

Northern Policy Institute

Annual Report 2017-2018

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“NPI has been instrumental in doing research that has benefitted our organization and our member communities. A lot of beliefs that we had as an organization now have the data because of the work NPI has done to support our regional challenges and opportunities. Due to their research we now have tools to **move ahead in a progressive manner** which will have **positive impacts**, not only in Northwestern Ontario, but **for all of Ontario.**”

DAVID S. CANFIELD –
Mayor, City of Kenora

“Congratulations to NPI on the launch of Community Accounts. As a Regional Manager for Northern Ontario who works with over 131 Northern Municipalities, **access to information** regarding the communities we serve helps our team understand the composition and demography of our stakeholders. The website provides easy access and well presented data for **anyone to obtain.**”

MARY DAWSON-COLE –
Regional Manager, Northern Ontario MPAC

“NPI has generated reports that has helped inform NORCAT to **better understand both short and long-term trends** specifically relating to employment opportunities which directly ties into our skilled labour training and development business. In addition, NPI has generated **thought leadership and insight** that has helped NORCAT design more effective programs, services, and resources to support our burgeoning portfolio of tech start-ups based in and seeking to flourish in Northern Ontario and beyond.”

DON DUVAL –
CEO, NORCAT

“NPI has been a valuable partner to Réseau du Nord by **taking the inclusive road** by providing all of its materials in both official languages, making it easier for **Francophone** municipal and community leaders to access this valuable information.”

CHRISTIAN HOWALD –
Project Coordinator, Réseau du Nord

“I have been impressed with the amount of research and publications on **First Nations' issues** that has been undertaken by NPI. The research being undertaken by NPI will **greatly benefit the emerging field of research** at Nipissing University, specifically in the area of applied sociology.”

DR. MIKE DEGAGNÉ –
President and Vice-Chancellor,
Nipissing University

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 and Sault Ste. Marie.

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.

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 fields 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.

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.

VALUES

Objectivity: Northern Policy Institute is a non-partisan, federally registered charity for educational purposes providing fair, balanced and objective assessments of policy issues affecting all of Ontario's northern regions;

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.

ORGANIZATIONAL STRUCTURE



BOARD OF DIRECTORS

John Beaucage
Pierre Bélanger
Terry Bursey
Charles Cirtwill
Jean Pierre Chabot
Dr. Harley d'Entremont (Chair)
Alex Freedman
Diana Fuller Henninger
Dr. George C. Macey (Vice-Chair)
Dawn Madahbee Leach
Hal J. McGonigal
Gerry Munt
Louise Paquette
Emilio Rigato (Treasurer)
Dr. Brian Tucker (Secretary)

RESEARCH ADVISORY BOARD

Dr. John Allison
Dr. Hugo Asselin
Dr. Randy Battochio (Chair)
Dr. Gayle Broad
George Burton
Dr. Robert Campbell
Dr. Dr. Iain Davidson-Hunt
Dr. Livio Di Matteo
Dr. Morley Gunderson
Leata Rigg
S. Brenda Small
J.D. Snyder
Dr. Lindsay Tedds

ADVISORY COUNCIL

Kim Jo Bliss
Don Drummond
John Fior
Ronald Garbutt
Jean Paul Gladu
Audrey Gilbeau
Peter Goring
Frank Kallonen
Seppo Paivalainen
Allyson Pele
Peter Politis
Tina Sartoretto
Ogimaa Duke Peltier
Bill Spinney
David Thompson

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 **Municipal, 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

Northern Ontario is facing major demographic, economic and social challenges. Challenges unique to our communities that will have significant implications on the future sustainability of our communities.

Since day one, NPI's mission has been 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.

I am happy to report that as we look back on our first five years of operation, we do so in celebration of the impact NPI's work has had to date, while also thinking ahead to the many stories of resiliency, collaboration and innovation that are yet to be told. This past year, we published research on several priority areas, as identified by communities - post-secondary education, transportation, basic income guarantee, airport usage and infrastructure, immigration, and community economic development, among other topics.

We brought together decision makers, government officials, organizations, students and community members to make the move from conversations to action at our first State of the North Conference in Timmins. We continued to build capacity in Northern Ontario by growing our team of young, bright individuals who bring their own perspectives and fresh ideas to the table that shape the Institute's direction.

It is with our most sincere gratitude that we thank all of the partners, community members, and leaders who have joined us on this mission. Like so many of you, we also have a bold vision for the future of Northern Ontario, and recognize that that vision can only be achieved if we work together. I would like to thank the extraordinary Board of Directors for their inspiration and commitment during the past year. I would also like to acknowledge the Research Advisory Board and Advisory Council for the role they have played in moving us forward. Finally, I would like to recognize the hardworking staff of NPI who tirelessly bring our vision to life, and who demonstrate their commitment to NPI and Northern Ontario on a daily basis.

As we look head to our next five years, I hope you join us in developing a more sustainable Northern Ontario for generations to come.

HARLEY D'ENTREMONT
Chair, Northern Policy Institute



MESSAGE FROM THE PRESIDENT

2017-2018 marks Northern Policy Institute's fifth anniversary. Five years of performing research, collecting and disseminating evidence, and identifying policy opportunities for and from Northern Ontario.

As we look back at this extraordinary year – one that included a successful inaugural State of the North Conference, the launch of a free data portal, Community Accounts, and the development of 39 new partnerships – it is clear that NPI has contributed in unprecedented ways to the development of sustainable Northern Ontario communities.

This past year, we witnessed the impact of our work in several different policy areas. We saw the launch of a Basic Income Pilot in Northern Ontario, contributed to concrete discussions on programming between Northern Ontario educational institutions, and demonstrated that, to grow, Northern Ontario needs both newcomers and Indigenous peoples to succeed.

We continued to provide communities with the evidence they need to make informed decisions through innovative tools that have never before been available to Ontario's northern regions. In addition to the 24 Community Labour Market Reports we published, we launched a Northern Ontario Boundary Map, and an open access online information system called Community Accounts that allows users to custom generate a limitless number of tables and graphics, organized by geography and data topic for the years 2001-2016.

