims of these groups and, where false claims have been made, correct them and communicate the information through a number of channels. ■

ENERGY POLICY

The Global Resource Centre’s energy portfolio continued to focus on important Canadian, North American, and global energy issues in 2010. Interest grew in the Fraser Institute’s *Global Petroleum Survey*, which measures the perspectives of petroleum explorers and developers on barriers to upstream petroleum investment in provinces, states, territories, and countries around the world. A total

645 petroleum industry managers and executives participated in the survey, compared to 577 in 2009 and 396 in 2008. This strong response allowed the project team to rank 131 jurisdictions according to their relative attractiveness for investment.

Gerry Angevine, senior economist, and economist Miguel Cervantes briefed industry representatives on

the results of the 2010 *Global Petroleum Survey* at the Calgary Petroleum Club in June. During the same month, Angevine gave a presentation on the survey findings at the summer meeting of the Independent Petroleum Association of Mountain States (now Western Energy Alliance) in Beaver Creek, Colorado. He also wrote an article summarizing highlights of the 2010 survey for the July-August *Fraser*

RISK, REGULATION, AND THE ENVIRONMENT

Forum. Speaking about the implications of the BP Deepwater Horizon oil leak in the Gulf of Mexico during the 2010 Global Petroleum Show in Calgary, he pointed out that the US part of the Gulf had been regarded as the most attractive offshore region for investment. Earlier in the year, Fred McMahon briefed Alliance Alaska, the largest oil and gas conference in the state, on the survey.

Continuation of the Continental Energy Strategy (CES) research program resulted in two important papers being published in 2010, both written by Gerry Angevine: *Towards North American Energy Security: Removing Barriers to Oil Industry Development* (September), and *North American Natural Gas: Reducing Investment Barriers* (November). Research for two additional papers in the series, one focused on the North American electricity sector and another on the role of renewable

energy, was completed and the papers entered peer review in winter 2010.

In November, the Global Resource Centre submitted a brief to the investigation launched by Quebec's *Bureau d'audiences Publiques sur l'environnement* (BAPE) into the merits of developing the province's shale gas resources. Drawing on material from the submission, Angevine wrote an article discussing the potential benefits from development of a shale gas industry in Quebec for the winter 2010 edition of *Perspectives*. He also wrote an op-ed (published in the *Calgary Sun* in November) pointing out that the motion by members of the Alberta Progressive Conservative party calling on the government to use incentives or legislation to ensure that at least two-thirds of the bitumen produced in Alberta is upgraded in the province would, if acted upon, violate property rights by using taxpayer dollars to fund uneconomic projects. ■

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.

The centre published two major studies in 2010, *Making Waves: Examining the Case for Sustainable Water Exports from Canada* and *Contraband Tobacco in Canada: Tax Policies and Black Market Incentives*.

Making Waves: Examining the Case for Sustainable Water Exports from Canada finds that Canada has the third largest reserves of renewable fresh water in the world but maintains artificially low residential and industrial water rates that do not encourage conservation or the best use of this resource. The study suggests that international trade in bulk water would lead to responsible pricing, encouraging conservation and increasing the overall sustainability of Canada's water supplies. *Making Waves* was mentioned in 77 new stories across Canada in 2010.

Contraband Tobacco in Canada: Tax Policies and Black Market Incentives examined the unlawful production, distribution, and sale of cigarettes in Canada. The study identified tobacco excise taxes as an important factor in the development and persistence of the contraband tobacco market. *Contraband Tobacco in Canada* received considerable attention,





recording 160 media mentions, including prominent attention in the *National Post*'s investigative series on contraband tobacco.

The centre also addressed a broad range of environmental, risk, and regulatory issues in a variety of articles and commentaries. Among them, a commentary in the *National Post* by former director Diane Katz, "Windmills Kill More Birds," dealt with the outrage that erupted worldwide following the deaths of 1,606 ducks that alighted on a tailings pond in northern Alberta. As she detailed empirically, a great many more birds and bats are routinely mangled by wind turbine blades at wind farms—a double standard that highlights the widespread misperception that so-called "renewable" energy sources do not demand environmental trade-offs.

Another important article, "Regulating Greenhouse Gases," warned that the Conservative government's intentions to harmonize Canada's

global warming regulations with those enacted in the United States are both unnecessary and could potentially be a legal and legislative nightmare for Canada. Also, Katz's article "The ALR Doesn't Work," published in *BC Business* magazine, challenged popular misconceptions about British Columbia's Agricultural Land Reserve.

The April edition of *Fraser Forum* focused on risk and regulation issues and included articles on the scientifically unwarranted hysteria over BPA, a chemical used to manufacture plastic baby bottles, and the myth that eating locally produced food products produces environmental benefits.

Taken together, the centre's research and outreach in 2010 provided an independent voice in the policy community and positively influenced public opinion. In total, the Fraser Institute's work on risk, regulation, and the environment was mentioned in 368 news stories in 2010, an increase of 16 percent from the previous year. ■

FI People continued



Wilf Gobert
Energy Policy



Samantha Gonzales
Human Resources



Herbert Grubel
Senior Fellow



Csaba Hajdu
Senior Fellow



Melissa Holoday
Donner Awards

STAFF CHANGES

In 2010, the Institute recruited a number of key new staff. A few of the senior personnel who are already making significant inroads in their respective areas include:



Tanis Fiss
(Director of Development, Alberta), who is expanding our donor community in Alberta and the Prairies.



Tom McCarten
(Director of Development, Central Canada), who is managing donor relations in Ontario and Quebec.



Mark Milke
(Director of Alberta Policy Studies), an ardent champion of free-market principles and economic prosperity in Alberta, whose research and commentaries frequently appear in newspapers and broadcast media.



Neil Mohindra
(Director of Financial Policy Studies), who will develop market-based solutions to problems affecting a broad range of financial products and services including banking, insurance, pensions, and securities.



Joel Wood
(Senior Research Economist, Centre for Environmental Studies and the Centre for Risk and Regulation), who is contributing to the Institute's important research in these areas.

We would like to acknowledge some of our long-serving and senior colleagues who left the Institute during 2010 to pursue other opportunities. For the many years they were with us, they contributed greatly to the Institute's success:



Leah Costello
(Director of Special Projects), who for eight years developed and skillfully executed a comprehensive events program for the Institute. She also produced numerous Internet videos, analyzing timely issues in public policy.



Diane Katz
(Director of Risk, Environment, and Energy Policy), who expertly analyzed issues such as water exports, renewable energy, contraband tobacco, and climate change, authoring dozens of prominent research studies and newspaper commentaries.



John Maus
(Director of Business Development), who over six years executed numerous successful fundraising initiatives for the Institute, leaving a lasting legacy in our fundraising approach.



Mirja van Herk
(Calgary Office Manager), who for eight years cheerfully and efficiently supported the work of our Alberta staff, helping coordinate many high-calibre Calgary events.

