Mowat provides forward-looking strategic policy advice, built on evidence-based research and global best practices, on Ontario’s emerging policy priorities:

» A fair deal for Ontario in the federation

» Delivering better and more cost-effective government programs and services

» Ensuring Ontarians have the skills they need for the workforce of tomorrow

» Automation, disruptive technologies, and the sharing economy and what they mean for Ontarians

» The future of work and Canada’s social architecture

» Reducing interprovincial trade barriers

» Integrating immigrants and youth into the job market

» Economic growth and prosperity for all Ontarians
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In the following pages we present our 2016-17 annual report. This was another productive and impactful year, one of the many reasons I was so pleased to join Mowat as its new director towards the end of this reporting year.

Governments and politician continue to draw on our work. In Ontario, three of our reports were cited in the 2017 Long-Term Report on the Economy, with two other reports cited in the 2016 Fall Economic Statement and the backgrounder to the 2016 Speech from the Throne. The Ontario government’s Impact Measurement Task Force used another one of our reports as the principal framing document for its work. The government of Ontario also chose one of our events to launch its five-year Social Enterprise Strategy. Two other Mowat reports were cited during floor debate in the Legislative Assembly. Even the Environmental Commissioner of Ontario cited us in one of her reports.

Federally, a formal federal regulatory impact assessment singled us out among organizations calling for the elimination of the new entrants and re-entrants (NEREs) provisions from Canada’s EI Regulations when that change was introduced. Our work was noted on the floor of both the House of Commons and the Senate, and in committee action in the House. Our work was also cited in official reports from government agencies in British Columbia and Manitoba, and in staff reports to council committees in the Cities of Toronto and Vancouver. We were also cited in consultants’ reports commissioned by the UK Department of Education and government agencies in Canada, Germany and Finland.

The media as well continue to pay close attention to our work. Twenty Mowat reports were covered or cited in the media this reporting year, with media in all provinces and territories except Nunavut and Yukon citing us and our work. The Globe and Mail, National Post, MacLean’s, the CBC, CTV, Global TV and BNN are among the major outlets covering or citing our work, and even Denmark’s public broadcaster cited one of our reports in an online story.

Our work on how governments should respond to technological disruption and prepare for the new world of work has been of particular interest to policymakers, the media, stakeholders and the general public. During this reporting year we presented our work on these issues to the open caucus of the Senate of Canada, Treasury Board Canada, Ontario’s Minister of Economic Development and Growth and the Ontario Ministry of Finance, among others. We have also become go-to experts for both print and broadcast media seeking impartial commentary on these issues, and Working Without a Net is already the most viewed report on our website. Seven different professional associations invited us to present on these issues as well.

Indeed, our broad expertise as a forward-looking voice on Canadian federalism, the role of evidence in policymaking and the future of public services and public service delivery was well recognized this year. We were asked to present on these issues to two visiting delegations of public officials and policymakers, one from the Ukrainian government and the other from the Province of Jiangso and the City of Nanjing, and to a retreat for executives and managers from the Ontario Ministry of Finance. The broad appeal of our work was also evident this year in the fact that academics and policy researchers based on every permanently inhabited continent in the world cited our work.
Our two research hubs also continued to engage in exciting major projects this year. Mowat Energy undertook an analysis of what emerging energy trends such as the introduction of distributed energy resources could mean for Ontario, for which it commissioned six reports from leading international consultants and produced two reports of its own, with an international conference to follow in 2017-18. Mowat NFP undertook a major project on impact measurement in the not-for-profit sector, organizing a high-profile event that was used by the Ontario government to launch its social impact strategy, and releasing a report that served as the principle framing document for the work of the Ontario government’s Impact Measurement Task Force. Later in the reporting year Mowat NFP launched a new series of reports, which will continue into 2017-18, focused on how government and the NFP sector can work together to foster an environment that better enables not-for-profits to carry out their mission.

In short, 2016-17 was another year in which Mowat’s voice was heard and respected across Canada and beyond, on a variety of issues across our research streams and hubs. As Mowat’s new director, I am committed to continuing to expand the Centre’s reach and partnerships through forward-looking, evidence-based policy research and communications.

We want to express our continuing appreciation to the University of Toronto and to the School of Public Policy & Governance for their ongoing partnership, support and encouragement. The School and the administration have provided a nurturing intellectual environment that both enriches our work and enables us to play an influential role in Canada’s public policy conversation.

Andrew Parkin
Director
Mowat’s Strategic Plan

Idea Generator

Developing actionable recommendations, thought leadership, and long-term agenda-setting.

To what extent are we influencing actual policymaking in the short and long-term? We analyze:

Policy Impacts
Demonstrated influence on policymaking

Government and Political Citations
» Citations in official government documents (legislation, policies and policy announcements, budget documents, official speeches, government and committee reports, etc.)
» Citations in parliamentary proceedings (house debates and committee study)
» Citations in political communication (communication from parties or individual politicians in press releases, op-eds and columns, blog posts etc.)

Official Access
» Presentations and submissions to legislative committees
» Participation in stakeholder consultations
» Briefings and presentations to government officials
Communicator

Sparkling and influencing public discussion, and transferring policy knowledge to the broader public

To what extent are we part of the public policy conversation in our areas of research? Are we managing to shift the terms of public discourse or help clarify public policy conversations and put them on an evidence-based footing? How deep and wide is our public footprint and reach? We analyze:

Media Mentions
Mentions in print, electronic, and online media. We distinguish between major and non-major media outlets, as well as trade media (media outlets targeting specialized audiences, such as specific industries, cultural groups, interests, etc.).