Our inaugural State of the North Conference was attended by 150 policy makers, community leaders, students and industry representatives who considered the roles that migration, engagement with Indigenous communities and local governance can have on improving the sustainability of the north.

While this year focused on conducting and disseminating research and data, other essential operational work has continued. Our team has grown once again, as we welcomed new staff in our three permanent office locations. From a self-sufficiency perspective, we have made strides to diversify our funding base through partnerships, fundraising, foundations, and multiple provincial and federal government sources. Moving forward into our next five years, NPI seeks to ensure that no single donation represents more than 50 per cent of our annual expenditures with a longer term goal of reducing that cap to 25 per cent.

This year, we also celebrated the fourth year of NPI's Experience North program by welcoming summer placement students in communities across the north. Placement roles ranged from policy to public relations, all with a focus on NPI's mission to engage local communities and provide evidence-based analysis for effective decision making.

All of this work could not have been done without the hard work of NPI's talented and energetic staff, and the commitment and direction of our Board of Directors, who continue to be rich source of knowledge and expertise. It's been a busy year, but there is more to come. I hope you will take the time to read through our annual report to learn more about the role NPI is playing in Ontario's northern regions and beyond. We welcome you to join us for the next five years, as we work towards a more inclusive and resilient Northern Ontario.

CHARLES CIRTWILL
President & CEO, Northern Policy Institute



NPI BY THE NUMBERS

178
Media Hits



281
LinkedIn
Followers



432
Instagram
Followers



1,845
Twitter
Followers



1,062
Facebook
Likes

153
Print/Online
25
Radio/Television



NORTHERNPOLICY.ca

1,629,529
Hits

654,194
Page Views

214,072
Unique Visits

17
Presentations

2
Events

39
Partnerships

26
News
Releases

24 Community Labour
Market Reports



**State of the North
Conference**
Timmins, Ontario
September 27-28, 2017



**NPI in Parry Sound
Public Event**
Parry Sound, Ontario
April 18, 2018

3
Videos

6
Commentaries

29
Blog Posts



1
Briefing
Note

12
Research
Reports

1
Impact
Report

12
English
Newsletters

12
French
Newsletters

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 12 research reports, six commentaries and one briefing note, all with the goal to enhance measurement, support sustainable community capacity and encourage greater self-sufficiency.



RESEARCH REPORTS

B.I.G. SERIES

Northern Policy Institute's 2016 conference in Sudbury, ON saw experts from around the country present their own current research on basic income guarantee (B.I.G.). Topics included food security issues, potential models for a B.I.G. pilot, tax implications and the potential impacts a basic income could have on First Nations and social innovators.

Do We Still Need a B.I.G.?

Author: Evelyn L. Forget
Publication date: May 2017

Huffington Post – A basic income program similar to the one Ontario is testing would cost Canada around \$15 billion annually, says a new study from Northern Policy Institute. The study estimates that if Ontario's basic income were implemented nationwide, it would cost \$30 billion per year. But because the program replaces existing welfare and disability support programs, the savings would offset about half the cost of the basic income.

B.I.G. and First Nations

Authors: Dr. Gayle Broad and Jessica Nadijiwon-Smith
Publication Date: May 2017

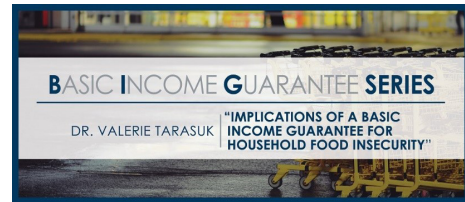
North Bay Nugget – A new report from the Northern Policy Institute warns that implementation of a basic income guarantee program for Ontario may have unforeseen negative consequences for First Nations communities without pilot-testing, sustained government commitment, and significant engagement with First Nations.



"Individuals who must rely on social programs are still not all treated with the dignity and respect that any of us ought to expect..."



"Implementing a basic income guarantee in communities that differ so substantially from other Ontario municipalities requires thoughtful consideration and a great deal of insight that can be provided only by a thorough consultation with First Nations communities themselves."



"In short, food insecurity is not a problem of food retail access or poor food skills, but rather a problem of people's abilities to afford the food they need."

B.I.G. and Food Insecurity

Author: Dr. Valerie Tarasuk
Date: June 2017

Global News – Giving low-income families unconditional monthly payments to cover basic necessities would likely be the best way to fight food insecurity, a new report argues. Food insecurity, which ranges from worrying about one's ability to put food on the table to having to skip meals in order to make ends meet, affects around 12 per cent of the population in Ontario, reads the study, by the Northern Policy Institute (NPI), a non-partisan think-tank.



"For the most part, low-income Canadians and other vulnerable populations will likely meet the definition of residency for tax purposes..."

B.I.G. and the P.I.T. System

Author: Dr. Lindsay Tedds
Publication Date: July 2017

The Sudbury Star – Our current tax system is not just used to raise revenue; it has become an increasingly important instrument for delivering income support.

No Time to Impede Labour Mobility: The Case for Efficient Cross-Border Markets and Skill Mobility in the Great Lakes Region

**This paper was published by the Centre for the Great Lakes Region (CGLR), with the support of Northern Policy Institute*

Author: J.D. Snyder

Publication Date: June 2017



"While we are faced with growing anti-free trade rhetoric, globally-minded, companies, start-ups, and entrepreneurs see a distinct need to facilitate labour mobility across borders. The renegotiation of NAFTA, as well as the reinvigorated economic agenda between the states and provinces, holds a substantial opportunity to make changes."

NORTHERN PROJECTIONS: HUMAN CAPITAL SERIES

Authors: James Cuddy & Dr. Bakhtiar Moazzami

A 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, eight districts were highlighted by Northern Policy Institute. In 2017-2018, NPI published reports for the remaining three districts of the series. 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.

Sudbury District

Publication Date: May 9, 2017

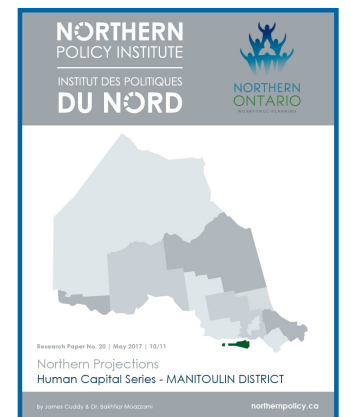
"There has been notable growth in the information and cultural industries and professional, scientific and technical services. Public administration and health care services also reported strong growth in the Sudbury District."



