



**NORTHERN**  
POLICY INSTITUTE

INSTITUT DES POLITIQUES  
**DU NORD**

## Annual Report | 2014-2015

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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 and Sudbury. 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. We exist for the purposes of:

- The development and promotion of proactive, evidence based and purpose driven policy options that deepen understanding about the unique challenges of Northern Ontario and ensure the sustainable development and long-term economic prosperity of Northern Ontario;
- The research and analysis of:
  - » Existing and emerging policies relevant to Northern Ontario;
  - » Economic, technological and social trends which affect Northern Ontario;
- The formulation and advocacy of policies that benefit all Northern Ontario communities that include Aboriginal, Francophone, remote/rural communities, and urban centres; and,
- Other complementary purposes not inconsistent with these objectives.

## Values

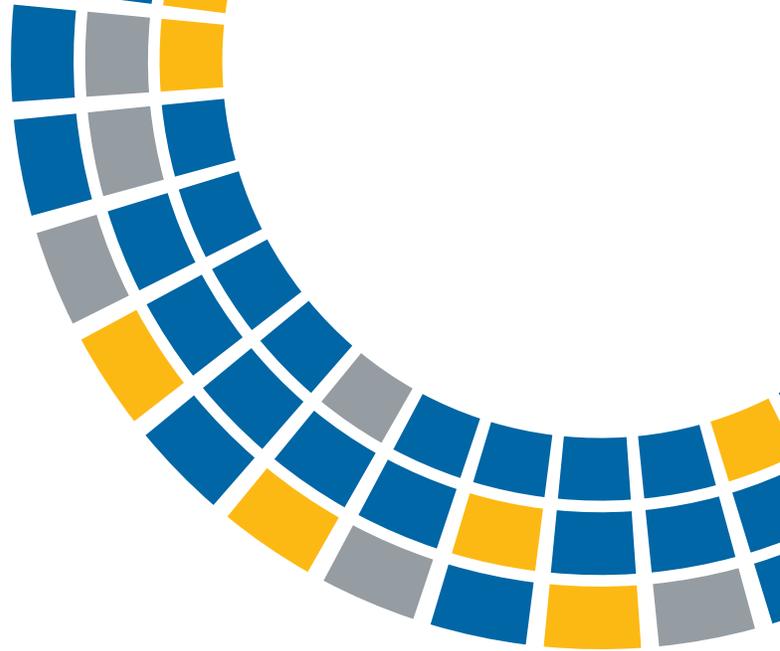
**Objectivity:** Northern Policy Institute is a non-partisan, not-for-profit incorporated body providing fair, balanced and objective assessments of policy issues in a pan-Northern Ontario context;

**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 multicultural 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

It has been a very exciting and successful year for Northern Policy Institute. After only two years, Northern Ontario's first and only independent think tank has made significant strides in not only establishing itself as a leader in policy related research and ideas, but also helping shape the future of Northern Ontario.

In year two, Northern Policy Institute has come a long way. Throughout 2014/2015, the staff has expanded and the Summer Internship Program was implemented, providing valuable experience to youth across the region. There has also been significant progress in community and stakeholder engagement, with the staff and volunteers travelling throughout the region and holding public information sessions in Timmins, Kenora, and Sioux Lookout.

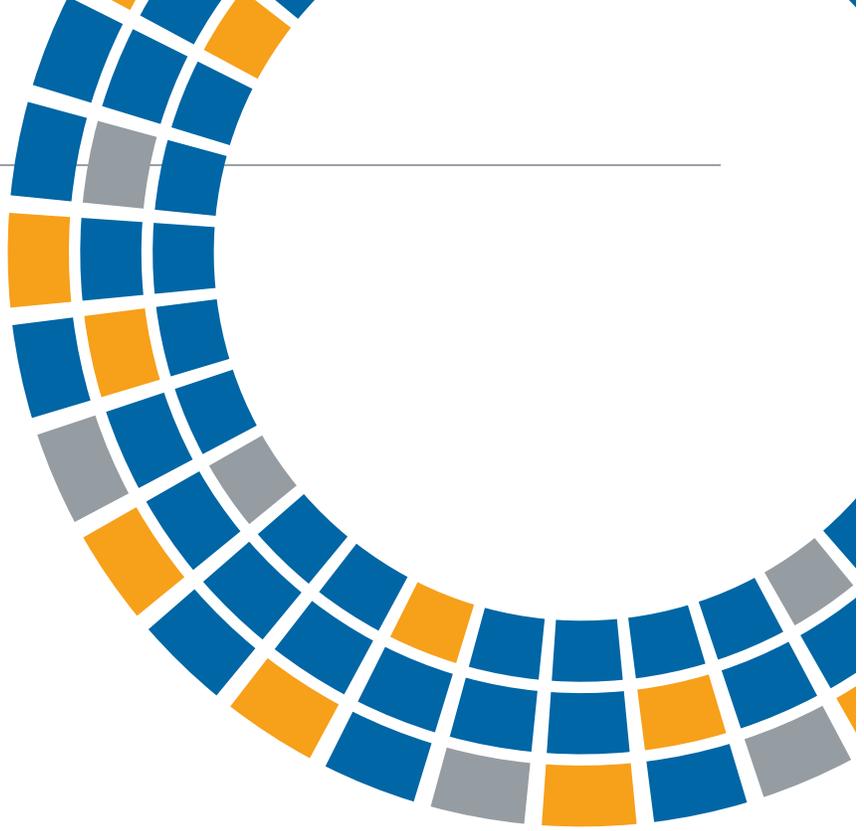
Northern Policy Institute has published several engaging and thought-provoking research papers and commentaries throughout the year. Tackling the issues important to the people of Northern Ontario, Northern Policy Institute has examined First Nations education reform, labour market analysis, demographic changes, and even encouraged a new lens for looking at Northern Ontario issues.

All of this could not be possible without the support of our partners: Lakehead University, Laurentian University, and the Northern Ontario Heritage Fund Corporation. Northern Policy Institute also relies on a team of dedicated and passionate volunteers and I would like to thank all current and past directors of the board, as well as volunteers serving on the Research Advisory Board and the Advisory Council.

During year two, the dedicated members of the Board of Directors had the opportunity to work on several new foundational issues and we are pleased with the resolutions put forward. We believe this will help grow the institute and create even more opportunities throughout the north.

Everyone involved with Northern Policy Institute is very optimistic for the future. Given all that has been accomplished in such a short period of time, Northern Policy Institute can only continue to grow and establish itself as a leading think tank not only in the province, but the country as well.

Chair  
Martin Bayer



## Message from the President



For an organization still taking its first tentative steps into the world of public policy research, I am proud to say that Northern Policy Institute has found its stride. In only our second year we have published five commentaries, three research reports, one briefing note, and one map.

Our research this past year has included an examination into a dramatic reform of the First Nations education system in Ontario in Paul Bennett's and Jonathan Anuk's report, "Picking up the Pieces: A Community-School-Based Approach to First Nations Education Renewal." Another major issue that we often hear about is youth out-migration. Through a series of commentaries and research reports, Northern Policy Institute delved into the issues of employment, demographics, and youth out-migration in the region. The results, while not ideal, do not paint as grim a picture as some might expect.

Research Coordinator, James Cuddy, looked at the labour market in Northeastern and Northwestern Ontario, and found that while each region faces its own set of challenges, the labour market has stabilized. Taking a step back and looking at the region as a whole, David MacKinnon's research Paper, "Looking Out is as Important as Looking in," demonstrated that Northern Ontario should look to other northern jurisdictions around the world in order to find success, as opposed to constantly being held in the same framework as Southern Ontario.

Northern Policy Institute also collaborated on creating a Federal Economic Agenda for Ontario with The Mowat Centre. Several discussion and consultation sessions were held throughout the north, a questionnaire was distributed to over 300 municipalities and First Nations in the region, and the public was encouraged to submit feedback through online comment forms and by telephone. This was all in an effort to gather input from Northerners to ensure that a northern voice is included in the Federal Economic Agenda for Ontario.

This level of success could not have been achieved on our own. This year Northern Policy Institute established several important partnerships with organizations throughout the province, including The Mowat Centre, North Superior Workforce Planning Board, and the Sault Ste. Marie Innovation Centre.

We have also expanded our own operations. In the summer of 2014 we launched our first Summer Internship Program. This program provided valuable experience to three interns in Thunder Bay and two in Sudbury. We are pleased to see this program expand

in the upcoming year, with three positions being offered in Thunder Bay, three in Sudbury, and two in Sault Ste. Marie. We are keen to see the ideas that these young minds will bring to policy discussion in the north and we are pleased to provide this experience to the youth of Northern Ontario.

The full-time staff at Northern Policy Institute also expanded. We were pleased to welcome a new Communications Coordinator in the fall of 2014 and an Operations Assistant at the start of 2015. We are also looking to expand operations in Sudbury by hiring a full-time Policy Analyst in the summer of 2015.

And as we welcome new staff members and volunteers, we also bid farewell to others who have helped shape Northern Policy Institute into what it is today. Public Servant in Residence, Rick Millette, who served as the Executive Director for the Ring of Fire, will be leaving the organization in the spring of 2015.

I would also like to thank our volunteers, board of directors, and chair, Martin Bayer, for all their tireless work with helping to move Northern Policy Institute forward. We would not be what we are or where we are without your dedication and hard work.

As we move into our third year, Northern Policy Institute will be looking at a number of pressing issues still facing Northern Ontario. We will be exploring the organizational structure of FedNor, health priorities in Northern Ontario, First Nations education, safe injection sites, and many other important issues. We are also excited about the launch of our new website, northbynumbers.ca, and an interactive infrastructure map, which are all slated to be released this coming year. We are also in the midst of developing an extensive project, Know the North.

We will continue to head out into your communities, and we will keep listening to what is most important to the people of Northern Ontario.

Charles Cirtwill  
President and CEO

## Who We Are



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

**Board:** 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.

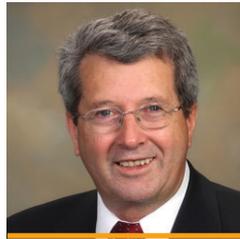
**Authors and Research Fellows:** Provide independent expertise on specific policy areas as and when needed.

**Standing engagement tools (general public, government stakeholders, community stakeholders):** Ensure Northern Policy Institute remains responsive to the community and reflects THEIR priorities and concerns in project selection.

## Board of Directors



Ron Arnold



Pierre Bélanger



Martin Bayer



Florence Bailey



Thérèse Bergeron-Hopson



Dr. Harley d'Entremont



Jean Paul Gladu



Dr. George C. Macey



Dawn Madahbee



Hal J. McGonigal



Doug Murray



Gisèle Regimbal



Madge Richardson



Ray Riley



Brian Tucker

## President & CEO



Charles Cirtwill

## Research Advisory Board

Dr. John Allison  
Dr. Randy Battochio  
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

## Advisory Council

Murray Coolican  
Barbara Courte Elinesky  
Brian Davey  
Tony Dean  
Don Drummond  
John Fior  
Ronald Garbutt  
Frank Kallonen  
Kathryn Poling

## Up to Here | 2014-2015

### Operations/Human Resources

#### First Quarter:

- Permanent office space made available at Laurentian University.
- James Cuddy promoted from Policy Analyst to Senior Policy Analyst.
- Leonid Shafir left Northern Policy Institute at the end of June for a position with the Federal Government in Ottawa.
- Two summer interns hired in Sudbury: Alex Berryman and Julien Bonin who will be working on comparative approaches to apprenticeships and infrastructure gaps in Northern Ontario.
- Three summer interns hired in Thunder Bay: Nick Parry (Operations), Amanda Hacio (Public Relations), Sydney Gingras (Communications).
- Website updated with new graphics and layout. French and English sites both launched.
- Firedog Communications hired to establish initial branding and communications efforts.

#### Second Quarter:

- Julien Bonin hired as a contract researcher in Sudbury.
- Eric Gloster hired as research assistant for the fall semester in Sudbury.
- Doug Diaczuk hired as Communications Officer in Thunder Bay.
- Jeremy Kemp hired as Stakeholder Relations Officer.
- Research Assistant positions filled for the fall semester.
- Firedog Communications and Sencia Web Design and Development are building a new French and English website.
- Marketing materials completed, including: New logo, LinkedIn page, table cards, tent cards, signup sheets, presentation folders, envelopes, podium signs, new website, Facebook, Twitter, business cards.

#### Third/Fourth Quarter:

- James Cuddy promoted to Research Coordinator.
- Samantha Angell promoted to General Manager.
- Doug Diaczuk promoted to Communications Coordinator.
- Jamie Lee Yawney promoted to Operations Coordinator.
- Heidi Focht hired as Operations Assistant in Thunder Bay.
- Workplace Safety Insurance Board completed an audit of Northern Policy Institute and no issues were found.
- Internal planning session held to ensure Northern Policy Institute reaches its year two and year three goals as set out in the Business Plan.
- Expanded Research Advisory Board from seven to 12 members.
  - Dr. Robert Campbell, president of Mount Allison University appointed.
  - Dr. Lindsey Tedds from University of Victoria, School of Public Administration, appointed.
  - Leata Rigg, RN a professor from Northern College appointed.
- Expanded advisory council from six to 15 members.
  - Kathryn Poling (former Mayor of Sioux Lookout) from Kenora district appointed.
  - John Fior, CAO of East Ferris, from Nipissing district appointed.
  - Ron Garbutt, Councillor French River, from Parry Sound District appointed.

## Stakeholder Engagement

### First Quarter:

- Northern Policy Institute held an information session in Kenora and Timmins.
- Met with mayors and municipal officials in Dryden, Ignace, and White River.
- Met with Department of Finance in Toronto to discuss regional fiscal goals and measurement of growth.
- Met with Association of Indian Friendship Centres and Metis Nation of Ontario in Toronto.

### Second Quarter:

- Northern Policy Institute held an information session in Sioux Lookout at the Meno Ya Win Health Centre.
- Hosted a roundtable on Northern Ontario transportation issues at Laurentian University.
- Northern Policy Institute is working with The Mowat Centre towards a release of a paper on Federal Economic Agenda for Ontario.
- Met with Greater Sudbury Utilities.
- Participated in the 2014 Food Symposium hosted by NAN, "Traditional Foods without Borders," in Sioux Lookout.

### Third Quarter:

- In partnership with The Mowat Centre, Northern Policy Institute met with municipal representatives, the private sector, and young professionals in the in Thunder Bay and Sudbury area in regards to the development of the Federal Economic Agenda for Ontario.
- December 17, 2014, Northern Policy Institute mailed out 300 packages in regards to the development of the Federal Economic Agenda for Ontario to Northern Ontario municipalities, First Nation communities and

several umbrella organizations.

- January 21, 2015, Northern Policy Institute in partnership with the Thunder Bay Chamber of Commerce held a Leaders Luncheon in Thunder Bay area in regards to the development of the Federal Economic Agenda for Ontario.
- January 28 2015, Northern Policy Institute, in partnership with the Sault Ste. Marie Chamber of Commerce, Sault Ste. Marie Development Corporation and Sault Ste. Marie Innovation Centre, held a Leader's Breakfast in Sault Ste. Marie area in regards to the development of the Federal Economic Agenda for Ontario.

