



NORTHERN
POLICY INSTITUTE
INSTITUT DES POLITIQUES
DU NORD

Annual Report
2016-2017

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We have found NPI to be
effective
in providing information
on a range of issues that are
relevant
to our membership,
from the long-term impact of
shifting demographic trends
to the need to improve
quality of education and life
for Indigenous students.

*Christine Bender, 2016-2017
President, Timmins Chamber of Commerce*

■ ■ In the short time since the
Northern Policy Institute was
formed, it has provided research
and analysis on a **number of matters** that are relevant to
Northern Ontario in general, and to Neebing's operations in
particular. **Council appreciates its objective and balanced**
assessments of the current and emerging issues facing the north. **■ ■**

Rosalie A. Evans, Solicitor-Clerk on behalf of Neebing Council

■ ■ NPI is the go to organization
to apply the "Northern Ontario"
lens to all policy issues to ensure
a viable, sustainable economy
and one that is positioned to
adapt to an ever changing
economic landscape. ■ ■

*Madge Richardson, Executive Director,
North Superior Workforce Planning Board –
Your Local Employment Planning Council.*

■ ■ As Mayor of Cochrane, Ontario, I
have had the pleasure of working with
NPI on several occasions, under some
of the most dynamic of circumstances.
I can say with conviction, that NPI
plays an integral role in the job ahead
for 'Team North' **■ ■**

Peter Politis, Mayor, Town of Cochrane

WHO WE ARE

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

VISION

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

MISSION

Northern Policy Institute is an independent policy institute. The objects for which the corporation is incorporated are: To advance education on the topic of sustainable development in Northern Ontario, including sustainable development for First Nations, Métis, and Inuit people and communities in Northern Ontario, by conducting research and analysis in the field of economic, technological and social trends and then making the results publicly accessible.

To advance education by providing internship positions to youth within Northern Ontario and by holding meetings, and conferences for the general public, media and government officials; and,

To do all such things as are incidental or ancillary to the attainment of the above objects.

VALUES

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

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

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

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

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





BOARD OF DIRECTORS

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HOW WE SET OUR RESEARCH AGENDA

To ensure every community member has a voice in this process, Northern Policy Institute collects feedback on an ongoing basis through multiple avenues. We encourage direct contact through one-on-one meetings, group meetings, larger events, email, social media, phone and regular mail. We also indirectly monitor the broader policy environment as well as mainstream and social media.

On a quarterly basis, Northern Policy Institute compiles the issues we hear about in the preceding three months into ten "filters". Each filter list is then prioritized based on the number of times specific issues are raised with us or come to our attention. Those priorities are compared and combined into a single "top ten" list of research priorities for the upcoming research investigation and public education round. This is an iterative process with categories adjusted to reflect the items being raised as opposed to the issues being interpreted to fit pre-existing "baskets". As a result, issues may appear and disappear from this ranking exercise depending on the feedback we receive from our neighbours.

THE TEN 'FILTERS' ARE:

1

Civil Society –

including unions, environmental organizations, local grassroots groups and other umbrella organizations

2

Federal –

including elected and unelected officials, departments, arm's length agencies and political parties

3

Indigenous Peoples–

including First Nations, Métis and Inuit, elected and unelected officials, arm's length agencies, economic development entities, associations and other umbrella groups

4

Individuals–

including through one on one meetings, polling or other online or in-person feedback mechanisms

5

Issues Monitoring–

Northern Policy Institute staff monitor on a weekly basis a sampling of local, regional, provincial, national and international media as well as industry and other issue specific publications and social media outlets

6

Municipalities, Universities, Schools, and Hospitals (MUSH) –

including Colleges, elected and unelected officials, arm's length agencies, economic development entities, associations and other umbrella groups

7

Private Sector –

including individual companies, chambers of commerce, industry associations and other umbrella groups

8

Provincial –

including elected and unelected officials, departments, arm's length agencies and political parties

9

Staff and Experts–

including Northern Policy Institute authors, readers, reviewers, fellows, Research Advisory Board members and staff plus external experts including other think tanks, research institutes, academics, industry experts and local, regional, national and international agencies and organizations

10

Volunteers –

including Northern Policy Institute Members, Directors, Advisory Councilors, and other volunteers

MESSAGE FROM THE CHAIR

Every year, Northern Policy Institute aspires to put forward evidence based solutions for the people of Northern Ontario and coming from Northern Ontario. And I am tremendously proud to report we did just that.

Anyone living in Northern Ontario knows the unique challenges our communities face. We know that our realities and experiences are very different than the challenges faced by the rest of the province. Since we started our work in 2013, we have been guided by the input of everyday people of Northern Ontario. This year has been no different. Our work and focus on policies that are relevant to Northern Ontario has resulted in a larger impact than we've ever seen before.

Our research reports, our commentaries, the briefing notes, our multimedia and blogs are all available and accessible to everyone in the North and used by a lot of businesses and organizations throughout Northern Ontario. Our analysis, focused on economic, technological and social trends that affect us here in the North, including shifting demographics, health care, food security, governance models, immigration and transportation have garnered local, regional, provincial and national media coverage.

More importantly, we are seeing policy change and changing attitudes towards the North as a result. The Basic Income Pilot, and the selection of both a northern community and a First Nations' community to participate in the pilot align with the advice from NPI's basic income conference held in Sudbury this year. The new Anishinabek Education System that is being created by the First Nations of the Anishinabek Nation embodies many of the lessons NPI has collected and communicated in the area of education advancement and governance in each of our first four years.

Reaching out and engaging with our partners and communities has made NPI a unique think tank on the national stage. One where the research agenda is set not by our Board of Directors, but by the broader community and the people of Northern Ontario that we serve. In our first few years, much of this communication was initiated by the dedicated team at NPI. This year, more and more, our communities are coming to us and we are happy to hear from you. The more we can help Northern Ontario succeed, the greater all of our success becomes.

In closing, I want to thank NPI's Board members of the Northern Policy Institute for their dedication and commitment over the past year, for giving so much of their time and expertise. I also want to acknowledge the great work of the many authors, readers, editors, translators, researchers, contractors and volunteers that all contribute to each one of NPI's success stories. Finally, and most importantly, I want to thank our excellent and talented staff who work so hard and who continue to provide the highest level of dedication and quality of work this past year. And, a big thank you to all of the people of Northern Ontario for helping us to make the North the great place that it is.

MARTIN BAYER
CHAIR, NPI

MESSAGE FROM THE PRESIDENT

Working together for a stronger Northern Ontario. That best sums up our 2016-2017 year. Our ongoing focus on partnerships and collaboration resulted in nine research reports, thirteen commentaries, three briefing notes, one interactive map, and one community data program. All evidence based. All in the name of growing sustainable communities in Northern Ontario.

Access to current, baseline information that is publicly shared and available has been identified as one of the key barriers for Northern Ontario communities and decision makers. This past year, we took up the challenge and worked with partners to produce the *Northern Projections Human Capital Series* and *Community Labour Market Report Series*.

In partnership with the Northern Ontario Workforce Planning Boards, the *Human Capital Series* highlights all of the 11 districts in Northern Ontario, examining past and present characteristics and trends in each district's economy in order to forecast future challenges and opportunities.