Manitoulin District

Publication Date: May 25, 2017

"In the past three decades, the goods-producing sector has remained relatively constant in Manitoulin District, while the services-producing sector has grown by roughly 50 per cent."



Kenora District

Publication Date: June 13, 2017

"The Indigenous labour force will account for a significant and growing share of the District's future workforce, it is vital for the social and economic viability of the region to adopt education policies that enable this segment of the labour force to meet the requirements of the future labour market."

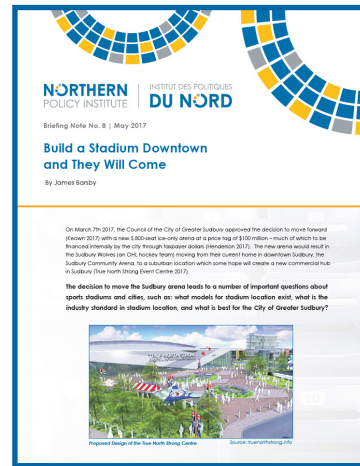


BRIEFING NOTES

Build a Stadium

Author: James Barsby
Publication Date: May 2017

On March 7 2017, the Council of the City of Greater Sudbury approved the decision to move forward with a new 5,800-seat ice-only arena at a price tag of \$100 million – much of which to be financed internally by the city through taxpayer dollars. Research for this piece resulted in the identification of three models for the location of sports arenas: the suburban stadium, the mixed model and the downtown arena.



COMMENTARIES

Rural Ontario Foresight Papers: Northern Perspectives

Authors: Charles Cirtwill and Emma Helfand-Green
Publication Date: October 2017

The Rural Ontario Foresight Papers is a collection of six papers on selected themes as prepared by expert authors. The papers offer an opportunity for rural stakeholders to be informed by the perspectives of these authors and to consider the implications for their own work or their own communities. Included with each of the papers is a corresponding northern commentary prepared by Northern Policy Institute.

Taking Off

Author: Curtis McKnight
Publication Date: January 2018

This study examines three factors that are thought to have had an impact on air travel in and out of the Thunder Bay International Airport (TBIA) over the past two decades: gold prices, population demographics and post-secondary enrolment.

RURAL ONTARIO FORESIGHT PAPERS

Taking Off:
Factors Impacting
Thunder Bay's Air Traffic



ACTIONS TO MOVE NORTHERN ONTARIO SERIES:

Response to the Draft 2041 Northern Ontario Multimodal Transportation Strategy

In response to Ontario's Draft 2041 Northern Ontario Multimodal Transportation Strategy, Northern Policy Institute published a series of commentaries outlining action items for the government and private sector to consider. Recommendations found within the commentaries relate directly to directions outlined in the draft policy.

Winter Roads in the Far North

Author: Dr. Barry Prentice
Publication Date: November 2017

The first commentary of the series, "Winter Roads into the Far North" focuses on the all-season road network into remote communities. The socio-economic conditions in the Far North are already grim because the transportation options are few and current costs of access are so high - a 'Plan B' is needed that recognizes the implications of a more rapid climate change process.



Transportation – Airships

Author: Dr. Barry Prentice
Publication Date: December 2017

The second commentary of the series, "Alternative Methods of Transportation - Airships" focuses on the possibility of introducing alternative transportation methods to Northern Ontario, more specifically airships. The economic impact on the Far North of cargo airships would be very significant because the cost of food transport could be reduced by half, and similarly all other building materials and economic developments would become more affordable.



Marine Tourism – Cabotage

Author: Dr. Barry Prentice
Publication Date: December 2017

The third commentary of the series, "Marine Tourism - Cabotage" focuses on the opportunities and obstacles of marine tourism on the Great Lakes. As noted by the NOMTS, cabotage restrictions limit foreign-owned ships to movements between ports on opposite sides of the border, but not between two ports on the same side of the border. This limits the itineraries that are possible for cruises on the Great Lakes, making these cruises less attractive to tourists.



Northern Ontario Business – Northern Policy Institute recruited Prentice to write a commentary as part of a series of commentaries on the regional transportation strategy which will cover topics of airships and marine tourism.

IN THE MEDIA



Community Labour Market Report

SERIES

COMMUNITY LABOUR MARKET REPORT SERIES

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 were 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

MAY 2017

Marathon
Manitouwadge
Kiashke Zaaging Anishinaabek (Gull Bay) First Nation
Fort William First Nation
Red Rock Indian Band
Ginoogaming First Nation
Fort Hope First Nation

JUNE 2017

Nibinamik First Nation
Pic Moberg First Nation
Red Rock
Pays Plats First Nation
Nipigon
Neskantaga First Nation
Marten Falls First Nation
Long Lake 58 First Nation

JULY 2017

Whitesand First Nation
Thunder Bay Unorganized
Pic River First Nation

POLICY BYTES

Northern Policy Institute constantly works towards engaging with policy makers as well as opinion leaders and the general public. Policy Bytes are short, digital content that allows readers to stay informed and participate in public policy discussions in an easy and accessible way. These are found on Northern Policy Institute's blogspace.

This year, NPI published 29 blogs, sparking public discussion on diverse issues, such as food insecurity, education, First Nation governance, the labour market in Northern Ontario, school boards and much more.

Are we Thinking About Northern Ontario All Wrong?

May 15, 2017 • Charles Cirtwill

"Northern Ontario is geographically enormous, demographically diverse and not culturally or economically uniform. They even have widely different levels of infrastructure depending on which part of the region you are in."

Cost Funding under the new Recycling Legislation: A WASTE of time for Northern Ontario?

May 29, 2017 • Adam Patrick

"Northern Ontario where smaller tax bases and larger geographies make service provision a challenge. The costs of operating recycling programs in the North may differ significantly from the South."

Welcoming Workplaces in Thunder Bay

June 19, 2017 • Charles Cirtwill

"Employers who understand the risk and effort involved, are known for being willing to accept them, and are experienced at overcoming them. Unfortunately, it isn't easy to find those employers."