Research References
» References in the research-based work of other think tanks and in policy research produced by foundations, consultancies, and advocacy organizations. We distinguish between policy reports and other work (factsheets, reviews, keynotes, etc.).

» References in academic work. We distinguish between peer-review published work (academic manuscripts, articles in academic journals, chapters in edited volumes) and other academic work (PhD dissertations, academic conference papers, publicly available working/discussion papers; we do not count privately circulated working/discussion papers, MA theses or undergraduate work).

Online Performance
» Website Activity (number of pageviews and users)

» Social Networking (Twitter followers, YouTube video views, LinkedIn followers, Facebook likes)

Public Presentations
Invited presentations and keynotes in public conferences and professional association meetings and AGMs.

Stakeholder Engagement
Non-public invited briefings and presentations to stakeholders other than government.
Convenor

Building relationships and engaging a broad array of stakeholders

Building relationships and engaging a broad array of stakeholders
To what extent are we able to convene, collaborate and consult with a large and diverse universe of stakeholders? We analyze:

Stakeholder Consultations
Mowat-organized consultations with other stakeholders.

Knowledge Transfer activities
Mowat-organized events to transfer cutting edge public policy research and insights, from both Mowat research and external experts, to invited stakeholders or the general public.

Network
The breadth and spread of Mowat’s network.
“We very much appreciate the work of the Mowat Centre, frequently refer to its publications, and appreciate them especially because they are rooted in real policy contexts and thus concrete and not abstract.”

Senior government official, via personal communication
Delivering Value for Ontarians

Over the years, federal government decisions in many policy areas have had significant — and often hidden and sometimes unintended — costs for Ontarians and for provincial budgets. This pattern has occurred in decisions regarding tax policy, infrastructure, employment insurance, housing, and others, regardless of who is in power at Parliament Hill or Queen’s Park. Canada’s complex system of fiscal federalism, wherein Ottawa transfers billions of dollars each year to provinces to support priorities like healthcare and education, and billions more directly to citizens, has been particularly prone to this.

Federal decisions affecting Ontarians should be monitored and analyzed on an ongoing basis. Decisions that treat Ontario unfairly should be highlighted and countered with constructive proposals to address shortcomings. Policy and technical expertise is essential to assess policy decisions, analyze budget reports, and decode opaque intergovernmental decision-making processes. Effectively scrutinizing these decisions and ensuring a fair deal for Ontario requires the public credibility of an independent, evidence-based research institute. The Mowat Centre plays this role for Ontario.

Some of our results:

**INCOME SPLITTING**

$1.1B/year for the duration of the program

Mowat research revealed elements in the original design of the federal Income Splitting for Canadian Families program that would have cost Ontario $1.1B/year. The federal government eventually relented to pressure and removed the problematic elements.

**RELATED RESEARCH:**

**VOTER EQUALITY**

15 new seats in the House of Commons

Mowat’s research showed Ontario’s population was underrepresented in the House of Commons prior to the 2015 election. This research led the way in a public campaign that resulted in 15 new seats (half the total new seats in Canada) for Ontario, increasing its share of seats from 34.4 per cent to 35.8 per cent.

**RELATED RESEARCH:**
SKILLS TRAINING
$240M/year for the duration of the program
Analysis from Mowat and the Caledon Institute showed the Canada Jobs Grant program, as originally designed, would cost Ontario $240M/year. This research was instrumental in pressure from provinces and the public that resulted in design changes that removed this impact.

RELATED RESEARCH:

EMPLOYMENT INSURANCE
More access and greater equity for many Ontarians applying for EI
The federal government eliminated provisions limiting the EI eligibility of “new entrants and re-entrants (NEREs)” – typically youth and recent immigrants – and singled out Mowat’s work among the voices calling for this change. Mowat research showed that these restrictions disproportionately disadvantaged Ontarians.

RELATED RESEARCH:

THE FISCAL GAP
Monitoring Ontarians’ contribution to Canada’s system of fiscal federalism
Living in one of Canada’s most prosperous provinces, Ontarians have long contributed billions of dollars more to federal coffers than they have received in transfers and federal investment. But not all of this “fiscal gap” derives from the province’s prosperity – some of it stems from the design of programs and policies. By regularly quantifying this gap and keeping it in the public eye, Mowat has helped to ensure fair treatment for Ontario in the federation.

RELATED RESEARCH:

INFRASTRUCTURE
Billions of dollars flowing to provincial priorities
The federal government recently committed $11.8B over 10 years in infrastructure funding to Ontario, abandoning a federal practice to not fund projects already approved by provinces which had been criticized in a Mowat analysis. This funding built on an initial commitment made in federal budget 2016 which stated rationale and some design elements reflected recommendations from several Mowat reports.

RELATED RESEARCH:
EQUALIZATION TOP-UP

$1B for Fiscal Year 2018-19

An unusual set of circumstances resulted in the current Equalization formula granting Ontario an extra $1B for 2018-19. Anticipating this, Mowat was one of the few public voices arguing for maintaining this payment in the interest of predictability, even while looking forward at options for the renewal of the equalization formula. Eventually, the federal government decided to let the one-time extra payment stand.

RELATED RESEARCH:

AFFORDABLE HOUSING

Renewed and increased funding for affordable housing in Ontario

Mowat research urged the federal government to renew and increase its social and affordable housing funding, targeting both existing and new stock, and both for-sale and for-rent units. A program to this exact effect was announced in federal budget 2016.