IMMIGRATION POLICY

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

Over the course of 2010, Institute senior fellows Herbert Grubel, former member of Parliament, and Martin Collacott, former Canadian ambassador, published numerous articles related to immigration and refugee issues in major national daily newspapers and gave several interviews on radio and TV. In total, the Fraser Institute's work on immigration, including interviews by Grubel and Collacott, was mentioned in 341 news stories in 2010, an increase of 162 percent from the previous year.

In a powerful testament to the influence of the Institute's work, the Canadian Parliament passed a major overhaul of the refugee system in the spring of 2010, incorporating many of the changes proposed by Collacott in his 2006 Fraser Institute paper *Canada's Inadequate Response to Terrorism: The Need for Policy Reform*. Prior to the tabling of the legislation, Collacott testified before the House of Commons committee reviewing the legislation and published a major opinion piece in the *National Post* explaining why the legislation was necessary.

Collacott also briefed parliamentarians from both sides of the political spectrum, as well as senior officials from the office of the minister of



Herbert Grubel



Martin Collacott

immigration, on aspects of immigration policy.

Finally, Herbert Grubel and co-author Patrick Grady spent the latter part of 2010 updating *Immigration and the Welfare State in Canada: Growing Conflicts, Constructive Solutions*, a 2005 study published by the Institute which examines the causes of the decline in the economic performance of recent immigrants. This updated report, set to be released in early 2011, presents a proposal for a fundamental reform of existing immigrant selection policies. ■

CANADIAN-AMERICAN RELATIONS

The Fraser Institute's Centre for Canadian-American Relations, under the leadership of Professor Alexander Moens, was launched in late 2005 to analyze the economic and political management of relations between the two countries. Its objective is to inform the public of the benefits of free markets, individual mobility, and efficient governance in the conduct of bilateral relations.

Since early 2006, the centre has published research on Canada-US trade, energy issues, immigration and security policy, border and regulatory issues, strategic outlook, and the role of the Canadian Parliament in bilateral relations. Its major Institute

publications in 2010 include:

- *Skating on Thin Ice: Canadian-American Relations in 2010 and 2011* (April 2010)
- "Canada-U.S. Relations in 2010." *Fraser Forum* (March 2010)
- "2010: A Pivotal American Election." *Fraser Forum* (November-December 2010)

The centre also published multiple commentaries in newspapers and journals outside the Institute.

Our 2010 research program focused on public policy changes initiated by the Obama Administration and the

Democratic Congress. We published articles critical of the Obama Administration's policy on carbon dioxide emissions, its regulatory approach to oil and gas pipelines, and its large federal spending program. Other articles pointed to the need for closer cooperation between the United States and Canada on Arctic issues and in Afghanistan.

In early 2011, the centre plans to publish its findings on a major research project gauging US congressional attitudes towards Canada-US relations. We have gathered nearly 1,800 observations from the 2000-2010 sessions of Congress and are producing a quantitative study from the data. ■

EDUCATION PROGRAMS

In 2010, the Education Programs department continued to expand its efforts by offering seminars, workshops, conferences, e-newsletters, essay and video contests, and internships to encourage students, teachers, and others to develop their understanding of economics and competitive markets. Headed by Lisa-Diane Fortier, director of Education Programs, the team consisting of Lindsay Mitchell, associate director; and Farah Sheriffdeen, Education Programs assistant, made 2010 a banner year for student and teacher engagement.

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.

In 2010, the Institute hosted eight one-day seminars attracting more

than 775 participants. Our post-secondary *Explore Public Policy Issues* student seminars took place in Calgary, Vancouver, Victoria, and Prince George, featuring presentations from leading policy experts, Q&A sessions, and informal discussions for students to further consider the ideas presented.

During the year, we also held our high school student seminars *Why Do People Behave the Way They Do? An Introduction to Economic Reasoning* in Victoria, Surrey, and Vancouver. The programs featured a combination of short lectures, activities, and simulations that help students learn about economic principles and how to apply them in everyday decision making.

Now in its fourth year, the BC travel bursary program allows students from remote areas of the province to attend the Vancouver student seminar on public policy issues. The bursary provides air travel, two nights hotel accommodation, a special breakfast before the seminar, and a reception

with the presenters after the seminar. In 2010, 50 students from high schools, colleges, and universities across British Columbia took advantage of this program, which had the highest number of applications to date.

The seminars were made possible through the support and sponsorship of the Lotte & John Hecht Memorial Foundation and EnCana Corporation.

The Fraser Institute and Liberty Fund Inc. co-sponsored colloquia

The Fraser Institute and Liberty Fund Inc. continued their joint co-sponsorship program in 2010, hosting two conferences for professionals. These colloquia follow a Liberty Fund-developed format of intense discussions based on a series of readings. In total, 27 professionals from business, the media, academia, and other fields, explored ideas and engaged in discussions in a relaxed but structured environment. Topics explored in 2010 included public choice economics, liberty, property rights, and entrepreneurship.

Canadian Student Review

Canadian Student Review is a magazine for students, published quarterly, that provides a platform for up-and-coming writers to develop skills of communication and economic analysis. It is a source for viewpoints on economics and public policy issues that are unlikely to be found in the typical campus newspaper. In the fall of 2010, we went strictly digital, delivering more than 9,000 copies of *Canadian Student Review* to subscribers via email. Our network of professors and student organizations on university and college campuses



Teachers tour a salmon farm at The Environment and the Economy teacher workshop in Victoria, BC, November 20 -23.



Travel Bursary students gathered in Vancouver for the Explore Public Policy seminar, October 23.

helped encourage students to sign up for the new digital publication by handing out more than 3,300 postcards promoting the *Canadian Student Review* email newsletter.

Student internship program

The Fraser Institute hired seven student interns to train as junior policy analysts and junior program staff in 2010. Interns were selected through a competitive hiring process that included more than 431 applicants from across Canada and the United States. Paired with Fraser Institute analysts and program directors, the young scholars are given the oppor-

tunity 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 eager to take part in rigorous research and analysis examining public policy issues in Canada and abroad. We are pleased to report that we hired three full-time economists who were identified through their participation in our internship program in 2010.

Ask the professor

An interactive question-and-answer feature every month on www.fraserinstitute.org, *Ask the Professor* examined critical issues through the lens of economics, philosophy, history, and political thought. Following the release of a monthly article, students and educators participated in a live online chat with the professor, who answered questions and offered insights on topics such as the Great Depression, rent seeking, and why socialism fails. The 2010 program featured Stephen Horowitz, Charles A. Dana professor of economics at St. Lawrence University. The program ended in August 2010, but a new, revised version will be launched in 2011 and will include live-streaming video of our in-house experts. These experts will address a specific topic from an

economic perspective and then field questions from students and the general public.

Student essay contest

While challenging students to consider the role of economics in understanding and creating solutions for real-world challenges, the Student Essay Contest also offers young writers the opportunity to be published in a national magazine. In 2010, the essay topic was *What Should Government Do in Times of Economic Crisis?*, and attracted more than 149 entries from high school and post-secondary students across Canada, the United States, and around the world. Entries were judged on several criteria, including understanding of competitive markets, originality of thought, and clear expression of ideas. The essay contest was made possible by the Manning Centre for Building Democracy.