Northern Grow Op(pportunities)

June 26, 2017 • Emma Helfand-Green

"The marijuana industry is compared to the 'spectacular' wine industry that has emerged in Ontario, with thousands of vineyards popping up across the province, producing high quality, dare I say – boutique – wines."

North for the North: Recruiting for the Future

July 10, 2017 • Jenna Kirker

"The question is how will the loss of officers and the migration of new OPP members to the North affect police-community relations going forward?"

You Can Get a Job AND an Education

July 17, 2017 • Charles Cirtwill

"Given the harsh demographic realities of Northern Ontario, we simply cannot afford to sustain any longer the false dichotomy between university and college."

All Aboard!... if you live in Southern Ontario

July 24, 2017 • Hannah Rowswell

"This disparity causes a greater separation between Northern and Southern Ontario, which creates a heightened feeling of insignificance for those of us living north of Parry Sound."

Perhaps the Answer to Our Skills Gap is Closer Than we Think

August 21, 2017 • Charles Cirtwill

"We can reduce the number of skilled workers we need to recreate by helping those we have already invested in to find their future in communities where they are needed."

'Filling Up': Electric Vehicles in Northern Ontario

August 28, 2017 • Jenna Kirker

"While only two of the 13 charging stations funded by the government are operational to date, private businesses in Northern Ontario have provide more than 40 free of charge, and publicly accessible charging stations across the region."

If you don't North. Now you North.

September 5, 2017 • James Barsby,
Jenna Kirker, Andrew Ault, Eric Melillo,
Winter Lipscombe and Hannah Rowswell

"Whether they were working on website design in Sault Ste. Marie, exploring policy options in Kenora or creating innovative outreach strategies in Thunder Bay, they all had the opportunity to experience all that Northern Ontario has to offer."

It's Time to Put Your Mouth Where Your Money is

September 11, 2017 • Charles Cirtwill

"This Northern Ontario multi-modal transportation strategy will have a huge impact on each and every one of us, and will ultimately result in the expenditure of billions of public dollars."

Why we need to be careful in delivering a basic income through the tax system

September 18, 2017 • Dr. Lindsay Tedds

"The tax system is not a panacea and many hurdles need to be addressed before rolling out a basic income in order to ensure that those who need the benefit most obtain the benefit."

Five Big Ideas for Northern Ontario

October 10, 2017 • Charles Cirtwill

"Some ideas are cheaper than others. Some involve reallocating existing spending or adjusting administrative rules. The biggest barrier isn't cost though, it's attitude. Do we have the willpower to make big things happen? We shall see."

Prison Segregation: out of sight is not out of mind

October 23, 2017 • Katie Burley

"Excessive use of segregation is not just a Northern Ontario problem, but is a Canada wide issue. More can be done to ensure that solitary confinement is only used as a last resort and that conditions for prisons in segregation are fair and just."

Pulling back the curtain on a Minimum Wage Increase

October 30, 2017 • Eric Melillo

"Those who like to shop at small, local businesses may see some higher prices. However, as larger corporations may not need to increase prices, there still will be a cheaper alternative for many consumers. The increase in minimum wage is an ineffective poverty reduction tool on its own as raising the minimum wage will have the greatest impacts on youth, and not adults in the workforce."

Is it time to reincentivize northern relocation?

November 13, 2017 • Charles Cirtwill

"Focus on the opportunities in Northern Ontario, what newcomers gain from coming here, and committing to helping THEM realize THEIR dreams."

A Northern Education – Canada's Northern Institutions

November 20, 2017 • Dr. Ken Coates

"The BC government provided funding for the construction of an impressive campus, and gave the university both a generous start-up budget and on ongoing per student allocation that was substantially higher than the provincial norm, reflecting the challenges of operating in the vast northern half of the province."

A Northern Education – Greenland and Iceland's Northern Institutions

November 27, 2017 • Dr. Ken Coates

"The emphasis on Greenlandic studies has magnified the impact on Nuuk and the country as a whole, while the university's faculty and students have connected Greenland to the broader circumpolar world."

A Northern Education – Norway's Northern Institutions

December 4, 2017 • Dr. Ken Coates

"The University of Tromsø built its academic programs on the strengths and needs of the region, with leading research and teaching programs in polar science, oil and gas science, Sámi and Indigenous studies, and the preparation of professionals for Arctic work."

A Northern Education – Sweden & Finland's Northern Institutions

December 11, 2017 • Dr. Ken Coates

"Luleå University is strongly connected to the economic strategies of northern Sweden, and has played a significant role in attracting global high-technology firms to the area and promoting inclusive and innovative mining development."

A Northern Education – USA's Northern Institutions

December 18, 2017 • Dr. Ken Coates

"The University of Alaska Fairbanks became the flagship of the University of Alaska statewide system in 1975, and maintains a reputation as one of the circumpolar world's elite institutions. Its graduate programs are among the largest North-focused offerings, with prominent roles in space science, regional development, Indigenous studies, northern education, and resource development."

The First Nations Land Management Act: A New Approach

January 15, 2018 • Jamie McIntyre

"Social and economic development on First Nations reserves is often stagnated by the current property rights processes. Since there is no fee-simple ownership of land, First Nations must deal with the federal government in order to issue certificates of possession, leases and customary lease holdings."

A University for Timmins?

January 22, 2018 • Charles Cirtwill

"In the current political environment, opening a new university, in Timmins or any other northern community, has to be tied to the educational needs and employment possibilities of the future."

Delivery By Drone

January 29, 2018 • Winter Lipscombe

"It's no secret that food costs rise the further north you go – just ask community members living in Northern Ontario's rural and remote First Nations. However, there may be a solution that warrants further discussion: drone technology."

Promises, promises

February 12, 2018 • Charles Cirtwill

"Remember, no matter who wins, they won't be doing everything they say they will; no one ever does. Know what you want, what you can afford, and don't get distracted by the oversized pink gorilla on the roof."

Tribal Council Participation: An Opportunity for FONOM & NOMA?

February 26, 2018 • Kathleen Baker

"Statistics show Indigenous peoples are between 13-16 per cent of the overall Northern Ontario population, this number will rise to 25 per cent within the next generation. Are municipal organizations like FONOM and NOMA missing out on an opportunity to work more closely with our Indigenous communities in promoting advancement and development for Northern Ontarians?"