### Fourth Quarter:

- February 20, 2015, met with Matawa Tribal Council economic development advisors in relation to the Federal Economic Agenda for Ontario.
- February 20, 2015, met with Terry Wright from Red Rock Indian Band in relation to the Federal Economic Agenda for Ontario.
- February 25, 2015, Northern Policy Institute in partnership with Waubetek Business Development Corporation hosted discussion for Aboriginal leaders in the Sudbury area in regards to the development of the Federal Economic Agenda for Ontario.
- On March 4, 2015, Northern Policy Institute author Paul Bennett presented the findings of the paper he co-authored with Jonathan Anuk on First Nations education to a gathering of chiefs and First Nation education leaders in Toronto.
- March 23, 2015, Northern Policy Institute hosted a discussion for Aboriginal leaders in the Thunder Bay area in regards to the development of the Federal Economic Agenda for Ontario.



Public consultations for the Federal Economic Agenda in Thunder Bay



Northern Policy Institute President, Charles Cirtwill, with Sunil Johal, policy director with the Mowat Centre

## Published Papers

### ***The Airport/Port Transportation Authority Model: Is it Applicable for Ontario's Ring of Fire Mineral Development?***

By Nick Mulder  
Published: June 13, 2014

Mulder's commentary on Ring of Fire infrastructure developments argues that an authority model similar to the Airport/Port transportation authority model is more suitable in the Ring of Fire than the traditional crown corporation model. According to Mulder, using the Airport/Port transportation authority model would place the onus and risks on all stakeholders, not just the provincial government and taxpayers.

### ***Minimum Wages: Good Politics, Bad Economics?***

By Morley Gunderson  
Published: July 29, 2014

In the second commentary published by Northern Policy Institute, Morley Gunderson argues that raising the minimum wage in Canada actually has a negative impact on employment by reducing the demand for workers. According to Gunderson, raising the minimum wage is good for politics by increasing Canada's international profile, however, it is not good for economics. Raising the minimum wage does not reduce poverty and negatively affects those already living in poverty and Gunderson argues that minimum wage increases should not be used as a poverty reduction tool.

### ***Picking up the Pieces: A Community School Based Approach to First Nations Education***

By Paul Bennett and Jonathan Anuik  
Published: September 10, 2014

In the first major research report published by Northern Policy Institute, authors Paul Bennett and Jonathan Anuik examine First Nations education reform in Ontario. The paper comes following the withdrawal of the First Nations Education Act, Bill C-33, and the debate surrounding how to develop First Nations education in Canada. According to the report, a community driven education model with local decision-making powers is the best way forward. Bennett and Anuik offer seven recommendations to improve First Nations education, including allowing First Nations to develop their own educational programs based on cultural traditions, languages, and ways of learning.

### ***Ring of Fire Transportation Infrastructure Map***

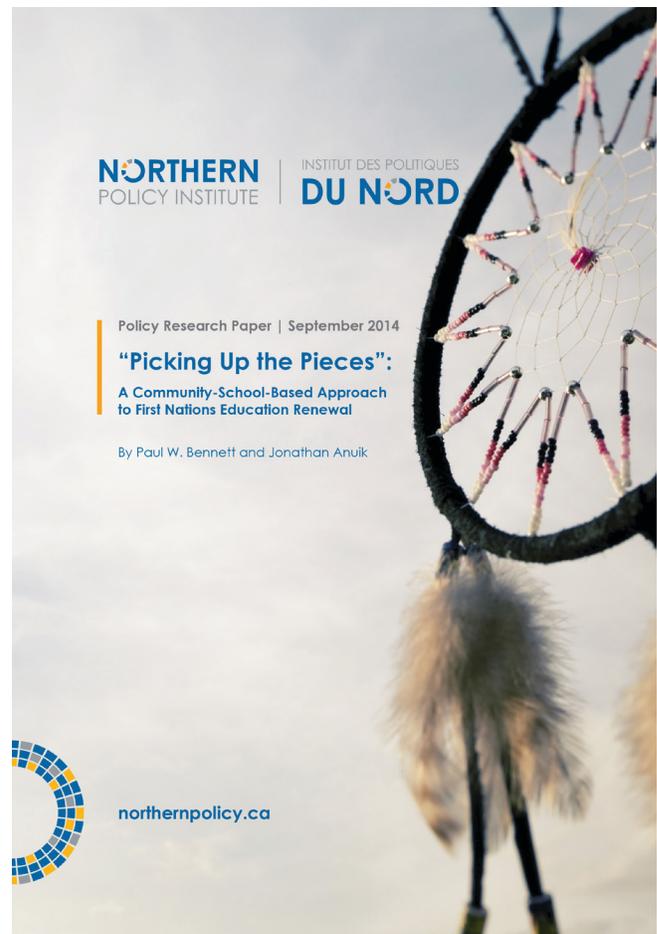
By Julien Bonin  
Published: February 19, 2015

The Ring of Fire Infrastructure Map shows all proposed infrastructure for the Ring of Fire mining development in Northern Ontario, as well as existing transportation infrastructure and mining claims throughout the region.

### ***Setting Priorities for Northern Ontario's Health Policy Agenda***

By Patrick Timony, Kelly Coons, Mallorie Leduc  
Published: March 5, 2015

This briefing note identifies expanded use of primary health care models as the best way to address shortages of primary care options in Northern Ontario. It also addressed the top priorities of Northern Ontario's health policy agenda over the next three to five years. The briefing note was prepared by three doctoral candidates at the School of Rural and Northern Health at Laurentian University and is part of their course work under the supervision of Northern Policy Institute Fellow in Rural and Northern Health, Dr. Elizabeth Wenghofer.



**Settling Down in the Northwest: Stability and Opportunity in the Northwestern Ontario Labour Market**

By James Cuddy  
Published: March 20, 2015

The first in a two-part release, Cuddy's commentary provides an overview of the underlying trends of the regional labour market and how they differ from those of the province as a whole. The commentary focussing on Northwestern Ontario shows that while the overall youth population is facing challenges of out-migration, youth participating in the workforce and youth employment numbers are doing well. The commentary also finds that while employment numbers in primary and manufacturing industries have declined, there is some indication that the overall labour market is stabilizing and sustainable. The paper was published in partnership with the North Superior Workforce Planning Board.

**Diversify, Innovate, Invest . . . and Grow**

By Julien Bonin  
Published: March 25, 2015

This report and video podcast examines the trends in population throughout the 11 census districts. Bonin found that Northern Ontario's overall declining population was closely related to the struggling primary industry sector. According to the commentary, the districts of Sudbury, Rainy River, Cochrane, Timiskaming, Algoma, and Thunder Bay saw declines in population, while Kenora, Greater Sudbury, Manitoulin, Parry Sound, and Nipissing saw some growth. The commentary was accompanied by a video podcast prepared and published by Northern Policy Institute.

	Population		Population Change	
	2001	2013	Difference	Percent
<b>Manitoulin</b>	12,713	13,538	825	6.5
<b>Kenora</b>	66,526	70,002	3,476	5.2
<b>Parry Sound</b>	41,201	43,077	1,876	4.6
<b>Greater Sudbury</b>	161,146	165,087	3,941	2.4
<b>Nipissing</b>	86,313	87,362	1,049	1.2
<b>Thunder Bay</b>	157,034	149,604	-7,430	-4.7
<b>Algoma</b>	123,763	117,600	-6,163	-5.0
<b>Timiskaming</b>	35,700	33,509	-2,191	-6.1
<b>Cochrane</b>	89,509	82,289	-7,220	-8.1
<b>Rainy River</b>	22,943	20,166	-2,777	-12.1
<b>Sudbury</b>	24,202	21,086	-3,116	-12.9
<b>Northern Ontario</b>	823,051	805,333	-17,718	-2.2

Population change in Northern Districts 2001-2013. Published in *Diversify, Innovate, Invest . . . and Grow*

### ***It's What you Know (and where you can go): Human Capital and Agglomeration Effects on Demographic Trends in Northern Ontario***

By Dr. Bakhtiar Moazzami  
Published: March 31, 2015

Dr. Bakhtiar Moazzami's research report was released in partnership with the North Superior Workforce Planning Board and examines demographic changes in Northern Ontario. The report found that variations in human capital and economic agglomeration are driving income disparity between the rural and urban areas in the region. The report also highlights broader demographic trends in the north including urban populations are both growing and highly educated, aboriginal population is growing, and francophone, immigrant, and rural populations continue to decline.

### ***A New Northern Lens: Looking Out is as Important as Looking in***

By David MacKinnon  
Published: April 16, 2015

The third research report published by Northern Policy Institute demonstrates how Northern Ontario has a lot to learn from other northern regions around the world. Author, David MacKinnon, examines Northern Ontario alongside other northern regions, including Nunavut, Alaska, Siberia, Scandinavia, and Iceland. Using this comparative analysis, MacKinnon outlines 10 recommendations for moving the region toward a brighter future. These recommendations include how an economic strategy should not be based exclusively on primary industries, the province should establish stronger linkages with other northern regions and devote more attention to the Arctic Council and smaller organizations, and more innovation is needed in the natural resources sector.



## Blogs

### *The North - What's to Debate?*

By Charles Cirtwill  
Published May 13, 2014

"I find the whole idea of a 'Northern Debate' a bit condescending. It smacks of the paternalistic attitude that many in Southern Ontario seem to hold towards Northern Ontario. It is as if we here in Northern Ontario are being patted on the head and told 'yes dear, we will get to YOUR concerns too, after we deal with the real problems down south.'"

### *What is NPI?*

By Charles Cirtwill and James Cuddy  
Published May 13, 2014

"Let's start with what NPI is NOT. NPI is not an advocacy agency. We do not have a predetermined stance in any political, economic or social system. We will not be a "voice" on behalf of any particular interest."

### *Wages Are Up for Personal Support Workers in Ontario But Will This Improve the Quality of Home Care Services?*

By Leonid Shafir  
Published May 21, 2014

"The recent announcement by the Province regarding higher wages for provincial Personal Support Workers (PSW) is an important step in expanding community and home care options."

### *Focus on Growing, Diversifying and Partnerships: Agriculture and Food Processing in Northern Ontario*

By Cheryl Reid  
Published June 2, 2014

"In support of efforts by the Province to identify the challenges and opportunities regarding the agriculture and food processing sector, an inaugural conference was recently held in Dryden, Ontario to shed light on new development strategies."

### *Governance Options for the Ring of Fire*

By Nick Mulder  
Published July 16, 2014

"Many questions abound when it comes to the issue of mineral development in the Ring of Fire (RoF) region of Northern Ontario. These questions – which are top of mind for many in industry, government, academia – include concerns about who will pay for the necessary infrastructure and how it will be organized, planned, managed and implemented."

### *The Role of Rail*

By Greg Gormick  
Published July 17, 2014

"What is the role of rail in Ontario? That question was at the heart of the work of a provincial task force appointed in 1980 by Premier Bill Davis and headed by MPP Margaret Scrivener."

### *Who Does Northern Policy Institute Work For?*

By James Cuddy  
Published July 22, 2014

"Simply put, we work for you, the people of Northern Ontario. We have an independent Board that sets our strategic direction and a staff that implements it, but that direction and the decisions related to it, are informed by the views of every northerner that connects with us."

### *Grassroots models best hope for native education reforms*

By Paul Bennett  
Published July 23, 2014

"Canada's Assembly of First Nations (AFN) descended upon Halifax for its 25th annual meeting this week, and one of the most contentious issues on the table was First Nations education reform. Chiefs representing half of the 630 First Nations across Canada were there, in large measure, to decide on the next move after rejecting the Harper government's Bill C-33, aimed at completely revamping on-reserve education."

### *Ring of Fire is Test Case on Government Rail Policy*

By Greg Gormick  
Published July 29, 2014

"Trains or trucks? That is the burning question that must be answered in the debate over the Ring of Fire's transportation options."

### *Getting it right in the ring may take decades*

By Rick Millette  
Published July 31, 2014

"The Ring of Fire has taken on the allure of a huge Christmas gift. Like the children who anticipate the big day coming, Northern Ontarians are finding it painfully difficult to stop themselves from diving under the tree and ripping open the prize that awaits. But wait they must."

### *Gentrification and the North: Culture Injection, City Protection*

By Alex Berryman  
Published August 6, 2014

"We hear that Sudbury is taking steps toward a more energetic and enticing downtown. The new School of Architecture, approval for two new restaurant patios,

the "Lululemon" pop-up store on Cedar, as well as the management turn-overs and facelifts of several notable eateries in the CBD are used as examples of 'good progress.'

#### *Using Development Charges to Encourage Growth*

By James Cuddy

Published August 7, 2014

"The City of Greater Sudbury collects a development charge for every new building constructed in order to recover costs for extending municipal services, such as water, fire, police and parks, to that building."

#### *Half a loaf? Getting maximum value from the Ring of Fire*

By Rick Millette

Published August 12, 2014

"When I was a youngster, we had a neighbour who kept a jar of coins. When kids would visit, he'd offer the jar and say, "take as many as you like. If you grabbed too many, your bulging fist wouldn't make it through the neck of the jar. Lesson learned."

#### *Exploring Taxation Alternatives: Why a penny saved is not always a penny taxed*

By Alex Berryman

Published September 3, 2014

"Taxation and the provision of social services have been policy considerations for provinces, states and nations for well over a century. The problems begin to occur in proposals for the revision of the tax system. With suggestions of basic income tax credits, negative income tax, and flat taxes, the political air is thick with ideas on how to "save the taxpayers money" and "increase social services."

#### *The Province of Ontario reduces its transfer payments to local governments: What does it mean for Northern Ontario municipalities?*

By Leon Shafir

Published September 4, 2014

"In February 2014, the Ministry of Finance announced that the Ontario Municipal Partnership Fund (OMPF), the Province's main unconditional transfer payment to municipalities, would be reduced from \$575 million to \$500 million by 2016."

#### *Importance of support for child with Autism Spectrum Disorder*

By Julien Bonin

Published September 5, 2014

"Autism spectrum disorder (ASD) is a neurological development disorder which causes difficulties with social interaction and communication. The degree of

the disorder varies from individual to individual; some individuals are high functioning while others have severe intellectual disabilities."

#### *Exploring Ontario's Pension Proposal – Part One*

By Cheryl Reid

Published September 9, 2014

"According to the Ontario Provincial government, the Federal government has failed to enhance the Canadian Pension Plan (CPP) to reflect today's economic and demographic realities. The most recent Ontario Provincial budget proposal outlines a host of reasons for this; explanations that will be familiar to anyone who has read a story about Canadian pensions recently."

#### *Picking Up the Pieces: A Community-School-Based Approach to First Nations Education Renewal*

By Paul Bennett and Jonathan Anuk

Published September 10, 2014

"First Nations Education has been the focus of a great deal of controversy and discussion in recent months. The latest proposed "solution" put forth in Bill C-33 was built around an enhanced federal financial contribution. The bill was, however, ultimately rejected by many first nations and subsequently abandoned by the government."