The Community Labour Market Reports drilled down to the community level, providing greater access to labour market information that allows for – and encourages – local knowledge and perspectives.

In addition to strong partnerships with NSWPB-LEPC and the Northern Ontario Workforce Planning Boards, we built partnerships with a wide range of organizations across the province that share our vision for Northern Ontario. Including: the Rural Ontario Institute, the Centre for the Great Lakes Region, the Canadian Council on Social Development, and several local chambers of commerce.

In NPI's fourth year of operation, NPI's team continued to grow; we hired a Marketing and Communications Officer and a Labour Market Analyst. And we welcomed ten summer placements to our Timmins, Sault Ste. Marie, Kenora, Sudbury and Thunder Bay offices.

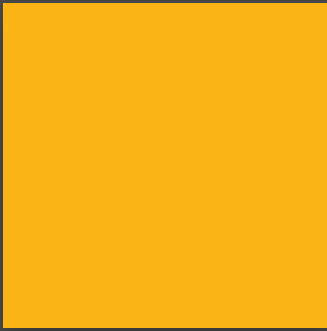
This year also brought NPI closer to our goal of being a self-sufficient organization with a diverse funding base. We officially became registered as a federal charity for educational purposes. The support and donations we've received this year allows us to continue to provide non-partisan, independent research for the people of Northern Ontario.

Our work on a basic income guarantee, indigenous control of indigenous education, and innovative local governance models has pushed the envelope on new thinking, and put Northern Ontario authors, experts and innovators in the forefront of policy discussions throughout the province and across the country. Media coverage has increased 130%, our social media and web traffic are up and on several social media metrics we have actually surpassed several other Canadian think tanks who have been in existence much longer than we have.

It is in anticipation of NPI's ongoing accomplishments/success that I offer my continued thanks to the NPI Board of Directors, our Research Advisory Board, and our Advisory Council for their ongoing support and guidance. To my colleagues on the NPI staff, I can only offer my heartfelt thanks. Their energy, commitment and quality of work are second to none. To our Northern Ontario communities, your continued input, support and engagement make us the unique institution we are.

Our success is Northern Ontario's success. We look forward to continuing to work alongside Northern Ontario communities so we can continue to grow and prosper together.

CHARLES CIRTWILL
PRESIDENT AND CEO

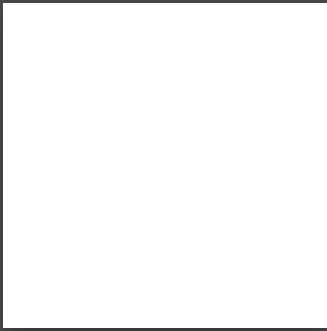


WEBSITE

763,761
page views

126,746
unique visits

1,594,996
hits

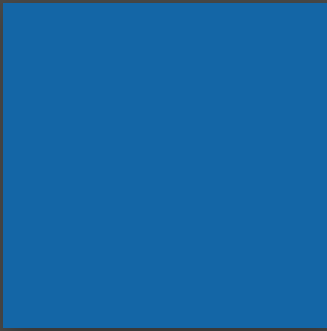




200
MEDIA MENTIONS

20
Partnerships





3
Events & Conferences



NEWSLETTERS

12
English



12
French




LINKEDIN FOLLOWERS

176

INSTAGRAM FOLLOWERS

349



TWITTER FOLLOWERS

1605

FACEBOOK LIKES

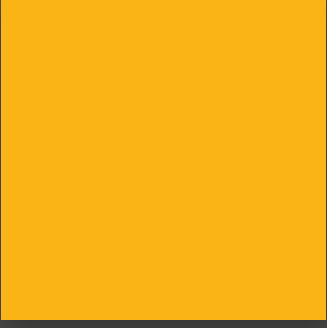
893





21
Presentations





9 REPORTS

13 COMMENTARIES

3 BRIEFING NOTES

34 BLOG POSTS

8 VIDEOS



MAKING AN IMPACT ON POLICY

Ultimately, Northern Policy Institute exists to see better, more effective, more evidence based policy developed and implemented to improve the lives and the future of all Northern Ontarians.

Our research agenda is set through ongoing discussions with all community members in Northern Ontario, and is focused on informing evidence-based debates and sound decision making. We contract leading sector experts to undertake research and author the highest quality reports.

This past year, Northern Policy Institute produced 9 research reports, 13 commentaries and 3 briefing notes, all with the goal to enhance measurement, support sustainable community capacity and encourage greater self-sufficiency.

RESEARCH PAPERS

NORTHERN PROJECTIONS HUMAN CAPITAL SERIES

An ongoing, collaborative effort between Northern Policy Institute and Northern Ontario Workforce Planning Board, the Northern Projections Human Capital Series examined past and present characteristics and trends in each of Northern Ontario's 11 districts in order to forecast future challenges and opportunities.

In 2016-17, Northern Policy Institute highlighted 8 districts. Reports were used for effective decision making in the region, and received local and regional media coverage leading to conversations based on evidence and analysis, and reflection.

NORTHERN PROJECTIONS HUMAN CAPITAL SERIES

by James Cuddy &
Bakhtiar Moazzami

Northern Projections

1/11

Human capital series

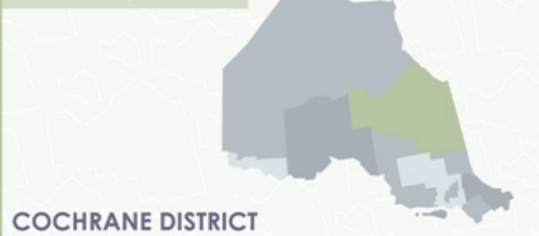


"It is important that the region seeks to enhance its population levels by implementing strong immigration strategies, in combination with strategies to attract domestic in-migrants."

Northern Projections

2/11

Human Capital Series

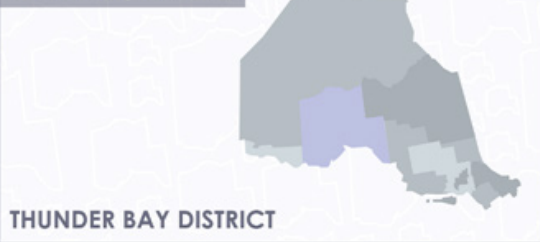


"The Indigenous population is expected to grow by nearly 42 percent from 2013 to 2041. There is strong evidence showing that higher skill levels increase the likelihood of participation in the workforce and reduce unemployment rates in Thunder Bay District."

Northern Projections

3/11

Human Capital Series



"Essentially all of Rainy River District's population live in rural areas as defined by Statistics Canada. Given the geography and distances involved, economic investment and immigrant attraction efforts should continue to focus on industries that flourish in this environment."

Northern Projections

4/11

Human Capital Series

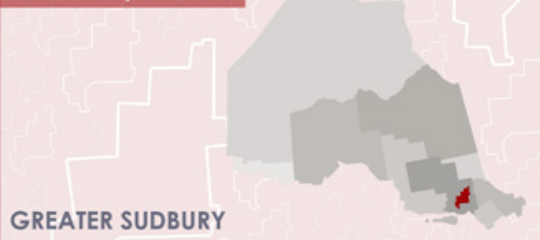


"Greater Sudbury should continue to build on Indigenous partnerships and the opportunity for Greater Sudbury to be marketed as a destination for Indigenous migration within Canada."

