



**NORTHERN**  
POLICY INSTITUTE

INSTITUT DES POLITIQUES  
**DU NORD**

## Annual Report | 2015-2016

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# About Northern Policy Institute

Northern Policy Institute is Northern Ontario's independent think tank. We perform research, collect and disseminate evidence, and identify policy opportunities to support the growth of sustainable Northern Communities. Our operations are located in Thunder Bay, Sudbury, Sault Ste. Marie, and Kenora. We seek to enhance Northern Ontario's capacity to take the lead position on socio-economic policy that impacts Northern Ontario, Ontario, and Canada as a whole.

## Vision

A growing, sustainable, and self-sufficient Northern Ontario. One with the ability to not only identify opportunities but to pursue them, either on its own or through intelligent partnerships. A Northern Ontario that contributes both to its own success and to the success of others.

## Mission

Northern Policy Institute is an independent policy institute. The objects for which the corporation is incorporated are:

- To advance education on the topic of sustainable development in Northern Ontario, including sustainable development for First Nations, Métis, and Inuit people and communities in Northern Ontario, by conducting research and analysis in the field of economic, technological and social trends and then making the results publicly accessible,
- To advance education by providing internship positions to youths within Northern Ontario and by holding meetings, and conferences for the general public, media and government officials; and,
- To do all such things as are incidental or ancillary to the attainment of the above objects.

## Values

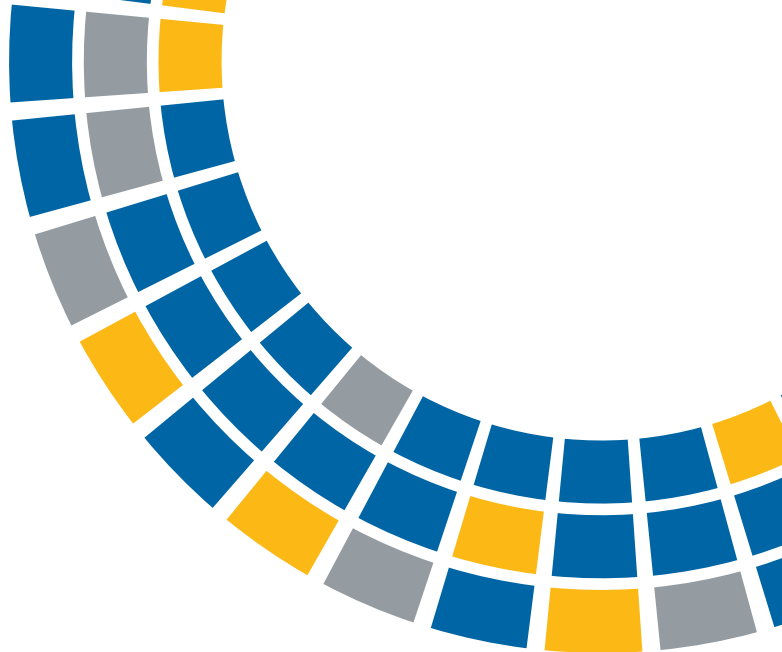
**Objectivity:** Northern Policy Institute is a non-partisan, not-for-profit incorporated body providing fair, balanced and objective assessments of policy issues in a Northern Ontario context;

**Relevance:** Northern Policy Institute will support practical and applied research on current or emerging issues and implications relevant to Northern Ontario now and in the future;

**Collaboration:** Northern Policy Institute recognizes the value of multi-stakeholder, multi-disciplinary, and multi-cultural contributions to the collective advancement of Northern Ontario and works in a collaborative and inclusive approach to provide a full range of policy options for decision makers;

**Coordination:** Northern Policy Institute will complement the existing research efforts of Northern Ontario's post-secondary institutions and non-government organizations and explore opportunities for coordinated efforts that contribute to the mandate of Northern Policy Institute; and

**Accessibility:** The work of Northern Policy Institute will be publicly accessible to stimulate public engagement and dialogue, promoting view points on the interests of Northern Ontario and its people.



## Message from the Chair



When we founded the Northern Policy Institute three years ago, our goal was to shape Northern Ontario's future. We realized that, to do this, we needed to work for the people of our region – to make them the boss in determining what that future should look like, and how best to make it happen.

Looking back on a third consecutive year of progress and success, it is fair to say that we've not only maintained that commitment but also built on it. Our staff and volunteers continue to crisscross the region, engaging communities and stakeholders alike in a wide range of initiatives – from research to public information sessions – that are bringing a new vision for Northern Ontario into sharp focus.

The vision is uniquely and completely Northern Ontarian in nature, incorporating the hopes and aspirations of the people who live and work here. It is articulated in engaging, evidence-based research papers and commentaries that offer practical solutions to the issues that matter to Northern Ontarians: demographic changes, environmental stewardship, labour market pressures, infrastructure development and access to education, particularly among our First Nations communities.

Our ability to address these issues is made possible in large part through the support of partners such as Lakehead University, Laurentian University and the Northern Ontario Heritage Fund Corporation. We are also grateful for the assistance of our dedicated, passionate volunteers, starting with our current and past board directors, as well as the members of our Research Advisory Board and Advisory Council. And our Board of Directors continues to identify additional challenges that require our attention, while developing ideas that will help grow our Institute and, as a result, Northern Ontario.

As we start our fourth year, I am very optimistic that we will create more opportunity for our region. Everyone involved with the Northern Policy Institute shares this optimism, that desire to achieve more progress, and new success. Given all that we have accomplished to date, there is every reason to believe that we can position Northern Ontario as a leader in strategic, sustainable economic growth. And when we do, the world will look to us – our Institute and our region – for inspiration to achieve similar results.

Miigwetch, Thank You, and Merci

Martin Bayer

## Ogimaa da-kidowin

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Mii dash maajikmang maanda niwing bboong, aapji go ndebwe'endam wii-zhitooying gashki'ewziwin manpii gda-kiinsminaaning. Kina go gwaya e-dazhiikang maanda Giiwedino-Inaanknigewi-Ishpi-gikinoo'amaadiiwgamig maadookiin maanda debwe'endamowin, wi wii-ndawendang mno-maajiiishkaawin miinwaa ishki-gashkewiziwin. Kina go zhaazhi gaa-gashkitowying, ooshme go gdaa-debwe'endaami ji toongiba Giiwedino-Ontario ezhnikaadeg wii-niigaaniimgak omaa mno-maajiiigiwini-bimiwdiziwining. Pii dash zhichgeying wi, kina aki gka-gnowaabigonaanh – gdoo-ishpi-gikendaasoowigamigoonaan miinwaa gda-kiinsminaanh – wii-ombinendmaowaad miinwaa wii-mno-gashki'ewziwaaad gewiinwaa.

Martin Bayer

## Message from the President



As our third year of activity comes to a close at Northern Policy Institute, I am struck by how much progress we have made since 2013. This past year alone, we published seven commentaries, four briefing notes, three research reports, two general reports, one federal election-themed report card and one federal economic agenda.

Each of our evidence-based publications examined a key issue impacting Northern Ontario's growth, and each outlined strategies and suggestions for the sustainable growth of this vast, resource-rich region. For example, Drs. Karl Skogstad and Ayman Alahmar's research report *The Mining Industry in Northwestern Ontario: An Analysis of Recent Developments and the Strategy for Success* looked at the factors that contribute to the success or failure of such ventures. The authors concluded that increased investments in infrastructure and training, streamlining of the environmental permitting process and greater engagement of aboriginal stakeholders are fundamental for a successful, thriving industry.

Creating a regulatory environment that is supportive of a successful mining industry – and all Northern Ontario industries for that matter – necessitates a look at the issue of regional governance. In his research paper, *Revolution or Devolution?: How Northern Ontario Should be Governed*, Dr. David Robinson questioned whether Northern Ontario could exist as its own province. He subsequently advanced the idea that devolution of powers from the provincial government might be a more practical approach for us to gain the necessary autonomy to shape our future.

Education is another important consideration in Northern Ontario's development as the graduates we produce today will become the leaders responsible for creating economic growth tomorrow. Dr. Mike Commito continued to push for improved access to learning in his report *Making the Grade? Education Trends in Northern Ontario*, while Drs. John A. Hodson and Julian Kitchen made a strong case for engaging populations with customized education programs in *A Strategy for Change: Supporting Teachers and Improving First Nations, Métis, and Inuit School Success in Provincially Funded Northwestern Ontario Schools*.

These reports, and certainly the broader public policy work of Northern Policy Institute, are significant undertakings, and we have the good fortune to have strong support from many individuals and institutions to make them happen. This past year, we forged and strengthened partnerships with organizations province-

wide that share our vision and goals for Northern Ontario, including The Mowat Centre, the Rural Ontario Institute, the Sault Ste. Marie Innovation Centre, the universities of Laurentian, Lakehead, and Algoma, and several local chambers of commerce.

Our increased activity necessitated an expansion in our operations; we hired another full-time policy analyst, a marketing and communications officer and a labour market analyst. And we welcomed eight summer interns to our Sault Ste. Marie, Sudbury and Thunder Bay offices. We're pleased to give these bright young minds the opportunity to advance bold new policy ideas that will help shape Northern Ontario's future.

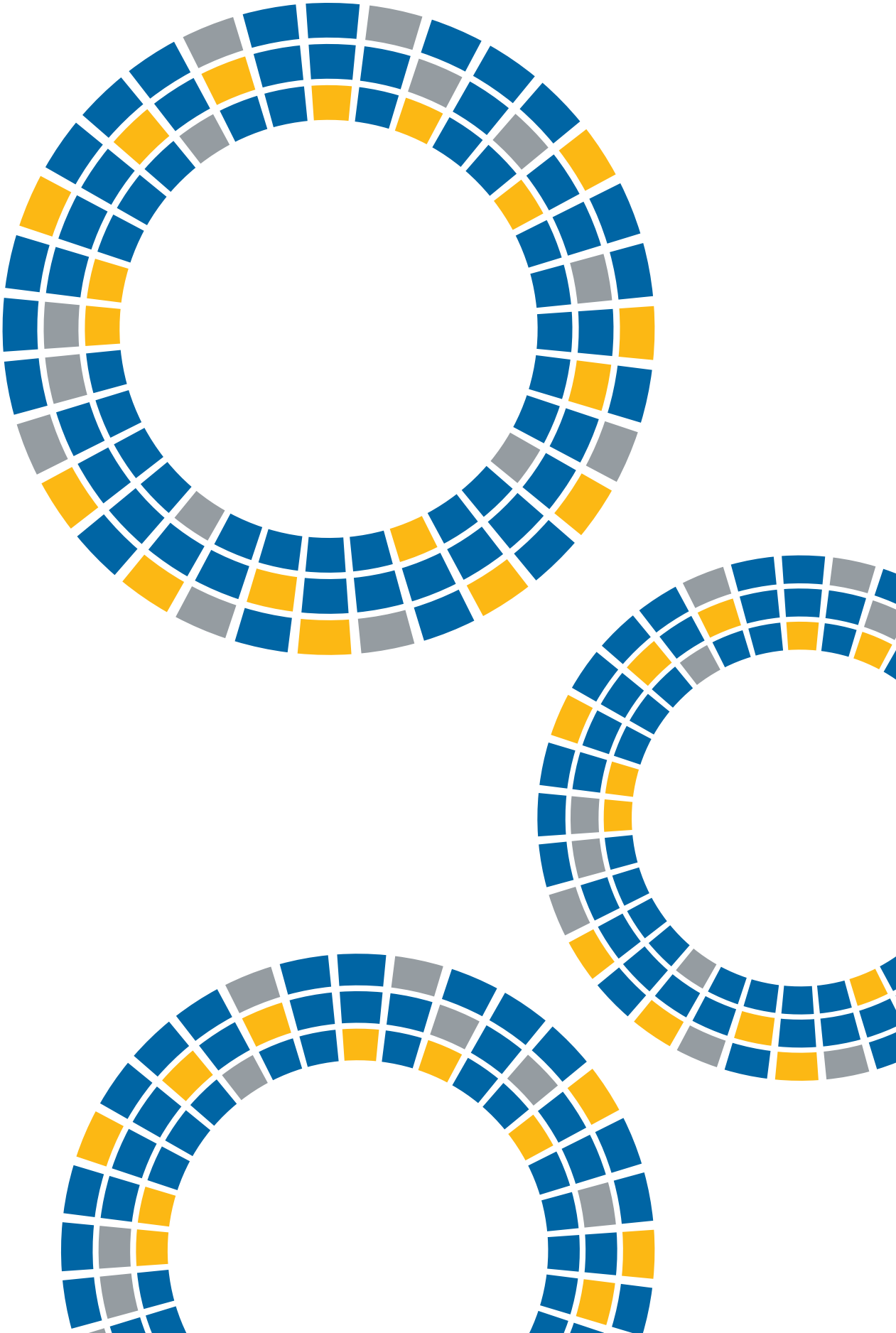
We are also particularly grateful for the contributions and guidance of our volunteers, Board of Directors and our chair, Martin Bayer. The progress we have made, the stakeholders we have engaged, the discussions we have started – none of it would have been possible without your dedication and continued hard work.