RELATED RESEARCH:
Mowat’s Impact Methodology

What impact are we having? To what extent has the Mowat Centre influenced public debate and government policy? These are not easy questions for a think tank to answer. In tracking and analyzing the impact of our own work, we are committed to the same high standard that we apply to all of our research. It is an evidence-based and rigorous evaluation of what we think we have achieved.

We analyze our impact in three performance categories derived from our three strategic roles. For each performance category, we identify several key performance indicators which are tracked throughout this report. These performance categories and indicators are outlined in the impact methodology legend.
2016-17 By the Numbers

Publications

18

Government & Political Citations

15 Official Documents
7 Consultants’ reports
15 Parliamentary Proceedings
1 Watchdog report

38

TLDR Too Long; Didn’t Read

Three most popular posts:
1 How Ontario lost 300,000 manufacturing jobs
2 Federal transfer payments – what you need to know
3 Transfer payments – answers to the questions you were most embarrassed to ask

Official Access

15% TIER 1
Minister, MP, MPP, deputy minister

54% TIER 2
Assistant deputy minister, director, expert adviser

31% TIER 3
Anyone else (e.g. Senior Policy Advisors, Team Leads, etc.)
Media Mentions

- <1% INTERNATIONAL
- 17% NATIONAL

33% in major publications
4% in trade/sector publications

Online Performance

- 147,814 Pageviews
- 124,015 Users
- 4,567 Twitter followers*
- 1,937 LinkedIn followers*
- 657 Facebook likes

*as of October 30, 2017

Policy Impacts

- 8 Policy Impacts

Research References

- 38 Policy reports
- 3 Other policy
- 2 Published academic manuscripts
- 36 Articles in academic journals
- 22 Chapters in edited volumes
- 12 Other academic

Stakeholder Engagement

- 12 Stakeholder Engagement

Public Presentations

- 23 Public Presentations

Knowledge Transfer Activities

- 5 Knowledge Transfer Activities

Policy Impacts

- 606 Media Mentions

Research References

- 113 Research References

Online Performance

- 147,814 Pageviews
- 124,015 Users
- 4,567 Twitter followers*
- 1,937 LinkedIn followers*
- 657 Facebook likes

*as of October 30, 2017
PUBLICATIONS

The publications we released from May 2016 to April 2017 are organized by research stream/hub. We highlight impacts (where available) based on the key performance indicators outlined on pages 3-6.

Intergovernmental Social and Economic Policy

The Mowat Centre's research on intergovernmental economic and social policy looks at issues that matter to Ontarians and to Canadians through the lens of our federal system. Canada's federal character shapes the economic and social policies that are essential to Canadians' prosperity and well-being. Our research is focused on informing strong debates and sound decision-making on public policy for our federation. This includes a strong emphasis on Ontario's unique place in the federation and perspectives on federal policy decisions.

HIGHLIGHTS

» 5 publications

» 4 policy impacts

» 8 citations in official government documents, including Ontario’s 2016 Fall Economic Statement and 2017 Long-Term Report on the Economy

» 4 citations in consultants’ reports to government, including report to the UK Department of Education

» 4 mentions in legislative and regulatory procedures

» 4 briefings and presentations to officials from the Office of the Prime Minister of Canada and from the governments of Ontario and the Ukraine

» 71 media mentions, 35 in major outlets

» 3 public presentations and 1 stakeholder engagement activity

» Citations in 18 policy reports and commentaries

» 38 academic references
IMPACT

Cited in Alberta Poverty Reduction Network’s submission to a House of Commons committee study of poverty reduction strategies in Canada.

Presented report findings to officials from the Office of the Prime Minister of Canada and the office of the Ontario Minister of Advanced Education and Skills Development.

Presented findings to an advocacy coalition of NGOs developing, delivering or interested in effective labour market programs.

IMPACT

Cited in stakeholder submission to the Government of Ontario’s Basic Income Pilot Project Consultation.

Op-ed on the report published by the National Post.

Report cited in a globalnews.ca commentary by Talk Radio AM 640’s Tasha Kheriddin.

Featured on the official blog of the Basic Income Earth Network.

Cited in academic paper co-authored by a leading Queen’s University economist on designing a basic income guarantee for Canada.

IMPACT


Presented report findings to official from the Office of the Prime Minister of Canada.

Discussed findings at a Canada 2020 conference on Canada’s health accords and the Canadian Association for Healthcare Reimbursement’s annual conference.

Op-ed on the report published by Maclean’s.

Cited in La Presse column on Canada’s health accords.
IMPACT

"Cited in National Post and Financial Post columns reprinted by ten media outlets in Ontario and western Canada.


Impacts from past and ongoing Intergovernmental Social and Economic Policy work

The regulatory impact analysis assessment accompanying federal legislation to eliminate the new entrants and re-entrants (NEREs) provisions from Canada’s EI Regulations singled out Mowat among the “think tanks and other community organizations” requesting this change.


*Ontario Made* cited in backgrounder to September 2016 Ontario Speech from the Throne.

Presented research findings on the impact of a basic income guarantee on social entrepreneurs at stakeholder consultations convened by the Ontario Ministry of Community and Social Services.

Invited to present before House of Commons committee studies of the EI program, Temporary Foreign Workers program and sustainable economic growth.

Provided briefing on Canadian federalism to visiting delegation of senior bureaucrats and political staffers from the Government of the Ukraine.
Making It Work cited in stakeholder submission to a House of Commons committee study of recent changes to Canada’s EI system.

Renewing Canada’s Social Architecture framing paper cited in stakeholder submission to the Government of Ontario’s Basic Income Pilot Project Consultation.