Government is Always Unfair to Someone, it Has to Be

March 19, 2018 • Charles Cirtwill

"While today may not be a good day to be unfair to you, tomorrow might. Govern yourselves, and your demand for more services and lower taxes, accordingly."

Success Story: Food Bank Farm

April 9, 2018 • Jenna Marsh

"Sault Ste. Marie's community farm, 'Food Bank Farm' ensures everyone has access to fresh food, no matter their financial situation. They have recognized a growing need in the community, and strive to have fresh food available to the public for as long as they can throughout the summer and fall seasons."

Test Bed – Northern Ontario

April 16, 2018 • Charles Cirtwill

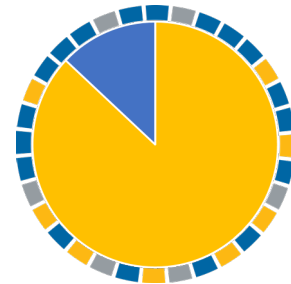
"Just do it – we have so much to learn and so many problems still in need of solutions. Lessons learned here, and solutions proven here, will help us now and help every Ontarian in the long run."

MEDIA COVERAGE

In 2017-2018, Northern Policy Institute has maintained a solid media presence. NPI's research papers, commentaries and blogs have been quoted in almost 175 media stories, 30 featured interviews and appeared on TV. NPI has increased our media hits by **629 per cent** over the past five years.

NPI's focus is to reach out to municipalities located in Northern Ontario, and since 58 per cent of NPI's work is seen at a local level, we consider it mission accomplished.

13% national/international
media coverage



87% local/regional/provincial
media coverage

BayToday.ca

April 13
2017

"A Northern Ontario think tank says the region needs a surge in population, with newcomers playing a key role. Northern Policy Institute, in a news release, predicts a worker shortfall of 75,000 and population shortfall of 150,000 by 2041 despite the expected growth in the Indigenous population."

April 18
2017

TB Newswatch

"The Northern Policy Institute has published a study suggesting Northern Ontario economic planning be expanded to include 11 regions, rather than the current five, which are based around population centers."

The Sault Star

April 20
2017

"The Northern Policy Institute has launched a new project designed to bring people – and workers – to the North. Their Northern Newcomer Strategy is designed to develop an action plan to change current policies and programs related to migration. The project will examine current demographics with immigrants in Northern Ontario, determine how to increase those numbers and use the information to pen a policy paper geared at getting government support."

May 15
2017

Radio-Canada

"According to a past Northern Policy Institute intern, Jarrod Sundmark, Northern Ontario offers good paying jobs and could also be a leader in employment."

June 6
2017

The Huffington Post

"The study estimates that if Ontario's basic income were implemented nationwide, it would cost \$30 billion per year. But because the program replaces existing welfare and disability support programs, the savings would offset about half the cost of the basic income."

Global News

June 15
2017

"Food insecurity, which ranges from worrying about one's ability to put food on the table to having to skip meals in order to make ends meet, affects around 12 per cent of the population in Ontario, reads the study, by the Northern Policy Institute (NPI), a non-partisan think-tank."

July 9
2017

The Chronicle Journal

"The more concerning fallout of Census 2016 are the studies done by the North Superior Workforce Planning Board and the Northern Policy Institute which indicate that besides a drop of around 4,000 people in the Thunder Bay District being projected over the next 25 years, the ratio of working to retired people will substantially change, greatly impacting our quality of life."

BayToday.ca

Aug 22
2017

"The Northern Ontario Boundary Map is loaded with features for users, including the ability to see multiple administrative boundaries at once, obtain information on various organizations, use snippets of the map for papers and print, and share the map on social media."

Nov 6
2017

Timmins Today

"According to the Northern Policy Institute we need about 5,000 immigrants a year if we want to maintain our demographic dependency ratio, which means all of Northern Ontario has a shortage and in Timmins especially because the workforce is aging," said Christian Howald, Northern Ontario Francophone Immigration Support Network project coordinator."

The Agenda TVO interview

Feb 12
2018

CEO, Charles Cirtwill was invited to TVO's The Agenda with Steve Paikin to discuss what Ontario can do to attract more immigrants to rural and Northern communities.

ENGAGING THE NORTH

**17 presentations in
7 different locations
across Ontario**

THUNDER BAY

May 23, 2017 • Economic Leadership Series Hosted by the Ontario and Thunder Bay Chambers of Commerce - Migration Opportunities in Thunder Bay

May 25, 2017 • Presentation to MNM - A "Co-ordinated Response" to the State of the North(west)

June 3, 2017 • Association des Francophones du Nord-Ouest de l'Ontario - AGA - Tendances démographiques des francophones du Nord-Ouest de l'Ontario

September 20, 2017 • Thunder Bay Local Immigration Partnership - Immigration and migration in the Northwest - why do we need immigrants?

October 11, 2017 • Presentation to Ambassadors Northwest - State of the North: Responding to Northern Ontario's Demographic Shift

October 31, 2017 • Presentation to the Thunder Bay International Airport Authority Board of Directors

SAULT STE. MARIE

October 26, 2017 • Presentation to Algoma University Business Society - Introduction to Northern Policy Institute

KINGSTON

May 25, 2017 • Community Data Program AGM - Transforming Local Data Into Evidence-Based Decisions

TIMMINS

September 27, 2017 • Report Card on the State of the North - Responding to Northern Ontario's Demographic Shift

November 8, 2017 • Professions North Breakfast - Déjeuner Professions Nord - Immigrants in Northern Ontario - Un Portrait des immigrants

November 8, 2017 • Forum Provincial sur la Régionalisation de l'immigration Francophone - Besoins et opportunités hors des grands centres urbains

IN THE MEDIA

The Timmins Press – The aging and declining population of Northern Ontario and its impact on local industry and on the region's economy will be the focus of a conference being hosted by the Northern Policy Institute.

SUDBURY

June 21, 2017 • Greater Sudbury Local Immigration Partnership - Immigration and Migration in Greater Sudbury - why do we need immigrants?