As we look to the future, we see more issues to address if we are to achieve greater wealth and sustainable growth for Northern Ontario. More important, we see opportunities to make that happen. In our fourth year, we will be working to make our ideas and our vision publicly accessible to stimulate further dialogue, all while advancing the views of the many diverse people who make up our region. We will continue to build relationships, engaging our communities and young people while looking to forge more partnerships. We will be developing a means of monitoring and measuring Northern Ontario's social, economic and environmental progress that all stakeholders can adopt. And we will continue to build capacity and self-sufficiency throughout our region.

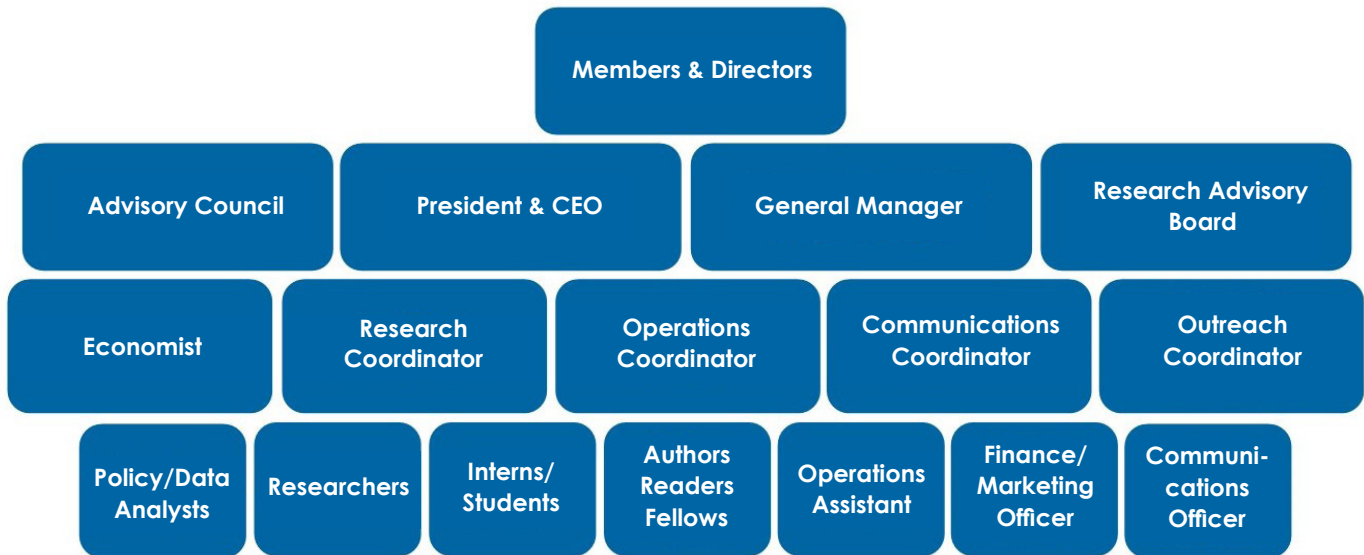
Our goals for our fourth year may seem grand, but this is a vast region, one that requires big ideas, ambitions and initiatives. We will continue to work for you, the people of Northern Ontario, engaging your support and direction to explore opportunities for prosperity that benefit us all now, and for years to come.

Charles Cirtwill

President and CEO



## Who We Are



Some of the key players in this model, and their roles, are as follows:

**Board of Directors:** The Board of Directors sets strategic direction for Northern Policy Institute. Directors serve on operational committees dealing with finance, fundraising and governance, and collectively the Board holds the CEO accountable for achieving our Strategic Plan goals. The Board's principal responsibility is to protect and promote the interests, reputation, and stature of Northern Policy Institute.

**President & CEO:** Recommends strategic direction, develops plans and processes, and secures and allocates resources to achieve it.

**Advisory Council:** A group of committed individuals interested in supporting, but not directing, the work of Northern Policy Institute. Leaders in their fields, they provide advice on potential researchers or points of contact in the wider community.

**Research Advisory Board:** A group of academic researchers who provide guidance and input on potential research directions, potential authors, and draft studies and commentaries. They are Northern Policy Institute's formal link to the academic community.

**Peer Reviewers:** Ensure specific papers are factual, relevant and publishable.

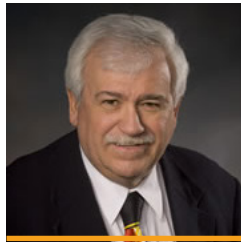
**Authors and Research Fellows:** Provide independent expertise on specific policy areas as and when needed.



## Board of Directors



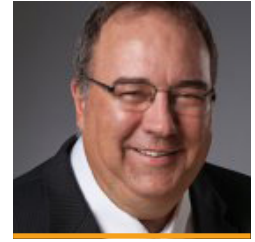
Martin Bayer  
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Dr. George C. Macey  
Vice-Chair and Secretary



Thérèse Bergeron-Hopson  
Vice-Chair



Doug Murray  
Treasurer



Ron Arnold



Pierre Belanger



Terry Bursey



Dr. Harley d'Entremont



Alex Freedman



Jean Paul Gladu



Dawn Madahbee



Hal J. McGonigal



Madge Richardson



Ray Riley



Dr. Brian Tucker

## President & CEO



Charles Cirtwill

## Research Advisory Board

Dr. Randy Battochio (Chair)  
Dr. John Allison  
Dr. Robert Campbell  
Jonathan Dewar  
Dr. Livio Di Matteo  
Dr. Morley Gunderson  
Dr. Anne-Marie Mawhiney  
Leata Ann Rigg  
S. Brenda Small  
Dr. Lindsay Tedds  
Dr. Hugo Asselin  
Dr. Stephen Blank  
George Burton  
Dr. Iain Davidson-Hunt  
J.D. Snyder

## Advisory Council

Tannis Drysdale (Chair)  
Murray Coolican  
Barbara Courte Elinesky  
Brian Davey  
Tony Dean  
Don Drummond  
John Fior  
Ronald Garbutt  
Frank Kallonen  
Kathryn Poling  
Dr. Gayle Broad  
Peter Goring  
Ogimaa Duke Pelfier  
Peter Politis  
Tina Sartoretto  
Keith Saulnier

## Up to Here | 2015-2016

### First Quarter

- Dr. Mike Commito hired as a full time Policy Analyst.
- Three Policy Interns hired for the summer in Sudbury: Alex Berryman (his second summer), Lauren Rainsford and Trevor McQuillan.
- Three summer interns hired in Thunder Bay, two as Policy Interns – Erin Estok, Matt Pascuzzo – and one as a Communications Intern, Sydney Gingras.
- Two Policy Interns hired for the summer in Sault Ste. Marie: Jamie McIntyre and Mandy Masse.
- Held internal planning session to ensure NPI reaches our year three and four goals.
- BDO completed Institute audit for the 2014-2015 fiscal year. No issues were identified.
- Dr. Richard Audas, Fellow in Growth Metrics, was added to our senior fellows. He is an Associate Professor of Health Statistics and Economics in the Faculty of Medicine, Memorial University of Newfoundland.
- Held 47 one-on-one meetings between April and June 2015.
- Partnered for an April Networking Mixer with the Kenora and District Chamber of Commerce and the City of Kenora.
- NPI launched Know the North, an intern-led survey to determine what Northern Ontario organizations know about their communities, how they gathered that information, how they use it and their willingness to share it.
- Commissioned several projects to identify, collect and collate existing data, including Northbynumbers.ca, Infrastructure Map, Northern Databank and a Report Card on Northern Growth.

### Second Quarter

- Sydney Gingras was hired as Northern Policy Institute's Marketing & Communications Officer in Thunder Bay.
- Holly Dillabough was hired as a Policy Intern in the Sudbury office.
- Held internal planning session to ensure Northern Policy Institute reaches its year three and four goals, and completes outstanding objectives from year one and two.
- Started looking for partners to host 2016 summer interns in Kenora, Timmins, Sault Ste. Marie, Thunder Bay and Sudbury.
- Randy Battochio appointed Chair of the Research Advisory Board.
- Tannis Drysdale appointed Chair of the Advisory Council.
- Barry Prentice agreed to serve as a Fellow in Transportation for Northern Policy Institute. He is a Professor of Supply Chain Management at the I.H. Asper School of Business, University of Manitoba and the former Director (1996-2005) of the Transport Institute.
- Began building Knowledge North, an online searchable library drawing on information gathered through the Know the North initiative.
- Launched Northbynumbers.ca in September, a free online GIS tool developed in partnership with North Superior Planning Board that provides access to Northern Ontario census data via an interactive map.
- Launched our new website, with advanced graphics and layout, and content available in both French and English.
- Introduced our newly redesigned e-newsletter, Due North.
- Held 54 one-on-one meetings between July and September 2015.



## Third Quarter

- Held a December internal planning session around NPI communications.
- Partnered with Ambassadors Northwest to assess how well the key assets and stakeholders affecting the Thunder Bay community are aligned.
- Launched #whatHATruwearing, a social media campaign designed to get people talking about Northern Ontario.



From left to right: NPI Intern Holly Dillabough in San Francisco, CA; Tony Dean at Elk Lake; Board of Directors Vice-Chair Thérèse Bergeron-Hopson in Iceland

- Participated in the planning and development of the application and the central governance structure of the North Superior Local Employment Planning Council (LEPC) pilot program.
- Entered into agreements for summer interns at Northern College in Timmins, Algoma University in Sault Ste. Marie, and Confederation College in Kenora.

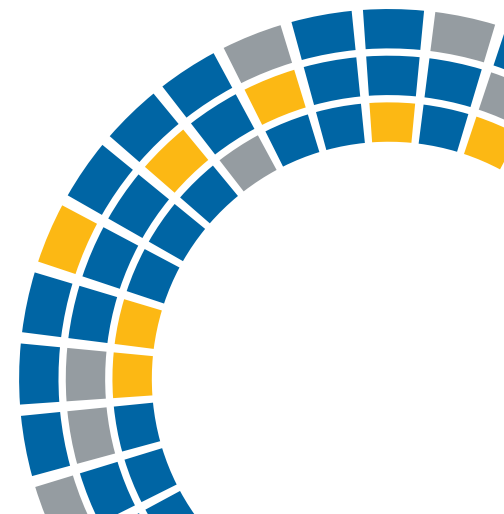
## Fourth Quarter

- Amandine Martel was hired as Labour Market Analyst.
- Promoted Dr. Mike Commito to Senior Policy Analyst.
- Secured three new satellite offices: NORDIK Institute, Sault Ste. Marie; Confederation College, Kenora; and Northern College, Timmins.
- Under Northern Policy Institute's Experience North program, two summer interns were hired in Thunder Bay: Emma Tranter (Communications) and Lindsay Campbell (Public Relations & Marketing).
- Two summer interns were hired in Sudbury: Lauren Rainsford (Policy, second year) and Jamie McIntyre (Policy, second year).
- Two summer interns were hired in Timmins: Rachel Beals and Leah Cartan (both Policy).
- Two summer interns were hired in Kenora: Jarrod Sundmark and Adam Patrick (both Policy).