Trading Places cited in Toronto City staff request to authorize study of Toronto singles on Ontario Works.

Building Blocks cited in BC Housing report on the social Return on Investment of affordable housing development.

Building Blocks cited in City of Vancouver staff report on sustaining affordable co-op housing on City land.

Improving the Governance of Employment and Training Policy in Canada cited in consultant’s report on skills training prepared for the UK’s Department of Education.

Canada’s Innovation Underperformance cited in consultant’s report prepared for the Social Sciences and Humanities Research Council.

Expanding Our Routes to Success cited in a toolkit for attracting immigrant entrepreneurs prepared by an external consultant for the City of Brockville.

Presented research findings on the impact of a guaranteed basic income on social entrepreneurs to Basic Income experts and stakeholders at the 2016 Basic Income Guarantee conference.

Mowat expert provided background and research findings on the basic income guarantee ahead of Ontario’s basic income pilot launch in invited interviews on Talk Radio AM 640 Toronto’s The Morning Show and The John Oakley Show.

Mowat expert provided comprehensive explainer on Equalization in invited radio interview on Newstalk 770 Calgary’s Afternoons with Rob Breakenridge.

Diaspora Nation cited in multipart Le Devoir story on Canada’s immigrant networks.

Ontario Made’s finding that Ontario lost 300,000 manufacturing jobs in 2004-2014 cited in eight print and broadcast outlets.

Making it Simple cited in stories, columns and op-eds in 16 media outlets including Maclean’s, National Post, Financial Post, Vancouver Sun and Canadian Business Magazine.

New Economics of the NHL author revisited report’s analysis on Newstalk 1010 Toronto’s and 580 AM Ottawa’s The Tim Hudak Show.

Invited to partner in an international multi-university SSHRC-funded project on the role of subnational jurisdictions in international trade.

Cited in 18 policy reports and commentaries, including multiple reports from C.D. Howe Institute, the Institute for Research on Public Policy and the University of Calgary School Of Public Policy.

References in 37 academic papers and articles from researchers in six Canadian provinces and six other countries on four continents outside Canada.
Government Transformation

The Mowat Centre’s government transformation research stream examines how governments can improve their ability to deliver high-quality public services and public policy, even in times of fiscal constraint. Our publications are intended to help facilitate informed, strategic, long-term decision-making in Canada.

HIGHLIGHTS

» 4 publications

» 2 policy impacts

» 7 citations in official government documents, including Ontario’s 2017 Long-Term Report on the Economy

» 3 citations in consultants’ reports to government, including reports to Germany’s Federal Environment Agency and the Finnish Transport Agency

» 8 mentions in legislative and regulatory procedures, including 7 in the House of Commons and the Senate

» 18 briefings and presentations to policymakers, including the Senate of Canada’s Open Caucus and officials and advisors from the governments of Canada, Ontario and Jiangsu province (China), and from the Cities of Toronto and Nanjing (China)

» 396 media mentions, 134 in major outlets

» 1 knowledge transfer event

» 10 public presentations and 5 stakeholder briefings and engagement activities

» Citations in 20 policy reports and commentaries

» 21 academic references, from researchers in countries spanning all the world’s permanently inhabited continents
**IMPACT**

- Report distributed through government newsletters in Canada and Australia.
- Information from report cited in *Policy Options* article on modernizing Canada’s public service.
- Co-organized (with KPMG) high-profile follow-up panel to discuss next steps emerging from the report.

Presented findings to Transportation Canada’s Expert Panel on Highway Expansion, at two Metrolinx events and to a senior official with Nova Scotia Tourism.

Covered upon release by the *Toronto Star*.

Discussed findings and recommendations in invited interviews on CP24’s *Live at Noon with Stephen LeDrew* and Newstalk 1010 Toronto’s *The Jerry Agar Show*.

Cited by urban expert John Lorinc in *Spacing Magazine* column.

Cited in the *Toronto Star* and leading newspapers in Hamilton, Waterloo and Guelph.

Cited in consultant’s report on automated vehicles in Ontario commissioned by the Residential and Civil Construction Alliance of Ontario.
IMPACT

- Cited during Senate floor debates on changing the Labour Code and on a national basic income program.
- Presented report findings, by invitation, to Ontario’s Minister of Economic Development and Growth.
- Presented report findings, by invitation, to the Chair of Employment and Social Development Canada’s Expert Panel on Youth Employment.
- Report findings cited in over 140 media stories and opinion pieces, including nationally-syndicated stories on CBC TV and CBC Radio One, and pieces in The Globe and Mail, National Post, Ottawa Citizen, La Presse, Huffington Post Canada and major media outlets in eight provinces.
- Published, by invitation, an article based on this report in Policy Options.
- Report findings and recommendations discussed in invited interviews on CBC TV’s On the Money and leading talk shows in Toronto and Hamilton.
- Featured in blog posts from both Ontario’s Universities and the Student Life Network.
Impacts from Mowat’s past and ongoing work on technological disruption and the future of work

Mowat’s work on technological disruption and the future of work has been particularly high-profile in recent years. We released three reports on these topics (Sharing the Road, Working Without a Net, The Rise of the Sharing Economy) in 2016-17, and listed impacts specific to those reports above. But our other work and general expertise on these issues also drew significant interest from policymakers, stakeholders and media:

*Robot, Take the Wheel* cited during floor debate at the Legislative Assembly of Ontario.

*Emerging Issues in the Taxi and Limousine Industry* cited by the Manitoba Taxicab Board in its review of the taxicab industry in Winnipeg.