The winners were:

1st place (\$1,000)

Fiscal policy: Not an option
Michael Dial
(Maryland Heights, Missouri)
Truman State University,
B.A. Economics, 2012

2nd place (\$500)

*Let the market correct itself:
The unintended consequences
of monetary policy*

Fraser Institute interns, 2010

Ravina Bains, Development

Bacchus Barua, Health Policy

Alecsandra Dragne, Development

Hugh MacIntyre, Development

Carlos A. Murillo,
Addington Centre, Fiscal Studies,
and Donner Awards

Nevena Pencheva, Energy

Shamim Todai, Health Policy



Amela Karabegović
Fiscal Studies



Margaret Kerr
Development



Greg Krewski
Development



Charles Lammam
Fiscal Studies



Fiona Marshall White
Events

Joshua Schultz (Ottawa, Ontario)
Carleton University, Ph.D. History,
2013

High School Category (\$250)

Crises and responses: How should free societies respond to economic calamities?

Ryan G. Hauser (Bluffton, Ohio)
Homeschooled, 2010

Student video contest

The video contest appeals to students who not only have an interest in public policy and economics, but also have 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. In 2010, young filmmakers were encouraged to explore the topic *The Nanny State: Is Government Regulation Threatening Your Personal Freedom?* The contest elicited 44 video submissions from 89 university and high school students across Canada and the United States. The contest was sponsored by the Lotte & John Hecht Memorial Foundation.

The 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 prize was awarded in each category to the videos with the highest number of “likes” on YouTube. The winning videos may be viewed at www.YouTube.com/FraserInstitute.

The winners were:

Post-Secondary

1st place (\$2,500)

I have something to say
Aaron Lloyd (Iqaluit, NU)
University of Alberta

2nd place (\$1,500)

Because it's good for you
Matthew Guilherme (Calgary, AB)
University of Waterloo



Journalists attend a program designed just for them at the Economics

3rd place (\$1,000)

Loosely Free
Catherine Polson (Beaconsfield, QC)
Concordia University
and Ryan McShane Prussin
(Westmount, QC)
McGill University

Viewer's Choice Award (\$750)

Vigilant governments vs. video games
Thomas Coiner (Tuscaloosa, AL)
University of Alabama

High School

1st place (\$2,000)

A monopoly on lives
Ryan Quan and Sam Kerr (Calgary, AB)
Queen Elizabeth High School

2nd place (\$1,000)

The nanny state and its origins
Lance Knight (Pittsboro, NC)
Peripatos Academy

3rd place (\$750)

Government guy: The ninny nanny
Al Donato and Aakansha Pangler
(Toronto, ON) St. Joseph Morrow
Park Secondary School

Viewer's Choice Award (\$750)

Is the nanny state good or bad?
Travis Knight (Pittsboro, NC)
Peripatos Academy



and Markets seminar August 30 – September 2 in Vancouver.

Programs for teachers

Since 2000, the Fraser Institute has offered schoolteachers a series of workshops on economic principles.

The Institute held six workshops for secondary school teachers in 2010. About 145 teachers took part, expanding their knowledge on a variety of topics including basic economic principles, trade, and globalization.

During the year, the Institute continued to partner with like-minded organizations devoted to encouraging economic awareness through education. With the Washington Council on Economic Education (WCEE), the Institute co-sponsored the annual teacher training workshop at the Canada-US border in Blaine, Washington, with both Canadian and American teachers learning about globalization. In Toronto, we partnered with the Foundation for Teaching Economics (FTE) to offer teachers a workshop addressing the question *Is Capitalism Good for the Poor?* We also worked with FTE in the fall, co-sponsoring a four-day teacher conference in Victoria examining the environment and the economy.

The popular *Teaching Training Workshop on Economic Principles* was a success again in Vancouver and Surrey, BC, while *The Economic Freedom of the World* workshop reached a new market of eager teachers in Richmond, BC. Our newest workshop, *Advanced Economic Principles*, took place in Abbotsford, BC in June. A sold-out event, this workshop provided participants with a number of lesson plans, games, and simulations intended for teaching economics in secondary-school classrooms. The teacher workshop program was supported in 2010 through sponsorship from the Lotte & John Hecht Memorial Foundation, the London Drugs Foundation, and the Washington Council on Economic Education.

Teaching resources

Teachers and the general public can find economics glossaries, lesson plans, video/DVD recommendations, and other teaching tools in the “Classroom Resources” section at www.fraserinstitute.org. In 2010, the “For Teachers” portal drew approximately 621 unique visitors each month for a yearly total exceeding 7,400. Several educators have praised these teaching materials, offering strong endorsements for the Institute’s classroom lesson plans.

Journalism program

In 2010, the Institute held its fourth journalism program, entitled *Economics and Markets*. Thirteen emerging Canadian journalists with an interest in honing their economic reporting skills attended the four-day program in Vancouver. Exploring ideas through lectures and discussion within the small group, participants learned the cornerstones of free-market thinking and analysis. The program was supported by sponsorships from the Lotte & John Hecht Memorial Foundation and other donors. ■

2010 Education Programs

Student seminars:

Explore public policy issues

February 6: Calgary
October 14: Victoria
October 23: Vancouver
November 24: Prince George, BC

High school seminars:

Why do people behave the way they do? An introduction to economic reasoning

March 3: Surrey, BC
March 30: Victoria
October 26: Vancouver

The Fraser Institute and Liberty Fund Inc. co-sponsored colloquia

January 28-31, Vancouver: Liberty and public choice
March 25-28, Vancouver: Economic progress, entrepreneurship, and innovation

Teacher workshops

March 18, Toronto: Is capitalism good for the poor?
April 23, Richmond, BC: Charting a path to prosperity: Using the economic freedom of the world map in the classroom
May 14, Surrey, BC: Economic principles
June 21, Abbotsford, BC: Advanced economic principles
October 21, Blaine, WA: Globalization
November 3, Vancouver: Economic principles
November 20-23, Victoria: The environment and the economy

Economics and markets journalism seminar

August 30-September 2: Vancouver

The Events department organizes high-quality functions promoting the Institute's continuing mission and research. Under the direction of Fiona Marshall White, managing director, and supported by Heather Corbett, senior event coordinator, and Trisha Girard, event coordinator—Western Canada, the department staged 59 events and hosted more than 4,000 guests in 2010. These events included policy briefings, the Influential Speakers program, Behind the Spin soirées, Founder's Award galas, fundraising dinners, the Annual General Meeting, two unique policy excursions, and a multi-day mining summit.

Policy Briefings and Influential Speakers

Our cross-country policy briefings and Influential Speakers series provide a forum for a wide spectrum of public policy discussions. These events feature knowledgeable and highly respected experts presenting their ideas to attentive, intimate audiences. Topics during 2010 included what's next for capitalism, what makes good government, the rise of independent contractors over employees, the American economy, and various issues around aboriginal policy, energy and mining, foreign affairs, and Canadian immigration.