Northern Projections

5/11

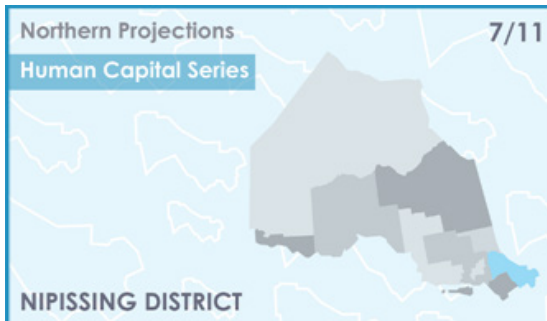
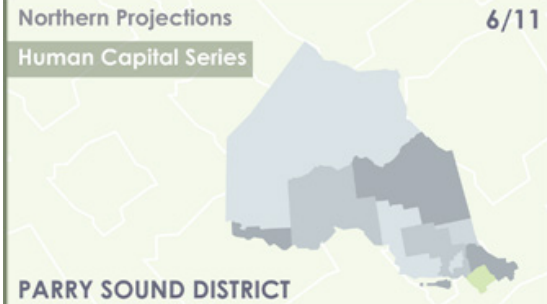
Human Capital Series



Immigrants, Indigenous workers key to replenishing Sudbury's declining workforce

"As Sudbury's workforce shows signs of being in decline, a regional think tank says part of the answer is to market the city as a destination for immigrants and Indigenous workers."
 – CBC Sudbury (7-Feb-17)

"Francophones in the Parry Sound district have higher levels of education and educational achievement than Francophones in other districts and across Ontario. The district could expand its role as a leader in this effort to attract and support northern Francophones."

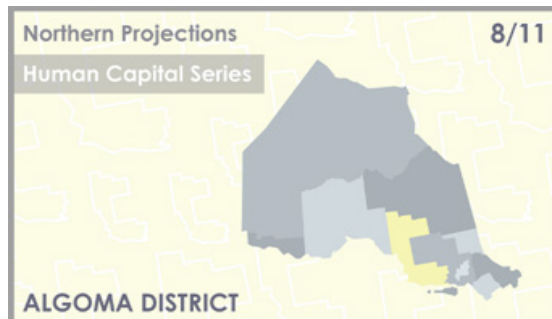


Eldercare may be the new growth sector' in a rapidly changing labour market

"With significant numbers of unemployed and underemployed new Canadians in the Greater Toronto Area, there is a real opportunity for this district to address its population challenges by playing to its demonstrated strength in supporting immigrant success."

– The North Bay Nugget (4-April-17)

"Algoma District should confront its demographic challenges by implementing a well-rounded migration strategy."



"A recent study by a northern Ontario think tank has confirmed what many have been saying for years, that the population of the Algoma region is aging and in decline."
 – Sootoday (26-April-17)

ECONOMIC ZONES of Northern Ontario

CITY-REGIONS AND INDUSTRIAL CORRIDORS

ECONOMIC ZONES OF NORTHERN ONTARIO: CITY REGIONS AND INDUSTRIAL CORRIDORS

April 2017 | Charles Conteh

Suggests that Northern Ontario is made up of twelve distinct economic zones broken down by two types: "city-regions" and "industrial corridors". The author suggests to be truly effective, local governance, economic development planning, and government investment activities must recognize and allow for this diversity of communities; economic development does not need rigid governance structures, but fluid platforms to address specific needs and explore shared opportunities.



COMMENTARIES & BRIEFING NOTES

COMMENTARIES



Food For Thought: Access to Food in Canada's Remote North

June 2016 | By Holly Dillabough

By reviewing current literature on food security, we are able to get a better understanding of the impacts that inadequate amounts of healthy, nutritious foods are having on First Nations communities in the North.



Value for Money? The Effect of Sudbury's 2011 Amalgamation on Municipal Expenditures

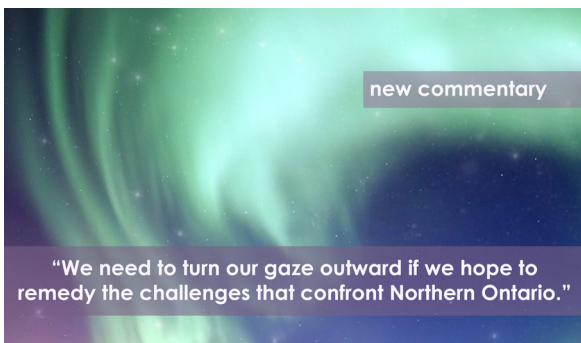
July 2016 | By James Cuddy

This commentary focused on key findings that answers questions regarding the overall effect of Sudbury's 2001 amalgamation. The report revealed that the consolidation triggered a spike in some service expenditures and lowered spending in other places.



"The biggest recommendation from the Northern Policy Institute report is to **enhance the transparency around reporting on the quality of the service being provided**. Author James Cuddy wants to see a more standardized, province-wide approach for reporting this information through the Ontario Ministry of Municipal Affairs. He says this would allow for consistent, reliable, publicly-available data across all municipalities in Ontario. It would also be a vital step to understanding if municipalities are running more efficiently or not."

CBC Sudbury (16-July-17)



True North: How "Northern" is Northern Ontario?

July 2016 | By Dr. Mike Commito

How a region is defined or perceived has serious impacts on how we approach issues and ultimately make policy decisions, including the calculation of income tax, isolation pay and upkeep of infrastructure. Because of the implications that come with the term "northern", this commentary used the most current data available to test the concept of nordicity on five locations today; Timmins, Kenora, Sault Ste. Marie, Red Lake and Moosonee. Of the locations studied, findings reveal all have become less "northern" in just under forty years.



Governance in Northern Ontario: Taking Ownership of the Future

September 2016 | By David MacKinnon

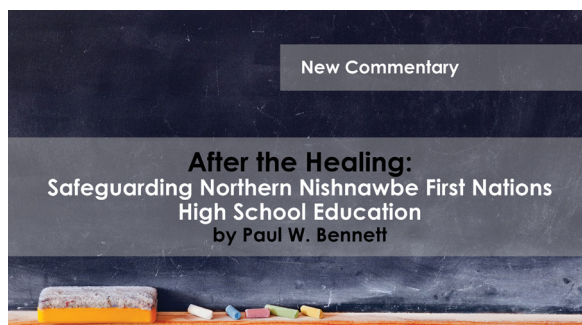
In this commentary the author uses evidence to propose that Northern Ontario could pursue a regional governance model – people in a region determining their collective ends, means, and values as a step forward for the region.



Even if northern Ontario separation is 'nonsense,' it may still need a new deal

"There are certainly some opportunities there, but they're not as important as they used to be and they're unlikely to be as important in the future as they are today," he says. Instead, leaders in the north should be looking to new, more advanced industry and, more painfully, reducing what MacKinnon sees as the overreliance on government spending in the economy."

– *TVO (14-Oct-16)*



After the Healing: Safeguarding Northern Nishnawbe First Nations High School Education

November 2016 | By Paul W. Bennet

The report takes a look into the history of education for First Nations and analyzes and accesses the impact of First Nations-controlled high schools on the educational progress, well-being, and life changes of youth in the Nishnawbe Aski Nation in the Thunder Bay District.