## Winnipeg Free Press



September 15, 2014

NEWS ARTS & LIFE BUSINESS SPORTS TRAVEL **OPINION** MEDIA Homes

ANALYSIS BLOGS COLUMNISTS EDITORIALS LETTERS TO THE EDITOR SEND A LETTER TO THE EDITOR

Winnipeg Free Press > Opinion > Analysis > A NEW MODEL FOR ABORIGINAL EDUCATION

### ANALYSIS

Winnipeg Free Press - PRINT EDITION

## A new model for aboriginal education

By Paul W. Bennett and Jonathan Anuk

Posted: 09/15/2014 1:00 AM | Comments: 0

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Like Humpty Dumpty, the proposed First Nations education act had a great fall. The latest deal to modernize education on First Nations reserves, announced with great fanfare by then-Assembly of First Nations chief Shawn Atleo and Prime Minister Stephen Harper in February, did not hold together, despite a sweetened financial offer.

When Atleo was toppled in early May, Ottawa's plan for bureaucratic reform, embodied in Bill C-33, was abandoned, leaving the pact shattered into pieces. Putting it all together again will require a completely different approach and a more responsive model of self-governance-building from the First Nations up, not the top down.

We believe the proposed structural education reform missed the mark. More money in the form of increased capital funding might have brought modest gains to on-reserve schooling, but replacing one bureaucracy with another rarely changes the state of education or improves the quality of student learning at the school or community level.

A community-school-based approach -- respectful of what indigenous scholars such as Marie Battiste term the "learning spirit" that supports a real shift in the locus of decision-making -- stands a far better chance of making a difference and improving the achievement of all indigenous children and youth.

Education governance is contested democratic terrain. Provincial district school boards across Canada are facing a public crisis of confidence, and the proposed act ran the risk of perpetuating that problem by extending it into First Nations communities.

Publicly elected trustees and school-level administrators now voice serious concerns that "centralization" is slowly choking off local decision-making and rendering elected boards powerless. Simply enabling the establishment of school boards may well reinforce that centralization impulse.

A 2005 report for the Ontario Council of Chiefs, written by Lise Chalot, identified the critical need for, and potential of, engaging parents more in First Nations education. Based upon provincewide focus group discussions, she saw parent engagement as a way of not only tapping into indigenous understandings of learning, but providing the missing link in the current delivery of educational services to First Nations children, youth and families.

*Further Examination of the ORPP – Part Two*

By Cheryl Reid

Published September 15, 2014

"A key topic for Ontarians as of late is pension plan reform. While looming retirement realities seem dismal, the provincial government claims to have a solution. Presented as a step in the right direction, the ORPP professes to provide a reliable, sustainable supplemental pension plan for the province."

*Investigating the Potential for Regional Public Transit for Northeastern Ontario*

By Julien Bonin

Published September 22, 2014

"The Ontario Government states that public and multi-modal transportation is a priority. There seems however to be a perceived double standard between Northern and Southern Ontario."

*Cargotecture – The Next Frontier in Housing Construction*

By Alex Berryman

Published September 24, 2014

"In an age of rising housing prices, increasing costs of construction material and fewer lots on prime real estate, the necessity of economising in the housing business is on the up-and-up. Technological advancements have been a part of reducing some of the costs associated with housing and the construction of new buildings, however; the hard costs of construction are relatively fixed, particularly in Northern Ontario."

*Parking Expansion at Health Science North Best Value For the Dollar*

By Julien Bonin

Published September 25, 2014

"Recently, Greater Sudbury councillors approved the purchase of land from the neighbouring Idylwyld Golf Course in order to add nearly one thousand parking spaces at Health Science North (HSN). The need for additional parking was driven by patient and visitor complaints that parking was too far away from the hospital, as well as removing the need for shuttle buses for employees and staff who currently park off site at the former St. Joseph Health Centre."

*Stainless Steel and the Ring of Fire*

By Rick Millette

Published October 1, 2014

"It would be hard to find an adult in Northern Ontario who hasn't heard of the Ring of Fire or doesn't know what it promises for the North's future. Most believe that long term prosperity for workers, industry and First Nations people is at their doorstep."

*Rip-it-and-ship-it Versus Value-added*

By James Cuddy

Published October 14, 2014

"It's a common concern that Northern Ontario is not developing industries that will add-value to raw mining and forestry materials before they are exported for use elsewhere. So, why can't we build processing and manufacturing facilities and then sell the value-added products to the world?"

*Rail Decisions in Canada – Part 1 of 3*

By Greg Gormick

Published October 20, 2014

"Some members of the transportation policy community see big decisions looming for Canada's rail industry. This is particularly so in Northern Ontario, where questions will have to be answered not just about the federally-regulated transcontinental and short line carriers, but also the province's Ontario Northland and federally-owned VIA Rail Canada."

*Rail Decisions in Canada – Part 2 of 3*

By Greg Gormick

Published October 22, 2014

"If one transcontinental railway is good, two are better and three divine. That was the belief of some political and business leaders at the turn of the 20th century. Such thinking fuelled decisions with an impact as powerful as those that triggered the building of the Canadian Pacific Railway (CPR)."

*Rail Decisions in Canada – Part 3 of 3*

By Greg Gormick

Published October 24, 2014

"Policy decisions shaped Canada's rail system and helped define northern Ontario's development in the late 19th and early 20th centuries. Some were models of intelligent public policy. Others were questionable, but ultimately bore fruit when subsequent decisions corrected their flaws."

*School Board Follies: A Call for Accountability in Rainbow Country*

By Paul Bennett

Published October 27, 2014

"School boards are the lowest rung in municipal politics –and much that goes on escapes the attention of all but the most politically-engaged northern Ontarians."

*Funding Interprofessional Primary Care (IPC) In Ontario*  
By Cheryl Reid  
Published November 3, 2014

"According to a recent report compiled by the Ontario Medical Association, 4,266 physicians, (52 per cent of all physicians today), and roughly 8.6 million patients are committed to a practice in an interprofessional primary care model."

*Will the Ring of Fire Create a New Community for Ontario?*  
By Rick Millette  
Published November 10, 2014

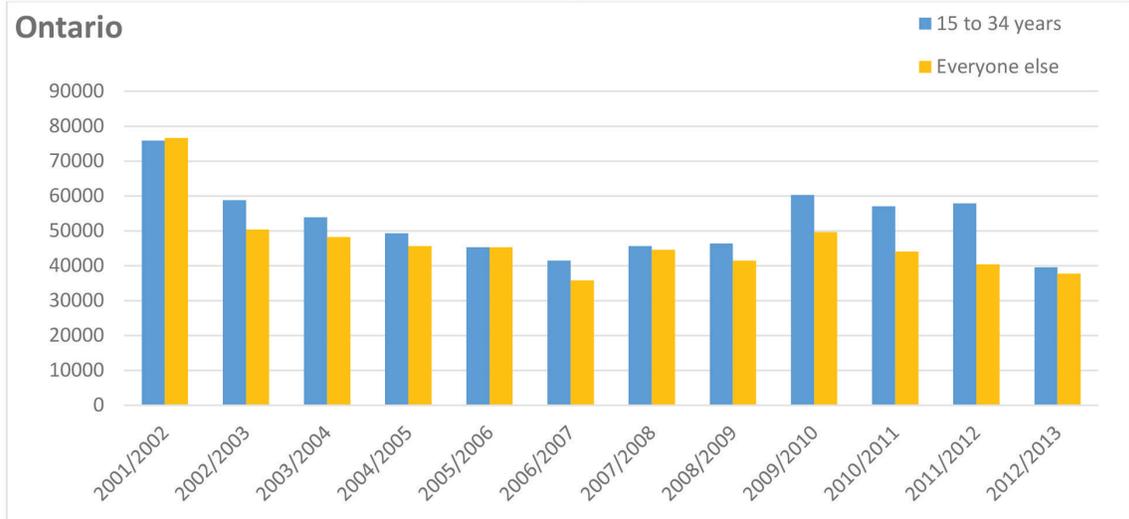
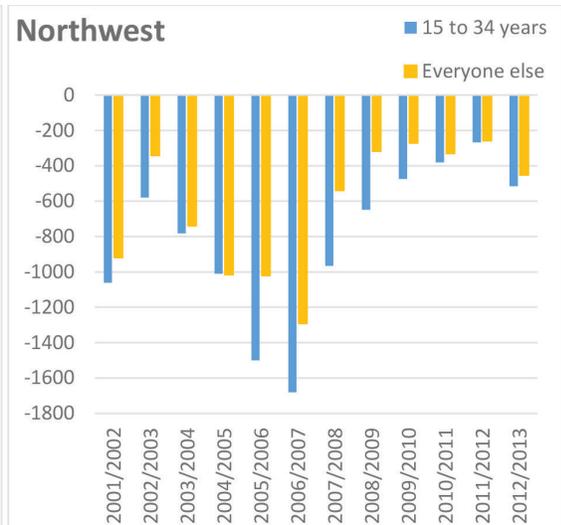
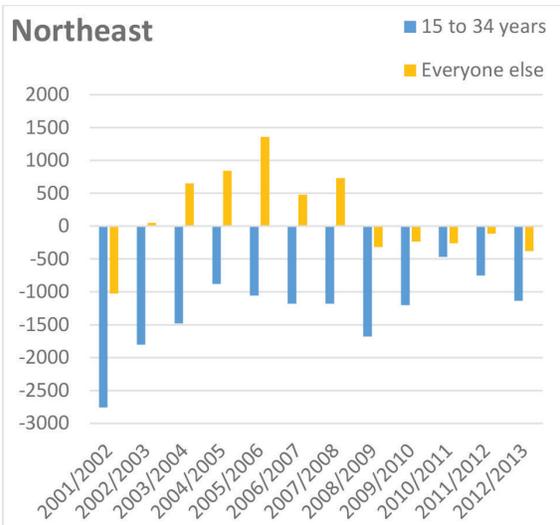
"Fly in. Fly out. It's been the mantra of remote mines since governments and industry realized they were often left holding the bag for mining towns when the minerals were gone. Roads, water systems and schools remained but were not sustainable by the few taxpayers left behind."

*Genetically Modified Foods Not the Solution for Sustainable Agriculture in Northern Ontario*  
By Julien Bonin  
Published November 17, 2014

"Northern Ontario has always been the source of a vast amount of natural resources. These resources are generally focused on mining and forestry. However, another less publicized resource is becoming a more important contributor to the well-being of the region: agriculture."

*Canary in a Gold Mine*  
By Rick Millette  
Published November 25, 2014

"Some truths are difficult to point out, especially when your love of something complicates it more. In this case, my love of the north and wanting it to succeed is being undermined by the rest of the world falling out of love with our resources."



Net Migration, 2001-2013. Published in the blog: "Is Northern Ontario's population aging, or is it just getting less young?"

*Is Northern Ontario's population aging, or is it just getting less young?*

By James Cuddy  
Published December 1, 2014

"Canada's aging population is not a new phenomenon. The process will inevitably lead to higher pension and health care costs, as well as a smaller tax base to pay for these costs. The demographic shift will impact consumption, investments, savings, expenditures, labour, and more."

*A Vulnerable North: Lyme disease in Canada*

By Eric Gloster  
Published December 8, 2014

"In recent years, the habitat of deer ticks from the south has begun to edge into more northern environments. This expansion, estimated at up to 46km/yr, is believed to have resulted from a combination of climate change and transport by ticks using white-footed mice and migratory birds."

*Filling in the Gaps: The Meno Ya Win Classroom*

By Doug Diaczuk  
Published January 5, 2015

"Jenny Pert-Wesley, a teacher in Sioux Lookout, has a wall of pictures in her classroom. She can point to any picture and tell a story of a student's struggles and successes and like any teacher, she beams with pride."

*Improve Greater Sudbury Public Transportation by Increasing the Service for Peak Travel Time*

By Julien Bonin  
Published January 13, 2015

"There is no denying public transportation in Greater Sudbury needs improvement. Currently, the public transportation system simply does not offer the quality of service required to attract users."

*Public Transportation Not Just an Urban Concern*

By Julien Bonin  
Published January 20, 2015

"Public Transportation is generally viewed as an "urban" issue. However, Northern Ontario largely consists of small communities, with only five cities (Greater Sudbury, Thunder Bay, Sault Ste. Marie, North Bay and Timmins) having a population above 30,000."

*Preserving Co-op Housing: Proposing Concrete Action*

By Cheryl Reid  
Published February 10, 2015

"In Ontario, "more than 7,000 households are slated to lose their rental top-ups." [i] Over the years, both the provincial and federal governments have created programs to support the development of non-profit geared to income housing co-operatives. Rent to geared income (RGI) housing is subsidized housing."

## A new lens for Northern Ontario

*Long-held beliefs need debunking; leaders need to get out more*

BY CHARLES CIRTWILL  
AND DAVID MACKINNON  
FOR THE CHRONICLE-JOURNAL

FOR more than 40 years, debates on economic development in Northern Ontario have been dominated by several themes.

The first of these is that primary industries are key to the region's prosperity now and in the future. The second is that Northern Ontario provides more funding to Ontario through royalties and taxes paid than it receives in services. The third is that the North is of limited national and global significance. Finally, many observers think that policies and programming in the North can be framed with only passing reference to global trends and circumstances.

Northern Policy Institute has just released a paper that suggests that these fundamental beliefs are either erroneous, obsolete or lack supporting evidence.

Primary industries employ about 6.5 per cent of Northern Ontario's labor force and generate additional employment that is probably at least as large. This does not translate into a dominant economic position.

This lack of dependence is not, however, a crisis. Many of the world's wealthiest countries, big or small, are resource poor. Japan and Singapore are obvious examples.



VIEWPOINT

The message is simply that an economic strategy based largely or exclusively on primary industries will not be sufficient. Indeed, such a strategy comes with considerable downside risk including heightened exposure to commodity price fluctuations.

On the question of fiscal flows, there is little evidence to support the theme that the North continues to contribute more to Ontario than it receives. Early analysis demonstrated that there was a fiscal deficit during the formative years of the province of Ontario but more recent work suggests that the flow is now likely reversed. Some suggest substantially so. It is extremely unfortunate that this debate, unsupported by so little hard evidence on either side, has been such a corrosive influence on the North for so long.

This is especially true given that Northern Ontario is actually vitally

important in global terms and within Canada. Northern Ontario is the geographic bridge between eastern and western Canada. It is so large that management of its forests, mines and environment are of global significance. It has the second largest population of all northern regions after Siberia. Its population is eight times as large as the three northern territories taken together. From this perspective, the fact that

Northern Ontario's economic performance has lagged behind the performances of the northern regions of all other provinces and many other northern jurisdictions matters greatly. Finally, the long history of framing

economic policy largely within the context of national and provincial developments is archaic and counterproductive. Unfortunately, it characterizes nearly all recently published government documents relating to the regional economy. The Internet and developments relating to it in the U.S., China, India and elsewhere reduce the importance of geographical barriers and do much to level the playing field in the global economy. New economic development possibilities have emerged.

The obsolescence of traditional economic thinking in Northern Ontario means that major changes are needed.

The first change is to upgrade statistical data about the region to ensure a more informed population. While it has a population roughly equivalent to Nova Scotia, the data available about Northern Ontario is much more limited than it is for that eastern province. A set of economic

accounts similar to those available for provinces is a vital necessity as is a clearer and fuller understanding of fiscal flows into and out of the region.

Second, many northern leaders need to get out more.

A series of exchanges organized by local organizations with Iceland and the other Nordic countries would be very helpful to improve the management of issues relating to aboriginal people, mining, tourism and the environment. Similar exchanges to Bangalore and Chongqing would be beneficial for obvious reasons.