# experience



- Two summer interns were hired in Sault Ste. Marie: Kaylie Dudgeon (Public Relations & Marketing) and Mandy-Jean Masse (Policy, second year).
- Started work on a private donors section of our website for donors and volunteers.
- Made an arrangement with both the Far Northeast and North Superior Local Employment Planning Councils to share a Labour Market Analyst for the next 15 months.
- Formed a Data Consortium in association with the Canadian Council on Social Development that allows public and not-for-profit agencies to group buy data from multiple providers at a discount.
- Received charitable status from CRA registered effective September 25, 2015.



## Published Papers

### ***From Laggard to Leader (Almost): Northeast showing potential for growth***

By James Cuddy  
Published: May 2015

In this commentary, Cuddy summarized the state of the labour market in Northeastern Ontario, exploring the trends and characteristics that are fundamental to understanding regional growth. Drawing on available data, he determined that the region is more closely tied to the global economy than either Ontario or Canada is. Although Northern Ontario faces a number of challenges, there are promising signs of growth, particularly in attracting and retaining youth. He identified and called for the Northeast to regularly track regional indicators as a basis for benchmarking progress and making more informed decisions.

### ***A Federal Economic Agenda for Ontario***

By The Mowat Centre  
Published: May 2015

A collaboration involving The Mowat Centre, the Institute for Competitiveness and Prosperity, and NPI, this agenda set out objectives to enable economic growth and identified the issues that must be addressed to achieve success. It concluded that Ontario's ability to seize opportunities in an evolving, global economy relies on the collaborative efforts of many players, including governments, businesses and Ontarians themselves. Federal government engagement is particularly vital, as it owns many important policy tools that profoundly affect Ontario's ability to prosper.



### ***FedNor: It's just got to be free***

By Charles Conteh  
Published: June 2015

In this report, Conteh argues that governance of economic development in Northern Ontario must become more strategic, collaborative and transformative so the region is better able to adapt to an increasingly knowledge-driven and globalized economy. To do this, the Federal Economic Development Initiative for Northern Ontario (FedNor) must become less tied to Industry Canada, and Ottawa in general, and more locally embedded and responsive to private sector and community group initiatives. Conteh offers five recommendations to make this happen, leading to a more unified, strategic and focused approach to economic development in Northern Ontario.

### ***Northern Ontario health care priorities: Access to culturally appropriate care for physical and mental health***

By Areei Al-Hamad and Laurel O'Gorman  
Published: June 2015

Authors Al-Hamad and O'Gorman identified the top priorities for Northern Ontario's health policy agenda over the next three to five years in this briefing note. First and foremost is access to health care services, in particular access to culturally sensitive care for physical and mental health. Alternatives to traditional doctor-patient visits must be explored, including the use of virtual health care services, to deliver right-time, right-place access to specialist services. And more research and policy development is needed to ensure that the care provided is appropriate for each patient's circumstances.

### ***Access to Care for All Northern Ontarians as a Means to Optimizing Health***

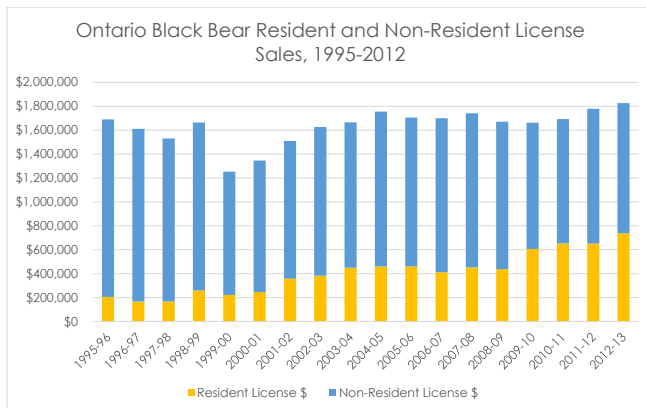
By Emily Donato and John MacDonald  
Published: June 2015

Although the region is seeing more funding and resources from the federal and provincial governments, this briefing note argues there is still a disproportionate need for health care resources and access to be diverted to care for First Nations, seniors and those living with mental health and addictions in Northern Ontario. By following the right-care, right-time, right-place approach suggested by the Ontario Ministry of Health and Long Term Care's Action Plan for Health Care (2012), health service provision issues can be addressed for these three unique patient populations, leading to improved health and decreased morbidity in Northern Ontario.

### **Does the Spring Bear Hunt Make 'Cents?'**

By Dr. Mike Commito  
Published: August 2015

In this report, Dr. Commito uses available data to recommend that the Ontario government implement a spring bear hunt with a non-resident component on a trial basis. He notes that the province's black bear population is robust enough to sustain additional hunting pressure, and that such activity will generate millions in revenue annually both for the province and Northern Ontario communities. Even so, he proposes increased safeguards and educational initiatives to minimize negative outcomes on female bears and cubs during the spring season.



### **A Strategy for Change Supporting Teachers and Improving First Nations, Métis, and Inuit School Success in Provincially Funded Northwestern Ontario Schools**

By Dr. John A. Hodson and Dr. Julian Kitchen  
Published: September 2015

In this report, Drs. Hodson and Kitchen detail how Ontario's one-size-fits-all approach to education is detrimental to First Nations, Métis and Inuit (FNMI) school success by failing to recognize the importance of cultural continuum and minimizing access to contemporary knowledge. They identify the Northwestern Ontario Biwaase'aa Program as a way to more effectively meet these needs, citing a study that shows an emergent relationship between the program and increases in literacy, math scores and attendance, as well as lower rates of behavioural referrals and lateness. As a result, the program has the potential to prevent significant adverse societal implications of FNMI peoples, and to build the human capacity and social and cultural cohesion needed in Northern Ontario.

### **Roads, Rail, and the Ring of Fire**

By Rick Millette and Dr. Mike Commito  
Published: October 2015

In assessing the considerable potential of this resource-rich area, this commentary recognizes that the Ring of Fire is an opportunity not just for economic development but also for community capacity building. It calls for resolution of land use issues with First Nations, and for developing partnerships and implementing an infrastructure network of permanent roads and electrical transmission to enhance quality of life in the Far North.

### **A Federal Economic Agenda for Ontario: Election Report Card**

By Dr. Rick Audas, Charles Cirtwill, and Dr. Mike Commito  
Published: October 2015

Although the results would not likely be proudly displayed by the major parties if it were a true report card, each received at least one A, with the Conservatives and Liberals receiving three each. Part of the praise stems from the fact that all parties, save for the Conservatives, are promising to reinstate the long-form census. All parties also performed reasonably well on infrastructure, with plans for digital connectivity and municipal investment. But only the NDP indicated plans to strengthen FedNor and take a greater leadership role in Ring of Fire development.

### **The Importance of Interprofessional Collaboration in Health Care in Rural and Northern Settings**

By Emily Donato  
Published: November 2015

Donato's briefing note outlines how interprofessional care is essential in meeting health care needs for remote, rural and northern communities. Efforts to ensure this care is accessible in these communities have resulted in varied health care delivery, which is due in part to the availability and variety of health professionals in a community. In keeping with World Health Organization recommendations, a strategy to ensure the successful implementation of interprofessional care should include interprofessional training as part of undergraduate education. It should also provide ongoing resources and supports for models of interprofessional care in rural and northern settings.

### **Making the Grade? Education Trends in Northern Ontario**

By Dr. Mike Commito  
Published: December 2015

Dr. Commito's report identifies a gap between the region and the rest of the province when it comes to formal education levels, graduation rates and aboriginal education. As the population of Northern Ontario declines, addressing issues in the education system will be essential for the region to increase employment opportunities, maintain and improve youth retention numbers, and enhance the health of aboriginal communities. Perhaps the key issue is accessibility, with relocation currently the only way for people in aboriginal and non-aboriginal communities further north to achieve post-secondary education. Relocation reduces the likelihood that they will attend post-secondary institutions and necessitates investments in infrastructure and innovation to bring education to them.

### **Is the North Being Grounded? The Case for Intergovernmental Investment in Northern Ontario's Airports**

By Erin Estok  
Published: December 2015

In this briefing note, Estok explores a new airport funding model to ensure remote communities remain viable and economically competitive. Using the 'Sioux Lookout model,' she demonstrates how airports in the North would benefit from intergovernmental investment partnerships to enhance infrastructure. She concludes that such investment would lead to more efficient movement of people and goods for natural resources projects and better provision of core public services, all of which will facilitate regional growth.

### **The Mining Industry in Northwestern Ontario: An Analysis of Recent Developments and the Strategy for Success**

By Dr. Karl Skogstad and Dr. Ayman Alahmar  
Published: January 2016

In this research paper, Drs. Skogstad and Alahmar examined nine Northwestern Ontario mining projects for insights on why such projects succeed or fail. They determined falling commodity prices play the largest role in preventing projects from moving forward. They also cited high development costs (often related to a lack of infrastructure), high operating costs (caused by a lack of skilled labour and high energy costs), and the long environmental permitting process as barriers to mining investments. The authors call for investments in infrastructure, incentives for students to train in this field, an expedited permitting process and improved relations with aboriginal stakeholders.

Table 26: Price forecasts in Constant 2010 US dollars. Selected minerals 2016-25

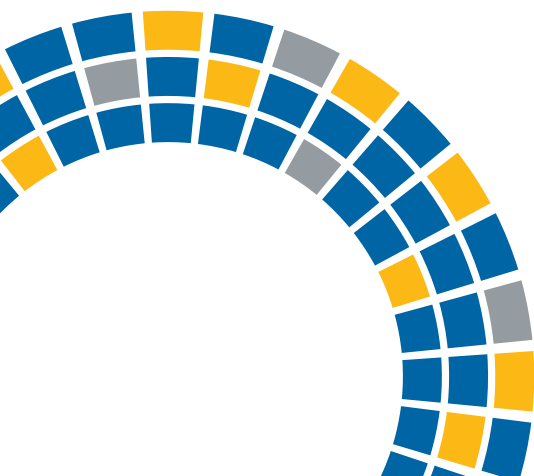
	Gold	Silver	Copper	Nickel	Platinum	Iron Ore
	(US\$ per troy ounce)		(US\$ per pound)		(US\$ per troy ounce)	(US\$ per tonne)
2016	1,074	14.7	2.51	5.72	1,054	53
2017	1,040	14.6	2.51	5.87	1,070	53
2018	1,007	14.5	2.52	6.04	1,086	54
2019	975	14.4	2.52	6.20	1,103	55
2020	945	14.3	2.53	6.37	1,119	56
2021	915	14.1	2.53	6.55	1,136	57
2022	886	14.0	2.54	6.73	1,153	58
2023	857	13.9	2.54	6.91	1,170	58
2024	829	13.8	2.54	7.09	1,186	59
2025	802	13.6	2.55	7.28	1,203	60

Source: World Bank, 2015

### **Mid-Canada Boreal Corridor: Planning for Canada's Future**

By John van Nostrand  
Published: February 2016

Nostrand's commentary explores the vast potential of this resource-rich landmass, which has been a significant contributor to the region's economy for decades. He notes that the activity currently being conducted here – mining, oil and gas, forestry – is occurring without the guidance of a strategic plan, and how previous attempts to create and implement one have not come to fruition. Drawing on historic examples of strategically executed resource extraction, such as the construction of Canada's railway system, Nostrand offers a compelling case for making the corridor a policy priority at all levels of government, and for all stakeholders.