"Making sure that Anishinaabe students from Northern Ontario graduate from High School is an important goal. The needs of the northern communities, families and students have been at issue for years. A new commentary published by Northern Policy Institute, *After the Healing: Safeguarding Northern Nishnawbe First Nations High School Education* proposes immediate action be taken to ensure a brighter future for First Nations students attending First Nations band-operated high schools."

– *NetNewsLedger (24-November-16)*



Lessons from the Yukon for Northern Ontario? First Nations, Tourism and Regional Economic Development

January 2017 | By Justin Ferbey

What can Northern Ontario learn from a community 4,500 kilometres away? This commentary from Northern Policy Institute shares the challenges and successes of Carcross/Tagish First Nation (CTFN), a small community in the Yukon Territory as it makes efforts to grow a sustainable and inclusive economy. The commentary was transcribed from a presentation that Justin Ferbey gave on January 7, 2016 at the Goring Family Lecture Series on Sustainable Northern Economic Development in Sudbury, ON.

BRIEFING NOTES



Getting the Small Things Right: How data suppression and provincial reporting distort Northern Realities

June 2016 | By: James Cuddy

This briefing note offers up suggestions on how to remedy the region's data drought caused by the introduction of the voluntary National Household Survey (NHS). First the briefing note assesses how the NHS created a gap in data availability in Northern Ontario and why bringing back the mandatory long-form census is so important. Secondly the briefing note identifies another data gap which is the set of regional economic accounts for Northern Ontario. Read on to find out what data suppression means to Northern Ontario.

New Briefing Note



Fostering an environment of **culturally safe** practice throughout the province is a **crucial step** towards addressing the health disparities for **Indigenous peoples in Ontario**.

Health Care Priorities in Northern Ontario Aboriginal Communities

October 2016 | By John Dabous, Julie Duff Cloutier, Nichola Hoffman and Kristen Morin

This briefing note released by Northern Policy Institute, Health Care Priorities in Northern Ontario Aboriginal Communities, emphasizes how improved access and integration of culturally safe services can tackle the serious health care disparities that continue to exist in the North.

New Briefing Note HOLIDAY EDITION

You would even say it glows?

Rudolph's Nose is
Losing Brightness



You Would Even Say it Glows? Rudolph's Nose is Losing Brightness

December 2016 | By Dr. Mike Commito

A 'holiday edition' briefing note revealed new research that has discovered as Rudolph has aged over the past sixty years, his nose has lost 79% of its brightness. Documents obtained by NPI reveal that Santa Claus's own research began taking comprehensive diagnostics in 1956. Based on their findings, the author makes key recommendations to mitigate this trend.



Community Labour Market Report SERIES

COMMUNITY LABOUR MARKET REPORT SERIES

**Know your Community to
Grow your Community**

Access to current, baseline information has been identified as one of the key barriers for Northern Ontario communities and decision makers.

The Community Labour Market Report Series – a partnership between Northern Policy Institute and the North Superior Workforce Planning Board – Your Local Employment Planning Council, contributed to evidence-based conversations in 14 communities across Northwestern Ontario (at the end of the 2016-17 fiscal year), by providing collected data in a model that allows for – and encourages – local knowledge and perspectives.

In total, 32 reports will be released. The reports include information on the following ten indicators:

Employers
Employment by Industry
Employment by Occupation
Local Knowledge
Population and Demographics
Migration
Education, Literacy, Skills and Training
Labour Force Participation
Wages
Income

MARCH 2017

Terrace Bay
Oliver Paipoonge
O'Connor
Gillies
Neebing
Conmee
Aroland First Nation
Greenstone

APRIL, 2017

Webequie First Nation
Rocky Bay First Nation
Dorion
Shuniah
City of Thunder Bay
Schrieber

SHIFTING THE CONVERSATION POLICY BYTES

Northern Policy Institute depends, for its success, on effectively engaging with not just policy makers but with opinion leaders and the general public. Policy Bytes, Northern Policy Institute's blogspace provides short, accessible digital content that allows even the busiest of people to stay informed and participate in public policy discussions.

This year, NPI published 34 blogs, sparking public discussion on diverse issues, such as data suppression, the spring bear hunt, Indigenous education and mental health supports, labour market alignment, school boards and much more.

MISSING THE MARK ON SPRING BEAR HUNT

1-May-2016

Dr. Mike Commito

"Regardless of the economic potential that they possess, **black bears need to be managed in perpetuity** so that they remain an integral part of Ontario's rich natural heritage."

SHOW ME THE MONEY, IN NORTHERN ONTARIO

9-May-2016

Charles Cirtwill

"All in all, if you are looking for someone to show you the money, (as Cuba Gooding Jr. was in Jerry McGuire) you may get more individual flash out west. There is no disputing that here in Northern Ontario, collectively, **we are getting some "Kwan" of our own.**"

INCENTIVES ARE POWERFUL

6-Jun-2016

Dr. Lindsay Tedds

"While such a short temporary drop in births may not be concerning, it is an interesting case of how policy announcements themselves can be incentivizing and why **policy makers need to pay attention** to how their vague policy signals may result in unintended behavior."

REINVENTING FIRST NATIONS EDUCATION: BRIDGES, TRANSITIONS AND STUDENT LIFE

5-Jul-2016

Paul W. Bennett

"Simply ensuring the First Nations teens attending First Nations high schools return home alive is not good enough. An awakened and aroused public is demanding more from us. **A 'national project' opening doors, bridging the divide, building resilience and easing the transition is urgently needed.**"

EDUCATION OR BUST

13-Jul-2016

Charles Cirtwill

"The authors conclude that, to borrow a phrase, absent significant improvements in rural education outcomes, the region is facing "a future of **people without jobs and jobs without people.**"

GETTING THE SMALL THINGS RIGHT: HOW DATA SUPPRESSION DISTORTS NORTHERN REALITIES

18-Jul-2016

James Cuddy

"Our region needs its own set of economic accounts because Northern Ontario is **fundamentally different** from the rest of the province."

NEW NOSM GRADUATES ARE PRACTICING IN RURAL AND NORTHERN ONTARIO - SO FAR SO GOOD

25-Jul-2016

Elizabeth Wenghofer

"As more and more NOSM graduates enter independent practice, it will be important to watch if this trend continues, and perhaps most importantly, to **see if they stay** in rural and Northern Ontario for the long haul."

WHERE'S THE BEEF? WEIGHING CATTLE HERD EXPANSION IN NORTHERN ONTARIO

8-Aug-2016

Dr. Mike Commito

"While it's clear expanding the provincial cattle herd into Northern Ontario would represent an enormous opportunity for the region - **there are other factors at stake.**"

SUCCESS STORY: YE OLDE CHIP TRUCK, KENORA

10-Aug-2016

Jarrold Sundmark

"Their story is one of **true Northern Ontario success.** Two entrepreneurs not letting the struggles of being young stop them from purchasing a long-time feature of the city, and subsequently breathing new life into it, while still keeping the tradition alive."

LABOUR MARKET ALIGNMENT: EDUCATION IN THE NORTH

15-Aug-2016

Jarrold Sundmark

"A more aligned labour market would lead to **lower levels of unemployment and out-migration** from the region..."