June 23, 2017 • Presentation to CAMNO - Introduction to Northern Policy Institute

June 28, 2017 • Demographic Trends in Greater Sudbury, Sudbury and Manitoulin

October 20, 2017 • Presentation to the Canadian Federation of Students (CFS) Spirit of the North Conference

February 12, 2018 • Greater Sudbury Local Immigration Partnership Presentation Part 2

NORTH BAY

September 13, 2017 • Table du Nord - Assemblée la francophonie de l'Ontario - Les Francophones du Nord de l'Ontario

PARRY SOUND

April 18, 2018 • NPI in Parry Sound – In partnership with the Georgian Bay Women's Network



EVENTS

STATE OF THE NORTH 2017 CONFERENCE

State of the North is an annual conference that brings together decision makers, community leaders, experts and innovators to explore the state of Northern Ontario from an economic, social, and environmental perspective. Each year, Northern Policy Institute will provide an annual update on the State of the North by offering updates on a set of environmental, social and economic indicators that we will define and select in partnership with our communities. It's time to take what we have learned and step forward into solution based discussions.

This year's conference took place in Timmins, Ontario on September 27 and 28. 150 people attended. The theme was "Responding to Northern Ontario's Demographic Shift".

Northern Ontario is facing a combination of a declining and aging population. At the same time, the Indigenous population is young and growing, representing important opportunities for the North. These demographic shifts will have significant implications on Northern Ontario's economy and society, impacting the long term sustainability of all 11 districts in the region. The conference brought together over 150 decision makers and community leaders from across Northern Ontario who explored evidence-based solutions to address the challenges facing communities here. Participants considered the roles that migration, engagement with Indigenous communities and local governance can have on improving the sustainability of the North.



Three panel sessions were held during State of the North with eight speakers.

Topic 1 – Local Immigration Pilots

- Suzanne Ley, Executive Director, Nova Scotia Office of Immigration - Atlantic Immigration Pilot
- Monika Feist, CEO, Success Skills Centre - Manitoba Nominee Program
- Ronald Labrecque, Assemblée communautaire Fransaskoise - Linkages with Mauritius

Topic 2 – Decision Devolution to Northern Regions

- Dr. David Robinson, Professor, Laurentian University - Devolution: Barriers and Realistic Solutions for the BS&L
- David MacKinnon, NPI Senior Fellow - Decision Devolution in Northern Regions

Topic 3 – Growing Together in our Shared Economy

- Dawn Madahbee Leach, General Manager, Waubetek BDC - Engaging Indigenous People in Regional Development
- David Abbott, Vice President, Operations, CCAB - Aboriginal Business an Evolving Landscape

Topic 4 – Prosperity and Growth Strategy for Northern Ontario

- Aime Dimatteo, Director General, FedNor - Prosperity and Growth Strategy for Northern Ontario

NPI IN PARRY SOUND

In partnership with the Georgian Bay Women's Network, NPI hosted an evening of learning, networking and sharing. The event took place on Wednesday, April 18, 2018 at the Bobby Orr Community Centre. It was an opportunity for the community of Parry Sound to learn about what NPI has been working on and share their ideas on what they think NPI should focus on. NPI's President, Charles Cirtwill, delivered a brief presentation on the demographic and economic trends in the Parry Sound District.



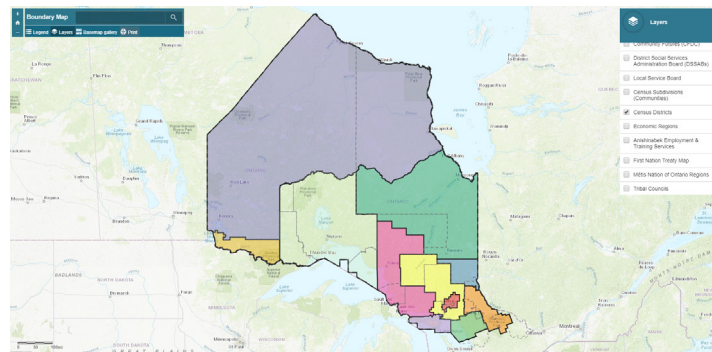
UNDERSTANDING THE NORTH

There is no evidence-based research without data. Northern Policy Institute is making data more accessible for everyone to increase the capacity of communities in Northern Ontario, and those outside the region, to make evidence-based decisions on investments, programs, regulations, and other policy decisions affecting Ontario's North.

This year, Northern Policy Institute launched two interactive data tools - Northern Ontario Boundary Map and Community Accounts, which provide users access to information and data on the different districts throughout Northern Ontario.

NORTHERN ONTARIO BOUNDARY MAP

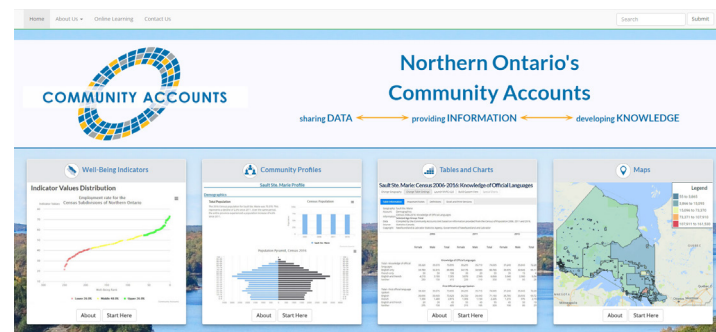
The **Northern Ontario Boundary Map** provides users with the ability to explore the many community, administrative, and service provider boundaries in the northern regions of Ontario. The interactive geographic information system map is a project of the North Superior Workforce Planning Board - Your Local Planning Council and Northern Policy Institute.



northernpolicy.ca/boundarymap



Community Accounts is an open access online information system with data from 2001, 2006, 2011, and 2016. This portal allows users to custom generate a limitless number of tables and illustrative graphics, organized by geography and data topic within a system of distinct accounts. Free to use and explore, the online resource uses four different interactive tools, including well-being indicators, community profiles, tables and charts, as well as maps. The tools provide users with information on topics such as income, education, health, and employment.



npi.communityaccounts.ca

SUCCESS STORIES

Each month, a success story from Northern Ontario is highlighted in NPI's newsletter, Due North, to recognize organizations and individuals helping to grow the North.