Presented preliminary findings from our *Regulating Disruption* report (published in 2017-18) to officials from Treasury Board Canada and a number of federal regulators.

Presentations to the Senate of Canada’s Open Caucus, and to officials from two Ontario ministries and the City of Toronto.

Presentations at 10 public and professional meetings, including professional audiences such as business economists, municipal managers and executives, transportation stakeholders and others.

Presented to non-public executive forums organized by the Institute on Governance and the Canadian Standards Association.

Citations in 94 media stories across Canada and internationally, including *International Business Times*, *Vice Magazine*, CBC TV’s *The National*, *National Post*, Canadian *Business Magazine*, *Toronto Star* and Ottawa *Citizen*.

Twenty-seven invited TV and radio appearances, including appearances on BNN’s *The Street*, CTV’s *Your Morning*, CBC TV’s *On the Money*, TVO’s *The Agenda* and CBC Radio One’s *Cross Country Checkup*.

Co-wrote piece on work and social policy in the age of artificial intelligence, by invitation, for Brookings Institution’s official blog.

*Policymaking for the Sharing Economy* cited in six policy reports, including reports from the European Commission’s Institute for Prospective Technological Studies, the Transnational Law Institute at King’s College London (UK) and Policy Horizons Canada.

Citations in six academic papers from researchers in Canada, the US, UK and Australia.
Impacts from other past and ongoing Government Transformation work


Recycling Ontario’s Assets cited by Barrie McKenna in Globe and Mail column on asset recycling.


Mowat expert commentary on evidence-based policymaking cited in Canadian Press story published in 95 media outlets, nationally and in eight provinces.

Mowat’s work on community benefits agreement cited on multiple occasions during House of Commons floor debate and committee action by an expert witness and both Liberal and NDP MPs.

Public Service Transformed cited in consultant’s report on using “nudge” approaches to kick start sustainable consumption, prepared for Germany’s Federal Environment Agency.


Citations in 13 policy reports including reports from Oxford Policy Management, the Asian Development Bank Institute, Civil Service College Singapore, LEI Wageningen UR (Netherlands) and The Brookings Institution.

Facilitated workshop on “Experimentation for Evidence-Based policy” in NRCan’s inaugural Policy Community Conference.

Presented, by invitation, on the current role of the public service to senior officials from the Ontario Ministry of Finance and on current approaches to regulation to the Alcohol and Gaming Commission of Ontario’s Leadership summit.

Presented on the role of think tanks in policy development to a visiting delegation of officials and policy professionals from China’s Jiangsu province and the City of Nanjing.

Citations in 15 academic works from researchers in Canada and 11 other countries spanning all the world’s permanently inhabited continents.
Mowat NFP

The charitable and not-for-profit (NFP) sector is an essential driver of Ontario’s economy and society. Its resilience has emerged as a critical issue for Ontario’s future. In 2012, Mowat established a research hub to provide evidence-based research and analysis on systemic issues facing the sector in Canada, with a particular focus on Ontario.

As part of an independent think tank with strong partnerships with government and the sector, Mowat NFP brings a balanced perspective through which to examine the challenges facing today’s sector and to support its future direction. Mowat NFP works in partnership with umbrella organizations such as the Ontario Nonprofit Network (ONN) and Imagine Canada to ensure our research and policy recommendations are timely and relevant to the sector and reflect its values.

HIGHLIGHTS

» 3 publications

» 2 policy impacts

» 3 briefings and presentations to officials from the governments of Canada, Ontario and the Ukraine

» 1 knowledge transfer event

» 8 public presentations and 5 stakeholder briefings and presentations

» Citations in 2 policy reports and commentaries

» 7 academic references

IMPACT

Presented findings to sector leaders at the Ontario Nonprofit Network’s annual conference.

Report findings being used in support of major Ontario Nonprofit Network campaign on decent work in the not-for-profit sector.
Unpacking Impact
Exploring Impact Measurement for Social Enterprises in Ontario

LISA LALANDE, JOANNE CAVE, RAJESH SANKAT | OCTOBER 27, 2016

IMPACT


Conference on which report is based was used by the Government of Ontario as a platform to launch its five-year Social Enterprise Strategy.

Presented report findings to officials from Privy Council Office Canada and to the Government of Ontario’s Impact Measurement Task Force.

Presented report findings to leading impact investors, social entrepreneurs and social finance professionals at the 2016 Social Finance Forum.

Featured on the official blog of Philanthropic Foundations Canada.

Organized international conference featuring leading global experts and drawing 140 attendees, which formed the basis of the report.

Enabling Environment

This research series from Mowat NFP explores different dimensions of an enabling environment in the relationship between the charitable and non-profit sector and government. The series is intended to help the federal government and the charitable and NFP sector develop a modern federal policy framework that enables the sector and strengthens its ability to improve the quality of life of Canadians and people around the world.