SHOULD I STAY OR SHOULD I GO? WHY LEAVING NORTHERN ONTARIO IS HARD, BUT COMING BACK IS EASY

22-Aug-2016

Emma Tranter

"Perhaps it is a result of the urge young people feel to leave the nest. Or, as I found out, their program of choice was not offered at a local institution. Whatever the reason may be, there is certainly a strong case for hitting the books in our own backyards. **Northern Ontario is not only massive in land, but also in opportunity.** And when opportunity knocks, always check the front door."

I NORTH WHAT YOU DID LAST SUMMER

29-Aug-2016 By Experience North 2016 Interns

Rachel Beals, Lindsay Campbell, Leah Cartan, Kaylie Dudgeon, Mandy-Jean Masse, Jamie McIntyre, Adam Patrick, Lauren Rainsford, Jarrod Sundmark, and Emma Tranter

"Working with such a dedicated staff, from management to coordinators and other interns pushed us to give our best so that we could contribute to the organization's success. It was incredible to see all the hardworking people behind the scenes who **believe in the North** and want to see it prosper."

FESTIVALS ARE A GOLDEN OPPORTUNITY FOR TIMMINS AND THE NORTH

6-Sep-2016

Leah Cartan

"Did you know in 2012, Festivals and Events accounted for \$55.2 million in direct economic activity for Northern Ontario's economy? Events in Northern Ontario can generate economic growth and stimulate life in a community. While events may not be the main draw to a community, they bring **energy and vitality** to a visit and make it more memorable."

NORTHERN ONTARIO, TRULY HIDDEN TREASURES

12-Sep-16

Charles Cirtwill

"Everyone can have signs. Good signs. Useful signs. Informative and simple to understand signs. Predictable, consistent, regularly spaced, and useful signs. **Northern Ontario doesn't.**"

THE ART OF NOT GETTING LOST: SIGNAGE IN NORTHERN ONTARIO

19-Sep-2016

Rachel Beals

"Northern Ontario can improve signs by adopting best practices from US and Canadian models, coordinating among stakeholders, and improving consistency on various platforms like signage and travel websites. **Till then, don't get lost.**"

Where am I? Roadtripping in northern Ontario without a sign in sight. If you're from the north, you're accustomed to long distances without a gas station or rest stop in sight. But what if you're not? Northern Policy intern Rachel Beals took a road trip through the north to study our signage—or lack thereof.

CBC Up North (28-September-16)

THE PROVINCIAL POLICY STATEMENT: LOCAL DIVERSITY BEYOND THE RHETORIC

26-Sep-2016

Mandy-Jean Masse

"The Provincial Policy Statement should actively acknowledge and accommodate for local differences; this would open the door for northern communities to **pursue development opportunities** in a way that the PPS does not currently afford."

PROPERTY TAX POWERS BY FIRST NATIONS

17-Oct-2016

Adam Patrick

"Developing property tax bylaws and services would **allow First Nations to take control** over providing services and reduce their dependence on federal funding and local service agreements."

WANT GOOD PUBLIC POLICY? BE PREPARED TO BE A GUINEA PIG!

24-Oct-2016

Charles Cirtwill

"Northern Ontario communities, our demographics and geography are **ideally suited** to be the laboratory [for experimentation]. I, for one want to be a guinea pig, and I think you should too."

THE IMPORTANCE OF SUSTAINABLE MENTAL HEALTH SUPPORT IN FIRST NATIONS COMMUNITIES

31-Oct-2016

Lindsay Campbell

"There is an **overwhelming amount** of evidence that demonstrates the need for better mental health support systems in First Nations communities."

THE DIGITAL DIVIDE: INTERNET ACCESS IN NORTHERN ONTARIO

14-Nov-2016

Mandy-Jean Masse

"By arming communities with opportunities that are unfettered by eternal download speeds and sprawling geography, high speed broadband services can function as a springboard for small, northern communities to **expand their horizons**, and markets."



NORTHERNERS NEED LOWER ONLINE TAXES

21-Nov-2016

Charles Cirtwill

"More efficient and effective government, lower costs for consumers, higher value for business and less backlog at the border. **Sign me up.**"

TWO MILLION NORTHERNERS?

12-Dec-2016

Charles Cirtwill

"By 2041, we need **300,000 new northerners**, 15,000 a year, if we want to maintain our current ratios of workers to dependents."

RED TAPE REDUX? OR REDUCTION?

9-Jan-2017

Charles Cirtwill

Charles Cirtwill, NPI President and CEO says that we don't need a special structure or mechanism for legislative review. Quote: "If we are prepared to admit that red tape can become counter-productive to the intended purpose or to the broader interests of society, **why do we only respond when the squeaky wheel demands grease?**"

INDIGENOUS TOURISM: TAKEAWAYS FOR NORTHERN ONTARIO

16-Jan-2017

Rachel Beals

"Here's a puzzle: 20 percent of Indigenous "tourism businesses...are located in... British Columbia," which attracts "**one in four visitors**." At the same time, Ontario has 31 percent of all Indigenous tourism businesses in Canada, yet two percent of visitors from their "key markets...experienced [Indigenous] culture" in 2012"

THE GRASS ISN'T ALWAYS GREENER: JOB OPPORTUNITIES IN NORTHERN ONTARIO

30-Jan-2017

Jarrod Sundmark

"In five of the ten occupational classifications, both Northern economic regions offer above provincial average wages for vacant positions, and in two others, the Northwest **sits higher** than the provincial average."

NOT SO REMOTE NORTH

13-Feb-2017

Charles Cirtwill

"If we want our communities to grow and prosper, we collectively, and our leaders particularly, need a **change in attitude.**"

THE HEALTH OF HOSPICE CARE IN NORTHERN ONTARIO

25-Feb-2017

Lauren Rainsford

"Ultimately, Ontario needs to develop and implement a comprehensive end-of-life care approach that allows its citizens to die with dignity, without overstressing the provincial healthcare budget. As the population ages, **the importance of finding a solution will only heighten.** Hospices represent part of this overarching solution. Knowing how large a role hospices will play requires further research into their cost-effectiveness."

HOW MANY SCHOOL BOARDS DOES ONE PROVINCE NEED?

4-Mar-2017

Charles Cirtwill

"How many school boards does one province need? **How about none?**"

Eliminating school boards could better education – but not necessarily save money, says analyst

"Cirtwill said his argument for fewer school boards has more to do with communities having more direct control over education and what services are offered in each town or city. For me, it's about the effectiveness of the educational program."

CBC Superior Morning (10-Mar-17) related to school boards policy bytes



THE ADVENTURES OF EMPLOYMENT AND TRAINING

20-Mar-2017

Charmaine McCraw

"When we take a look at Indigenous participation in the workforce in Canada, we can easily see that it is not proportionate to the population. Statistics have shown that there is a **wide disparity** in the employment rates between Indigenous and non-Indigenous populations...."

AMANDINE'S EMPLOYMENT STORY

27-Mar-2017

Amandine Martel

"My advice: **Seek the resources out there**, be open to understanding the Canadian workplace and, most of all, be persistent!"

COMMUNITY HUBS: OF OLD BUILDINGS AND NEW BEGINNINGS

18-Apr-2017

Charles Cirtwill

"The province **spends millions of dollars** each year on new infrastructure. We love to build new things. But how about some leadership on the whole Reduce, Reuse, Recycle concept?"