Third, northerners need to build a more cohesive society. The evidence from the rest of the world is that cohesive societies where people work together perform better eco-

nomic, but divisions among groups are evident everywhere in the North. The divisions are between French and English, between aboriginal and non-aboriginal, between rural and urban, between east and west and many others.

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. If it does so, its performance will almost certainly continue to be inadequate relative to other provinces and many global regions.

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.

*Charles Cirtwill is president and CEO of Northern Policy Institute, an independent social and economic think tank based here in Northern Ontario. David Mackinnon is an accomplished economic development practitioner and author of the recently published paper, A New Northern Lens.*

*Ontario School Closures: A "Dollars and Sense" Alternative – Community Hub Schools*

By Paul Bennett

Published March 4, 2015

"Smaller communities in Northern Ontario are accustomed to receiving the Queen's Park 'shock treatment.' It happened again on January 28, 2015 when Ontario Education Minister Liz Sandals stated that \$1 billion out of the \$22.5 billion education budget could be saved by "closing about 600 half-empty schools." A day later the Minister backtracked, saying that her primary concern was underutilized Toronto schools, not those in rural or remote communities."

*Roads from Riches: How the Ring of Fire can improve living conditions in the far North*

By Rick Millette

Published March 4, 2015

"What is the one thing that would make living in Ontario's far North communities better? If you asked that question to seven people knowledgeable about the North, you might very well get seven different answers. Clean drinking water. Functional sewer systems. Quality education. Improved health services. Reliable electricity. Healthy food at affordable prices. Better housing."

*The Grass Isn't Always Greener*

By Charles Cirtwill

Published April 1, 2015

"In both Northeastern and Northwestern Ontario 17-34 year olds are leaving in droves. My question is, do they know how good they have it here at home? The next time you are talking to your teenager, you need to tell them this: They have a better chance of getting a job in Northern Ontario than just about anywhere else in this province."

*Weathering Winter Roads – What is the Best Route?*

By Cheryl Reid

Published April 7, 2015

"Recently, the use of winter roads and access trails have become increasingly unreliable as temperatures

rise and weather patterns become unpredictable. Many First Nations communities in Northern Ontario are vulnerable to the negative impacts of climate change, since they depend on consistent cold weather during winter to sustain their economic, social, and traditional ways of life."

*A New Deal for the Ring of Fire*

By Rick Millette

Published April 13, 2015

"The cards have been shuffled on the ownership and history of the Ring of Fire. Noront Resources has made a brilliant play in buying the claims of Cliffs Natural Resources for a small fraction of what was originally paid for them. Noront's shares jumped on the news. Optimism has returned."

*The North is growing, in places*

By Charles Cirtwill

Published April 28, 2015

"The response to my April column about recent successes for young people here in our region was met with a mix of relief and skepticism. Relief that here at last we had some good news; skepticism that the news wasn't all that good since it reflected more hitting bottom than getting better. In fact, I think one commentator used the phrase "rock bottom." If this is "rock bottom" I will take it."

*A New Lens for Northern Ontario*

By Charles Cirtwill and David MacKinnon

Published May 4, 2015

"For more than forty years, debates on economic development in Northern Ontario have been dominated by several themes. The first of these is that primary industries are key to the region's prosperity now and in the future. The second is that Northern Ontario provides more funding to Ontario through royalties and taxes paid than it receives in services. The third is that the north is of limited national and global significance. Finally, many observers think that policies and programming in the north can be framed with only passing reference to global trends and circumstances."

## Commissioned Papers

### ***Greater independence needed at FedNor***

A research report that will provide a critique of the institutional infrastructure of FedNor's economic development policy intervention and compares it with other operations such as Western Economic Diversification Canada in Manitoba and the Atlantic Canada Opportunities Agency in New Brunswick.

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

Northern Policy Institute has partnered with The Mowat Centre to create a Federal Economic Agenda for Ontario leading up to the fall 2015 Federal Election. At the end of 2014, Northern Policy Institute and The Mowat centre held consultations and meetings with key stakeholders in Ontario to learn what should be included in this agenda. Northern Policy Institute specifically held several meetings in Northwestern and Northeastern Ontario to ensure a northern voice would be included in the Federal Economic Agenda for Ontario.

### ***Federal Economic Agenda for Northern Ontario***

Building on the consultations and meetings surrounding the Federal Economic Agenda for Ontario with The Mowat Centre, Northern Policy Institute will be developing an agenda that focuses solely on Northern issues leading up to the fall 2015 Federal Election. It is a community-driven policy document based on feedback from individuals, businesses, organizations, and other stakeholders in Northern Ontario.

### ***Briefing note on Priorities for Northern Ontario's Health Policy***

Northern Policy Institute is planning on publishing two more briefing notes on the priorities for Northern Ontario's health policy. The first briefing note, which examined the use of primary health care models, was published in March 2015. A second and third briefing note will look at the top three health priorities in Northern Ontario over the next three to five years.

### ***Northeastern Ontario Labour Market Analysis***

Northern Policy Institute is planning to publish the second in a two-part release on the labour markets in Northern Ontario in May 2015. The first commentary, *Settling Down in the Northwest*, was published on March 20, 2015. The second commentary, which focuses on the labour market in Northeastern Ontario, will show that Northeastern Ontario is showing signs for potential growth, despite still facing challenges.

### ***Report Card on Northern Growth***

Is Northern Ontario growing? Northern Policy Institute will examine this question in a research report that will examine the region by population, employment, income, investment, education, health outcomes and other measures of economic, environmental or social progress.

### ***Northwestern Ontario Economy in Transition***

This paper will examine the potential population changes and labour market shortages by occupation and age by district in Northwestern Ontario in the coming years. It will provide estimates on potential labour force trends and likely job markets in the three districts of Northwestern Ontario, as well as examine the quality of human capital content of the future labour force by district and population group.

### ***Safe Injection Facilities***

A commentary that will assess the effectiveness of safe injection facilities to manage injection drug use and its associated problems.

### ***Apprenticeships***

A commentary that will assess the impact of apprenticeship programs and their regulatory regimes on employment, labour mobility and migration, particularly among youth and young adults.

### ***Supporting Teachers in Northwestern Ontario: Improving Aboriginal School Success in Provincial Schools***

This research report is centred on the question: How do we shift teacher practice in provincially funded schools on behalf of the learning needs of Aboriginal children in northwestern Ontario? It will also look at how positive self-image of Aboriginal students is tied to the accurate representation of histories, cultures, and contemporary issues trinity and crucial to school success and who is best situated to carry on the cultural continuum.

## Events and Speaking Engagements



### ***Presentation to Federation of Northern Ontario Municipalities/ Ministry of Municipal Affairs and Housing***

**Location:** Sault Ste. Marie, ON  
**Date:** May 9, 2014

The presentation to the Federation of Northern Ontario Municipalities and the Ministry of Municipal Affairs and Housing in Sault Ste. Marie provided an overview of Northern Policy Institute, including our areas of focus, how we choose projects, commissioned research projects, and how to get involved.

### ***Presentation to Northern Workforce Planning Board***

**Location:** Timmins, ON  
**Date:** May 21, 2014

The presentation to the executive directors of the six Northern Workforce Planning Boards in Timmins included an overview of Northern Policy Institute, our areas of focus, how we choose projects, commissioned research projects, and how to get involved with the institute.

### ***Presentation for the Northeast Development Network***

**Location:** Little Current, ON  
**Date:** May 29, 2014

### ***Presentation to Ministry of Northern Development and Mines Area Teams***

**Location:** Sudbury, ON  
**Date:** June 19, 2014

For the presentation to the MNDM area teams in Sudbury, we outlined what Northern Policy Institute is, our research goals, how we choose projects, and how we work with the community. There was also a discussion about upcoming research and commissioned projects.

### ***Presentation for Kenora Chamber of Commerce Board of Directors***

**Location:** Kenora, ON  
**Date:** June 24, 2014

As part of Northern Policy Institute's visit to Kenora, we gave a presentation to the Kenora Chamber of Commerce Board of Directors, providing an overview of what Northern Policy Institute is, our research goals, how we choose projects, as well as a discussion about upcoming research and commissioned projects.

### ***Presentation for the Dryden Chamber of Commerce***

**Location:** Dryden, ON  
**Date:** June 25, 2014

As part of Northern Policy Institute's tour of Northwestern Ontario, we met with members of the Dryden Chamber of Commerce, Patricia Area Community Endeavours, and the Windigo Tribal Council, and provided an overview of what Northern

### ***Presentation to Northern Ontario Municipal Association***

**Location:** Fort Frances, ON  
**Date:** April 25, 2014

The presentation to the Northern Ontario Municipal Association in Fort Frances provided an overview of Northern Policy Institute, including our areas of focus, how we choose projects, commissioned research projects, and how to get involved.

### ***Presentation at the Ministry of Northern Development and Mines Forum***

**Location:** Sudbury, ON  
**Date:** April 29, 2014

The presentation at the MNDM Forum in Sudbury also provided an overview of Northern Policy Institute, which included our areas of focus, how we choose projects, commissioned research projects, and how to get involved with the institute.

### ***Presentation to Destiny Sault Ste. Marie***

**Location:** Sault Ste. Marie, ON  
**Date:** May 7, 2014

The presentation by Northern Policy Institute to Destiny Sault Ste. Marie included an overview of the Institute, with a particular focus on commissioned research, Ring of Fire research, and projects under consideration.

### ***Presentation to Northern CAOS Meeting***

**Location:** Sault Ste. Marie, ON  
**Date:** May 8, 2014

This presentation to the CAOS in Sault Ste. Marie also provided an overview of Northern Policy Institute, with an emphasis on commissioned projects, Ring of Fire research, and projects under consideration.

Policy Institute is, our research goals, how we choose projects, as well as a discussion about upcoming research and commissioned projects.

**Speaker's Breakfast with Nick Mulder (hosted event)**

**Location:** Thunder Bay, ON

**Date:** July 10, 2014

Following the release of Nick Mulder's commentary, *The Airport/Port Transportation Authority Model: Is it Applicable for Ontario's Ring of Fire Mineral Development*, Northern Policy Institute hosted a Speaker's Breakfast in Thunder Bay, ON. During a speech by Mulder, he spoke to ideas raised in his commentary, including more community and corporate involvement as the Ring of Fire development moves forward.



Author, Nick Mulder, speaking during the Speaker's Breakfast in Thunder Bay

**Presentation to the Rotary Club of Sudbury**

**Location:** Sudbury, ON

**Date:** July 28, 2014

The presentation to the Rotary Club of Sudbury included an introduction to what Northern Policy Institute is, our goals, and how we choose projects. It also focussed on some of the top issues for Northern Ontario, including the cost of electricity, dying communities, and the importance of the Aboriginal community. There was also an overview of some Northern Policy Institute's published work and upcoming projects.

**Northern Ontario Transportation Roundtable (hosted event)**

**Location:** Sudbury, ON

**Date:** August, 2014

Northern Policy Institute hosted a roundtable on Northern Ontario transportation issues at Laurentian University. Discussions focused on infrastructure, lifestyle and regulatory challenges, as well as the need for broader transportation investments in the North. An important topic was the latest trend to award larger design-build-operate construction contracts which is driving more small-medium sized road contractors out of the bidding pool.

**Presentation to Economic Developers Council of Ontario**

**Location:** Sault Ste. Marie, ON

**Date:** September 12, 2014

Senior Policy Analyst, James Cuddy, gave a presentation to the Economic Developers Council of Ontario, where he provided an introduction to Northern Policy Institute, our goals, the six areas of focus, how we choose projects, as well as an overview of published work and commissioned papers and research projects.

**Presentation at the Northwestern Ontario Regional Fall Conference**

**Location:** Thunder Bay, ON

**Date:** September 26, 2014

Northern Policy Institute attended the Northwestern Ontario Regional Conference hosted by the Northwestern Ontario Municipal Association. Author and senior research fellow, David MacKinnon, gave a presentation on his upcoming research report that compares Northern Ontario to other Northern jurisdictions around the world.

**Lead discussant at the 2014 Ontario Economic Summit**

**Location:** Niagara-on-the-Lake, ON

**Date:** October 24, 2014

Northern Policy Institute president, Charles Cirtwill, served as a lead discussant during the 2014 Ontario Economic Summit in Niagara-on-the-Lake. The panel discussion, entitled, "The Federal Role in Ontario's Road from Recovery to Growth," also included Matthew Mendelsohn of The Mowat Centre and Jamison Steeve of the Martin Prosperity Institute. The discussion covered the federal government's role in Ontario's economic recovery and what federal public policy adjustments are required to help Ontario businesses compete and generate wealth.

**Public Policy Roundtable with SHIFT Thunder Bay (hosted event)****Location:** Thunder Bay, ON  
**Date:** November 13, 2014

Northern Policy Institute co-hosted a public policy roundtable with SHIFT Thunder Bay. Over 25 people participated in the roundtable. Some of the ideas brought forward included Aboriginal relations, infrastructure in communities, immigration, healthcare hub expansion, commitment to follow through with the Growth Plan for Northern Ontario, affordable housing, and promoting social well-being.



Charles Cirtwill with Peter Marchl, president of SHIFT Thunder Bay, during the public Policy Roundtable

**Presentation at the Thunder Bay District Municipal League Fall Conference****Location:** Thunder Bay, ON  
**Date:** December 5, 2014

The presentation to the Thunder Bay District Municipal League provided an overview of Northern Policy Institute, our key goals, how we choose projects, and how to get involved with the organization. It also included an in-depth look at recent publications and upcoming research.

**Presentation to Ambassadors Northwest****Location:** Thunder Bay, ON  
**Date:** January 8, 2015

Northern Policy Institute president, Charles Cirtwill, provided an update on Northern Policy Institute to Ambassadors Northwest in Thunder Bay. This talk focused on how Northern Policy Institute works, how we maintain our independence and how an independent think tank can make a difference for our family, friends and neighbours here in Northern Ontario. Our core message, as always, was the same – get involved!

**Leader's Luncheon on the Federal Economic Agenda for Ontario (hosted event)****Location:** Thunder Bay, ON  
**Date:** January 21, 2015

As part of the consultation process for the Federal Economic Agenda for Ontario, Northern Policy Institute hosted a Leader's Luncheon along with the Thunder Bay Chamber of Commerce in Thunder Bay. The Leader's Luncheon featured a presentation by Sunil Johal, Policy Director with The Mowat Centre. Over 30 people attended the luncheon and brought forward issues ranging from taxation to transfers to predictable funding for infrastructure investment.

**Environmental Scan 2015 (presentation)****Location:** Thunder Bay, ON  
**Date:** January 23, 2015

Northern Policy Institute president and CEO, Charles Cirtwill, gave a presentation at Confederation College on the factors impacting post-secondary education in Northern Ontario. The presentation looked at enrollment rates, graduation rates, graduate satisfaction rates, and education inflation. Cirtwill concluded that Confederation College is on the right track and that its strategic directions reflect the known realities.

**Leader's Breakfast on the Federal Economic Agenda for Ontario (hosted event)****Location:** Sault Ste. Marie, ON  
**Date:** January 28, 2015

As part of the Federal Economic Agenda for Ontario consultations, Northern Policy Institute hosted a Leader's Breakfast in Sault Ste. Marie, along with the Sault Ste. Marie Chamber of Commerce on January 28. The breakfast included a presentation by Northern Policy Institute president, Charles Cirtwill, on the Federal Economic Agenda for Ontario. Over 25 people attended the breakfast and discussed issues including workforce development, immigration, and education.