Food Bank Farm

Date: April 2018
Location: Sault Ste. Marie

Superior Digital

Date: October 2017
Location: Thunder Bay

Inside Up Games

Date: March 2018
Location: Thunder Bay

The Sound Community Hub

Date: September 2017
Location: Parry Sound

Tyler Nicholson

Date: February 2018
Location: North Bay

Clover Belt Local Food Co-op

Date: August 2017
Location: Dryden

Rheault Distillery

Date: January 2018
Location: Hearst

Professions North - Nord

Date: July 2017
Location: Sudbury (Also in Sault Ste. Marie, Thunder Bay, Timmins and North Bay)

Two-Brain Business

Date: December 2017
Location: Sault Ste. Marie

Cambrian Innovates

Date: June 2017
Location: Sudbury

The Radical Garden Market

Date: November 2017
Location: Timmins

Freshwater Cuisine

Date: May 2017
Location: Kenora

The Silver Moccasin

Date: April 2017
Location: Cobalt



EXPERIENCE NORTH

Every summer, Northern Policy Institute offers up to 10 four-month placements across Northern Ontario. Housed in one of Northern Policy Institute's three permanent offices or with a partner organization, the summer students learn first-hand about the cut and thrust of public policy debate.

Sault Ste. Marie

Hannah Rowswell – Communications
Katie Burley – Communications



Thunder Bay

Andrew Ault – Public Relations
James Barsby – Policy Analyst
Jenna Kirker – Public Relations



Kenora

Winter Lipscombe – Policy Analyst
Eric Melillo – Policy Analyst



NORTHERN ONTARIO HERITAGE FUND CORPORATION INTERNSHIPS

The intent of the Northern Ontario Internship Program is to strengthen Northern Ontario's competitive advantage and build economic development capacity by attracting and retaining graduates in the North. The program provides recent graduates who are interested in launching and building their careers in Northern Ontario access to internships. Northern Policy Institute is home to six NOHFC interns for the 2017 year.

Sudbury

Kathleen Baker – Research Analyst
DJ Grewal – Data Analyst
Christina Zefi – Research Analyst
Allan Zhang – Research Analyst



Thunder Bay

Curtis McKnight – Research Analyst
Anthony Noga – Research Analyst



An Agency of
the Government
of Ontario

FINANCIAL STATEMENTS

Northern Policy Institute
Financial Statements
For the year ended April 30, 2018

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www.bdo.ca

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

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, 2018 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, 2018 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 19, 2018

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

3		
Northern Policy Institute Statement of Financial Position		
April 30	2018	2017
Assets		
Current		
Cash	\$ 141,928	\$ 463,348
Accounts receivable	51,569	151,219
Government remittances receivable	15,590	17,027
Short term investment (Note 2)	149,624	105,673
Prepaid expenses	17,498	6,249
	376,209	743,516
Long term investment (Note 3)	56,007	96,826
Plant and equipment (Note 4)	52,704	65,584
	\$ 484,920	\$ 905,926
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 5)	\$ 5,568	\$ 72,720
Deferred revenue (Note 6)	363,111	716,823
	368,679	789,543
Deferred capital contributions (Note 7)	16,720	34,364
	385,399	823,907
Net assets		
Unrestricted	99,521	82,019
	\$ 484,920	\$ 905,926
On behalf of the Board:		
	Director	
	Director	

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

4		
Northern Policy Institute Statement of Operations and Net Assets		
For the year ended April 30	2018	2017
Revenue		
NOHFC founding grant	\$ 1,146,812	\$ 1,015,263
Other province of Ontario funding	76,804	76,500
Federal funding	9,576	28,350
Indigenous, municipal and other community partners	59,100	247,267
Individual, corporate and foundation support	8,810	19,294
Donations-in-kind	23,800	29,820
Event registration and sponsorship	25,125	9,160
Interest income	4,062	2,894
Amortization of deferred capital contributions	17,644	25,588
	1,371,733	1,454,136
Expenditure		
Amortization	30,455	28,281
Board meetings	50,510	53,542
Event promotion	49,926	29,970
Insurance	6,401	5,991
Interest and bank charges	775	1,120
Interns and project staff	242,212	305,180
Office	21,794	21,161
Publications	65,127	156,499
Professional fees	71,941	12,145
Public relations	11,047	13,733
Rent	26,468	24,380
Repairs and maintenance	35,436	24,799
Research	21,301	8,674
Subscriptions	2,045	11,415
Telephone	8,331	7,599
Travel	71,755	50,303
Wages and benefits	576,949	604,191
Website	61,758	63,293
	1,354,231	1,422,276
Excess of revenue over expenditure for the year	17,502	31,860
Net assets, beginning of year	82,019	50,159
Net assets, end of year	\$ 99,521	\$ 82,019

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

5			
Northern Policy Institute Statement of Cash Flows			
For the year ended April 30	2018	2017	
Cash flows from operating activities			
Excess of revenue over expenditure for the year	\$ 17,502	\$ 31,860	
Items not involving cash:			
Amortization of plant and equipment	30,455	28,281	
Amortization of deferred capital contributions	(17,644)	(25,588)	
	30,313	34,553	
Change in non-cash working capital balances:			
Accounts receivable	99,650	(28,116)	
Government remittances receivable	1,437	7,696	
Prepaid expenses	(11,249)	(331)	
Accounts payable and accrued liabilities	(67,152)	12,183	
Deferred revenue	(353,712)	124,437	
	(300,713)	150,422	
Investing activities			
Purchase of equipment	(17,575)	(36,773)	
Proceeds on disposal of equipment	-	2,861	
Change in investments	(3,132)	(202,500)	
	(20,707)	(236,412)	
Decrease in cash for the year	(321,420)	(85,990)	
Cash, beginning of year	463,348	549,338	
Cash, end of year	\$ 141,928	\$ 463,348	