Behind the Spin

In 2010, Behind the Spin events were held in Vancouver, Calgary, Toronto, and Ottawa. This reception-style program enables attendees to hear remarks from a topical speaker while networking over cocktails and conversation. A private dinner follows for those who wish to delve further into the subject with the featured speaker.

Behind the Spin topics in 2010 included civil liberties, the consequences of government recession-fighting policies, First Nations property rights, the



Peter Munk receiving the T. Patrick Boyle Founder's Award in Toronto.

global warming debate, Toronto prosperity, and the notion of "ethical oil" from Canada's oil sands. The illustrious roster of speakers included Wally Oppal, former B.C. attorney general and BC Provincial Court judge; Dan Mitchell, CATO Institute senior fellow; Ross McKittrick, University of Guelph economics professor; Hon. David Jacobson, US Ambassador to Canada; and Ezra Levant, author and former publisher of the *Western Standard*.

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 2010, the T. Patrick Boyle Founder's Award was presented in Toronto to Peter Munk, founder and chairman of Barrick Gold Corp.; in Calgary to Allan Markin, chairman of Canadian Natural Resources Ltd.; and in Vancouver to Norman B. Keevil, chairman of Teck Resources Ltd. Each event was sold out.

In December, we hosted our first ever Mining Business Risks Summit in

Vancouver. This multi-day conference focusing on above-ground and political risks in mining featured speakers and attendees from around the world. One highlight was a presentation on international issues by Allan Gotlieb, former Canadian ambassador to the United States. The Institute partnered with CRU Events from London, England to organize the summit. It was a major success that will be reprised in 2011.

Policy excursions

In 2010, our ever-popular excursion program included two dynamic tours. In April, a delegation of senior executives travelled to Ottawa to meet with some of Canada's most senior political and bureaucratic decision makers. In October, a group of high-ranking executives headed to Shanghai and Mumbai to learn first-hand about these major emerging markets. During the trip, delegates attended more than 30 meetings with business leaders, academics, and key policy makers in the Far East. Participants lauded the excursion for its high-level agenda and seamless execution, unanimously declaring it one of the best policy excursions they'd ever attended. ■

2010 EVENTS

CALGARY

February 1	Dan Mitchell, Senior Fellow, Cato Institute	What's Next for Capitalism? The Consequences of Government Recession-fighting Policies
March 6	Sarah Palin, former Governor, State of Alaska, and Republican Vice-President candidate	A conversation with Sarah Palin, co-hosted with tinePublic Inc.
April 15	Tom Flanagan, author and Professor, University of Calgary	Property Plight: Beyond the Indian Act
June 23	Gerry Angevine, Senior Economist, Centre for Energy Policy Studies, and Miguel Cervantes, Economist, Fraser Institute	Global Petroleum Survey 2010 (study release)
October 28	Ezra Levant, author and former publisher, Western Standard	Ethical Oil: The Case for Canada's Oil Sands
November 15	Allan Markin, Chairman, Canadian Natural Resources	T. Patrick Boyle Founder's Award Gala

MONTREAL

March 25	Tom Flanagan	Property Plight: Beyond the Indian Act
April 14	Fred McMahon, Vice-President, International Policy Research, Fraser Institute	Fraser Institute's Survey of Mining Companies: Is Quebec still #1?

OTTAWA

January 21	Brigadier General Jonathan Vance, Chief of Land Strategy	From the Front Line: Canadian Forces in Afghanistan
March 9	Preston Manning, Senior Fellow, Fraser Institute	What Makes Good Government? An evening with Preston Manning
April 26 - 28		Ottawa Policy Excursion
April 28	Ambassador David Jacobson, US Ambassador to Canada	A Prosperous Partnership: Canada-US Relations in 2010 and Beyond
June 9	Anthony Ariganello, CEO, Certified General Accountants of Canada, and Alex Malley, CEO, Certified Practitioners of Australia	Seeing Red: Slashing the Regulatory Burden of Small and Medium Sized Enterprises
September 23	Honourable Peter Van Loan, Minister of International Trade, and Fred McMahon	Economic Freedom of the World 2010 Annual Report (study release) and Canada after the Recession
November 30	Ezra Levant	Ethical Oil: The Case for Canada's Oil Sands

REGINA

May 6	Dr. Brett Skinner, President, The Fraser Institute	Founders Circle Dinner
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TORONTO

February 2	Dan Mitchell	What's Next for Capitalism? The Consequences of Government Recession-fighting Policies
March 23	Peter Cowley, Senior Vice President Operations and Director, School Performance Studies, Fraser Institute	Weston Awards
March 24	Tom Flanagan	Property Plight: Beyond the Indian Act
April 27	Dr. Ross McKittrick, Professor of Economics, University of Guelph	Climategate: Did Leaked E-mails Change the Global Warming Debate?
June 3	Peter Munk, Founder and Chariman, Barrick Gold	T. Patrick Boyle Founder's Award Gala
September 22	Karen Stintz, City of Toronto Councillor, Catherine Swift, President & CEO, Canadian Federation of Independent Business, Sue-Ann Levy, Columnist, Toronto Star, and Fred McMahon	A New Direction for Toronto
December 1	Ezra Levant	Ethical Oil: The Case for Canada's Oil Sands

VANCOUVER

January 25	Wally Oppal, QC, former provincial court judge and BC Attorney General, and David Eby, Executive Director, BC Civil Liberties Association	Dousing Dissent: When Mega Events Trump Civil Liberties
February 1	Dan Mitchell	What's Next for Capitalism? The Consequences of Government Recession-fighting Policies
March 13	Ambassador John Negroponte, Research Fellow, Jackson Institute for Global Affairs	A Conversation with the Ambassador
March 18	Ken Philips, Work Reform Director, Institute of Public Affairs, Australia	What Canada Can Learn from Australia: The Rise of Independent Contractors over Employees
March 25	Chris Edwards, Director of Tax Policy Studies, CATO Institute	Government Budgets: Drowning in Red Ink
May 6	Tom Flanagan and Manny Jules, Chairman of the First Nations Tax Commission	Annual Harold Walter Siebens Lecture: Property Plight: Beyond the Indian Act
August 24	Martin Collacot, Senior Fellow, Fraser Institute	Canada's Refugee Dilemma
September 16	Dr. Farid Novin, BC & Yukon Regional Director, Bank of Canada, and Niels Veldhuis, Vice-President, Canadian Policy Studies, and Director of Fiscal Studies, Fraser Institute	The Economic Road to Recovery and the Path Ahead for British Columbia
November 17	Dr. Norman Keevil, Jr., Chairman, Teck Resources Limited	T. Patrick Boyle Founder's Award Gala
December 5-7	Various	Mining Business Risks Summit

VICTORIA

May 10	Brett Skinner	Founders Circle Dinner
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WORLDWIDE

October 7-9	Fred McMahon	Economic Freedom of the World Network Conference
October 17-23	Various	International Policy Excursion
November, 2010	Fred McMahon	Arab Economic Freedom of the World Conference

Founder's award honouree Dr. Norman Keevil and his family at the T. Patrick Boyle Founder's Award Gala in Vancouver.