**Ontario Good Roads Association/Rural Ontario Municipal Association Combined Conference (attended event)****Location:** Toronto, ON  
**Date:** February 24, 2015

Northern Policy Institute's Rick Millette, Senior Executive Director: Ring of Fire, gave a presentation at the Ontario Good Roads Association/Rural Ontario Municipal Association Combined Conference in Toronto on February 24. Millette's presentation focused on proposed access routes to the Ring of Fire that are highlighted on the Ring of Fire Transportation Infrastructure Map published by Northern Policy Institute and the economic and social gains that could result.

**Discussion with Waubetek Business Development Corporation on the Federal Economic Agenda for Ontario (hosted event)**

**Location:** Sudbury, ON  
**Date:** February 25, 2015

Northern Policy Institute co-hosted a discussion meeting along with the Waubetek Business Development Corporation to explore the Federal Economic Agenda for Ontario. Over 20 people participated in the meeting, including Glen Hare, Deputy Grand Council Chief of the Anishinawbek Nation. The meeting was part of the discussion process to include a Northern perspective in a Federal Economic Agenda for Ontario.

**Chiefs of Ontario Education Conference (attended event)**

**Location:** Toronto, ON  
**Date:** March 5, 2015

Northern Policy Institute author and Senior Research Fellow, Paul Bennett, was part of the opening panel at the Chiefs of Ontario Education Conference, Our Children, Our Future, Our Vision, held on March 5, 2015 in Toronto, ON. The panel discussed recent reports on First Nations education, including Bennett's own report, written with Jonathan Anuk and published by Northern Policy Institute, Picking Up the Pieces: A Community School-Based Approach to First Nations Education Renewal.

**Discussion with Aboriginal Leaders on Federal Economic Agenda for Ontario (hosted event)**

**Location:** Thunder Bay, ON  
**Date:** March 23, 2015

Northern Policy Institute hosted a round table with First Nations and Aboriginal community members in Thunder Bay, ON, exploring the Federal Economic Agenda for Ontario. Over a dozen people participated in the event. The meeting was part of the discussion process to include a northern perspective in a Federal Economic Agenda for Ontario.

**Presentation to the Timmins Chamber of Commerce Policy Committee**

**Location:** Timmins, ON  
**Date:** April 20, 2015

Northern Policy Institute President and CEO, Charles Cirtwill, and Northern Policy Institute Vice-Chair, Thérèse Bergeron-Hopson, provided an update to the Timmins Chamber of Commerce Policy Committee. The presentation included information on upcoming research and publications, opportunities to get involved on the Board of Directors, the Advisory Council, and the Research Advisory Board, and the 2015 Summer Internship Program.

**Presentation to the Northern Ontario Municipal Association**

**Location:** Thunder Bay, ON  
**Date:** April 23, 2015

During the Northern Ontario Municipal Association annual conference on April 23 in Thunder Bay, ON, Northern Policy Institute President and CEO, Charles Cirtwill, provided an update on Northern Policy Institute. Cirtwill's talk included a discussion of recent publications, as well as upcoming research, the 2015 Summer Internship Program, and future publications.



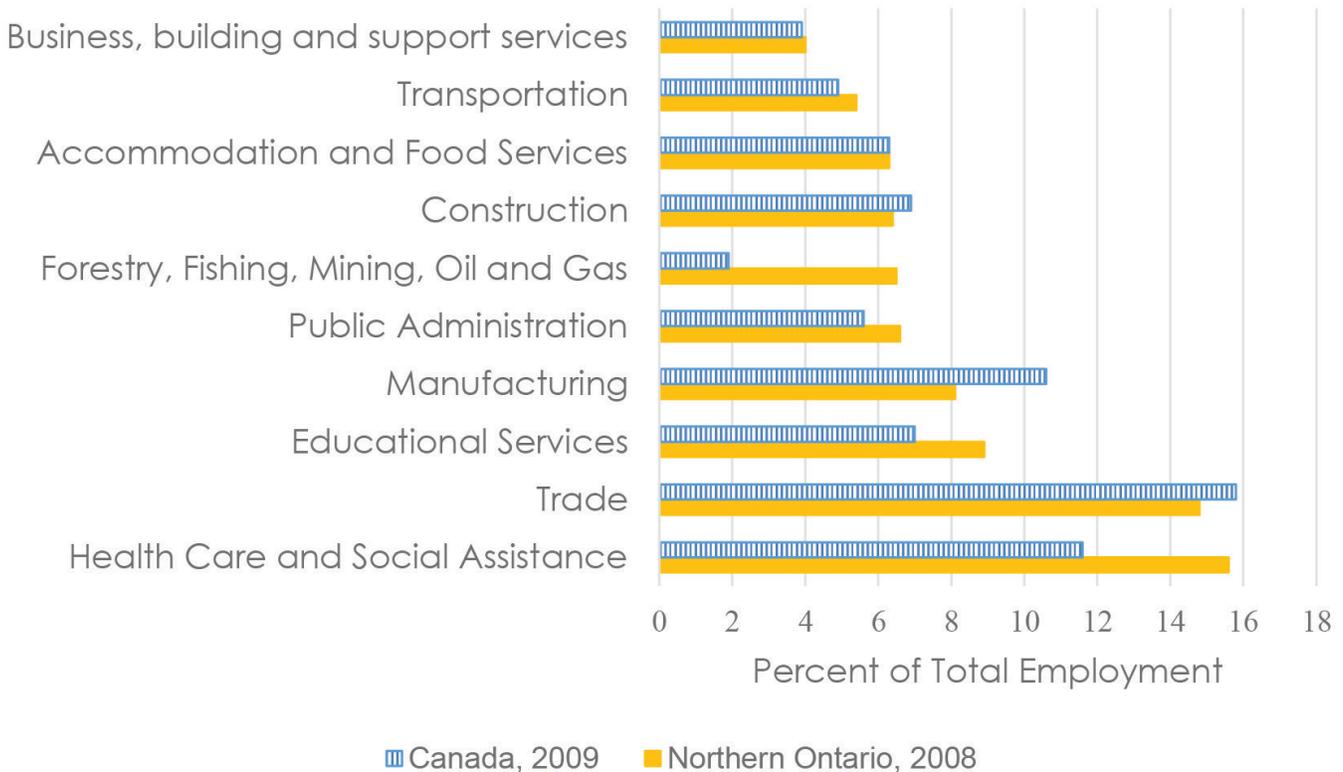
Charles Cirtwill with Anishinabek Nation Deputy Grand Chief, Glen Hare and Dawn Madahbee of Waubetek Business Development Corporation during Federal Economic Agenda Discussions in Sault Ste. Marie

**Talk to the Parry Sound Area Community and Business Development Centre (attended event)**

**Location:** Parry Sound, ON

**Date:** April 27, 2015

Northern Policy Institute Senior Fellow, David MacKinnon, was a guest speaker at a dinner hosted by the Parry Sound Area Community Business & Development Centre Inc. MacKinnon discussed his recent research paper, A New Northern Lens: Looking out is as important as looking in, and how Northern Ontario stacks up against other northern regions around the world in terms of its economic performance. Mackinnon also outlined how developments in other northern regions and in the rest of the world will be more important than local and provincial policies in shaping the region's future and how it must do more to be open to these developments.



Employment by Industry, 10 largest industries in Northern Ontario, 2008-2009. Published in A New Northern Lens

## Public Information Sessions

**Location:** Timmins  
**Date:** May 21, 2014

On May 21, Northern Policy Institute held a public information session at the Siva's Family Restaurant & Catering in Timmins Ontario. This marked the third public information session hosted by Northern Policy Institute and the second in Northeastern Ontario. During the session, Northern Policy Institute president and CEO, Charles Cirtwill provided an overview of the institution, as well as discussing some upcoming research projects and commissioned papers.

**Location:** Kenora  
**Date:** June 24, 2014

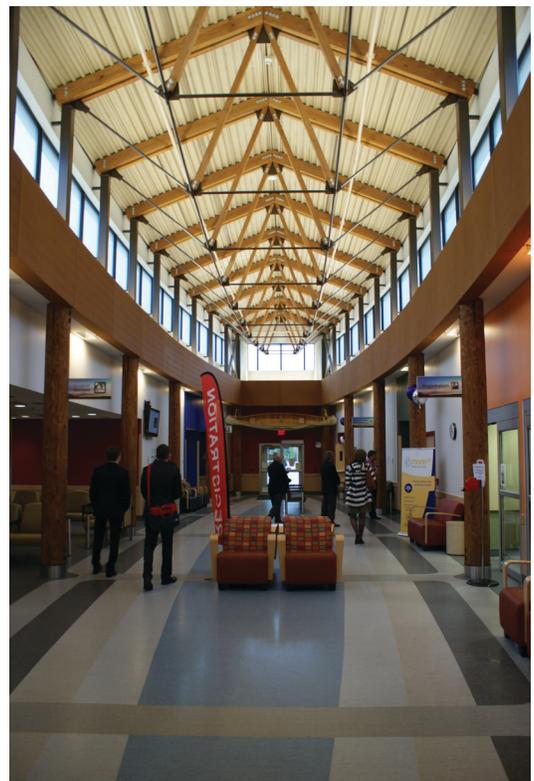
For the fourth public information session, Northern Policy Institute headed to Kenora in Northwestern Ontario. The event was held at the Best Western Lakeside Inn and also included a presentation on Northern Policy Institute, its research goals and mandate, as well as a discussion on recent published reports and upcoming research. As with all public information sessions, there was also a networking element to allow members of the public to engage with the staff of Northern Policy Institute and discuss some of the issues facing communities in Northwestern Ontario.



Charles Cirtwill speaking during the public information session in Kenora

**Location:** Sioux Lookout  
**Date:** October 8, 2014

Northern Policy Institute hosted a public information session at the Meno Ya Win Health Centre in Sioux Lookout. Over 30 people attended the session, including Northern Policy Institute members, directors, key stakeholders from throughout the region, and the general public. This was the fifth public information session in Northern Ontario. The session not only allowed staff and volunteers to meet the people in the communities in the region, it also provided a great opportunity to learn about the issues that matter to the region.



Foyer of the Meno Ya Win Health Centre in Sioux Lookout



Student mural at the Queen Elizabeth District High School in Sioux Lookout

## Media Coverage

"Northern Policy Institute talks Ring of Fire infrastructure"  
May 20, 2014  
CBC Thunder Bay

"I've had opportunity ... to hear [Matawa First Nations negotiator] Bob Rae talking about investing in infrastructure and talking about it not for the purposes of accessing the resource, but for the purposes of meeting the obligations that we as a society have to those communities,' said NPI president Charles Cirtwill."

"Ring of Fire reports coming after election"  
May 21, 2014  
Timmins Press

"A Northern think-tank is on the verge of releasing its first report which deals with road versus rail access into the Ring of Fire. However, the head of that institute says they are holding off on releasing the research until after the June 12 provincial election.

'The challenge with the Ring of Fire, of course, is managing expectations, getting a sense of how long this is going to take and who can we expect to benefit at various stages,' said Charles Cirtwill, president and chief executive of the Northern Policy Institute."

"Northern Leaders Debate Analysis" (Video)  
May 26, 2014  
NetNewsLedger

"An Alternative for Ring of Fire Funding?"  
June 17, 2014  
Kiss 99.3FM

Northern Policy Institute released a report today that provides timely recommendations for government and industry on proposed infrastructure development in the Ring of Fire. According to the report authored by former Deputy Minister of Transport Canada, Nick Mulder, an Authority model similar to the Airport/Port Transportation Authority model would be a more effective model in the Ring of Fire infrastructure development than a traditional Crown Corporation model.

"Northern think-tank tackles Ring of Fire in first report"  
June 17, 2014  
Northern Life

"A new report by the Northern Policy Institute argues an authority, similar to a port or airport authority, would be the best model to lead infrastructure development in the Ring of Fire, [. . .] The report questions whether this is the right time for the province to accept such responsibilities given uncertain mineral markets and prices, a growing provincial deficit and debt, unresolved First Nations issues and environmental assessments."

"Port Authority of Crown Corp for Ring of Fire?"  
June 17, 2014  
Bay Today

"A Northern Ontario lobby group has come out in favour of the Port Authority style of management rather than a crown corporation for the Ring of Fire, [. . .] Meanwhile Nipissing MPP Vic Fedeli told BayToday that regardless of the management, "'Bottom line is, there has to be a game plan to get this thing moving.'"

"A think tank suggests Ontario's development corporation is on the wrong track"  
June 17, 2014  
Resource Clips

"Is there a better way to plan, fund and build Ring of Fire infrastructure? A "think piece" released by the Northern Policy Institute on June 17 suggests the Ontario government has taken the wrong approach. A better model would be that of Canada's transportation authorities which relieve taxpayers of most costs, speed up the process and allow greater stakeholder input, according to a 14-page report."

"Northern Policy Institute releases report on Ring of Fire Infrastructure development"  
June 17, 2014  
Republic of Mining

"Currently, there are major challenges facing mineral development in a remote area of Northern Ontario known as the Ring of Fire including who will pay for the required infrastructure and how it will be organized, planned, managed and implemented. In the Airport/Port Transportation Authority model proposed by Mulder, the onus and risks would be placed on all stakeholders and not just on the provincial government and taxpayers."

"A new report on the Ring of Fire"  
June 17, 2014  
CBC Radio-Canada Sudbury

"In a report prepared by former Deputy Minister of Transport Canada, Nick Mulder, and made public today, the Institute suggests that a Crown Corporation would not be the best way to develop transportation infrastructure to provide access to deposits in the North-west of the province."

"Ring of Fire should be run on a port authority model: Report" (Audio)  
June 17, 2014  
CBC Sudbury

"KWG applauds Northern Policy Institute commentary"  
June 18, 2014  
Market Wired

"The Northland Development Corporation Bill that we proposed to all candidates who recently sought

election to the Ontario Legislature, is fashioned after the governance model of a Port/Airport Authority", said KWG President Frank Smeenk. "We originally concluded that the federal government might be the better sponsor of such a corporation, because the Ontario government had then declared its intention to dispose of the assets of the Ontario Northland Transportation Commission."

"New idea for RoF"  
June 18, 2014  
The Chronicle-Journal

"Development of roads, hydro lines and other essential infrastructure in the Ring of Fire mining belt would be best overseen by an agency independent of government to ensure costs are equally shared."

"Province should 'guide' not lead Ring: Report"  
June 18, 2014  
The Sudbury Star

"Stakeholders should share in both the risks and rewards associated with Ring of Fire infrastructure development, says the author of a new report from the Northern Policy Institute, [ . . . ] 'The real question is why should Queen's Park make the decisions and why should the taxpayers foot the bill?' Mulder said."

"Think-tank proposal echoes junior miner's idea"  
June 18, 2014  
Northern Life

"The first report from the new Northern Policy Institute echoes a plan set forward by junior miner KWG Resources in 2010, that the Ring of Fire's infrastructure should be developed under a port authority model.

'Hopefully, now that somebody else has given this whole issue a lot of thought, and come to the same conclusion, it should ring a bell with (the provincial government),' said Moe Lavigne, KWG's vice-president of exploration and development."