Charting a Path Forward

LISA LALANDE, JOANNE CAVE | APRIL 12, 2017
# Impacts from past and ongoing Mowat NFP work

<table>
<thead>
<tr>
<th>Mowat consulted, and our work included, in McConnell Foundation submission to the federal Minister of Families, Children and Social Development. Our work helped inform submissions from a number of organizations to the CRA’s Political Activities Consultation Panel, including submissions such as Imagine Canada’s which were cited in the panel’s final report.</th>
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<tr>
<td>Change Work has been central to a major campaign on decent work in the not-for-profit sector by the Ontario Nonprofit Network, which includes both a push for regulatory reforms and voluntary initiatives within the sector consistent with Mowat’s recommendations.</td>
</tr>
<tr>
<td>Presented on Canada’s NFP sector to visiting delegation of senior bureaucrats and political staffers from the Government of the Ukraine.</td>
</tr>
<tr>
<td>Delivered an ONN webinar to 66 participants on Mowat NFP’s research on decent work in the NFP sector. Presented research at three University of Toronto public conferences and events, and at public events organized by the ICE Committee and TD Wealth Management.</td>
</tr>
<tr>
<td>Participated in three stakeholder consultations organized or co-organized by the Lieutenant Governor of Ontario, Ontario Trillium Foundation, and the McConnell Foundation on a range of issues related to Mowat NFP research. Serving on the steering committee of McGill University Faculty of Law’s special conference on enabling civil society in Canada.</td>
</tr>
<tr>
<td>Change Work cited in policy report from CivicAction and Deloitte. Citations in six academic papers from researchers in Canada, Australia and Turkey.</td>
</tr>
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The Mowat Energy research hub provides independent, evidence-based research and analysis on systemic energy policy issues facing Ontario and Canada.

With its strong relationship with the energy sector, Mowat Energy has provided thought leadership to stakeholders, decision-makers and the public to help advance discussions on the challenges that energy is facing in Ontario.

HIGHLIGHTS

» 13 publications

» 1 citation in public speech from a senior public official

» 1 citation in consultant’s report to government

» 1 mention in legislative and regulatory procedures

» 1 citation in watchdog report

» 113 media mentions, 13 in major outlets

» 1 public presentation

» Citations in 2 policy reports and commentaries

» 1 academic reference
Mowat Energy’s *On the Grid* series provides a platform for original thinking about the future of the energy sector in Ontario. The series includes contributions from Mowat Energy, as well as articles or case commentaries authored by interested experts.

**Energizing Consumers**

A PROJECT FOR CONSUMER CHOICE FOR ONTARIO

**IMPACT**

Presented findings at a HEC Montreal seminar event.

Featured on IPPSO Facto, a well-read Ontario energy industry magazine.

Featured in the official newsletter of the Ontario Energy Association.

PAUL B. SOMMERVILLE, RICHARD CARLSON, PETAR PRAZIC | SEPTEMBER 22, 2016

MOWAT ENERGY | NOVEMBER 3, 2016

**Representing Consumers’ Interests in Ontario’s Energy Sector**

**IMPACT**


Featured in the official newsletter of the Ontario Energy Association.

ROBERT B. WARREN | SEPTEMBER 29, 2016

**Pricing Outcomes**

A FRAMEWORK FOR A 21ST CENTURY ELECTRICITY MARKET FOR ONTARIO

**IMPACT**

Featured on the Mondaq News Alerts service.

RICHARD CARLSON | APRIL 26, 2017
Emerging Energy Trends is a comprehensive study of how technological and consumer disruptions in the energy sector could effect Ontario and beyond.

As part of the Emerging Energy Trends project, Mowat commissioned six reports from leading external consultants to identify relevant data and experience from multiple peer jurisdictions and the research literature. The learnings from these consultants’ reports were distilled into the Emerging Energy Trends: Regulatory Responses to Ontario’s Energy Future report. An international conference followed up on this work in May 2017.
Impacts from past and ongoing Mowat Energy work


Step Change cited in consultant’s report prepared for the Social Sciences and Humanities Research Council.

Mowat expert served on board of directors of Transition énergétique Québec, a new government agency tasked with leading the transformation of the province’s energy sector.

Commentaries from Mowat Energy experts featured on CBC Radio One and over 100 print and online media outlets across Canada.


Smarter and Stronger cited in article published in the academic journal Canadian Public Policy.
TLDR — “too long; didn’t read” — provides accessible content that complements our more formal research publications. TLDR provides a digital space for shorter pieces that help readers better understand the policy issues we work on.

Our TLDR posts can be found at mowatcentre.ca/tldr.

HIGHLIGHTS

» 16 posts from May 2016 through to April 2017.
“Wonderful research... your report gave me some direction to steer our kid. Thanks.”

A reader’s comment on *Working Without a Net*, via email

“Superb for its clarity”

The *Ottawa Citizen*’s David Reevely on *Working Without a Net*, via Twitter
Public and Stakeholder Engagement

**Mayor's Breakfast**
Town of Caledon
May 2016

**AMCTO Annual Conference 2016**
Association of Municipal Managers, Clerks and Treasurers of Ontario
June 2016

**Building Impact: Decent Work for the Nonprofit Workforce**
ICE Committee
September 2016

**Transportation Association of Canada 2016 Conference**
Transportation Association of Canada
September 2016

**A New Health Accord for All Canadians Conference**
Canada 2020
September 2016

**Basic Income Guarantee Conference 2016**
Northern Policy Institute
October 2016

**Canadian Association for Healthcare Reimbursement 2016 Conference**
Canadian Association for Healthcare Reimbursement
October 2016

**RIA Foundation & Endowment Forum**
TD Wealth Management
October 2016

**Ontario Nonprofit Network 2016 Conference**
Ontario Nonprofit Network
October 2016

**Social Finance Forum 2016**
MaRS Discovery District
October 2016

**Canadian Securities Administrators 2016 Corporate Finance Conference**
Canadian Securities Administrators
November 2016