T. PATRICK BOYLE FOUNDER'S AWARD



Founder's Award honoree Allan Markin and his wife, Patricia, at the T. Patrick Boyle Founder's Award Gala in Calgary.

Named for the Institute's founder, the T. Patrick Boyle Founder's Award recognizes excellence and accomplishment in the promotion of economic freedom and free-market ideas. Some past recipients of the award include the Right Honourable Margaret Thatcher, Czech Republic President Václav Klaus, and the late Nobel laureate Milton Friedman, as well as notable Canadians including the Right Honourable Brian Mulroney, Tony Fell, Peter Brown, Gwyn Morgan, and Harley Hotchkiss.

Born in England in 1918, T. Patrick Boyle grew up in Montreal, graduated with a degree in science from Bishop's University, and then, during the war, served in the Air Force signals corps. He went on to complete a course in business administration at the University of Western Ontario, followed by a highly successful business career that began in Montreal with Northern Electric Company. Seeking broader-based employment in industrial finance, Boyle then moved to New York, where he worked successively with Johns Manville Corporation and Celanese Corporation. After a period as chief financial officer for Canada Iron Foundries back in Montreal,

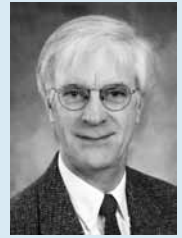
Boyle was appointed as MacMillan Bloedel's first worldwide corporate controller in 1963.

Over time, 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 best be reversed by broad, empirically based education, Boyle became the inspiration and driving force behind the formation of the Fraser Institute in 1974.

In 1977, he retired from MacMillan Bloedel to devote his energy to the Fraser Institute. 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 the Donner Canadian Foundation. In 2010, three exceptional Canadians received the award: Peter Munk, Allan Markin, and Norman B. Keevil. ■

FI People *continued*



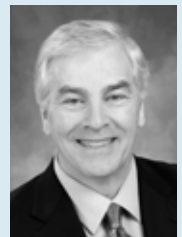
Lindsey Martin
Publications



Olga Mazo
School Performance



Kristin McCahon
Publications



Tom McCarten
Development



Alexandra McGregor
*Children First:
School Choice Trust*

The Fraser Institute's publications department is responsible for turning research projects into sound, attractive documents that look good in print and on the computer screen. The department handles all the necessary editing, typesetting, and design for the wide variety of materials the Institute produces. The department's goal is to ensure that each publication has a consistent Fraser Institute brand and is produced as cost-effectively as possible. Under the direction of Kristin McCahon, the team consisting of Lindsey Martin, production editor; Kristin Fryer, former managing editor of *Fraser Forum*; Cari Ferguson, serials editor; and Bill Ray, art director, produced 64 publications in 2010. This included eight issues of the Institute's policy magazine, *Fraser Forum*; two issues of our French-language magazine *Perspectives*; four issues of *Canadian Student Review*; 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, which had been handled by David Zheng for several years, was taken over late in the year by Greg Krewski.

Fraser Forum

Fraser Forum continues to serve as one of the Institute's main 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 12 to 15 articles. Each issue of *Fraser Forum* has a specific focus and contains three to six articles on the focus topic, which in 2010 included the 2008-09 recession, pharmaceutical policy, energy policy, Canada-US relations,



taxation, health policy, the environment, the labour market, risk and regulation, and economic freedom. Many of the articles contain original research and are frequently reprinted by media outlets across Canada. About 6,600 copies of *Fraser Forum* are printed monthly and distributed to our supporters, the media, academic exchanges, politicians, and selected news stands in British Columbia.

Perspectives

In 2010, *Perspectives*, the Fraser Institute's magazine designed specifically for francophones, underwent a significant change. The magazine 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. Where at one time we printed and mailed the magazine to readers, in 2010 we began to produce the magazine digitally. It is now designed to be read primarily online.

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, this one produced six times a year, is *Fraser Insight*, created by the senior fellow in charge of our American outreach, Alan Dowd. We produce the newsletter in digital format only and e-mail it 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. In 2009, we implemented a "page turn" version of *Fraser Forum* on www.fraserinstitute.org. In 2010, we expanded the use of the software to encompass *Canadian Student Review* and *Perspectives*.

Over the past year, we researched a variety of options and eventually chose to invest in a sophisticated e-mail marketing system called

...attractive documents that look good in print and on the computer screen

Silverpop. 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 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 in 2010, we are aiming to post some of our documents in a format suitable for mobile devices and various e-book readers.

PUBLICATION LIST 2010

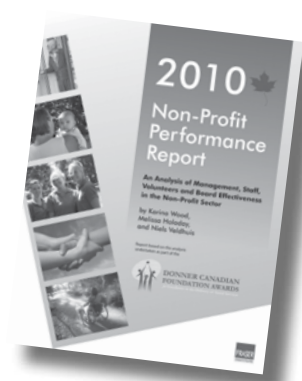
BOOKS

September 20	Economic Freedom of the World 2010 Annual Report	James Gwartney, Joshua Hall, and Robert Lawson
August 24	Economic Freedom of North America	Nathan Ashby, Amela Karabegovic, and Fred McMahon
November 1	Economic Freedom of the Arab World, 2010 Annual Report	Salem Ben Nasser Al-Ismaily, Fred McMahon, Miguel Cervantes, and Amela Karabegovic

MONOGRAPHS

February 8	Mortgage Finance Reform, Protecting Taxpayers from Liability	Neil Mohindra
March 17	Access Delayed, Access Denied: Waiting for New Medicines in Canada, 2010	Brett Skinner and Mark Rovere
April 8	Skating on Thin Ice: Canadian-American Relations in 2010 and 2011	Alex Moens
April 29	The Cost to Canadians of Complying with Personal Income Taxes	François Vaillancourt
June 16	Making Waves: Examining the Case for Sustainable Water Exports in Canada	Diane Katz
June 29	Countering the Myths Surrounding British Columbia's Harmonized Sales Tax	Charles Lammam, Milagros Palacios, and Niels Veldhuis
July 7	Contraband Tobacco in Canada: Tax Policies and Black Market Incentives	Nachum Gabler and Diane Katz
September 2	Measuring Labour Markets in Canada and the United States, 2010	Amela Karabegović, Alex Gainer, Milagros Palacios, and Niels Veldhuis
September 27	Towards North American Energy Security: Removing Barriers to Oil Industry Development	Gerry Angevine
October 4	Misguided War against Medicines, 2010	Brett Skinner and Mark Rovere
October 25	Measuring the Fiscal Performance of Canada's Premiers	Charles Lammam, Milagros Palacios, Amela Karabegović, and Niels Veldhuis
October 28	Value for Money from Health Insurance Systems in Canada and the OECD	Brett Skinner and Mark Rovere
November 22	North American Natural Gas: Reducing Investment Barriers	Gerry Angevine