Charles Cirtwill speaking with Lisa Laco, host of Superior Morning on CBC Radio in Thunder Bay

"Northern Policy Institute reports on Ring of Fire  
June 18, 2014  
The Lake 89.5FM

"The Northern Policy Institute is out with its report on the Ring of Fire. The report comes out against a proposed crown corporation model that would see Ontario and its taxpayers foot the bill for infrastructure for the giant mining development. Author Nick Mulder says it just makes sense that the mining companies and other groups be held responsible for paying for roads and other infrastructure that's needed."

"Northern Policy Institute releases report on Ring of Fire Infrastructure"  
June 19, 2014  
Timmins Today

"Northern Policy Institute released a report this week that provides timely recommendations for government and industry on proposed infrastructure development in the Ring of Fire, [ . . . ] In the Airport/Port Transportation Authority model proposed by Mulder, the onus and risks would be placed on all stakeholders and not just on the provincial government and taxpayers."

"Ring of Fire development approach examined in paper"  
July 9, 2014  
The Dryden Observer

"A commentary paper published by the Northern Policy Institute suggests that the provincial government approach the infrastructure development for the Ring of Fire mining area using a model similar to port or airport authorities, [ . . . ] In the case of the Ring Of Fire boards could be comprised of stakeholders from First Nations, to Mining Companies and the government. In such an arrangement, Mulder says decision making power in most matters would stay within the authority and not Queen's Park."

"Corporate approach"  
July 10, 2014  
Tbnewswatch

"Nick Mulder would like to see less provincial and federal government and more community and corporate involvement as Ring of Fire development moves forward. Mulder, who helped create the country's airport and port authority model, said an arm's length body based on that set-up is the best way to finalize plans for roads, railroads and other infrastructure needed to make the development a reality.

"It allows the local people, the local interests to make most of the final decisions without having the federal or provincial governments involved," said Mulder, who delivered highlights of his paper Thursday morning to an audience of industry, business and municipal leaders."

"RoF report gets feedback"

July 10, 2014  
Magic 99.9FM

"There's some concern over the Northern Policy Institute's report on the Ring of Fire. Author Nick Mulder says he recently received a call from Minister of Northern Development and Mines Michael Gravelle. He says the Minister felt his report was assuming Ontario was considering a crown corporation model which they are not. Mulder's paper is against the crown corporation model that he feels would see the Province foot the bill for infrastructure in the giant mining development. The document favours a transportation authority model that would see stakeholders share the infrastructure costs."

"Governance options for the Ring of Fire" (Opinion)

July 14, 2014  
The Hill Times

"Many questions abound when it comes to the issues of mineral development in the Ring of Fire region of Northern Ontario. These questions – which are top of mind for many in industry, government, and academia – include concerns about who will pay for the necessary infrastructure and how it will be organized, planned, managed, and implemented, [ . . . ] I would argue that, in order to keep politically-driven decision making on this initiative to a minimum, the authority model – which has worked very well at the federal level for over two decades – is the way to go."

"Ring of Fire is test case on gov't rail policy"

July 15, 2014  
Northern Ontario Business

"Trains or trucks? That is the burning question in the debate over the Ring of Fire's transportation options, [ . . . ] many rail proponents regard the Ring of Fire's modal choice as a litmus test for the direction of federal and provincial transportation policies. Will rail solutions once again be part of the Canadian planning and decision-making processes?"

"Grassroots models best hope for native education reforms" (Opinion)

July 18, 2014  
The Chronicle-Herald

"Canada's Assembly of First Nations (AFN) descended upon Halifax for its 25th annual meeting this week, and one of the most contentious issues on the table was First Nations education reform. Chiefs representing half of the 630 First Nations across Canada were there, in large measure, to decide on the next move after rejecting the Harper government's Bill C-33, aimed at completely revamping on-reserve education."

"A new policy think tank"

July 29, 2014  
Worthwhile Canadian Initiative

"The Northern Policy Institute began operations over the last year (I am a member of the Research Advisory Board) with a primary mission to provide evidence based research on the challenges and opportunities facing Northern Ontario. However, they also are generating policy work with a broader audience in mind as their recent offering on minimum wages demonstrates."

"Northern Policy Institute reports on minimum wage"

July 30, 2014  
NetNewsLedger

"The latest report issued by Northern Policy Institute, Northern Ontario's think tank, examines the impact of minimum wage increases on the economy in Ontario. The report suggests that raising minimum wages is good for politics and Canada's international profile but has negative effects on employment by reducing demand for workers."

"Getting it right in the Ring of Fire may take decades"

(Opinion)  
July 30, 2014  
The Sudbury Star

"Like the children who anticipate the big day coming, Northern Ontarians are finding it painfully difficult to stop themselves from diving under the tree and ripping open the prize that awaits. But wait they must, [ . . . ] It's hard to argue with the rationale of taking the time and "getting it right." However, there's another determining factor at play. That factor is the reality of how mining projects usually unfold from discovery to development."

"Getting it right in the Ring may take decades"

(Opinion)  
July 30, 2014  
SAMSSA

"It's hard to argue with the rationale of taking the time and "getting it right." However, there's another determining factor at play. That factor is the reality of how mining projects usually unfold from discovery to development."

"Getting it right in the Ring may take decades"

(Opinion)  
July 30, 2014  
Republic of Mining

"About 150 kilometers to the east of the Ring of Fire, there is the DeBeers Victor diamond mine. Access is only possible by winter road or aircraft. DeBeers had to build an ore processing mill, on-site accommodations and operational buildings, as well as a 90-kilometer hydro line and an airstrip to start up. Before that, there were time-eaters like environmental studies,

agreements with First Nation Communities, training plans and hiring. Not to be forgotten is the actual digging to get at the diamonds, via a large open pit operation."

"Getting it right in the Ring" (Audio)  
July 31, 2014  
CFRA All News Radio 580

"One Ring of Fire approach to rule them all"  
August 2014  
Canadian Institute of Mining, Metallurgy and Petroleum

"Not everyone is pleased with the Liberals chosen governance model for the Ring of Fire, however. Former federal deputy transportation minister Nick Mulder penned a report for the Northern Policy Institute (NPI), released in mid-June, arguing that the Devco heavy a burden on taxpayers to accept risk and front the infrastructure costs. "Uncertain mineral markets, a growing provincial deficit... and unresolved aboriginal demands," he said, are reason enough to bring greater private sector involvement into the Ring of Fire to share in decision-making, profit and risk."

"Northern Policy Institute hosts speaker's breakfast with Ring of Fire report author, Nick Mulder"  
Thunder Bay Business

"The Ring of Fire report, released earlier this month, suggested that an Authority model similar to the Airport/Port Transportation Authority model would be an effective model in developing infrastructure in the Ring of Fire. Following significant interest in the report, Northern Policy Institute invited Nick Mulder to deliver a presentation of the report directly to Northern Ontario stakeholders. Says Charles Cirtwill, President & CEO of Northern Policy Institute; 'One of the main goals of Northern Policy Institute is to generate and facilitate dialogue around policy issues. This first report on Ring of Fire infrastructure development has certainly started the discussion and we want to continue the conversation among stakeholders on potential options.'"

"Good politics, bad economics" (Audio)  
August 26, 2014  
Morning North CBC Radio Sudbury

"Report on raising minimum wage stirs debate"  
August 26, 2014  
CBC Radio Sudbury

"Institute president Charles Cirtwell said the study shows that 60 per cent of minimum wage earners are between 15 and 24 years of age and when companies increase the minimum wage they often will be forced to shut down or cut hours.

'What tends to happen when you raise the minimum wage is companies that can't offer that wage either close or reduce the number of hours or the number of hours that they have on offer so we end up with higher

unemployment among target groups that we're trying to help,' he said.

But the NDP MPP for Nickel Belt, Frances Gelinas, said the majority of employers are large corporations that aren't hugely affected by small wage increases for their employees and doubts it would result in cuts to jobs or hours.

'For me, a lot of those arguments don't hold, as soon as you start to scratch the surface,' she said."

"Give First Nations responsibility for their education, report says"  
September 10, 2014  
CBC Radio Thunder bay

"The authors of the most recent Northern Policy Institute report, say a Community Schools model will improve the education and life chances of First Nation children and youth, [ . . . ] 'Evidence proves that community school-based renewal, rather than bureaucratic reform, will build sustainable school communities, unlock the First Nations learning spirit at school and truly engage children and youth at schools, on and off First Nations reserves,' author Jonathan Anvik said."

"Comments: An alternative for First Nations education" (Opinion)  
September 12, 2014  
Times Colonist

"Our research paper, Picking Up the Pieces, for the new Northern Policy Institute based in Thunder Bay and Sudbury, demonstrates why the proposed structural education reform missed the mark. More money in the form of increased capital funding might have brought modest gains to on-reserve schooling, but replacing one bureaucracy with another rarely changes the state of education or improves the quality of learning. A community school-based approach, respectful of what indigenous scholars such as Marie Battiste term the "learning spirit" that supports a real shift in the locus of decision-making, stands a far better chance of improving the achievement of indigenous children and youth."

"Community-led model is best" (Opinion)  
September 12, 2014  
The Star Phoenix

"Community school-based management was pioneered in Edmonton public schools in the 1980s and has been adopted by the World Bank in its international education initiatives. The essential concept of "school-based management" would seem to be more in accord with the aspirations of First Nations for a greater measure of self-government in education."

"A new model for Aboriginal education" (Opinion)  
September 15, 2014  
The Winnipeg Free Press

"True First Nation control over education now involves a transformation enabling First Nations to develop educational programs and practices rooted in indigenous culture and consistent with aboriginal ways of learning, recently exemplified in what First Nations scholars like Battiste term the holistic lifelong learning framework. Instead of accepting the centrality of First Nations knowledge systems as an essential pre-condition to discussion, Ottawa focused on advancing a plan more narrowly focused on improving employability skills, reflected in student achievement and graduation rates."

"School solutions? Look to community" (Opinion)  
September 23, 2014  
The Leader-Post

"Simply enabling the establishment of school boards might well reinforce the centralization impulse. That is why we propose an alternate model for First Nations schools, which we term "community school-based management" renewal. Such an approach embraces a mode of decision-making that has much in common with First Nations ways and practices, most notably the "talking circle" tradition in Mi'kmaw culture and spirituality. It is also philosophically compatible with the tradition of school community councils championed by First Nations and Métis in cities such as Winnipeg and Regina since the early 1980s."

"Enhanced airport best option" (Opinion)  
October 30, 2014  
Timmins Press

"Fly in. Fly out. It's been the mantra of remote mines since governments and industry realized they were often left holding the bag for mining towns when the minerals were gone. Roads, water systems and schools remained but were not sustainable by the few taxpayers left behind, [. . .] But what should the strategic policy be when an ore body is multi-generational? The Ring of Fire is a 100-year resource, with some claiming 200 years. That's a realistic projection based on known mineral reserves and when compared to other large ore bodies like Sudbury."

"NPI: a small miracle for Northern Ontario" (Opinion)  
November 20, 2014  
Northern Ontario Business

"Help is on the way. The Northern Policy Institute. A child of the province's Growth Strategy for the North, this institute can be a game changer. It is a truly independent think tank with enlightened leadership. In its first year of operation it has visited 52 communities, commissioned 42 pieces of work, developed a five-year business plan approved by the province, set up two offices at Lakehead University in Thunder Bay and Laurentian University in Sudbury, fully staffed up, and thus far published three documents on important issues including

the Ring of Fire, Aboriginal education and the minimum wage. None parrot current government policy."

"Getting it right may take decades" (Opinion)  
Winter 2014  
Onotassiniik Mining Quarterly

"What is certain is that the metals will still be in the ground in 10 years or 100. What is debatable is whether the mining development process or our government and First Nations will be the quickest to facilitate the mineral production stage. The best time scenario is one that's simultaneous. The best public interest scenario is that everyone gets it right."

"Northern Policy Institute prepares for 2015 federal election"  
December 4, 2014  
NetNewsLedger

"Northern Policy Institute, along with The Mowat Centre and The Institute for Competitiveness and Prosperity are embarking on a project to create a Federal Economic Agenda for Ontario in the lead up to the expected federal election in 2015."

"Public's views sought for report"  
January 18, 2015  
The Chronicle-Journal

"A forum aimed at sparking debate about economic topics specific to Northern Ontario in advance of a federal election wants to hear from all comers and all opinions. 'The federal economic agenda for Ontario is only as strong as the people who create it,' Northern Policy Institute president Charles Cirtwill said last week in a news release."

"Federal Economic Agenda for Ontario" (Audio)  
January 19, 2015  
Wawatay Radio



Charles Cirtwill speaking with Denise Hardy during an interview for Wawatay Radio in Thunder Bay

"Making political policy truly Northern" (Audio)  
January 21, 2015  
Superior Morning (CBC Radio Thunder Bay)

The Northern Policy Institute wants to know what issues you want the political parties to be talking about. CEO

Charles Cirtwill wants to make sure northern voices are heard in an "Ontario" plan.

"Northern Policy Institute, Chamber push for Northern touch in federal budget"  
January 21, 2015  
Tbnewswatch

"What are the things the federal government should be doing, that they're not doing or that they could be doing better? Or that they should stop doing to help Ontario and, in this context, Northern Ontario grow?" said Charles Cirtwill, president and CEO of the Northern Policy Institute.

About 40 people attended the luncheon and included people from various areas including social services, health care, education and the private sector."

"Energy costs and aging infrastructure top challenges in Northwest"  
January 22, 2015  
NetNewsLedger

"The people of Northwestern Ontario say the high cost of energy, aging infrastructure, and challenges with workforce development are the top issues that continue to plague the region. Throughout December and January, Northern Policy Institute has been collecting feedback across Northern Ontario to help build the Federal Economic Agenda for Ontario. Northern Policy Institute president and CEO, Charles Cirtwill, said that this process provides an important opportunity to shed light on the unique challenges and opportunities facing Northern Ontario."

"Input sought"  
January 24, 2015  
The Chronicle-Journal

"A forum aimed at sparking debate about economic issues specific to Northern Ontario in advance of a federal election also wants to hear from folks outside the Thunder Bay region. 'Northwestern Ontarians have yet to fully seize this opportunity,' a Northern Policy Institute news release said Thursday."

"Northern Policy Institute doesn't speak for everyone: Spacek"  
January 27, 2015  
The Northern Times

"Kapuskasung Mayor, Alan Spacek, said he did not concur whatsoever with Cirtwill's assertions.

'I couldn't disagree more,' he commented. 'You just have to look around at what was invested in Northern Ontario by FedNor last week and there's tangible proof of their interest, confidence and investment in the region.'

"Feds need to have a clear plan, guest speaker says"  
January 28, 2015  
Soo Today

"The federal government has no clear agenda for Ontario, and Northern communities and voters in particular need to make their voices heard in this election year. That was the message from Charles Cirtwill, Northern Policy Institute president and CEO, in an information-gathering session held with Sault stakeholders at a breakfast meeting held at the Days Inn by the Sault Ste. Marie Chamber of Commerce, sponsored by the Sault Ste. Marie Economic Development Corporation and the Sault Ste. Marie Innovation Centre."