**The Merits of Supervised Injection Facilities: A Case For Sudbury and Northern Ontario**

By Alex Barryman  
Published: March 2016

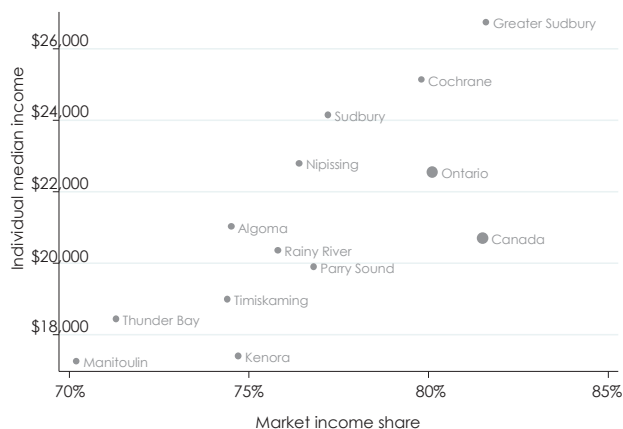
In light of the prevalence and rising incidences of injection drug use in Greater Sudbury, Berryman's research paper determines that current approaches have not been effective in addressing this pressing issue. He advances a supervised injection facility as a solution, outlining nine key benefits that would lead to improved community wellness and reduce the incidences of incurable disease associated with injection drug use. Even so, he cautions that several factors – from community support to government specifications – will determine the facility's success.

**Show Me The Money: Some Positive Income Trends in Northern Ontario**

By Kyle Leary  
Published: March 2016

Leary's commentary examined typical income in Northern Ontario. He determined the current level of median individual income is generally slightly lower in the region than in the province as a whole, as is market income as a share of total income. Moreover, the raw figures reveal measurable disparity in the demographic axes of sex and aboriginal people. However, the growth of real median individual income was stronger in this region than in the province as a whole during the fifteen-year period ending in 2010. Finally, Northern Ontario's middle class is large and its income inequality is low relative to the Canadian average in about half of the region's census districts.

Figure 2: Aboriginal Individual Median Income and Market Income as Share of Total Aboriginal Income, by District, Northern Ontario, 2010



Source: Statistics Canada, National Household Survey

**Building a Superior Workforce: 2015–2017 Local Labour Market Plan (Update)**

By North Superior Workforce Planning Board  
Published: March 2016

In light of demographic shifts in Thunder Bay and the region, current, accurate data is vital in developing initiatives to address a looming labour crisis. This report gathers and analyzes available data to assess trends and enable an informed, strategic response that ensures Thunder Bay's future economic prosperity.

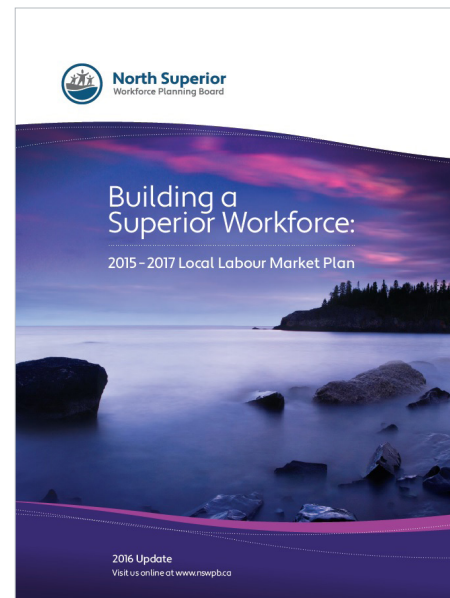
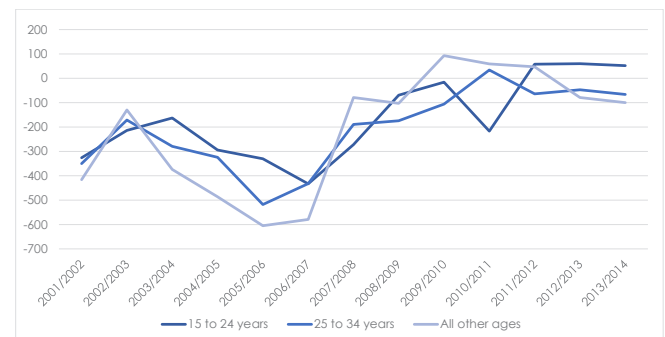


Figure 1.5: Net Migration in Thunder Bay district (featured in Building a Superior Workforce)



Source: Statistics Canada, CANSIM Table 051-0063, Author's calculations. Dataset used in these calculations may be subject to revision.

**From Resource to Revenue: Dryden Mill Lessons for the Ring of Fire**

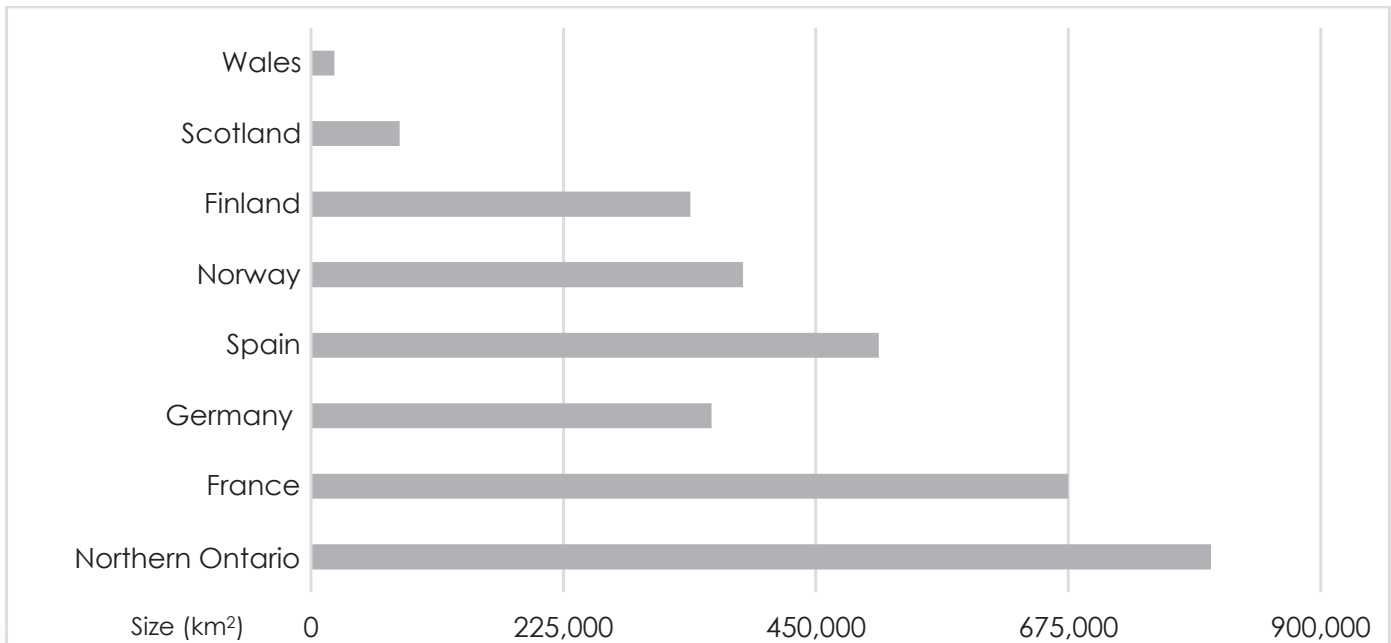
By Dr. Mark Kuhlberg  
Published: April 2016

In this commentary, Dr. Kuhlberg draws on the history of the pulp and paper mill in Dryden to explore the lack of progress in developing the Ring of Fire project over the past eight years. He observes that it took decades for the Dryden mill to reach an appreciable size, hampered by a complex mix of local, provincial, national and international factors. Many of the same factors are currently impacting the Ring of Fire project. Thus the Dryden mill serves as a cautionary tale and provides further context about the reality of natural resource development projects in the region.

**Revolution or Devolution?: How Northern Ontario Should be Governed**

By Dr. David Robinson  
Published: April 2016

Dr. Robinson's research paper explores the issue of governance for Northern Ontario, specifically whether it would be economically and politically possible for the region to exist as its own province. He argues that political rather than economic barriers stand in the way of provincial status for Northern Ontario, but suggests several alternatives that the province could explore that currently fall within the power of the provincial legislature. Finally, Dr. Robinson considers devolution – the statutory granting of specific powers from the province to a regional government – and whether this would reverse the region's declining influence over its own future.



Source: Ontario Ministry of Mines and Northern Development, World Statistics Pocketbook, and UN Statistics Division.





## Blogs



### *A New Lens for Northern Ontario*

By Charles Cirtwill and David MacKinnon

Published May 4, 2015

"In summary, there are two major paths to the future for Northern Ontario. It can stick with long held beliefs, a litany of internal divisions and a lack of factual data about its economy. [...] Alternatively, Northern Ontario can look out more than it looks in, dispel long standing mythology and establish additional mechanisms to collaborate on major problems and issues. If the region follows the second path, the future will be brighter and Northern Ontario could play a role on the national and global stages that matches its size, history and the hopes of its people."

### *Health Care Does Not Mean Health*

By Dr. Elizabeth Wenghofer

Published May 11, 2015

"The policies we create for the north concerning employment and labour, natural resources development, housing, social programs, education and economic development all have potentially profound impacts on the determinants of health. As we move forward with policy initiatives across all these various areas, we need to continually reflect on how what we decide to do in one area may impact the health of our communities. After all, we don't have anything if we don't have our health."

### *Parents Reaching Out Grants: What's Being Funded in the Ontario North?*

By Paul W. Bennett

Published May 20, 2015

"Launched with the best of intentions, the Parents Reaching Out grants could achieve a greater impact if specifically targeted at changing the home-school dynamic in socially-disadvantaged school communities, particularly in the Ontario North. Perhaps it's time to re-assess the program to see if the funds can be better directed in addressing the dire needs of 'priority' neighbourhoods."

### *Reflections On A Year of Learning*

By Rick Millette

Published May 22, 2015

"Northern Policy Institute is a gift that will help bring positive change to the north. I've had the pleasure of working with Northern Policy Institute this past year and will always be grateful for that opportunity. My hope is that northerners will continue to participate in this made-in-the-north forum to ensure the growth of our minds, our economy and our future."

### *Two Year, Too Short: Why A Custom First Nations Election Policy Is the Key to Stability*

By Matt Pascuzzo

Published June 22, 2015

"The First Nations Elections Act appears to offer First Nations a viable alternative to Indian Act election provisions as they move towards self-governance. Under the First Nations Elections Act, communities can opt-in to the legislation and would subsequently extend their terms of office from two years to four years, ideally allowing leadership ample time to develop and stabilize their communities. However, the First Nations Elections Act extension of terms of office from two to four years does not benefit every First Nation and does not address their diverse and unique needs. In order for First Nations to address their own needs, moving towards self-government, they must be able to create custom election policy and establish leadership selection processes that benefit each community individually."