December 2	Canadian Provincial Investment Climate, 2010	Charles Lammam, Alex Gainer, and Niels Veldhuis
December 6	Waiting Your Turn: Wait Times for Health Care in Canada, 2010 Report	Bacchus Barua, Mark Rovere, and Brett Skinner
SHORTER PUBLICATIONS (FRASER ALERTS)		
March 1	Budget Balance Should be the Federal Governments' Focus	Niels Veldhuis, Milagros Palacios, and Charles Lammam
March 23	Did Government Stimulus Fuel Economic Growth in Canada? An Analysis of Statistics Canada Data	Niels Veldhuis, Amela Karabegovic, and Charles Lammam
April 19	The Canadian Consumer Tax Index, 2010	Niels Veldhuis and Milagros Palacios
May 18	The Management of Water Service in Montreal	Jean-François Minardi
June 4	Canadians Celebrate Tax Freedom Day on June 5, 2010	Niels Veldhuis and Milagros Palacios
June 10	Average Personal Affordability of Prescription Drug Spending in Canada and the United States, 2010 Edition	Brett Skinner and Mark Rovere
June 21	The Impact of the HST on British Columbian Families	Niels Veldhuis, Milagros Palacios, and Charles Lammam
October 13	Canada's Drug Price Paradox, 2010	Brett Skinner and Mark Rovere
December 9	Auto Insurance Market Quality Index, 2010: Comparison of North American Auto Insurance Markets	Brett Skinner and Mark Rovere
December 20	Generosity in Canada and the United States: The 2010 Generosity Index	Alex Gainer, Charles Lammam, and Niels Veldhuis
SURVEYS		
April 8	Annual Survey of Mining Companies, 2009/2010	Fred McMahon and Miguel Cervantes
June 24	Global Petroleum Survey, 2010	Gerry Angevine and Miguel Cervantes
August	Mining Survey, 2010 Update	Fred McMahon and Miguel Cervantes
SCHOOL REPORT CARDS		
Feb 3-5	Report Card on British Columbia's Elementary Schools, 2010	Peter Cowley, Stephen Easton, and Michael Thomas
March 7	Report Card on Ontario's Elementary Schools, 2010	Peter Cowley, Stephen T. Easton, and Michael Thomas
March 21	Report Card on Alberta's Elementary Schools, 2010	Peter Cowley, Stephen T. Easton, and Michael Thomas
May 9	Report Card on Ontario's Secondary Schools, 2010	Peter Cowley, Stephen T. Easton, and Michael Thomas
June 6	Report Card on Alberta's High Schools, 2010	Peter Cowley, Stephen T. Easton, and Michael Thomas
June 13	Report Card on Secondary Schools in British Columbia and Yukon, 2010	Peter Cowley, Stephen T. Easton, and Michael Thomas
OTHER SIGNIFICANT PUBLICATIONS		
July 2	2009 Non-Profit Performance Report: A Guide to the Components of Performance Measurement in the 2009 Donner Awards Program	Karina Wood and Niels Veldhuis with Carlos A. Murillo

You can find any of the publications listed above on our web site, www.fraserinstitute.org. Start by choosing the "Research and Publications" tab. Select "Research topics" and either choose the relevant topic, or search for a specific publication using the "Find Publications" button on the right-hand side of your screen. ■



The Institute depends greatly on its ability to communicate ideas to local, national, and—increasingly—global audiences. To achieve this goal, the Communications department uses the latest available tools while also maximizing media coverage of the Institute’s research, programs, and events.

Led by Dean Pelkey, communications director, the team consists of Kendal Egli, communications coordinator; Wendy Mills, Internet content manager; and Cheryl Rutledge, web publisher. In 2010, the department delivered a record amount of news coverage for the Institute, including all-time highs for the number of commentaries published in Canadian newspapers, and the number of visitors to Fraser Institute websites.

The department also saw exponential growth in its social-media impact through the use of Twitter, Facebook, and LinkedIn.

As in past years, our primary focus remained on engaging the news media with Institute research and events. In 2010, the Communications department wrote and distributed 198 news releases and media advisories promoting the Institute’s research and activities—the equivalent of sending one item to the news media every 1.84 days. This tidal wave of information generated great interest in the Institute’s work, dwarfing last year’s all-time high for media engagement.

In total, the Institute was mentioned in 15,271 news stories on TV, radio, in newspapers, and on various websites.

Of this total, 10,177 media mentions—approximately 67 percent—came from Internet-based sources. Altogether, the number of news items mentioning the Fraser Institute increased 40 percent over the number generated in 2009, and is the equivalent of about 42 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 newspapers, radio, and TV during 2010, the Institute had the potential to reach more than 275 million people, the equivalent of buying \$8.1 million in advertising.

FI People
continued



Fred McMahon
Trade & Globalization



Mark Milke
Alberta Policy



Wendy Mills
Communications



Jean-François Minardi
Trade & Globalization



Lindsay Mitchell
Education Programs

In 2010, the department delivered a record amount of news coverage for the Institute

The Institute's 10 different websites registered 1,132,634 unique visitors and about 12.2 million page views in 2010, an increase of approximately 27 percent compared to 2009. 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 audiences.

Used by more than 175 million people worldwide and popular with all ages, the Twitter micro-blogging platform allows individuals to share information with customized networks made up of people and organizations across the globe. In 2010, the number of Twitter users "following" the Fraser Institute (@FraserInstitute) grew three-fold, with more than 3,100 individuals—including a number of senior politicians from all parties across Canada—receiving daily "tweets" (concise, text-based updates) about the Institute's latest ideas and activities, and then sharing these items with their own Twitter networks. The domino effect is staggering, as users rebroadcast

our work to hundreds of thousands of their own followers who may or may not be familiar with the Institute. Niels Veldhuis (@NielsVeldhuis), Fraser Institute vice-president research, Canadian policy, also created his own Twitter account, and many users now enjoy occasional updates directly from our senior economist.

With more than 600 million users, Facebook is by far the world's largest social network. The Fraser Institute's Facebook "fan page" saw enormous growth in 2010, exceeding 1,400 fans. Every day, we use Facebook to share information about Institute research, events, and education programs; our highly engaged Facebook fans discuss and circulate these items among their own Facebook friends, helping grow the Institute's network of supporters.

Additionally, we maintain a group on the professional social network LinkedIn, where both former and current Institute employees, along with unaffiliated individuals, receive frequent updates about our work.



Used by more than 90 million professionals worldwide, LinkedIn's best feature is its job postings board, which allows us to publish job opportunities as they become available and target first-class prospective applicants using LinkedIn's searching tools.

Newspaper commentaries—or op-eds, as they are known in the trade—remain a powerful venue for Institute researchers to espouse free-market solutions to public policy problems. In 2010, op-eds written by Institute staff and senior fellows were reprinted 365 times in newspapers across North America—an increase of 37 over 2009, and the equivalent of having a Fraser Institute commentary published in a newspaper every day of the year. A number of these articles also appeared on associated media websites, including www.nationalpost.com, www.vancouver.sun.com, www.calgaryherald.com, www.torontosun.com, and www.themarknews.com, among others.