CELEBRATING INNOVATIVE AND RESILIENT SUCCESS STORIES OF FIRST NATIONS EDUCATION IN NORTHERN ONTARIO COMMUNITIES.

By Rick Garrick & Paul W. Bennett

This four part series focuses on celebrating innovative and resilient success stories of First Nations Education in Northern Ontario communities

ATHLETIC PROWESS: FIRST NATIONS ROLE MODELS AND YOUTH SPORTS

1-Dec-2016

"Like the great Six Nations Mohawk long-distance runner Tom Longboat of an earlier era, he provided **living proof** that athletics can set an example that can be transformative for First Nations children and youth."

GETTING A GOOD START: TEACHING KINDERGARTEN AT KEJICK BAY SCHOOL

30-Nov-2016

"Twenty-five little Kindergarteners welcomed me. It was a **little chaotic** at first, learning their names," the 31-year-old teacher recalls. "It's turned out to be the most rewarding teaching experience of my life.""

BRIDGING THE DISTANCE: A PIONEERING FIRST NATIONS INTERNET HIGH SCHOOL

29-Nov-2016

"KiHS brings a true **personalized online education** to students living in their home communities."

SCHOOL OF THE AIRWAVES: WAHSA DISTANCE EDUCATION- FROM RADIO TO SOCIAL MEDIA

28-Nov-2016

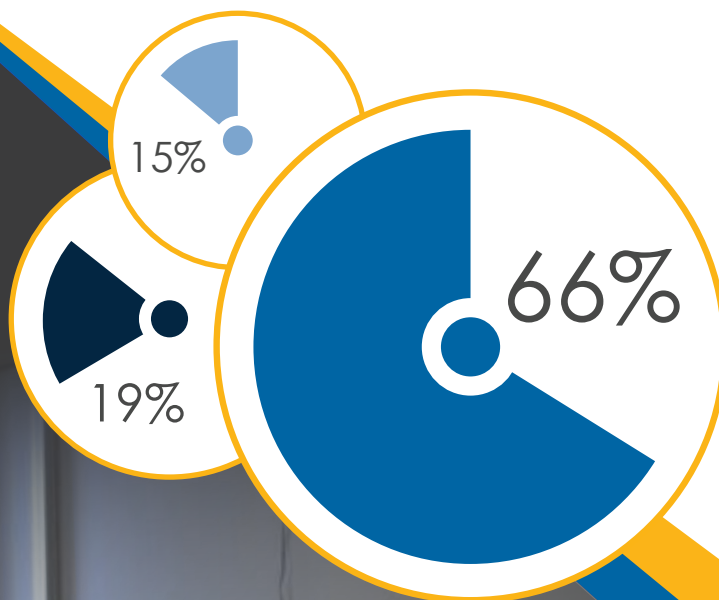
"Flexibility is the order of the day in today's technological world and especially so in far-flung First Nations schools. "Learning in schools is **uncomfortable** for all our young adult learners," Darrin Head notes."

MEDIA COVERAGE




In 2016-17, Northern Policy Institute increased its media hits by 135 % from the previous year. NPI's experts and work on issues have been quoted in almost 200 media stories, and we have given over 50 media interviews, appearing on major media outlets in Canada.

Media coverage at NPI is primarily seen at the local level, with about 63 per cent of all media coming from small mediums. The remainder is split rather evenly between regional and national sources including CBC, Northern Ontario Business, The Sudbury Star, Manitoulin Expositor, La Vieux du Nord, NationTalk and NewsNetLedger.



Media Coverage

- Local
- Regional
- National



NORTHERN ONTARIO THINK TANK CALLS FOR REGIONAL STIMULUS FROM QUEEN'S PARK

"In the northwest, Cirtwill said the government could start by improving road infrastructure, giving remote communities better access to education and health care in larger centres and reducing well-known barriers to employment."

– iPolitics (9-November-16)



"ALL-HANDS ON DECK" NEEDED TO REVERSE TREND – MINISTER

"... Northern Policy Institute report said that to make up for population losses, the region will have to attract an average of 6,000 people a year starting in 2018 and continuing every year over the next 25 years. According to data, about 1,800 more people left northeastern Ontario than came to the region in 2014-15. That same year, about 700 more people left northwestern Ontario than settled there."

– North Bay Nugget (20-April-17)



ONE IN 10 IN SUDBURY DON'T HAVE ENOUGH TO EAT

"As incomes fall, food scarcity grows. According to Tarasuk's research, two thirds of people who are food insecure are in the workforce - either as low-wage full-time employees or part-time workers."

– *Sudbury Star* (7- October -16)

IF YOU BUILD IT, 'WILL THEY COME?': UNIVERSITY CAMPUS CONSIDERED FOR TIMMINS"

"You can build a university tomorrow if you want to borrow \$200 million and build something and hope that something happens," Coates said.

– *CBC News* (10-January-17)

"ELDERCARE MAY BE THE NEW GROWTH SECTOR" IN A RAPIDLY CHANGING LABOUR MARKET – REPORT

"With significant numbers of unemployed and underemployed new Canadians in the Greater Toronto Area, there is a real opportunity for this district to address its population challenges by playing to its demonstrated strength in supporting immigrant success."

– *The North Bay Nugget* (4-April-17)

ENGAGING THE NORTH

PRESENTATIONS

18 presentations, in 7 different locations
across Northern Ontario

A

A

KENORA

31-OCT-16

Presentation to the Rotary Club of Kenora

15-NOV-16

Presentation to the Kenora Area Team

B

B

THUNDER BAY

31-OCT-16

Opportunities for Cooperation and Collaboration - Presentation to the MNDM
(Ministry of Northern Development and Mines)

1-NOV-16

Discussion on Baakaakonaanan Ishkwaademonan (Opening Doors For You),
Moving Parts NOW immigration forum

25-NOV-16

Presentation to the Confederation College Board of Directors

24-JAN-17

Presentation to the Port Arthur Rotary Club

23-FEB-17

Presentation to the City of Thunder Bay Executive Management Team

28-MAR-17

Presentation to Economics Class, St. Ignatius High School -
Think Tanks: Making the Impossible Possible

27-APR-17

Presentation during the NOMA Annual General Meeting

C



**SAULT STE.
MARIE**

18-JAN-17

Presentation to the community economic and social development class - NPI 101



SUDBURY

10-MAY-16

Presentation to the Continuing Education School Board Administrators

10-FEB-17

Presentation to the Sudbury Chamber of Commerce Municipal Issues Committee

11-MAR-17

Keynote Speech, Northern Ontario Housing Expo

21-MAR-17

Presentation at the Northern Francophone Immigration Forum



**KIRKLAND
LAKE**

26-OCT-16

Presentation to the Kirkland & District Community Development Corporation



**NORTH
BAY**

15-JUN-16

Presentation to the Northern Ontario Large Urban Mayors (NOLUM)



**TEMISKAMING
SHORES**

25-OCT-16

Presentation to the Temiskaming Shores Employer Council

11-JAN-17

Keynote Speech, Regional Gathering in Timiskaming on Community Hubs

EVENTS

BIG CONFERENCE. BIG IMPACT.