*Eliminating Homelessness in Northern Ontario: Northern Ontario as the next Medicine Hat?*

By Lauren Rainsford  
Published July 15, 2015

"Northern Ontario pays a steep price for its homelessness problem. In Kenora, homelessness is blamed for hurting the economy by negatively impacting the downtown core and increasing the costs associated with EMS and policing services. In Thunder Bay, the number one reason for arrests is publicly intoxicated homeless people. Thunder Bay jails are thought to house many homeless people. Similarly in Red Lake, the report states, "homeless residents are using crime to get a place to stay and food". In Cochrane, the cost of managing homelessness was found to be greater than the cost of housing them."

*Making the Old New Again: How Adaptive Reuse is Changing Sault Ste. Marie's Mill Square*

By Mandy Masse  
Published July 22, 2015

"The repurposing of St. Mary's Paper is part of a growing trend known as adaptive reuse, taking an old building and giving it a new purpose. In order to preserve a sense of local history, developers often renovate the structure while adhering to the original architectural design. The repurposing of historic buildings creates sustainable communities by minimizing transportation, energy, and material costs that are associated with demolition and new building construction."

*NHL Expansion in the North Not Likely: A Rebuttal to the Idea of a Sudbury-Thunder Bay Market*

By Dr. Mike Commito  
Published August 11, 2015

"There is no question that NHL fans in the region would be thrilled if the highest tier of professional hockey came to Sudbury or Thunder Bay, but the reality is that neither location could support an NHL calibre team. Both places lack the television market, arena infrastructure, and corporate presence to develop and sustain a team. It is far more probable that an American Hockey League team could be iced. Some franchises in the AHL are poorly attended and could draw greater support from Sudbury and Thunder Bay over the course of thirty-eight regular season home games."

*An Unpacking of What it Means to Say "Innovation" and FedNor's Private Sector Youth Internship*

By Mandy Masse  
Published August 28, 2015

"For Northern Ontario's businesses to be able to expand their markets beyond local boundaries, they first need to be given the opportunity to build capacity in their local market – that is, to build civic capital, which begins with access to a skilled workforce. The Private Sector Youth Internship provides this opportunity to business owners who have the potential and willingness to grow – not abandoning their local roots, but naturalizing their market in new climates, while blooming where they are planted."

*Northern Policy Institute's Summer 2015 Internships Draw to a Close*

By NPI Interns  
Published August 31, 2015

"This summer, Northern Policy Institute had the pleasure of working with an inspiring group of young adults from Northern Ontario through its annual internship program. These eight interns, all hailing from different educational and professional backgrounds, provided Northern Policy Institute with new perspectives on existing research and innovative ideas of ways to grow Northern Ontario."

*Our Experience Getting to "Know the North"*

By Jamie McIntyre and Mandy Masse  
Published September 8, 2015

"Working out of Shingwauk Residential Schools Centre, a generous amount of our days were spent reaching out to economic developers in First Nations and non-First Nations communities, in hopes of arranging informal interviews. [...] The goal of the conversation was to gain a better understanding of how First Nations and Municipalities are faring on a social and economic scale, as well as address regional themes that Northern Policy Institute can tailor its research around and open the door to the beginning of a lasting partnership with northern communities."

*Demonyms in the North*

By Dr. Mike Commito  
Published September 28, 2015

"Do you know what a demonym is? [...] It is a term used to attribute the name of place or location to someone, usually a resident, and generally involves adding a suffix, such as "ian" or "nian" in the case of Toronto. [...] What do you call yourself? Let us know where you hail from and if your northern community, municipality, town or city has a common demonym in usage. Drop us a line at info@northernpolicy.ca."

*Filling the Education Gap: Teach for Canada's First Nations Education Initiative*

By Paul W. Bennett  
Published October 20, 2015

"Every September a fresh crop of hundreds of mostly novice teachers head North to teach in remote, mostly First Nations populated communities. [...] This year is different for one reason: Teach for Canada (TFC) is a new 'wild card' on the educational scene and it's an independent NGO committed to breaking the mould, filling vacant teaching posts, and 'closing the education gap' affecting Ontario's northern First Nations communities."

*A Wasted Opportunity: Ontario's Waste Diversion Act Fails to Prioritize Waste Reduction*

By Holly Dillabough  
Published October 28, 2015

"Once home to innovative waste management policies, Ontario's outdated Waste Diversion Act is putting too much energy into diversion strategies rather than focusing on reduction, leaving municipalities and taxpayers to deal with the mess. What a waste."

*Living Off-the-Grid in Northern Ontario*

By Dr. Mike Commito  
Published November 9, 2015

"Short of a complete overhaul of the current infrastructure system in the region, there needs to be more thought about integrating renewable energy sources, such as Smart Microgrid technology, in these areas. Wind and solar generation both require significant upfront capital, likely much more in these areas because of the logistics of importing material and personnel, but these costs would easily be recovered in fuel savings. This would also help reduce pollution, an ever-pressing issue with the onset of climate change, and improve local energy securities, all of which would ultimately enhance overall quality of life."

*Northern Ontario Bids Farewell to a Great Leader*

By Northern Policy Institute  
Published November 13, 2015

"On Saturday, November 8, 2015, O'Connor Mayor, Ron Nelson, passed away [...] 'Northern Policy Institute would not be here today if people like Ron Nelson were not pulling so tirelessly to move the region forward toward a brighter and stronger future,' Northern Policy Institute president, Charles Cirtwill, said."

*We the North?*

By Dr. Mike Commito  
Published November 23, 2015

"Northern Ontario is a catchall term that is used to define the lands north of Parry Sound [...] But how truly north are we? On a national level, with the exception of far northern communities such as Moosonee and Webequie, the five largest centres in the region are all located at more southerly latitudes than major Canadian cities that include Winnipeg and Vancouver. Globally speaking, many of these so-called northern communities are situated south of Paris, France and London, England, and well below other cities in the Scandinavian region and Russia."

*You Too Can Write for This Blog*

By Charles Cirtwill  
Published November 30, 2015

"Northern Policy Institute exists to educate and engage all stakeholders interested in the future of Northern Ontario. We seek to encourage informed and respectful policy discussion and debate on issues impacting our region. That means every voice must be heard, from the academic with 30 years' experience to the high school student just about to make their choice of what to do after graduation."

*All I Want for Christmas Is... A Way of Addressing Northern Ontario's Woeful Bus Situation*

By Dr. Mike Commito  
Published December 14, 2015

"These reductions (in service) will limit the timing and frequency of travel options for those in the North, with more serious ramifications for those requiring Greyhound or ONTC for medical travel. For those in the Northwest, Greyhound is a primary service provider for intercity travel, as many people in smaller towns require busing to commute into larger hubs for groceries and other social services."

*Northern Reflections*

By Dr. Mike Commito  
Published January 18, 2016

"This year, Northern Policy Institute continues to focus on the demography in the North and offer up recommendations to overcome challenges to our labour force that include an aging population and a decreasing supply of workers. The state of the labour market has become a concern for all Northern Ontarians and our continued collaborative efforts with our regional workforce planning boards will continue to be a priority for us in 2016."

*Yukon First Nation an Innovating Trail Builder*

By Ella Myers

Published February 16, 2016

"Justin Ferbey is the great-nephew of one of the discoverers, and spoke in Sudbury, Jan. 7, to share lessons his community has learned about economic development since that 1896 discovery.

Ferbey described how Carcross developed a strategy to tackle the cycle of dependency they faced. Their goal, he said, was 'to build a private sector economy in Carcross that [would] create a sustainable flow of job and business opportunities for the community, our citizens and the region.'"

*Electoral Reform - What is Best for the North?*

By Charles Cirtwill

Published February 22, 2016

"There is a growing national debate about electoral reform in Canada. Most would say we do not have an impactful voice right now. The current list of examples start with the crisis in our Indigenous communities, move to our lack of infrastructure, and generally end with questions about progress in the Ring of Fire and support for other resource industries. With multiple education, health care, trade, social and environmental stops in between."

*Rescuing First Nations Youth: Shannen's Education Journey and Its Lessons*

By Paul W. Bennett

Published February 29, 2016

"Shannen Koostachin's personal odyssey is a deeply moving story. Her 2007-10 children's campaign for a 'safe and comfy' school in Attawapiskat First Nation spawned "Shannen's Dream," a Canadian youth-driven movement identifying glaring educational inequities and alerting us to the urgent need to improve funding of on-reserve First Nations education. Six years after Shannen's passing, hopes are much higher, but many recognized policy experts continue to bang the same old drum."

*Is There Any Hope in the Northern Separationist Threat?*

By Charles Cirtwill

Published March 14, 2016

"A fellow by the name of Trevor Halliday has launched an online petition calling for the creation of the province of Northern Ontario. As of this writing, his online petition had 3,815 supporters. There may have been "good" historical reasons for this two-tiered approach to citizenship and accountability in Ontario, but given ongoing calls for increased autonomy and more local control, it seems the least the province could do is revisit those choices. Or, we could just wait and see if Mr. Halliday can turn his 3,800 into 38,000."

*Tax Implications of the Second-hand Economy*

By Dr. Lindsay Tedds

Published March 21, 2016

"Clearly, understanding the tax rules is important for participants in the second-hand economy. While most peer-to-peer transactions in the second-hand economy are not subject to either sales or income tax, there is a small amount of activity that is. Given the increase in the second-hand economy, it is worthwhile for CRA to monitor this marketplace for compliance with tax rules."

*Born for Tax Reasons*

By Dr. Lindsay Tedds

Published March 29, 2016

"Findings show that public policy can have unintended consequences on the timing of births. To the degree that these shifts are caused by unnecessarily inducing births or using medical interventions to delay births, there may be increased risk of maternal and fetus health complications, something that is of great concern and why public policy makers need to account for such unintended consequences when designing supports for families with children."

*The North is a Great Place for a Basic Income Pilot*

By Charles Cirtwill

Published April 11, 2016

"The province recently committed to launching a basic income pilot project in Ontario. The core idea is fairly simple. Everyone in a community would be guaranteed some basic amount of money upon which to live. If Ontario is going to join this list, a strong case can be made that they should pilot the idea here in the North. One reason is cost. A basic income is expensive, more expensive depending on the income level set. Dauphin is about 8,000 people. Which made the pilot manageable."

*Airships: A Permanent Solution to High Northern Food Costs*

By Barry Prentice

Published April 25, 2016

"Transport costs to remote communities make grocery prices two and a half to three times higher than food prices in Canada's inner city food-deserts. The only way to combat this dire situation is to foster the development of a transportation policy that can permanently lower food prices and improve food security. This article revisits the idea of using transport airships to deliver nutritious food products to Canada's remote communities."

## Stakeholder Engagement - Events and Presentations



Policy Analyst, Mike Commito and Research Coordinator, James Cuddy attend Cambrian College Career & Job Fair in Sudbury, Ontario.



NPI President and CEO Charles Cirtwill met with CESBA representatives to talk about the Institute's work, current demographic trends in Northern Ontario and how access to education will impact the future of the region's aboriginal youth.

### Presentation to Dalron Construction Limited

Location: Sudbury, ON

Date: June 4, 2015



NPI Research Coordinator, James Cuddy presents to Dalron Construction Limited June, 2015

NPI Research Coordinator James Cuddy provided this residential development company with insights on our institute's work, an overview of regional trends in construction activity, and data demonstrating that residential building growth has not yet recovered from the recent financial crisis.

### Policy in a Pub - A Discussion About the Mid-Canada Corridor with John van Nostrand

Location: Thunder Bay, ON

Date: June 17, 2015

In this rather unconventional setting, NPI welcomed van Nostrand, an architect and urban planner, who discussed the history of this resource-rich corridor and made a strong case for the creation of a strategic plan to guide its sustainable development.

### Presentation to the Port Arthur Rotary Club

Location: Thunder Bay, ON

Date: June 14, 2015

NPI President and CEO Charles Cirtwill provided an overview of the Institute, the work it is undertaking, and the outcomes of these initiatives to engage club members as volunteers and supporters in our ongoing work.