"Northern feedback for Ontario economic agenda report"  
January 29, 2015  
Country 104.3FM

"The Northern Policy Research Institute is working with the Mowat Research Centre in providing a northern perspective to assist with finalizing a discussion paper titled 'A Federal Economic Agenda for Ontario'. The Institute has been gathering input from northerners and that included a consultation session held on Wednesday here in the Sault with community leaders. Northern Policy Institute President Charles Cirtwill says there are top of mind issues being heard across the province."

"FONOM sticks up for FedNor"  
February 10, 2015  
Bay Today

"The Federation of Northern Ontario Municipalities (FONOM) says they recognize FEDNOR investments in Northern Ontario communities, despite some recent criticism."

"A 'dollars and sense' alternative – community hub schools" (Op-ed)  
February 20, 2015  
Parry Sound North Star

"Smaller communities in Northern Ontario are accustomed to receiving the Queen's Park 'shock treatment.' It happened again on January 28, 2015 when Ontario Education Minister Liz Sandals stated that \$1 billion out of the \$22.5 billion education budget could be saved by "closing about 600 half-empty schools."

"Roads from riches in Ring of Fire" (Op-ed)  
March 1, 2015  
Timmins Press

"What is the one thing that would make living in Ontario's far North communities better? If you asked that question to seven people knowledgeable about the North, you might very well get seven different

answers. Clean drinking water. Functional sewer systems. Quality education. Improved health services. Reliable electricity. Healthy food at affordable prices. Better housing."

"Roads from riches; How the Ring of Fire can improve living conditions in the Far North" (Op-ed)  
March 3, 2015  
The Chronicle-Journal

"Astronomically high costs are attached to anyone or anything that has to fly to these places. Winter ice roads provide some relief but are not a guarantee. If the weather co-operates, an ice road might provide a month or two of access in every year. There have been poor weather conditions in recent years attributed to global warming. If the pattern continues, winter road construction and use will be progressively problematic."

"Ring of Fire Transportation Infrastructure" (Video)  
March 3, 2015  
CTV Canada AM

"The Agenda with Steve Paikin: Northwestern Ontario's resourceful economy" (Video)  
March 11, 2015  
The Agenda with Steve Paikin (TVO)

"Northwestern Ontario's resource economy seemed poised for a game-changing resurgence with the "Ring of Fire" multi-billion dollar mining find. But after a few key delays and departures, the rapid expansion in other mining deposits, including gold, may hold the most immediate promise. The Agenda with Steve Paikin stops into Thunder Bay to survey the state of the resource sector, and how extractive industries might play a key role in the region's economic future."



"Regional labour market showing signs of stability after down decade"  
March 20, 2015  
Tbnewswatch

"Despite the region shedding nearly 20,000 jobs from 2003 to 2013, there is hope the labour market is starting to stabilize. That's a finding from the Northern Policy Institute, which on Friday released report called Settling Down in the Northwest: Stability and Opportunity in the Northwestern Ontario Labour Market which outlined recent trends."

"Youth population challenges labour market"  
March 22, 2015  
Magic 99.9FM

"The Northern Policy Institute says the region's labour market is on stable grounds.

The think tank released a related report recently, and found the supply of available workers in relation to available work is promising. But the report also says there's still an out-migration trend among young people."

"Settling down in the Northwest" (Video)  
March 20, 2015  
TBT Newshour (CKPR)

"Jobs market stabilizing"  
March 21, 2015  
The Chronicle Journal

"While the region still faces the challenge of losing youth who move away, the report says that youth participation in the workforce and youth employment numbers are doing fairly well.

"There is a strong case for continuing to connect youth to our communities through partnerships with industry and post-secondary institutions,' says James Cuddy, the author of Settling Down in the Northwest: Stability and Opportunity in the Northwestern Ontario Labour Market."

"Report: Northwestern Ontario labour market stabilizing"  
March 21, 2015  
Kenora Daily Miner and News

"In terms of youth out-migration, the region has seen negative numbers every year since 2001, including a net decline of 400 individuals in 2013 aged 15 to 29. 'Out-migration is somewhat prevalent in rural areas in general, not just in Northern Ontario,' Cuddy explained. 'The youth out-migration has definitely still been a challenge, but in fact in 2013/14, it was one of the best years for youth out-migration. It's a good sign, but we should still be striving to attract individuals.'"

"Northwestern Ontario Labour Market Update"  
March 24, 2015  
NetNewsLedge

"The Northern Policy Institute, in partnership with the North Superior Workforce Planning Board, have released a report on the labour market in Northwestern Ontario that details some of the unique characteristics of the region. First, while the overall youth population is still facing challenges of out-migration, youth participation in the workforce and youth employment numbers are doing fairly well."

"Good news/bad news" (Audio)  
March 25, 2015  
Superior Morning (CBC Radio Thunder Bay)

"A declining population, but a stabilizing job market. What does it all mean for people living in Thunder Bay? Charles Cirtwill, head of the Northern Policy Institute talks about its latest research."

"Northern Policy releases report showing population growth, decline in last decade"  
March 25, 2015  
Tbnewswatch

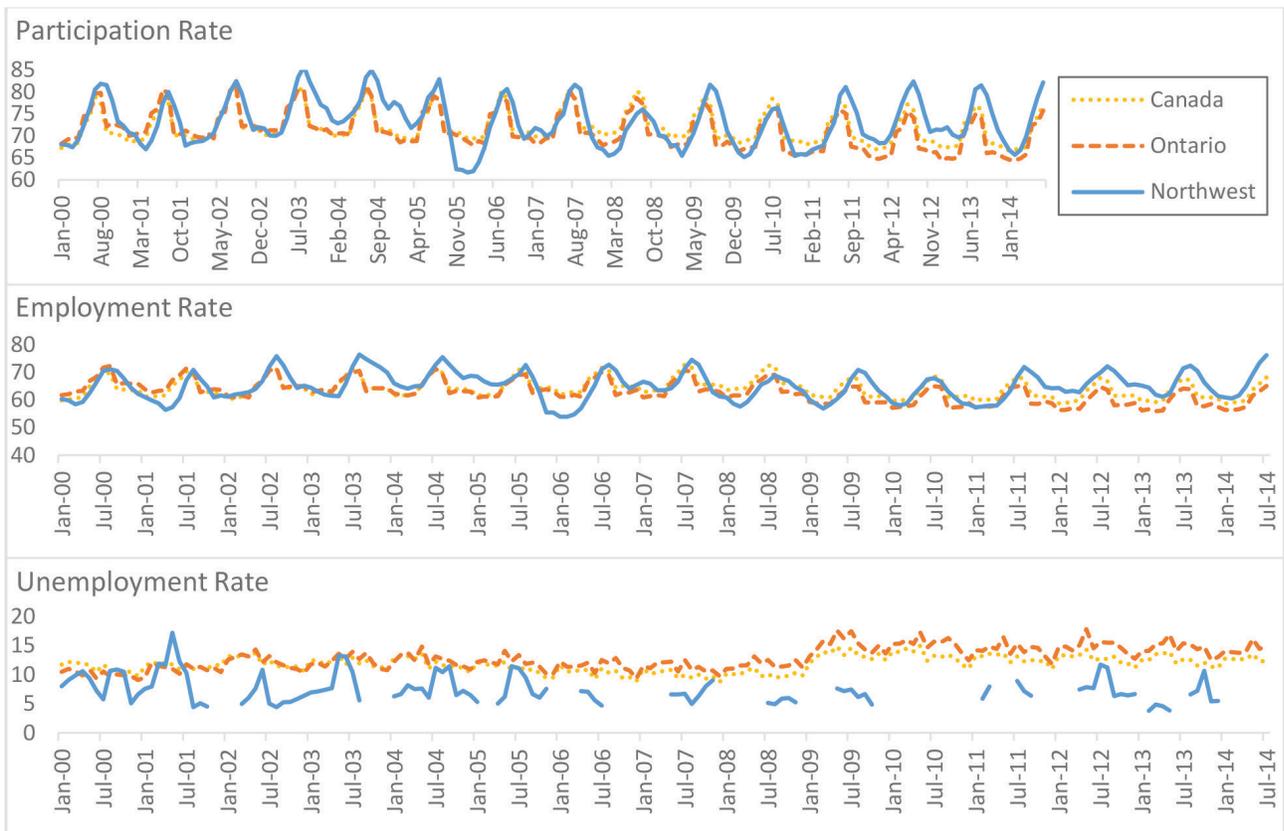
"The sky is not falling and people are not leaving the North in droves a regional think tank says. A recent report by the Northern Policy Institute shows that while there has

been a 2.2 per cent population decline in Northern Ontario over the past dozen years, five of the 11 Northern districts actually showed growth. The Thunder Bay district showed a 4.7 per cent dip over that time while the city itself dropped 1.2 per cent."

"Diversify, Innovate, Invest, and Grow" (Video)  
March 25, 2015  
TBT Newshour (CKPR)

"Report tracks Northerners"  
March 26, 2015  
The Chronicle-Journal

"Thunder Bay was able to mitigate some out-migration from 2001 to 2013 through investments largely in the health-care sector, a new report released by Northern Policy Institute says, [. . .] Northern Policy Institute president Charles Cirtwill told The Chronicle-Journal that while Thunder Bay saw its population fall from around 127,000 to 125,000 (a 1.2 per cent decline) between 2001 to 2013, district numbers dropped even further – 4.7 per cent over the same period."



Youth Participation, Employment and Unemployment. Published in Settling Down in the Northwest: Stability and Opportunity in the Northwestern Ontario Labour Market

“Report relates district population growth to forestry sector cycles”  
March 26, 2015  
Kenora Daily Miner and News

“The report concludes that fluctuations in Northern Ontario's population are directly related to the boom and busts of the primary industry sectors such as forestry and mining. As reliance on these sectors are significantly reduced, future trends are harder to predict although it is clear that economic opportunity and population remain closely connected.”

“North shrinking, but Nipissing growing”  
March 26, 2015  
The North Bay Nugget

“Northern Ontario has lost the equivalent of the population of North Bay since its peak population 20 years ago, according to a study released this week by the Northern Policy Institute. But the study also shows that five of the 11 Northern Ontario districts – including Nipissing and Parry Sound districts – have actually increased.”

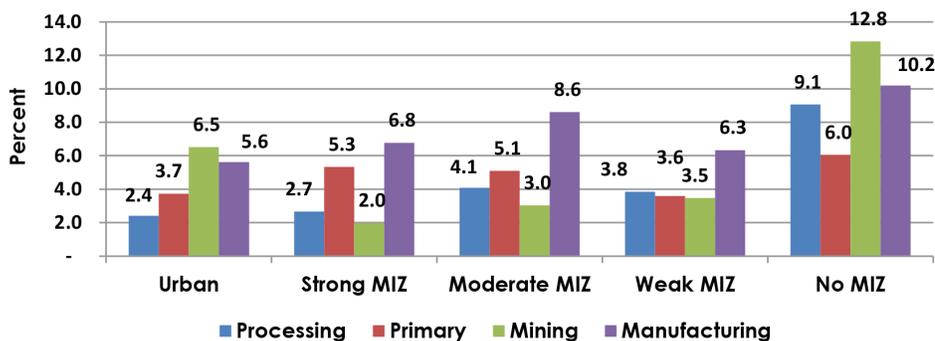
“Disconnected: Rural population decline linked to lack of access to urban centres”  
April 2, 2015  
The Chronicle-Journal

“A population decline that began across Northwestern Ontario in the early 1990s will likely continue unless rural residents have ways to better connect with urban centres, [ . . . ] In a report for Northern Policy Institute, Prof. Bakhtiar Moazzami said better transportation services and less isolation has helped residents in Northeastern Ontario access urban services with relative ease.”

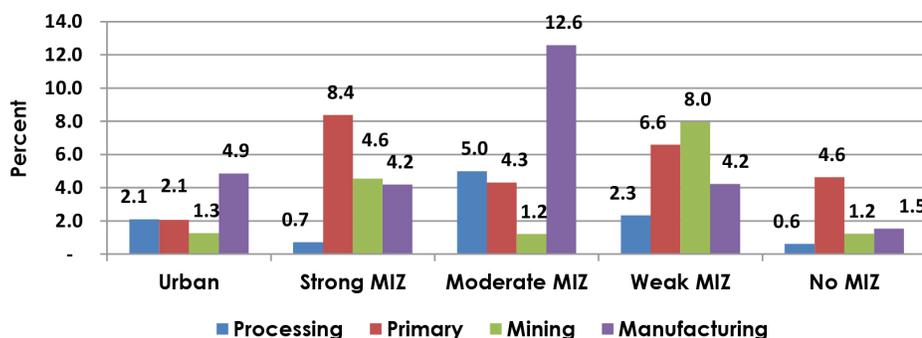
“Rural areas in North falling behind”  
April 2, 2015  
Northern Life

“Rural areas are the backbone of the north, but they are falling behind when it comes to education and economic potential, says Bakhtiar Moazzami, an economics professor at Lakehead University. In a recent report for the Northern Policy Institute, Moazzami concluded that Northern Ontario's rural population is

**Northeastern Ontario**



**Northwestern Ontario**



Employment Share of Resource-based Industries by Degree of Rurality, Northern Ontario, 2011. Published in It's What You Know (and where you can go). • a strong MIZ is one where at least 30 percent of the total employed labour force living in the census subdivision works in any CMA/CA urban core; • a moderate MIZ is one where at least 5 percent, but less than 30 percent, of the total employed labour force living in the census subdivision works in any CMA/CA urban core; • a weak MIZ is one where more than 0 percent, but less than 5 percent, of the total employed labour force living in the census subdivision works in any CMA/CA urban core; and • an area that is not an MIZ is where no one or fewer than 40 people in the resident labour force commute to the urban core of any CMA or CA.

in decline, and due to less access to education, could miss out on future economic opportunities.

'By 2030, 80 per cent of jobs will require some kind of post-secondary education,' Moazzami said."

"Rural areas losing their workforces"  
April 4, 2015  
Country 105.3FM

"Bakhtiar Moazzami, who recently penned a related report for the Northern Policy Institute, says as the region's remote communities decline in population, so does their ability to develop a skilled workforce. Moazzami says this means they're lacking in human capital. He adds this is driving economic inequality across the region, but providing better access to education in rural areas is one way to bridge the income gap. Education, he says, can help keep people from leaving rural areas and help develop their labour forces for the future."

"A new deal for the Ring of Fire" (Op-ed)  
April 5, 2015  
The Chronicle-Journal

"The cards have been shuffled on the ownership and history of the Ring of Fire. Noront Resources has made a brilliant play in buying the claims of Cliffs Natural Resources for a small fraction of what was originally paid for them. Noront's shares jumped on the news. Optimism has returned."

"A New Northern Lens" (Audio)  
April 16, 2015  
Radio Canada (CBC Sudbury)

"A New Northern Lens" (Video)  
April 16, 2015  
TBT Newshour (CKPR)

"North has global peers: Analyst"  
April 19, 2015  
The Chronicle-Journal

"Northern Ontario has more in common with other northern regions of the world than the rest of the province, but that doesn't mean it should try to become a stand alone province, says an economic analyst, [ . . . ] 'The experiences of northern regions in Canada and elsewhere is needed and can shed new insight into the economic prospects of the north and help manage the relationship between northern and southern Ontario,' said MacKinnon, a former senior provincial bureaucrat."