Our flagship email newsletter *Fraser Update* underwent a transformation in 2010, as we embraced a new email marketing solution, Silverpop. Now with an improved format emphasizing social media and a redesigned subscription page at community.fraserinstitute.org/subscribe, *Fraser Update* continues to garner strong support from subscribers, whose numbers grew to more than 7,600 in 2010. This free newsletter is sent monthly via email and offers a concise summary of the Institute's latest research, events, and activities. *Research Update*, a bi-monthly email newsletter focused exclusively on new Institute books and reports, was also introduced in 2010, and has earned some 2,200 subscribers to date.

2009 MEDIA MENTIONS

by Research Department

Fiscal Studies	4,337
Trade & Globalization	4,009
School Performance Studies	2,247
Health Care	1,270
Senior Fellows	869
Pharmaceutical Policy	532
Energy	463
Miscellaneous	459
Environment, Regulation and Risk	368
Events	306
Insurance	217
Education Programs	138

Fraser Institute websites

www.fraserinstitute.org
www.institutfraser.org
www.compareschoolrankings.org
www.schoolchains.org
www.forexcellenceineducation.org
www.hospitalreportcards.ca
www.freetheworld.com
www.irfoman.org
www.childrenfirstgrants.ca
www.donnerawards.org

Fraser Institute social networks

<http://twitter.com/FraserInstitute>
<http://facebook.com/FraserInstitute>
<http://www.linkedin.com/groups/Fraser-Institute-1887366> ■



Alexander Moens
Senior Fellow



Neil Mohindra
Financial Policy



Milagros Palacios
Fiscal Studies



Dean Pelkey
Communications



Michael Perri
Finance & Accounting

2010 FUNDRAISING PROGRAM

Total income for the Fraser Institute including donations, sales of publications, interest, and other income for the year 2010 amounted to \$10,855,820.

General Support

As of December 31, 2010, the Institute recorded 3,202 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 2010, the Institute released 64 publications in print and digital format. All publications may be downloaded, free

of charge, at 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.

Direct Mail Campaigns

The Institute conducts a direct mail acquisition program to introduce prospective supporters to our work. In 2010, this program brought in 339 new supporters whose gifts totaled \$48,882.

Fraser Frontline

In 2010, 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 contributed an additional \$162,839 in support of programs highlighted in *Frontline*.

Bequests

To discuss how you can make a contribution to the Free Market Research 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 or call toll-free 1-800-665-3558 ext. 590. You may also contact members of our development team directly:

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Tanis Fiss

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Anthony Stewart

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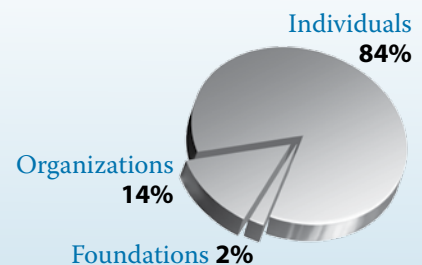
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Note: The Fraser Institute Development Staff work in conjunction with a Development Committee of the Board of Trustees chaired by **Paul Fletcher**. ■

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

Fraser Institute Supporters

December 31, 2010



FINANCIAL HIGHLIGHTS 2010

- The Fraser Institute's net assets position as at December 31, 2010 was **\$1,011,758**.
- Gross revenues for 2010 amounted to **\$10,855,820**, representing a decrease of 15.3% over 2009.
- Gross expenditures for 2010 amounted to **\$10,840,395**, representing a decrease of 15.3% over 2009.
- The net operating surplus was **\$15,425** for the year.

The Fraser Institute's financial position and operating results for the 2010 year are as follows:

Statement of Financial Position – summary as at December 31, 2010

	\$
Current assets	3,882,273
Property and equipment	607,581
	<u>4,489,854</u>
Liabilities—current and long term	3,478,096
Net assets	1,011,758
	<u>4,489,854</u>

Statement of Operating Results – summary for the year ended December 31, 2010

	\$
Revenues	
Donations, sales of publications, annual dues, interest and other income	10,855,820
Expenses	
Salaries, office costs, projects, Publications and other net expenses	10,840,395
Increase in unrestricted net assets from Operations	<u>15,425</u>



Bill C. Ray
Publications



Evan Rodwell
Development



Mark Rovere
Health Policy



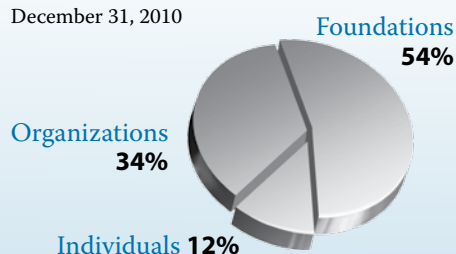
Cheryl Rutledge
Communications



Farah Sherifdeen
Education Programs

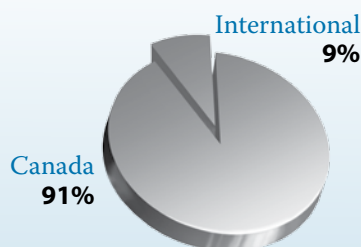
Fraser Institute Dollar Contributions

December 31, 2010



Funding Sources

December 31, 2010



FI People continued



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Sherry Stein
Development



Anthony Stewart
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Venia Tan
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INSTITUT FRASER

Au service du grand public francophone

Basé à Montréal, le bureau de l'Institut Fraser au Québec a de nouveau joué un rôle essentiel en 2010 dans la communication des recherches et des idées de l'Institut auprès des Québécois. Composée de Sébastien Côté, directeur associé, Jean-François Minardi, directeur associé au Centre de la liberté économique et du développement économiques et au Centre mondial des politiques en ressources naturelles, et Miguel Cervantes, économiste, l'équipe accueille également des stagiaires qui travaillent sur une variété de projets.

Les recherches de l'Institut dans le secteur minier ont reçu une attention considérable au Québec avec la publication de *l'Enquête des compagnies minières 2010* dont le lancement a eu lieu à la tour de la Bourse de Montréal en avril. L'événement, organisé par l'Institut et ouvert au public, a attiré plus de 100 participants et plusieurs commanditaires ainsi que Serge Simard, ministre délégué aux Ressources naturelles et de la Faune, qui a parlé de l'importance du secteur minier pour l'économie québécoise. L'événement a reçu une importante couverture médiatique, tout comme l'éditorial de Jean-François Minardi sur la politique minière du Québec paru dans *Le Devoir*.

Nous avons également organisé un événement pour la sortie du livre *Beyond the Indian Act*, co-écrit par Tom Flanagan et C.T. (Manny) Jules, ancien chef de la bande indienne de Kamloops. Le livre examine les questions controversées entourant la Loi sur les Indiens qui empêche les autochtones, agissant individuellement ou en tant que communautés entières, de mettre en valeur les terres de leur réserve.



Serge Simard, Québec's Minister for Natural Resources and Wildlife, at the launch of the 2009/2010 Fraser Institute Annual Survey of Mining Companies at the Montreal Stock exchange.

À l'automne, l'Institut a publié son Bulletin des écoles secondaires du Québec. La sortie de l'étude a bénéficié cette année encore d'une collaboration avec le *Journal de Montréal* et le *Journal de Québec* qui ont traité du sujet sur une période de deux jours en plus de faire la page couverture. De plus, le *Journal* a créé un cahier spécial consacré exclusivement au Bulletin des écoles. Nos chercheurs ont également fait des apparitions dans les médias lors d'entrevues à la radio et à la télévision.