**Presentation to the Greater Sudbury Development Corporation****Location:** Sudbury, ON  
**Date:** August 12, 2015

Continuing to engage stakeholders throughout the region, NPI president and CEO Charles Cirtwill met with the corporation to offer insights into the Institute and our initiatives, as well as propose activities that will help to strengthen Northern Ontario and encourage growth.

**Presentation to Thunder Bay International Airport Authority Board of Directors****Location:** Thunder Bay, ON  
**Date:** August 25, 2015

In this presentation, NPI president and CEO Charles Cirtwill discussed the importance of the airport to the region's economy, offered strategies for growth and introduced the idea of a regional transportation authority dedicated to achieving greater efficiencies and success.

**Presentation to Municipality of Neebing, Council****Location:** Neebing, ON  
**Date:** September 2, 2015

Sharing data on Northern Ontario's growth, NPI President and CEO Charles Cirtwill outlined steps for continued growth and how the Institute would play a key role in achieving those goals, while inviting council members to support and advance these initiatives.

**Primer on NPI & Health Policy****Location:** Sudbury, ON  
**Date:** September 24, 2015

Beginning with an introduction to the NPI and our initiatives, President and CEO Charles Cirtwill provided an overview of health policy issues, arguing that they will make it difficult to maintain the lifestyles and levels of service that Northern Ontario has come to expect.

**Presentation to Northwestern Ontario Municipal Association Regional Conference****Location:** Thunder Bay, ON  
**Date:** September 24, 2015

This presentation, delivered by NPI president and CEO Charles Cirtwill, provided an overview of the Institute's initiatives and resources, including Experience North, the summer intern program, and Northbynumbers.ca, an online repository of Northern Ontario census data from 2001-2011.

**Policy Not in a Pub****Location:** Timmins, ON  
**Date:** October 6, 2015

NPI President and CEO Charles Cirtwill led this insightful discussion on a Federal Economic Agenda for Ontario, highlighting 33 recommendations across six areas that the federal government should adopt to help the province grow.

**Breakfast with Champions - Post Election: What Now?****Location:** Sudbury, ON  
**Date:** November 4, 2015

*President & CEO Charles Cirtwill speaks on a panel at the Breakfast With Champions "What Now?" event in Sudbury, Ontario.*

Hosted by the Greater Sudbury Chamber of Commerce, this panel discussion featured NPI President and CEO Charles Cirtwill who, with other participants, assessed the outcome of the federal election and offered perspective on what a Liberal government will mean for the region and the economy.

**Presentation to the Northern Ontario Workforce Planning Boards****Location:** Sudbury, ON  
**Date:** November 5, 2015

In this presentation, NPI President and CEO Charles Cirtwill detailed the initiatives of the Institute, and how partnerships with planning boards have been vital in making successes possible.

**Presentation to the Northern Leaders' Forum****Location:** Thunder Bay, ON  
**Date:** November 10, 2015

Laying out the key categories of regional and district economic measures, NPI President and CEO Charles Cirtwill presented demographic trends and data that are influencing and will continue to influence regional growth for the foreseeable future.

**Presentation to the Sudbury Chamber of Commerce -  
Advocacy Committee**

**Location:** Sudbury, ON

**Date:** November 12, 2015

Following an overview of NPI activities, resources and outcomes, research coordinators James Cuddy and Dr. Mike Commito offered committee members a glimpse of upcoming research initiatives and invited attendees to support the Institute in our work.

**Goring Family Lecture - Keynote Presentation**

**Location:** Sudbury, ON

**Date:** January 7, 2016

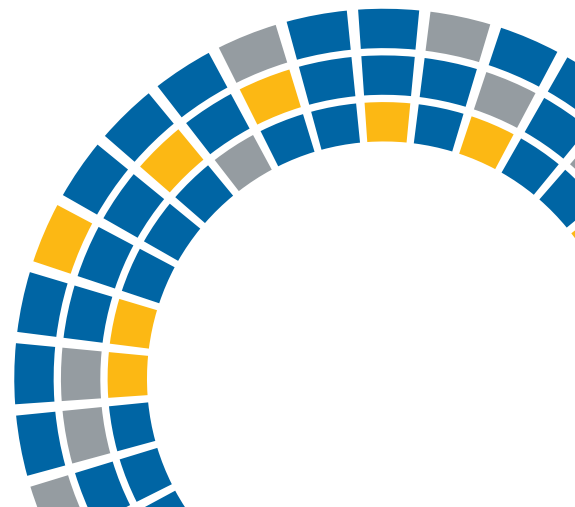
In partnership with Laurentian University & Sudbury Tourism, NPI presented keynote speaker Justin Ferbey, Deputy Minister of Economic Development with the Yukon government, who discussed how the territory is drawing on its heritage to drive economic growth through tourism.

**Presentation to the Prospectors & Developers  
Association of Canada Convention**

**Location:** Toronto, ON

**Date:** March 7, 2016

NPI author Karl Skogstad spoke to convention attendees about his paper *The Mining Industry in Northwestern Ontario: An Analysis of Recent Developments and a Strategy for Success*.



## By the Numbers

### Publications

#### Research Papers



Yearly goal: 6

Internally Written: 2  
Externally Written: 6

#### Issue Commentaries



Yearly goal: 18

Internally Written: 6  
Externally Written: 6

### Media



#### E-Newsletter

Goal: 12  
Achieved: 12

Score vs. Business Plan: 100%



#### Website

Total views: 242,083  
Total visitors: 40,671

\*Both English and French sides



#### Twitter

Goal: 260 tweets  
Achieved: 675 tweets

Score vs. Business Plan: 259%



#### Blog

Goal: 48  
Achieved: 38 Externally Written: 14 Internally Written: 24

Score vs. Business Plan: 79%



#### Facebook

Goal: 72 posts  
Achieved: 160 posts

Score vs. Business Plan: 222%



#### Unearned Media

Goal: 12  
Achieved: 17

Score vs. Business Plan: 142%



#### LinkedIn

Goal: 72 posts  
Achieved: 59 posts

Score vs. Business Plan: 82%



#### Earned Media

Goal: 48  
Achieved: 69

Score vs. Business Plan: 144%

### Outreach & Partnerships

#### Presentations

Goal: 4  
Achieved: 16

#### Partnership Recruitment

Goal: 6  
Achieved: 22

#### NPI Events

Goal: 2  
Achieved: 8

#### Community Partnerships

Goal: 2  
Achieved: 6

#### One-on-One Meetings

Goal: 52  
Achieved: 268



## Media Coverage

### May 2015

#### **Growth Potential of Northeast Ontario**

In his commentary *From Laggard to Leader (Almost): Northeast showing potential for growth*, NPI Economist James Cuddy cited several reasons to be optimistic about Northeast Ontario's financial outlook. Media coverage included *SooToday.com* and the *Sudbury Star*.

"Despite these and other challenges, the region is showing signs of growth. In order to capitalize on this potential, Northeastern Ontario should continue to focus on attracting and retaining youth, increase regional competitiveness by tracking indicators regularly, and recognize that urban centres can lead the way toward growth across the region."

"'Potential' despite stagnant population, uncertain employment, says report" – *SooToday.com*, May 5, 2016

#### **Parents Reaching Out (PRO) Grants**

In an op-ed that ran in both the *Sudbury Star* and *The Chronicle-Journal*, NPI Research Fellow Paul W. Bennett raised questions about what these Ontario Ministry of Education grants fund, and their impact on schools throughout Northern Ontario.

"Launched with the best of intentions, the PRO grants could achieve a greater impact if specifically targeted at changing the home-school dynamic in socially disadvantaged school communities, particularly in Northern Ontario. Perhaps it's time to re-assess the program to see if the funds can be better directed in addressing the dire needs of priority neighbourhoods."

"What's being funded in Northern Ontario?" – *Sudbury Star*, May 26, 2016

### June 2015

#### **Northern Ontario's Economy**

Writing in a guest column for *TheRecord.com*, NPI Research Advisory Board member Livio Di Matteo assesses Northern Ontario's relatively slow economic growth compared to the rest of the province and argues that the region should not look to Queen's Park or Ottawa for answers.

'Northern Ontario needs to stop seeing itself as a victim of government neglect, especially given its dependency on provincial and federal government expenditure. Indeed, as a recent report by the Northern Policy Institute has noted, northern Ontarians might be better served by not fixating on the north-south provincial relationship and instead look outward for economic development examples, from northern regions around Canada and the world such as Alaska,

Norway, and Iceland, which have leveraged their resource base into greater value added activities."

"Northern Ontario's next boom must come from within" – *TheRecord.com*, June 3, 2016

#### **FedNor Autonomy**

On June 9, NPI issued *FedNor: It's just got to be free*, a report authored by Charles Conteh, Associate Professor, Department of Political Science at Brock University. It called for FedNor to cut its ties with Industry Canada and Ottawa to better serve the needs of the region. Coverage included *TimminsToday.com*, *CJRL Kenora*, *The Chronicle-Journal*, and a Northern Ontario Business op-ed written by NPI President and CEO Charles Cirtwill:

"Economic development in the modern age is about regions – investing in them, growing them, and making them unique. Who is best to decide how to maximize our region's competitiveness? A policy writer in a tower in Ottawa, or a program officer on the ground in Kapuskasing?"

"FedNor: who calls the shots matters" – *Northern Ontario Business*, July 28, 2015

#### **A Federal Economic Agenda for Ontario**

Following the spring 2015 release of *The Mowat Centre's* final document for this agenda, NPI President and CEO Charles Cirtwill wrote an op-ed for *Northern Ontario Business* on the need for the region to make its voice heard in determining its future. The agenda also received coverage from *Tbnewswatch.com*, *CKTG Thunder Bay*.

"We need to see more of this model. Northerners working together, talking to each other, across regional and cultural and generational boundaries. Being willing, with one voice, to explain what we want, why we want it, and to provide a basis for why we believe it will work."

"Northern voices can indeed be heard" – *Northern Ontario Business*, June 26, 2015

### August 2015

#### **Transforming Schools Into Community Hubs**

When Ontario began a program of transforming disused schools into community hubs, NPI Research Fellow Paul W. Bennett wrote an op-ed for *The Chronicle Herald* about Nova Scotia's own experiences, which serve as a cautionary tale for formulating policy.

"There is a clear recognition that investing in hubs produces social dividends, including lower delinquency rates, better health outcomes, healthier lives for seniors, and higher levels of community trust. Cage-busting leadership will be required to transform schools and other public buildings into viable community hubs."

"BENNETT: Hub schools done right—the Ontario example" – *The Chronicle Herald*, Aug. 25, 2015

### **Spring Bear Hunt**

Policy Analyst Dr. Mike Commito garnered considerable media interest with the publication of his August 2015 report *Does the Spring Bear Hunt Make 'Cents?'*. Proposing that such a hunt could have economic benefits for Northern Ontario, Dr. Commito and his findings were referenced by outlets such as the Kapuskasing Times, CBC Sudbury, National Post and Sudbury Star.

"Simply selling the licences garners millions for the provincial treasury: the NPI report estimates annual black-bear hunting licences garnered over \$1.8 million for the ministry of natural resources in the 2012/13 fiscal years. It estimates hunters from Ontario can inject as much as \$9 million into the provincial economy, based on historic figures, and tourists another \$18 million — and that's since the spring hunt was cancelled, in 2002, and inflation alone would boost that figure today."

"Why reviving Ontario's spring bear hunt would be good for economy" – *National Post*, Sept. 15, 2015

### **September 2015**

#### **The Necessity of School Homework**

In an op-ed for the National Post, NPI Research Fellow Paul W. Bennett extolled the trend that sees homework being restored as a vital component of the Canadian educational experience.