NPI's October, 2016 conference and subsequent outreach around a Basic Income Guarantee pilot in Ontario is a great example of our leadership on timely policy issues not only in the north, but provincially and nationally.

The Ontario government's 2016 budget committed to launch a basic income pilot in one or more communities within the province. In response to this proposal, Northern Policy Institute hosted a conference to explore various policy topics related to the implementation of a basic income guarantee in Ontario. Report topics explored by multidisciplinary researchers and authors recognized in their field included food insecurity, tax implications, and the potential impact on social innovators and First Nations.

Conference attendees of diverse backgrounds heard presenters speak to **6** new perspectives on a B.I.G., drawing in over **165** participants both online and in person, and attracting significant local, regional and national media. Through social media platforms, NPI had a reach of **150,000** people, engaging **2,300** in the conversation. All presentations were recorded and have been made available online at www.northernpolicy.ca/big.



SPEAKER MIKE MOFFATT, BIG CONFERENCE



SPEAKERS DR. EVELYN FORGET AND DR. VALERIE TARASUK, BIG CONFERENCE

Is guaranteed income a good idea?

A conference underway in Sudbury is looking at the idea of a basic income for all Ontarians, which proponents say would alleviate poverty and would actually improve the province's bottom line."

The Sudbury Star (6-October-16)



NORTHERN POLICY INSTITUTE STAFF, BIG CONFERENCE

BUSINESS AFTER HOURS – FORT FRANCES

In partnership with the Fort Frances Chamber of Commerce, a Business After Hours event was held as an opportunity for NPI to meet with members in the community to listen to what policy issues are important to them, and discuss how NPI is working with businesses and communities across Northern Ontario.

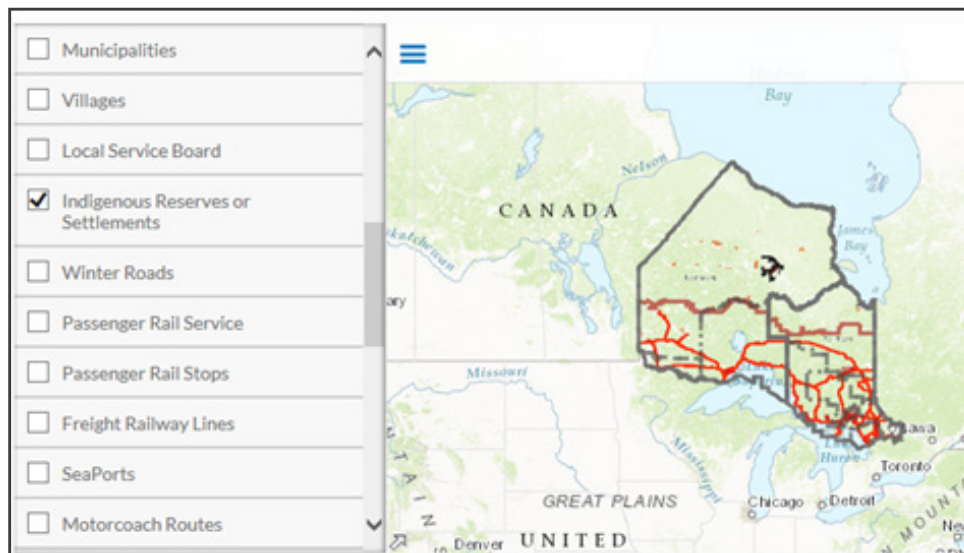


UNDERSTANDING THE NORTH

We want people to #KnowTheNorth. By creating tools that provide online access to critical socio-economic information, NPI has increased the capacity of communities in the region, and those outside the region, to make evidence based decisions on investments, programs, regulations and other policy decisions.



NORTHERN ONTARIO INFRASTRUCTURE MAP



Mapping the North - This year NPI launched the Northern Ontario Infrastructure Map (NOIM) - an interactive tool where users are able to display various infrastructure assets across Ontario's northern regions. Northern Ontario infrastructure is now just a click away thanks to this online GIS mapping tool which has been accessed 2,600 times since its launch in July, 2016.

NORTHERN ONTARIO DATA CONSORTIUM



In September, 2016, Northern Policy Institute launched the Northern Ontario Data Consortium (NODC). As a consortium lead with the Canadian Council of Social Development's Community data program, NPI is now be able to make important social and economic data accessible to communities and organizations across Northern Ontario.

This tool Provides affordable access to economic and social data at municipal, provincial and federal levels. Members can download raw data for any community in Canada, receive training, and use it for their own analysis and policy making. Currently, 26 organizations have signed on to this tool.

Why Should Northern Ontario Want This Data?



Develop community profiles and fact sheets



Inform policy and service program design



Create interactive mapping for community planning



Respond to issues of poverty, aging populations, immigration and affordable housing



Performance tracking for funding proposals

EXPERIENCE NORTH

Each year Northern Policy Institute hosts summer placements across Northern Ontario to gain experience working in the communications, policy and public relations fields. In the 2016-2017 Fiscal year, there were a total of 10 summer placements.

THUNDER BAY

Emma Tranter, Communications Intern
Lindsay Campbell, Public Relations & Marketing

SUDBURY

Lauren Rainsford, Policy- second summer
Jamie McIntyre, Policy- second summer

TIMMINS

Rachel Beals, Policy
Leah Cartan, Policy

KENORA

Jarrod Sundmark, Policy
Adam Patrick, Policy

SAULT STE. MARIE

Kaylie Dudgeon, Public Relations & Marketing
Mandy-Jean Masse, Policy- second summer





BAAKAAKONAANAN ISHKWAANDEMONAN (BI) PROJECT

The BI Project was created in partnership with the North Superior Workforce Planning Board and your LEPC. It is meant to help employers identify and access existing individuals from these growing labour pools. Baakaakonaanan Ishkwaandemonan (pronounced "bah-kah-ko-nah-nun shkwahn-deh-monun") means Opening Doors for You. The initiative focuses on identifying the best practices and promoting existing resources to help in the hiring of newcomers and Indigenous job seekers. During the initiative, it combined social media campaigns to provide tips and encouragement, but also help make the public aware of the campaign.

The pilot projects will take place in two rural communities, with physical outreach in the catchment area in the district of Thunder Bay. We challenged employers to take initiative and join the program and tested physical outreach.