La sortie du Bulletin des écoles a coïncidé avec la première conférence du Réseau Liberté Québec. L'Institut Fraser était présent à l'événement avec un kiosque qui a permis de promouvoir nos recherches et nos idées. L'événement, parrainé par le *Journal de Montréal* et auquel ont participé plus de 500 personnes, a permis de faire connaître la mission de l'Institut et de souligner l'importance des Bulletins des écoles.

Parmi les autres études qui ont reçu une importante couverture médiatique, on compte La journée de l'affranchissement de l'impôt (Tax Freedom Day), le classement de la performance financière des premiers ministres provinciaux, l'Indice de générosité, et plusieurs rapports sur les soins de santé au Canada.

En 2010, notre magazine de langue française *Perspectives*, qui traite de questions de politique publique, a été transformé en une publication numérique et est maintenant transmis par courriel à plus de 15 000 personnes. Les articles du magazine ont attiré l'attention des médias francophones dans la mesure où *Perspectives* fut à l'origine de plusieurs articles suite à sa parution.

L'Institut Fraser demeure déterminé à promouvoir les idées et les politiques publiques qui rendront le Québec et le pays plus prospères. ■

Based in Montreal, the Fraser Institute's Quebec office continued to play an integral role in communicating the Institute's research and ideas to Quebecers in 2010. Staffed by Sébastien Côté, associate director; Jean-François Minardi, associate director for the Economic Freedom and Development Centre and the Global Natural Resource Policy Centre; and Miguel Cervantes, economist, the Quebec office also accommodates interns who work on a variety of projects.

The Institute's research in the mining sector received considerable attention in Quebec with the release of the Institute's *Survey of Mining Companies 2010* at the Montreal Stock Exchange in April. The event, organized by the Institute and open to the public, attracted more than 100 participants and several sponsors, as well as Serge Simard, Quebec delegate minister for natural resources and wildlife, who spoke about the importance of mining to the Quebec economy. The event received significant media coverage, as did an op-ed on Quebec mining policy by Jean-François Minardi, which appeared in *Le Devoir*.

We also hosted a well-attended event for the release of the book *Beyond the*

Indian Act, co-authored by Tom Flanagan and C.T. (Manny) Jules, former chief of the Kamloops Indian Band. The book examines the controversial issues surrounding the Indian Act, which prevents aboriginals, acting individually or as whole communities, from unlocking the potential value of their reserve lands.

In the fall, the Institute published its *Report Card on Quebec's Secondary Schools*. The release benefited from a continued collaboration with the *Journal de Montréal* and the *Journal de Québec*, which both ran two-day stories on the report card, including front-page coverage as well as separate sections dedicated exclusively to the release. Other media, including radio and television covered the report cards.

The release of the report card coincided with the first conference of the Quebec Liberty Network (réseau Liberté Québec), where the Fraser Institute had a booth to promote its research and ideas. The event, attended by more than 500 people and sponsored by the *Journal de Montréal*, brought considerable attention to the Institute and its school report cards.

Other studies that received substantial media coverage were Tax Freedom Day, *Measuring the Fiscal Performance of Canadian Premiers*, the Generosity Index, and various health care reports.

In 2010, our French-language public policy magazine *Perspectives* was transformed into a digital publication, which is now delivered via e-mail to more than 15,000 individuals. Articles in the magazine have gained the attention of French media, the first issue of *Perspectives* spawning several news stories.

The Fraser Institute remains committed to promoting ideas and public policies that will make Quebec and the country more prosperous. ■

In 2010, four trustees retired from the Board:



Hassan Khosrowshahi

(President, Inwest Investments, Vancouver), who served as chairman of the Fraser Institute since 2007 and was a member of the Board of Trustees for 17 years and of the Executive Advisory Board for eight years. Mr. Khosrowshahi, a well-known Canadian businessman, presided over the Board during a period of exceptional growth in supporters, resources, staff, research, events, media coverage, and the opening of the Montreal office.

Elizabeth Chaplin (Whistler Real Estate), who served as an alternate on the Board of Trustees for 12 years for her father, Jim Chaplin, a longtime supporter and trustee. In 2008, Ms. Chaplin was formally elected to the Executive Advisory Board.

Art Grunder (Senior Vice-President, Administration and Business Development, MacMillan Bloedel Ltd. (retired), Vancouver), who was a member of the Board of Trustees for 13 years and elected to the Executive Advisory Board in 1998.

David Laidley (Chairman Emeritus, Deloitte & Touche LLP, Montreal), who served on the Fraser Institute Board of Trustees for six years.



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Michael Walker
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Joel Wood
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Numbers tell the 2010 Fraser Institute story

8,184,235,765	cumulative potential internet audience viewing news stories about Fraser Institute
275,061,695	cumulative Canadian audience: TV, radio & print media coverage of Fraser Institute
43,652,464	advertising equivalency dollar value of all Fraser Institute media coverage
12,245,301	page downloads from all Fraser Institute websites
5,966,992	cumulative US audience for newspaper coverage of Fraser Institute
4,086,000	students attend 7,890 schools rated in Fraser Institute School Report Cards
1,132,634	unique visitors to Fraser Institute websites
52,800	copies of bi-monthly magazine <i>Fraser Forum & Perspectives</i> distributed
35,238	print & digital copies of <i>Canadian Student Review</i> distributed on Canadian campuses
28,892	people viewed student video contest entries
16,775	inquiries from around the world handled by Fraser Institute staff
16,005	students from 1,367 schools around the world reached by Education Programs
15,271	Fraser Institute mentions in print, Internet & broadcast media around the world.
13,050	high school students influenced by their teachers' participation in Institute workshops
7,635	subscribers to <i>Fraser Update</i> e-mail newsletter
4,917	Facebook and Twitter followers
4,085	people attended 59 Institute events in Canada and overseas
3,202	Fraser Institute supporters from 12 countries
969	authors & speakers from around the world contributed to Institute research and outreach
775	students attended 8 student seminars in British Columbia and Alberta
544	applications by non-profits for Donner Awards for Excellence in the Delivery of Social Service
431	applications received for 7 student intern positions
426	citations of Institute research in academic & professional publications or papers
365	op-eds & commentaries published across North America
229	news releases & media advisories issued
141	states rated in 2011 <i>Economic Freedom of the World Report</i>
88	presentations around the world by Fraser Institute staff to more than 3,300 people
85	<i>Fraser Forum & Perspectives</i> articles on wide variety of public policy issues
83	members of international Economic Freedom Network led by the Fraser Institute
64	publications released in print & digital format
52	full and part-time staff and 25 Senior Fellows
60	formal requests from around the world to link to or reprint Fraser Institute material
22	languages in which Fraser Institute books have been published
4	Fraser Institute office locations to best influence the North America policy debate
1	Fraser Institute rank among 97 Canadian think tanks in University of Pennsylvania global survey