"The latest research confirms that doing homework is essential to performing reasonably well in junior and senior high school. Since Canadian high schoolers now report doing less than one hour per day, most education authorities reject Kohn's claims and see a positive "return on the time invested" in subject-specific homework, balancing the multiple demands of competing subject areas. All recent studies concur that older students continue to benefit more than younger students because of the edge it gives them in academic achievement."

"Paul Bennett: Ignore the whiners: Homework's making a big comeback" – *National Post*, Sept. 15, 2015

#### **Provincial Pension Plan**

In light of debate over the merits of introducing a provincial pension plan, NPI president and CEO Charles Cirtwill authored a Northern Ontario Business op-ed

arguing that there are more practical ways to support people in saving money for their retirement.

"More to the point, if the issue really is that many people can't afford to save for retirement, a better solution exists. Rather than taking money from them and making their current situation worse, we can arrange to increase their income and require them to use this new money for our desired goal of forced increases in savings. They are no worse off today, and considerably better off tomorrow (as are we, the taxpayers, who have a smaller bill to foot down the road)."

"We can help people afford to save for retirement" – *Northern Ontario Business*, Sept. 23, 2015

#### **Northbnumbers**

Fall 2015 saw the debut of this NPI GIS tool offering researchers, policy makers, public officials, and students access to Northern Ontario demographical data from 2001-2011. The launch received extensive coverage, including CKDR, SooToday.com, CJRL Kenora, Tbnnewswatch.com and NetNewsLedger.com.

"While outmigration in Thunder Bay slowed between 2001 and 2011, many city neighbourhoods also saw their average income increase. That's some of the statistical data that can be found in an interactive map on the Northern Policy Institute's new online data tool — Northbnumbers."

"Northern numbers are online" – *The Chronicle-Journal*, Sept. 28, 2015

#### **First Nations Education**

As students were returning to schools, NPI released *A Strategy for Change Supporting Teachers and Improving First Nations, Métis, and Inuit School Success in Provincially Funded Northwestern Ontario Schools*. Authors Dr. John Hodson and Dr. Julian Kitchen argued that the province's 'one-size-fits-all pedagogy' was detrimental for First Nations, Métis and Inuit schools. Media coverage included CJRL and NetNewsLedger.com.

"A report from the Northern Policy Institute wants the Ontario government to provide new tools to help First Nations, Métis and Inuit students achieve educational success. The report says the province's education system is failing aboriginal students because of a lack of access to traditional knowledge."

"Northern Policy Institute Offers Suggestions For The Education System" – *CJRL Kenora*, Sept. 28, 2015

#### **Teach For Canada (TFC)**

The launch of TFC, a non-government organization filling gaps in the delivery of education in Northern Ontario, was met with considerable resistance from both the Canadian Teachers Federation (CTF) and

union activists. NPI Research Fellow Paul W. Bennett's op-ed for TimminsPress.com says concerns about the TFC are unfounded.

"Fresh from a four-week training session, including a five-day stay at Lac Seul First Nation [...] the first cohort of Teach for Canada recruits are better prepared than any previous group of teachers destined for teaching in First Nation communities. Sweeping condemnations of educational innovations originating outside the system are all too common. From the ground level, it looks like a positive development, if only as a transitional program."

"TFC fills education gap" – *TimminsPress.com*, Oct. 15, 2015

### October 2015 Federal Election

As voters prepared to head to the polls, Northern Policy Institute issued a report card that gave 'C' grades to all the major parties for their efforts to make Northern Ontario a campaign priority. Coverage included CBC and tbnewswatch.com:

"In the final days of the campaign, the Northern Policy Institute waded into the election, in a published report rating the four main federal parties based on how well they addressed economic priorities for Northern Ontario [...] [T]he marks were not great. In fact, all in the C-range. Charles Cirtwill is president and CEO of the Northern Policy Institute and joins us right now to talk about what all of this means..."

"Election Reaction - Northern Policy Institute" – *CBC Thunder Bay (Superior Morning)*, Oct. 20, 2015



NPI President Charles Cirtwill speaks with media in Timmins, ON

### Reopening of Spring Bear Hunt

When the province announced a proposal to reopen the spring bear hunt in 2017, several media outlets cited Policy Analyst Dr. Mike Commito's August 2015 report examining the economic and ecological benefits and challenges of such a move. They included the National Post, Toronto Star, CBC, TVO and GCPNews.com

"The revised scope of the spring hunt holds promise for several economic and ecological impacts according

to Northern Policy Institute analyst Mike Commito who released a report on the issue this past August. 'There is no guarantee we'll recapture that lost market but based on historical data, black bear hunting has certainly been a big business here in Ontario,' he said."

"Spring bear hunt to be reinstated in Ontario" – *Toronto Star*, Nov. 3, 2015

### Employee One Survey

When Employment Ontario released this survey in fall 2015, NPI encouraged businesses throughout Northern Ontario to participate, providing information that would result in invaluable insights on business challenges. Media coverage of NPI's efforts included SooToday.com.

"'We all want government to make evidence based decisions,' says Northern Policy Institute President, Charles Cirtwill. 'They can't do that if we refuse to supply the evidence. I know most of us are busy keeping our operations running, and I appreciate that time is indeed money. But 15 minutes isn't too much to ask to help government better understand what help we do, or do not, need from them.'"

"These people are looking for evidence from you" – *SooToday.com*, Nov. 5, 2015

### Long Census Form Return

The announcement that the federal government would reinstate the long census was enthusiastically received by NPI. Media coverage of the Institute's reaction included radio stations CFOB Fort Francis and CKTG Thunder Bay.

"President Charles Cirtwill says the mandatory census tells us in a definitive way how things have changed over time, and supports the development of evidence-based policies."

"NPI Likes Long Form Census Return" – *105.3 CKTG Thunder Bay*, Nov. 9, 2015

### Demographic Trends

In light of demographic shifts occurring throughout the region, NPI president and CEO Charles Cirtwill explored the practicality and benefits of encouraging population growth in an op-ed for Northern Ontario Business.

"You can't just have population growth, you have to have population growth in the working ages and larger growth in the working ages than in the non-working ages. This is exactly the opposite of what we and most other developed and, indeed, developing countries are experiencing right now."

"Does Northern Ontario need more people?" – *Northern Ontario Business*, Nov. 23, 2015

### **Chiefs of Ontario Education Symposium**

During November 17-19, 180 First Nations educators, councillors and elders gathered to develop a proposal for full control of education both on and off reservations. NPI Research Fellow Paul W. Bennett attended the symposium and wrote an op-ed for *The Chronicle-Journal* detailing his optimism regarding the initiative.

"The pace will be set by First Nations leaders and it will take some time to fashion a framework that truly respects First Nations 'sovereignties' in education."

"Charting a New Path: Riding the 'warm wind' in First Nations education begins in Thunder Bay" – *The Chronicle-Journal*, Nov. 27, 2015

### **December 2015**

#### **Lagging Graduation Rates**

Authored by Policy Analyst Dr. Mike Commito, *Making the Grade? Education Trends in Northern Ontario*, argues that education is not accessible for, or engaging, First Nations youth in the region, and many are dropping out as a result. Media coverage included *SooToday.com* and *Tbnewswatch.com*.

"As the population of Northern Ontario declines, addressing some of the issues in the education system will be important if the region hopes to improve employment opportunities, maintain and improve youth retention numbers, and improve the health of Aboriginal communities," Commito writes."

"Access still key to education in the north" – *SooToday.com*, Dec. 3, 2015

### **January 2016**

#### **Tourism**

NPI, in partnership with Laurentian University and the Greater Sudbury Development Corporation, hosted a public lecture in which Justin Ferbey, the great-nephew of one of the instigators of the Klondike Gold Rush, related how Carcross, Yukon was using that legacy to pursue economic development. Coverage included *NorthernLife.ca*.

"As CEO of the community's economic development corporation, Ferbey led the focused plan that capitalised on the inherent tourist attraction of four mountains surrounding the community. The community built biking trails, along with space and opportunity for local retail businesses to service tourists, and a hotel to house visitors."

"Sudbury can learn tourism lessons from Yukon First Nation" – *NorthernLife.ca*, Jan. 11, 2016

#### **Mining**

In January, NPI issued *The Mining Industry in Northwestern Ontario: An Analysis of Recent Developments and the Strategy for Success*, authored

by Dr. Karl Skogstad and Dr. Ayman Alahmar. It proposes initiatives that could lead to a bold new era for the industry. Media coverage included *NorthernLife.ca*, *Tbnewswatch.com* and *TimminsToday.com*.

"The province of Ontario could be missing out on billions of dollars in tax revenue and the creation of thousands of jobs for the people of Northern Ontario. According to a new research report published by Northern Policy Institute, nine potential mining projects have been proposed in the North since 2010, with an estimated wealth at \$135.4 billion and the potential to create over 23,000 jobs."

"Northern mining industry needs to prepare for rising prices" – *TimminsToday.com*, Jan. 26, 2016

### **February 2016**

#### **First Nations Education**

In an op-ed for *The Globe and Mail*, NPI Research Fellow Paul W. Bennett argued that significant reforms are needed to the education system to address long-standing issues and empower First Nations people.

"With a new Minister of Indigenous and Northern Affairs and more generosity of spirit abroad in the land, the time for social reconstruction from the ground up may have arrived. Supporting traditional industries, creating sustainable employment, refurbishing housing, and embracing First Nations community-based schooling is a much better approach."

"First Nations students need more than policy advice" – *The Globe and Mail*, Feb. 22, 2016

### **April 2016**

#### **Ring of Fire**

In his NPI report *From Resource to Revenue: Dryden Mill Lessons for the Ring of Fire*, Laurentian University History Professor Dr. Mark Kuhlberg drew on the legacy of the Dryden pulp and paper mill to urge caution in developing this vast resource. Media coverage included *Wawa-news.com* and *NorthernLife.ca*

"With the Ring of Fire question, Kuhlberg writes, 'the political landscape is, in many ways, even more complicated for resource industries today than it was during Dryden Paper's first few decades of existence.' While it is important we see a more concerted effort to overcome these challenges, Kuhlberg's cautionary tale is important reading for those 'who are prone to pinning their hopes for Northern Ontario's future prosperity on the rapid realization of potential mining developments such as the Ring of Fire.'"

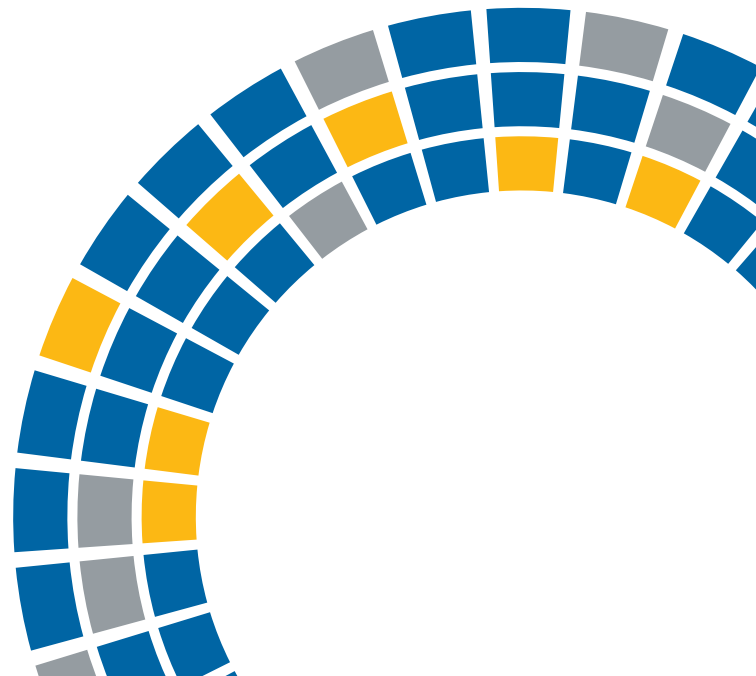
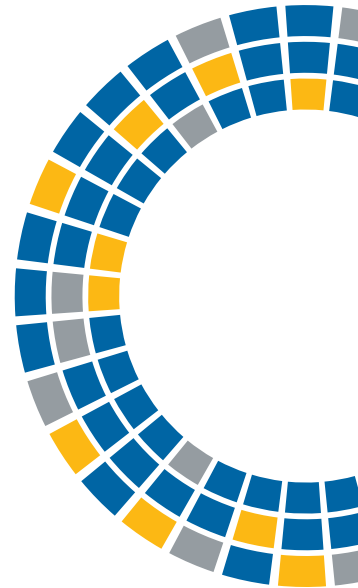
"A Cautionary Tale for the Ring of Fire" – *Wawa-news.com*, April 6, 2016

### **Northern Ontario Governance**

Dr. David Robinson explored governance options for Northern Ontario in his research paper *Revolution or Devolution?: How Northern Ontario Should be Governed*. He suggested that devolution of powers from the provincial government would be the optimal approach, giving the region more say over its future. Media coverage included the Sudbury Star and Wawa-news.com.