"MP desires dialogue with institute"  
April 20, 2015  
The Chronicle-Journal

"The Ontario minister responsible for Northern development wants to improve communication with

an independent research institute following a recent report showcasing the need for change in the region, [ . . . ] 'There may be value for us to find a way to communicate in a more direct way,' he said. 'I would have appreciated speaking to the person doing the report because I could have commented on the report.'"

"New lens needed for the North" (Op-ed)  
April 24, 2015  
The North Bay Nugget

"For more than 40 years, debates on economic development in Northern Ontario have been dominated by several themes. The first of these is that primary industries are key to the region's prosperity now and in the future. The second is that Northern Ontario provides more funding to Ontario through royalties and taxes paid than it receives in services. The third is that the North is of limited national and global significance. Finally, many observers believe that policies and programming in the North can be framed with only passing reference to global trends and circumstances."

"A new lens needed for Northern Ontario" (Op-ed)  
April 27, 2015  
The Chronicle-Journal

"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. If it does so, its performance will almost certainly continue to be inadequate relative to other provinces and many global regions."

"Northern Policy Institute: Look beyond comparing Southern Ontario for growth" (Audio)  
April 28, 2015  
Country 104.3FM

"The Northern Policy Institute recently released a report comparing growth in northern Ontario to other northern regions – including Nunavut, Alaska, Siberia, Scandinavia and even Iceland. Study author David MacKinnon says there is a lot we can learn."

"Roads from Riches: How the Ring of Fire can improve living conditions in the Far North" (Op-ed)  
April 29, 2015  
Northern Ontario Business

"What is the one thing that would make living in Ontario's Far North communities better? If you asked that question to seven people knowledgeable about the North, you might very well get seven different answers: clean drinking water, functional sewer systems, quality education, improved health services, reliable electricity, healthy food at affordable prices, better housing."

## Public Servant in Residence

For the past year, Rick Millette has served as the Senior Executive Director for the Ring of Fire with Northern Policy Institute. Millette joined Northern Policy Institute through a residency with Laurentian University and the Canada School of Public Service. Prior to joining Northern Policy Institute, Millette worked with the Federal government and the Provincial government of Ontario. Throughout his time with Northern Policy Institute, Millette shared his wealth of knowledge and experience on issues important to Northern Ontario. Much of his work focussed on mining and the proposed Ring of Fire mining development. This included presentations, attending conferences and events, and publishing blogs and op-eds in publications throughout the region.

Millette's contract with Northern Policy Institute will end in May 2015. All the staff and volunteers would like to extend our thanks and gratitude for all he has brought to the organization and wish him well in all his future endeavors.

## Reflections on a year of learning



I take my leave from Northern Policy Institute this month and return to the federal government work I left a year ago. My residency with Laurentian University and Northern Policy Institute has been more than I could have hoped for in my quest to learn about all things Ring of Fire.

Northern Policy Institute's offices at Laurentian and Lakehead University provide the oxygen needed for think tanks to think. It was a reward in itself to have an office at Laurentian. The university is full of energy and ambition. My access to a seemingly unlimited number of geology, mining, science and economics experts has been a mere walk away. Also two minutes down the hall from my office is the J.N. Desmarais Library & Archives; a treasure trove containing vast knowledge and research material.

As for Northern Policy Institute, it is a concept that is long overdue in Northern Ontario. The institute is a forum that is enabling northerners to express themselves. More than that, it provides a springboard for ideas and ideals that have the potential to make the north stronger.

In his recent book *Sapiens*, author Yuval Noah Harari states that humans have succeeded mainly due to their ability to organize, socialize, communicate and imagine. Fittingly, Northern Policy Institute is a catalyst for northerners to do just that, as it encourages northerners to share and organize their thoughts, hopes and vision. The institute does this by creating conversations in social media, mainstream media, as well as at conferences and gatherings of northerners large and small. Papers from a variety of thinkers; not just northerners, are presented as thought-fodder.

Research from around the world that sometimes challenges pre-conceived notions that northerners have of themselves is a healthy exercise. Northern Policy Institute has quickly become a mirror that Northerners can hold up to see themselves as they truly are, rather than only what they imagine themselves to be. In that, lies the truth that can propel our northern society forward. The ability to organize around ideas and concepts, based on fact, is what can create investment and turn resources into action.

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.

## Blogs and op-eds by Millette

### A new deal for the Ring of Fire

Let's get this party started before it's too late

BY RICK MILLETTE  
FOR THE CHRONICLE-JOURNAL



VIEWPOINT

The north has been studied on the ownership and history of the Ring of Fire. Noront Resources has made a brilliant play in buying the claims of Cliffs Natural Resources for a small fraction of what was originally paid for them. Noront's shares jumped on the news. Optimism has returned. The recent announcement of a road study for an east-west link to First Nations communities near the Ring has furthered hopes for movement on the entire project. The study is inclusive of the Matana Tribal Council. Some of their communities will be connected to the outside world in a way that will help improve living conditions by making everything from food to building materials more affordable. And, whatever route the road takes, it will get Noront closer to its proposed mine site.

rather we throw a little fuel on the Ring of Fire and suggest a way to make the real party happen more quickly before it's too late. It didn't take more than a few hours after the Noront announcement for Neeskantaga Chief Peter Moonis to declare that the province was putting a gun to the heads of the Matana by setting a deadline on Noront's environmental approvals. In no time like the good ol' days, my turn into a Mexican standoff, with guns or at least fingers, pointed in all directions.

What if the Matana Tribal Council decides that the roads are a good start but not enough? Or that their environmental concerns or share of resources does not reflect the principle of a true partnership? What do the Matana communities think when they look at Quebec companies like Bessemer Forest Products, where the Alkamasak of Obedjivan have 55 per cent ownership of a sawmill in Obedjivan?

What do they discuss when they see the Lacuminac windfarm, where the Cree have 50 per cent participation in that project? What would any reasonable person be thinking? And they don't have to look as far as Quebec. Northwestern Ontario just realized the completion of the Lower Mattagami River hydro-electric project. The Mushkegowuk were made 35 per cent partners on that deal, with training and jobs included. It's a 25 per cent stake in a place of infrastructure that will generate electricity, revenue and goodwill for its 100-year lifespan.

#### FAST FORWARD

What if Noront sold half of their claims to the Matana Tribal Council for \$50 million? The Matana would have the money with gold in that project? What would any reasonable person be thinking? And they don't have to look as far as Quebec. Northwestern Ontario just realized the completion of the Lower Mattagami River hydro-electric project. The Mushkegowuk were made 35 per cent partners on that deal, with training and jobs included. It's a 25 per cent stake in a place of infrastructure that will generate electricity, revenue and goodwill for its 100-year lifespan.

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often left holding the bag for mining towns when the minerals were gone. Roads, water systems and schools remained but were not sustainable by the few taxpayers left behind."

### "Canary in a gold mine"

November 25, 2014

"Some truths are difficult to point out, especially when your love of something complicates it more. In this case, my love of the north and wanting it to succeed is being undermined by the rest of the world falling out of love with our resources."

### "Roads to riches: How the Ring of Fire can improve living conditions in the far North"

March 4, 2015

Published in the Chronicle-Journal and the Timmins Press, and Northern Business

"What is the one thing that would make living in Ontario's far North communities better? If you asked that question to seven people knowledgeable about the North, you might very well get seven different answers."

### "A new deal for the Ring of Fire"

April 13, 2015

Published in the Chronicle-Journal

"The cards have been shuffled on the ownership and history of the Ring of Fire. Noront Resources has made a brilliant play in buying the claims of Cliffs Natural Resources for a small fraction of what was originally paid for them. Noront's shares jumped on the news. Optimism has returned."

Clipping of Millette's op-ed "A New Deal for the Ring of Fire, published in The Chronicle-Journal in Thunder Bay, ON - April 5, 2015.

### "Getting it right in the Ring of Fire"

July 31, 2014

Published in The Sudbury Star, the Republic of Mining, and Onotassiniik Mining Quarterly

"The Ring of Fire has taken on the allure of a huge Christmas gift. Like the children who anticipate the big day coming, Northern Ontarians are finding it painfully difficult to stop themselves from diving under the tree and ripping open the prize that awaits. But wait they must."

### "Half a loaf: Getting maximum value from the Ring of Fire"

August 9, 2014

Published in the Chronicle-Journal

"When I was a youngster, we had a neighbour who kept a jar of coins. When kids would visit, he'd offer the jar and say, 'take as many as you like'. If you grabbed too many, your bulging fist wouldn't make it through the neck of the jar. Lesson learned."

### "Stainless steel and the Ring of Fire"

October 1, 2014

"It would be hard to find an adult in Northern Ontario who hasn't heard of the Ring of Fire or doesn't know what it promises for the North's future. Most believe that long term prosperity for workers, industry and First Nations people is at their doorstep."

### "A new community for Ontario"

November 10, 2014

Published in the Chronicle-Journal and the Timmins Press

"Fly in. Fly out. It's been the mantra of remote mines since governments and industry realized they were



Screenshot from Millette's appearance on the CTV program, Canada AM on March 3, 2015

# Year-End Financial Statements

## Northern Policy Institute Financial Statements For the period ended April 30, 2015

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Tel: 807 625 4444  
Fax: 807 623 8460  
www.bdo.ca

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, 2015 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, 2015 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

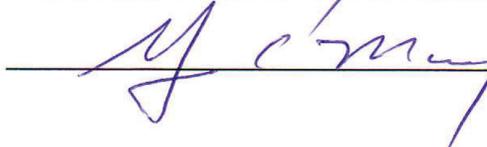
Thunder Bay, Ontario  
July 9, 2015

## Northern Policy Institute Statement of Financial Position

April 30	2015	2014
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 590,052	\$ 734,900
Government remittances receivable	36,321	11,744
Accounts receivable	127,883	25,000
Prepaid expenses	6,438	5,097
	760,694	776,741
Property, plant and equipment (Note 2)	53,677	18,342
	\$ 814,371	\$ 795,083
<b>Liabilities and Net Assets</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 3)	\$ 41,281	\$ 64,382
Deferred revenue	250,000	250,000
	291,281	314,382
Deferred capital contributions (Note 4)	53,677	18,342
	344,958	332,724
<b>Net assets</b>		
Unrestricted	469,413	462,359
	\$ 814,371	\$ 795,083

On behalf of the Board:

  
 \_\_\_\_\_ Director

  
 \_\_\_\_\_ Director

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

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## Northern Policy Institute Statement of Operations and Net Assets

For the period ended April 30	2015	2014
		(Note 8)
<b>Revenue</b>		
NOHFC funding	\$ 952,183	\$ 978,366
Donations-in-kind	41,198	9,357
Events	1,328	-
Sponsorship	2,500	-
Interest income	1,691	464
Amortization of deferred capital contributions	12,483	3,291
	<u>1,011,383</u>	<u>991,478</u>
<b>Expenditure</b>		
Amortization	12,483	3,291
Board meetings	39,903	27,854
Event promotion	11,659	901
Insurance	5,704	464
Interest and bank charges	2,352	1,280
Interns	81,150	-
Office	12,829	5,675
Publications	102,190	11,371
Recruitment	8,000	137,251
Professional fees	37,398	26,856
Public relations	14,538	6,651
Rent	19,837	9,357
Repairs and maintenance	37,678	1,980
Research	8,439	1,104
Subscriptions	5,719	2,953
Telephone	1,976	1,660
Travel	46,732	33,219
Wages and benefits	552,541	255,324
Website	3,201	1,928
	<u>1,004,329</u>	<u>529,119</u>
<b>Excess of revenue over expenditure for the period</b>	<b>7,054</b>	<b>462,359</b>
<b>Net assets, beginning of period</b>	<b>462,359</b>	<b>-</b>
<b>Net assets, end of period</b>	<b>\$ 469,413</b>	<b>\$ 462,359</b>

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

## Northern Policy Institute Statement of Cash Flows

For the period ended April 30	2015	2014
		(Note 8)
<b>Cash flows from operating activities</b>		
Excess of revenue over expenditure for the period	\$ 7,054	\$ 462,359
Items not involving cash		
Amortization of property, plant and equipment	12,483	3,291
Amortization of deferred capital contributions	(12,483)	(3,291)
	7,054	462,359
Change in non-cash working capital balances (Note 5)	(151,902)	272,541
	(144,848)	734,900
<b>Investing activities</b>		
Purchase of equipment	47,817	21,634
Contributions received in the period	(47,817)	(21,634)
	-	-
<b>Increase (decrease) in cash for the period</b>	(144,848)	734,900
Cash, beginning of period	734,900	-
<b>Cash, end of period</b>	\$ 590,052	\$ 734,900

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

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## Northern Policy Institute Notes to Financial Statements

April 30, 2015

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### 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. The Northern Policy Institute is an evidence-based independent research organization with a focus on public policies and programs that affect Northern Ontario. The corporation is exempt from income tax under section 149 (1) (l) of the Income Tax Act.
<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:  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, 2015

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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, 2015

### 2. Property, Plant and Equipment

	2015		2014	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Office furniture	\$ 37,013	\$ 4,647	\$ 4,726	\$ 473
Computer equipment	27,672	10,174	16,907	2,818
Leasehold Improvements	4,766	953	-	-
	<u>\$ 69,451</u>	<u>\$ 15,774</u>	<u>\$ 21,633</u>	<u>\$ 3,291</u>
Net book value		<u>\$ 53,677</u>		<u>\$ 18,342</u>

### 3. Accounts Payable and Accrued Liabilities

	2015		2014	
Trade	\$ 24,496	\$	52,334	\$
Accrued liabilities	16,785	\$	12,048	\$
	<u>\$ 41,281</u>	<u>\$</u>	<u>64,382</u>	<u>\$</u>

### 4. Deferred Capital Contributions

	2015		2014	
Balance, beginning of period	\$ 18,342	\$	-	\$
Additions	47,818	\$	21,633	\$
Amortization	(12,483)	\$	(3,291)	\$
Balance, end of period	<u>\$ 53,677</u>	<u>\$</u>	<u>18,342</u>	<u>\$</u>

### 5. Statement of Cash Flows

	2015		2014	
Government remittances receivable	\$ (24,577)	\$	(11,744)	\$
Accounts receivable	(102,883)	\$	(25,000)	\$
Prepaid expenses	(1,341)	\$	(5,097)	\$
Accounts payable and accrued liabilities	(23,101)	\$	64,382	\$
Deferred revenue	-	\$	250,000	\$
	<u>\$ (151,902)</u>	<u>\$</u>	<u>272,541</u>	<u>\$</u>

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## Northern Policy Institute Notes to Financial Statements

April 30, 2015

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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.

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### 8. Comparative Amounts

The comparative amounts presented in the financial statements for the 17 month period ended April 30, 2014 have been restated to conform to the current year's presentation.

# Thank you

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

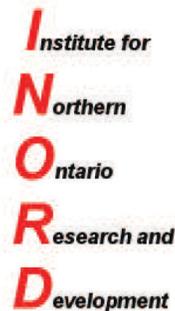
## Financial and in-kind support



## Project and event partners



Thunder Bay  
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[www.wawataynews.ca](http://www.wawataynews.ca)



The Shingwauk Residential Schools Centre  
*Sharing, Healing, Learning*



NISHNAWBE ASKI  
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