**HEC Montreal Seminar**
HEC Montreal
November 2016

**Time to be Bold Conference on Social Innovation**
The Agency, University of Toronto
November 2016

**Centre for Learning Social Economy & Work Speaker Series**
Ontario Institute for Studies in Education
November 2016

**AGCO Stakeholders Summit**
Alcohol and Gaming Commission of Ontario
December 2016

**Canadian Association of Business Economists Luncheon**
Canadian Association of Business Economists
January 2017

**Ontario Good Roads Association 2017 Conference**
Ontario Good Roads Association
February 2017

**Allianz Global Assistance Industry Event**
Allianz Global Assistance
March 2017

**Innis Christie Annual Symposium in Labour and Employment Law**
Schulich School of Law at Dalhousie University
March 2017

**Spring Policy Conference**
Ottawa Economics Association & the Canadian Association of Business Economics
March 2017

**Workplace of the Future Conference**
Pronexia
March 2017

**Public Good Initiative**
University of Toronto School of Public Policy and Governance
April 2017
Knowledge Transfer Activities

Unpacking Impact Conference
JUNE 21, 2016

Mowat NFP, with support from Ontario’s Ministry of Economic Development and Growth (MEDG), brought together global leaders in social enterprise impact measurement to share learning and emerging trends, and to provide fresh and practical insight into the challenges facing social enterprises today. The public forum was attended by 140 people, and was used as a platform to launch MEDG’s new five-year Social Enterprise Strategy, with Minister Duguid providing a keynote address. Learnings from this event were later crystalized and expanded into Mowat NFP’s Unpacking Impact report.

Policy in a Pub
JULY 14, 2016
OCTOBER 20, 2016
APRIL 27, 2017

Mowat launched the Policy in a Pub series in 2014 to connect professionals from across the GTA’s policy community. These events bring together people from the public, private, not-for-profit, academic and media sectors to hear from each other and discuss shared interests in an informal setting.

In 2016-17 we hosted lively panel discussions on the concept of a guaranteed basic income (October 20, 2016) and whether Ontario’s workforce is ready for the future world of work (April 27, 2017). On July 14, 2016, we also launched a summer variant, Policy on a Patio, an opportunity for policy professionals to gather and interact in a sunny patio setting.
Public Service Reform:
The Next Steps

OCTOBER 27, 2016
(Co-organized with KPMG Canada)

KPMG Canada and Mowat convened a high-powered panel discussion on the next steps needed to transform Canada’s public services so that they continue to provide necessary high-quality services to the Canadian public during a time of disruptive change. The event followed up on the analysis in Mowat’s Creating a High-Performing Canadian Civil Service against a Backdrop of Disruptive Change report.

Executive Education and Government Training Courses

Our executive education and government training courses translate our research findings into actionable solutions and recommendations for senior officials within the broad public service. In 2016-17 we delivered 13 sessions of Introduction to Policy and How Government Works, two foundational courses introducing Ontario Public Service practitioners to the processes, policymaking cycles and operating environment characteristic of the Ontario Public Service.
Who is Using Our Work?

**Think Tanks & Policy Research Organizations/Forums**
- C.D. Howe Institute
- Canadian Centre for Policy Alternatives
- Institute for Research on Public Policy
- Institute of Fiscal Studies and Democracy
- Northern Policy Institute
- Sustainable Prosperity

**Academic & Scientific Research Institutions**
- Brock University
- Canadian Menonite University
- Carleton University
- Concordia University
- Dalhousie University
- Ivey Business School
- Laurentian University
- McMasters University
- Memorial University of Newfoundland
- PhilLab UQAM
- Queen’s University
- Ryerson University
- Université de Montréal
- Université de Sherbrooke
- University of Alberta
- University of British Columbia
- University of Calgary
- University of Guelph
- University of Manitoba
- University of Ottawa
- University of Saskatchewan
- University of Toronto
- University of Victoria
- University of Waterloo
- Western University
- Wilfrid Laurier University
- York University
- Yorkville University

**Governments**
- BC Housing
- Canada Employment Insurance Commission
- Canada School of Public Service
- Community Services Vancouver
- Employment and Social Development Canada
- Environmental Commissioner of Ontario
- Government of Ontario
- Health Canada
- IESO
- Manitoba Growth Enterprise and Trade
- Manitoba Taxicab Board
- Office of the Premier of Ontario
- Policy Horizons Canada
- Public Health Agency of Canada
- Public Health, Safety & Social Services Brantford
- Special Advisor to Ontario for High Speed Rail
- Toronto Employment & Social Services

**Trade & Sector Media**
- Canadian HR Reporter
- Canadian Travel Press
- Canadian Underwriter
- Cantech Letter
- Healthcare Information Management and Communications Canada
- IPPSD Facto
- Journal de l’assurance
- Monday News Alerts
- Northern Ontario Business
- Notablelife.com
- Novae Res Urbis
- Plant Magazine
- Spacing Magazine
- Western Producer

**Other**
- Alberta Poverty Reduction Network
- Association of Local Public Health Agencies and the Ontario Public Health Association
- Canadian Career Development Foundation
- Canadian Construction Association
- CivicAction
- Constellation Consulting Group
- Council of Canadians
- Deloitte Canada
- Evergreen
- Global Diversity Exchange
- Gordon and Associates
- Grush Niles Strategic
- Income Security Advocacy Centre
- Maytree Foundation
- McConnell Foundation
- Metcalf Foundation
- Mushroom Cloud
- Newcomer Centre of Peel
- Niagara Knowledge Exchange
- OCASI
- Ontario Energy Association
- Ontario Public Service Employees Union
- Ontario’s Universities
- Open Policy Ontario
- Philanthropic foundations canada
- Residential and Civil Construction Alliance of Ontario
- Social Innovation Generation
- Student Life Network
- Toronto Foundation
- United Way of Toronto & York Region
Who is Using Our Work?