“Northern Ontario is little more than a colony of the rest of the province, with little or no control over its economy or its progress, a new report says. The report, prepared by the Northern Policy Institute, also argues there are alternative governance models for the region that could give Northern Ontario more control over its destiny and economic development.”

“N. Ontario little more than a ‘colony’ — report” —  
*Sudbury Star, April 28, 2016*



# Financial Statements

## Northern Policy Institute Financial Statements For the year ended April 30, 2016

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BDO Canada LLP  
1095 Barton Street  
Thunder Bay ON P7B 5N3 Canada

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## Independent Auditor's Report

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### To the Board of Directors of Northern Policy Institute

We have audited the accompanying financial statements of Northern Policy Institute, which comprise the statement of financial position as at April 30, 2016 and the statements of operations and net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Northern Policy Institute as at April 30, 2016 and the results of its operations and its cash flows for the year then ended in accordance with the Canadian accounting standards for not-for-profit organizations.

*BDO Canada LLP*

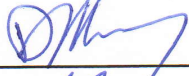
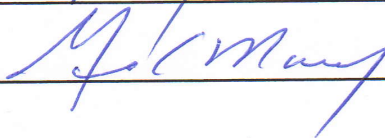
Chartered Professional Accountants, Licensed Public Accountants

Thunder Bay, Ontario  
August 11, 2016

## Northern Policy Institute Statement of Financial Position

April 30	2016	2015
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 549,338	\$ 590,052
Government remittances receivable	24,723	36,321
Accounts receivable	123,103	127,883
Prepaid expenses	5,919	6,438
	703,083	760,694
Property, plant and equipment (Note 2)	59,952	53,677
	\$ 763,035	\$ 814,371
<b>Liabilities and Net Assets</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 3)	\$ 60,539	\$ 41,281
Deferred revenue	95,500	250,000
	156,039	291,281
Deferred capital contributions (Note 4)	59,952	53,677
	215,991	344,958
<b>Net assets</b>		
Unrestricted	547,044	469,413
	\$ 763,035	\$ 814,371

On behalf of the Board:

  
 \_\_\_\_\_ Director  
  
 \_\_\_\_\_ Director



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## Northern Policy Institute Statement of Operations and Net Assets

For the year ended April 30	2016	2015
<b>Revenue</b>		
NOHFC funding	\$ 972,007	\$ 952,183
Other provincial funding	1,101	-
Federal funding	2,640	-
Community partners	68,767	-
Donations-in-kind	34,543	41,198
Events	1,000	3,828
Interest income	632	1,691
Amortization of deferred capital contributions	21,718	12,483
	<u>1,102,408</u>	<u>1,011,383</u>
<b>Expenditure</b>		
Amortization	21,718	12,483
Board meetings	28,564	39,903
Event promotion	2,484	11,659
Insurance	5,961	5,704
Interest and bank charges	2,650	2,352
Interns	72,190	81,150
Office	11,837	12,829
Publications	128,091	102,190
Recruitment	-	8,000
Professional fees	8,660	37,398
Public relations	13,147	14,538
Rent	21,540	19,837
Repairs and maintenance	27,728	37,678
Research	27,207	8,439
Subscriptions	1,455	5,719
Telephone	5,304	1,976
Travel	42,106	46,732
Wages and benefits	576,732	552,541
Website	27,403	3,201
	<u>1,024,777</u>	<u>1,004,329</u>
<b>Excess of revenue over expenditure for the year</b>	<b>77,631</b>	<b>7,054</b>
<b>Net assets, beginning of year</b>	<b>469,413</b>	<b>462,359</b>
<b>Net assets, end of year</b>	<b>\$ 547,044</b>	<b>\$ 469,413</b>

The accompanying notes are an integral part of these financial statements.

## Northern Policy Institute Statement of Cash Flows

For the year ended April 30	2016	2015
<b>Cash flows from operating activities</b>		
Excess of revenue over expenditure for the period	\$ 77,631	\$ 7,054
Items not involving cash		
Amortization of property, plant and equipment	21,718	12,483
Amortization of deferred capital contributions	(21,718)	(12,483)
	<u>77,631</u>	<u>7,054</u>
Change in non-cash working capital balances (Note 5)	(118,345)	(151,902)
	<u>(40,714)</u>	<u>(144,848)</u>
<b>Investing activities</b>		
Purchase of equipment	27,993	47,817
Contributions received in the period	(27,993)	(47,817)
	<u>-</u>	<u>-</u>
<b>Decrease in cash for the year</b>	<b>(40,714)</b>	<b>(144,848)</b>
Cash, beginning of year	590,052	734,900
	<u>549,338</u>	<u>590,052</u>
<b>Cash, end of year</b>	<b>\$ 549,338</b>	<b>\$ 590,052</b>

The accompanying notes are an integral part of these financial statements.

## Northern Policy Institute Notes to Financial Statements

April 30, 2016

### 1. Significant Accounting Policies

<b>Nature and Purpose of Organization</b>	Northern Policy Institute was incorporated under the laws of the Province of Ontario on December 4, 2012 without share capital, and is a registered charity under the Income Tax Act. The Northern Policy Institute is an evidence-based independent research organization with a focus on public policies and programs that affect Northern Ontario.						
<b>Basis of Accounting</b>	These financial statements have been prepared using Canadian accounting standards for not-for-profit organizations. These standards use the accrual basis of accounting. The accrual basis recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipts of goods or services and the creation of a legal obligation to pay.						
<b>Financial Instruments</b>	Financial instruments are recorded at fair value when acquired or issued. All investments have been designated to be in the fair value category, with gains and losses reported in operations. All other financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each balance sheet date and charged to the financial instrument for those measured at amortized cost.						
<b>Cash and Cash Equivalents</b>	Cash and cash equivalents consist of cash on hand and bank balances with a maturity of three months or less.						
<b>Property, Plant and Equipment</b>	Property, plant and equipment is initially recorded at cost. Amortization is provided on a straight-line basis follows: <table border="0" style="margin-left: 20px;"> <tr> <td>Office furniture</td> <td>- 5 years</td> </tr> <tr> <td>Computer equipment</td> <td>- 3 years</td> </tr> <tr> <td>Leasehold improvements</td> <td>- 5 years</td> </tr> </table>	Office furniture	- 5 years	Computer equipment	- 3 years	Leasehold improvements	- 5 years
Office furniture	- 5 years						
Computer equipment	- 3 years						
Leasehold improvements	- 5 years						

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## Northern Policy Institute Notes to Financial Statements

April 30, 2016

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### 1. Significant Accounting Policies (cont'd)

<b>Deferred Capital Contribution</b>	<p>The Institute is the recipient of certain approved capital grants which specify purpose and maximum allowable contributions.</p> <p>Funds received are included on the statement of financial position as property, plant and equipment and deferred capital contributions and are amortized to income on the straight line balance method at the rate consistent with the method used to record the amortization on the related property, plant and equipment.</p>
<b>Revenue Recognition</b>	<p>The Institute follows the deferral method of accounting for government grants and contributions. Restricted contributions are recognized as revenue in the year in which the related expenditures are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.</p>
<b>Contributed Materials and Services</b>	<p>Contributed materials and services which are used in the normal course of the Institute's operations and would otherwise have been purchased are recorded at their fair value at the date of contribution if fair value can be reasonably estimated.</p>
<b>Use of Estimates</b>	<p>The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. The principal estimate used in the preparation of these financial statements is the accruals, value of donations-in-kind and estimated useful life of property, plant and equipment. Actual results could differ from management's best estimates as additional information becomes available in the future.</p>

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## Northern Policy Institute Notes to Financial Statements

April 30, 2016

### 2. Property, Plant and Equipment

	2016		2015	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Office furniture	\$ 42,985	\$ 12,646	\$ 37,013	\$ 4,647
Computer equipment	49,693	22,940	27,672	10,174
Leasehold Improvements	4,766	1,906	4,766	953
	<u>\$ 97,444</u>	<u>\$ 37,492</u>	<u>\$ 69,451</u>	<u>\$ 15,774</u>
Net book value		<u>\$ 59,952</u>		<u>\$ 53,677</u>

### 3. Accounts Payable and Accrued Liabilities

	2016	2015
Trade	\$ 43,754	\$ 24,496
Accrued liabilities	16,785	16,785
	<u>\$ 60,539</u>	<u>\$ 41,281</u>

### 4. Deferred Capital Contributions

	2016	2015
Balance, beginning of period	\$ 53,677	\$ 18,342
Additions	27,993	47,818
Amortization	(21,718)	(12,483)
Balance, end of period	<u>\$ 59,952</u>	<u>\$ 53,677</u>

### 5. Statement of Cash Flows

	2016	2015
Government remittances receivable	\$ 11,598	\$ (24,577)
Accounts receivable	4,780	(102,883)
Prepaid expenses	519	(1,341)
Accounts payable and accrued liabilities	19,258	(23,101)
Deferred revenue	(154,500)	-
	<u>\$ (118,345)</u>	<u>\$ (151,902)</u>

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## Northern Policy Institute Notes to Financial Statements

April 30, 2016

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### 6. Economic Dependence

The Institute is economically dependent on the grants it receives from the Northern Ontario Heritage Fund Corporation.

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### 7. Financial Instruments

Unless otherwise noted, it is management's opinion that the Institute is not exposed to significant interest rate, currency or market risk arising from financial instruments.

#### Credit Risk

Credit risk is the risk of financial loss to the Institute if a customer or counter-party to a financial instrument fails to meet its contractual obligations, and arises principally from the Institute's receivables. The Institute does not believe it is subject to any significant concentrations of credit risk related to accounts receivable.

The Institute maintains all its bank accounts at one bank. The Institute is exposed to credit risk as the balances in the accounts exceed the federally insured limit.

#### Liquidity Risk

Liquidity risk is the risk that the Institute encounters difficulty in meeting its obligations associated with financial liabilities. Liquidity risk includes the risk that, as a result of operational liquidity requirements, the Institute will not have sufficient funds to settle a transaction on the due date; will be forced to sell financial assets at a value, which is less than what they are worth; or may be unable to settle or recover a financial asset. Liquidity risk arises from accounts payable and accrued liabilities. Management believes they are not exposed to significant liquidity risk.

# Thank you

Northern Policy Institute would like to thank all of the organizations that have assisted us, partnered with us, and supported us.

## Financial and in-kind support



St. Mary's Manor Ltd.



## Partnerships



# Ambassadors Northwest



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