FINANCIAL STATEMENTS

Northern Policy Institute
Financial Statements
For the year ended April 30, 2017

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

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Independent Auditor's Report

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, 2017 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, 2017 and the results of its operations and its cash flows for the year then ended in accordance with the Canadian accounting standards for not-for-profit organizations.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

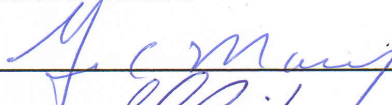
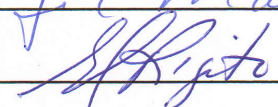
Thunder Bay, Ontario
August 10, 2017

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Northern Policy Institute Statement of Financial Position

April 30	2017	2016
		(Note 10)
Assets		
Current		
Cash	\$ 463,348	\$ 549,338
Accounts receivable	151,219	123,103
Government remittances receivable	17,027	24,723
Short term investment (Note 2)	105,673	-
Prepaid expenses	6,249	5,919
	<u>743,516</u>	<u>703,083</u>
Long term investment (Note 3)	96,826	-
Plant and equipment (Note 4)	65,584	59,952
	<u>\$ 905,926</u>	<u>\$ 763,035</u>
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 5)	\$ 72,720	\$ 60,539
Deferred revenue (Note 6)	716,823	592,385
	<u>789,543</u>	<u>652,924</u>
Deferred capital contributions (Note 7)	34,364	59,952
	<u>823,907</u>	<u>712,876</u>
Net assets		
Unrestricted	82,019	50,159
	<u>\$ 905,926</u>	<u>\$ 763,035</u>

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 year ended April 30	2017	2016
		(Note 10)
Revenue		
NOHFC founding grant	\$ 1,015,263	\$ 937,016
Other province of Ontario funding	76,500	1,101
Federal funding	28,350	2,640
Indigenous, municipal and other community partners	247,267	68,767
Individual, corporate and foundation support	19,294	-
Donations-in-kind	29,820	34,543
Event registration and sponsorship	9,160	1,000
Interest income	2,894	632
Amortization of deferred capital contributions	25,588	21,718
	<u>1,454,136</u>	<u>1,067,417</u>
Expenditure		
Amortization	28,281	21,718
Board meetings	53,542	28,564
Event promotion	29,970	2,484
Insurance	5,991	5,961
Interest and bank charges	1,120	2,650
Interns and project staff	305,180	72,190
Office	21,161	11,837
Publications	156,499	128,091
Professional fees	12,145	8,660
Public relations	13,733	13,147
Rent	24,380	21,540
Repairs and maintenance	24,799	27,728
Research	8,674	27,207
Subscriptions	11,415	1,455
Telephone	7,599	5,304
Travel	50,303	42,106
Wages and benefits	604,191	576,732
Website	63,293	27,403
	<u>1,422,276</u>	<u>1,024,777</u>
Excess of revenue over expenditure for the year	<u>31,860</u>	<u>42,640</u>
Net assets, beginning of year, as previously stated	547,044	469,413
Prior period adjustment (Note 10)	<u>(496,885)</u>	<u>(461,894)</u>
Net assets, as restated	<u>50,159</u>	<u>7,519</u>
Net assets, end of year	<u>\$ 82,019</u>	<u>\$ 50,159</u>

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

Northern Policy Institute Statement of Cash Flows

For the year ended April 30	2017	2016
		(Note 10)
Cash flows from operating activities		
Excess of revenue over expenditure for the year	\$ 31,860	\$ 42,640
Items not involving cash:		
Amortization of plant and equipment	28,281	21,718
Amortization of deferred capital contributions	(25,588)	(21,718)
	34,553	42,640
Change in non-cash working capital balances:		
Accounts receivable	(28,116)	4,780
Government remittances receivable	7,696	11,598
Prepaid expenses	(331)	519
Accounts payable and accrued liabilities	12,183	19,258
Deferred revenue	124,437	(119,509)
	150,422	(40,714)
Investing activities		
Purchase of equipment	(36,773)	(27,993)
Proceeds on disposal of equipment	2,861	-
Contributions received in the year	-	27,993
Purchase of investments	(202,500)	-
	(236,412)	-
Decrease in cash for the year	(85,990)	(40,714)
Cash, beginning of year	549,338	590,052
Cash, end of year	\$ 463,348	\$ 549,338

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

Northern Policy Institute Notes to Financial Statements

April 30, 2017

1. Significant Accounting Policies

Nature and Purpose of Organization

Northern Policy Institute was incorporated under the laws of the Province of Ontario on December 4, 2012 without share capital, and is a registered charity under the Income Tax Act. The Northern Policy Institute is an evidence-based independent research organization with a focus on public policies and programs that affect Northern Ontario.

Basis of Accounting

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.

Financial Instruments

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.

Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand and bank balances with a maturity of three months or less.

Plant and Equipment

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

Northern Policy Institute Notes to Financial Statements

April 30, 2017

1. Significant Accounting Policies (cont'd)

Deferred Capital Contribution The Institute is the recipient of certain approved capital grants which specify purpose and maximum allowable contributions.

Funds received are included on the statement of financial position as 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.

Revenue Recognition 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.

Deferred Revenue Unspent program funds are deferred as outlined by the funding agency. Deferred funds must be spent on specific expenditures as outlined in the funding agreements.

Contributed Materials and Services 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.

Use of Estimates 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.

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Northern Policy Institute Notes to Financial Statements

April 30, 2017

2. Short Term Investment

	2017	2016
Redeemable, 0.700% GIC, maturing May 31, 2017	\$ 105,673	\$ -

3. Long Term Investment

	2017	2016
Non-redeemable, 2.100% GIC, maturing May 31, 2018	\$ 96,826	\$ -

4. Plant and Equipment

	2017		2016	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Office furniture	\$ 48,834	\$ 21,828	\$ 42,985	\$ 12,646
Computer equipment	60,283	23,611	49,693	22,940
Leasehold Improvements	4,766	2,860	4,766	1,906
	\$ 113,883	\$ 48,299	\$ 97,444	\$ 37,492
Net book value		\$ 65,584		\$ 59,952

5. Accounts Payable and Accrued Liabilities

	2017	2016
Trade	\$ 57,640	\$ 43,754
Accrued liabilities	15,080	16,785
	\$ 72,720	\$ 60,539

Northern Policy Institute Notes to Financial Statements

April 30, 2017

6. Deferred Revenue

Deferred revenue represents restricted operating funding received in the current period that is related to expenses of a subsequent period.

	2017	2016
		(Note 10)
Northern Ontario Heritage Fund Corporation	\$ 706,623	\$ 496,885
Other	10,200	95,500
	<u>716,823</u>	<u>592,385</u>

7. Deferred Capital Contributions

	2017	2016
Balance, beginning of period	\$ 59,952	\$ 53,677
Additions	-	27,993
Amortization	(25,588)	(21,718)
Balance, end of period	<u>\$ 34,364</u>	<u>\$ 59,952</u>

8. Economic Dependence

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

9. Financial Instruments

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

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Institute is exposed to interest rate risk arising from the possibility that changes in interest rates will affect the value of fixed income denominated GIC investments.

Northern Policy Institute Notes to Financial Statements

April 30, 2017

9. Financial Instruments (cont'd)

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.

10. Prior Period Adjustment

The Institute and Northern Ontario Heritage Fund Corporation ("NOHFC") entered into a five-year funding agreement which commenced during the April 30, 2014 fiscal year. During the year, the Institute reviewed their revenue recognition policy and the NOHFC funding agreement and determined there were errors which relate to multiple fiscal years. The NOHFC grant revenue is considered a restricted contribution and should be recognized as revenue in the year in which the related expenditures are incurred. The Institute incorrectly recorded the annual NOHFC founding grant allocations to revenue instead of setting up any unspent funds as deferred revenue in the applicable fiscal years.

The effects of the adjustment to the balances as at April 30, 2016 are as follows:

	Previously Reported	Adjustments	As Restated
Deferred revenue	95,500	496,885	592,385
NOHFC founding grant	972,007	(34,991)	937,016
Net Assets, April 30, 2015	469,413	(461,894)	7,519
Net Assets, April 30, 2016	547,044	(496,885)	50,159

THANK YOU

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North Superior Workforce Planning Board/ Tbay LEPC
Far North East Training Board
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Event Partners

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