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

6	
Northern Policy Institute Notes to Financial Statements	
April 30, 2018	
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.
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, 2018	
1. Significant Accounting Policies (cont'd)	
Deferred Capital Contribution	<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 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>
Revenue Recognition	<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. Event registration and sponsorship is recognized as revenue in the year that the related services are provided if collection is reasonably assured. Interest income is recognized as revenue when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.</p>
Deferred Revenue	<p>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.</p>
Contributed Materials and Services	<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>
Use of Estimates	<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>

Northern Policy Institute

Notes to Financial Statements

April 30, 2018

2. Short Term Investment

	2018	2017
Redeemable, 1.750% GIC, maturing May 31, 2018	\$ 50,803	\$ -
Redeemable, 2.100% GIC, maturing May 31, 2018	98,821	-
Investments	-	105,673
Total	\$ 149,624	\$ 105,673

3. Long Term Investment

	2018	2017
Non-redeemable, 2.000% GIC, maturing May 31, 2019	\$ 56,007	\$ -
Investments	-	96,826
Total	\$ 56,007	\$ 96,826

4. Plant and Equipment

	2018		2017	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Office furniture	\$ 64,522	\$ 32,355	\$ 48,834	\$ 21,828
Computer equipment	61,738	42,154	60,283	23,611
Leasehold Improvements	4,766	3,813	4,766	2,860
	\$ 131,026	\$ 78,322	\$ 113,883	\$ 48,299
Net book value		\$ 52,704		\$ 65,584

5. Accounts Payable and Accrued Liabilities

	2018	2017
Trade	\$ -	\$ 57,640
Accrued liabilities	5,568	15,080
	\$ 5,568	\$ 72,720

Northern Policy Institute

Notes to Financial Statements

April 30, 2018

6. Deferred Revenue

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

	2018	2017
Northern Ontario Heritage Fund Corporation	\$ 334,811	\$ 706,623
Other	28,300	10,200
	363,111	716,823

7. Deferred Capital Contributions

	2018	2017
Balance, beginning of period	\$ 34,364	\$ 59,952
Amortization	(17,644)	(25,588)
Balance, end of period	\$ 16,720	\$ 34,364

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.

10

Northern Policy Institute

Notes to Financial Statements

April 30, 2018

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.

THANK YOU

PARTNERS

(City of) Mattawa Bonfield Economic Development Corporation
(Municipality of) Greenstone
(Municipality of) Temiskaming Shores
(Town of) Kirkland Lake Economic Development
Algoma Public Health
Algoma Workforce Investment Corporation (AWIC)
Ambassadors Northwest
Centre for Rural and Northern Health Research (CRaNHR)
Cochrane District Social Services Administration Board (CDSSAB)
Common Voice Northwest
Corporation of the Township of Baldwin
Far North East Training Board Labour Market Group (LMG)
Far Northeast Training Board (FNETB) your Local Employment Planning Council.
Kenora District Services Board (KDSB)
Le Reseau Du Nord
Local Employment Planning Council
Nickel District Conservation Authority
North Superior Workforce Planning Board/ Tbay LEPC
Northern Ontario Farm Innovation Alliance (NOFIA)
Northern Ontario Heritage Fund Corporation (NOHFC)
Northern Ontario Workforce Planning
Northwest Training and Adjustment Board (NTAB)
Northwestern Ontario Municipal Association (NOMA)
Ontario Ministry of Northern Development And Mines
Ontario's North Economic Development Corporation (ONEDC)
PARO Centre for Women's Enterprise Workforce
Rainy River District Social Services Administration Board
Rural Ontario Institute
Sault Ste. Marie Innovation Centre
Social Planning Council of Sudbury
Sudbury & District Health Unit
The Federation of Northern Ontario Municipalities (FONOM)
The Ontario Association of Adult and Continuing Education School Board Administrators (CESBA)
Thunder Bay District Social Services Administration Board (TBDSSAB)
Timmins Economic Development Corporation
Tourism Timmins EDC
United Way Thunder Bay
Workforce Planning for Sudbury & Manitoulin

EVENT PARTNERS

Detour Gold
FedNor
The Federation of Northern Ontario Municipalities (FONOM)
Georgian Bay Women's Network
Ministry of Citizenship and Immigration
NORDIK Institute
Northern Ontario Heritage Fund Corporation (NOHFC)

DONORS

DIAMOND

Northern Ontario Heritage Fund Corporation (NOHFC)

GOLD

Ambassadors Northwest
Lakehead University
Social Planning Council of Sudbury

SILVER

Canada Summer Jobs - Employment & Social Development
Canada
Laurentian University
NORDIK Institute
Northwest Training and Adjustment Board
Rural Ontario Institute
Timmins Economic Development Corporation
Thunder Bay Chamber of Commerce
Thunder Bay Community Economic Development Corporation

NICKEL

Fuller Henninger, Diana
Goring, Peter
Labour Market Group
Laurentian Publishing Ltd.
Organisation for Economic Cooperation & Development
Réseau du Nord
Township of Terrace Bay

FUTURE LEADERS

Ault, Andrew
Barsby, James
Burley, Katie
Kirker, Jenna
Lipscombe, Winter
Melillo, Eric
Rowswell, Hannah

Northwestern Ontario Municipal Association
Ontario Centre for Workplace Innovation
Ontario Ministry of Agriculture, Food
& Rural Affairs
Sencia
The City of Temiskaming Shores
Thunder Bay Community Economic
Development Commission

FRIENDS

Blind River Chamber of Commerce
Fort Frances Chamber of Commerce
Kenora & District Chamber of Commerce
Marathon Chamber of Commerce
Northwestern Ontario Municipal Association
Temiskaming Shores Chamber of Commerce
Top of Lake Superior Chamber of Commerce
Bison 5 Ltd.
Munt, Gerald
Bursey, Terry
Leach, Dawn Madahbee
D'Entremont, Harley
Cirtwill, Charles
Rowswell, Rachel
Hunt, Katrina
Angell, Samantha
Graham, George
McGonigal, Judy
Beals, Rachel
Elliott, Katie
Grandfield, Jenni
Helfand-Green, Emma
Martel, Amandine
McKeown, Jennifer
Yawney, Jamie Lee
EcoSuperior
McCraw, Charmaine
Bergeron Hopson, Therese

NORTHERN
POLICY INSTITUTE

INSTITUT DES POLITIQUES
DU NORD

northernpolicy.ca