Think Tanks & Policy Research Organizations/Forums

- Asian Development Bank Institute
- Basic Income Earth Network
- Brookings Institution
- ConPolicy – Institut für Verbraucherpolitik, Berlin
- Electric Power Research Institute
- Institute for Prospective Technological Studies
- Institute for World Economy (Romania)
- International Institute for Energy Systems Integration
- IZA Institute of Labour Economics
- Joint Research Centre (EU)

Academic & Scientific Research Institutions

- Bartin University
- Colby College
- Copenhagen Business School, Kopenhagen
- Cowan University
- Curtin University
- Durham University
- Duzce University
- European University Institute, Florence
- Faculty of Business Economics and Entrepreneurship (Serbia)
- Federal University of Rio de Janeiro
- Flinders University
- Fordham Law School
- Harvard University John F. Kennedy School of Government
- Hebrew University of Jerusalem
- Imperial College London
- Institute of Agricultural Research for Development (Cameroon)
- Katholieke Universiteit Leuven
- Leeds Beckett University
- Leeds Business School
- LEI Wageningen UR
- Monash University
- Murdoch University
- Northwestern University
- Saint Louis University
- Suffolk University Law School
- Technical University of Denmark
- Texas A&M University
- Transnational Law Institute
- Tufts University
- Universidad Nacional Autónoma de México
- Universidade Veiga de Almeida
- Università degli studi di Milano
- University College Dublin
- University of California Santa Barbara
- University of Manchester
- University of Maryland Baltimore County
- University of Michigan
- University of North Carolina at Greensboro
- University of Pennsylvania
- University of South Africa
- University of St Andrews, UK
- University of Stuttgart IAT
- University of Tasmania
- University of Technology Sydney
- University of Tehran
- University of the West Indies
- University of Western Australia
- UNU-MERIT
- US Department of Energy National Renewable Energy Laboratory
- US Department of Energy Pacific Northwest National Laboratory
- USC Gould School of Law
- Virginia Polytechnic Institute and State University
- Wageningen University, Wageningen (NL)
- Zeppelin Universität, Friedrichshafen

Governments

- Civil Service College Singapore
- Comcare
- Consejo Nacional de Ciencia y Tecnología

Trade & Sector Media

- Futurism
- Journal of Public Health Management & Practice

Other

- Grupo CINTE
- Informap Technology Center (UAE)
- Latin American Association of Development Financing Institutions (ALIDE)
- OECD
- Oxford Policy Management
- Prointer ITSS (Bosnia & Herzegovina)
- Ricardo-AEA, Oxfordshire (UK)
- World Trade Organization
### Income

<table>
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<tr>
<th>Description</th>
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<tr>
<td>Government of ONT Grant</td>
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<tr>
<td>Grants &amp; Sponsorships</td>
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<td>Internal Recovery</td>
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<td>Research Contracts</td>
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<td>Executive Education</td>
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<td>Events</td>
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<tr>
<td>Total</td>
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* Accumulated cash reserves from MTCU Research Grant, surplus from contracts, sponsorships and events from the 2014-2015 fiscal year.

### Expenses

<table>
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<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Salaries &amp; Benefits</td>
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<tr>
<td>Operating &amp; Admin &amp; Rent</td>
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<td>Research Contracts</td>
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<td>Communications &amp; Events</td>
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<tr>
<td>Travel, Meetings, Professional Development</td>
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<td>Total</td>
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### Notes

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<td>Cash and Cash Equivalents</td>
<td>$119,509.00</td>
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</table>

* Accumulated cash reserves from MTCU Research Grant, surplus from contracts, sponsorships and events from the 2014-2015 fiscal year.
Mowat People

Fellows

Maurice Bitran
Will Falk
William Forward
Peter Gusen
Josh Hjartarson
Michael Pal
Enid Slack
Peter Spiro
Serene Tan
Mark Warner

Advisory Board

Mowat’s Advisory Board provides guidance on the organization’s overall direction and strategy. Members of the Advisory Board help the Centre identify opportunities to build the organization, establish strategic partnerships and extend our stakeholder networks.

George R.M. Anderson
Elizabeth Beale
Lindsay Boyd, Union Gas
Alan Broadbent, C.M., Avana Capital and Maytree Foundation
Sean Conway, Ryerson University
Joseph Cordiano, Cityzen Development Group
Dianne Cunningham
Lisa de Wilde, TVO
Dominic Giroux, Health Sciences North and HSN Research Institute
Diane Gray, CentrePort Canada
John A. Honderich, Torstar Corporation
Sandy Houston, Metcalf Foundation
Shirley Hoy, StrategyCorp
Tim Jackson, SHAD Network
The Hon. Frances Lankin, P.C., C.M, The Senate of Canada
David Lindsay, Council of Ontario Universities
Peter Loewen, Director, School of Public Policy and Governance
David Mitchell, Government of Ontario
Allan O’Dette, Government of Ontario
The Hon. André Pratte, Senate of Canada
Kasi V.P. Rao, Asia Pacific Foundation of Canada & the Canada-India Business Council
Rana Sarkar, Consulate of Canada in Northern California
Scott Thompson, Government of Ontario

Editorial Board

Mowat’s Editorial Board includes scholars, policymakers and practitioners who inform our research agenda and independently review our major research publications for quality and relevance. This peer review process ensures Mowat publications meet the high standards of methodology and analysis that are consistent with best practices in the policy community, and helps to maximize Mowat’s impact on policy debates.

Naomi Alboim, Queen’s University
Anita Anand, University of Toronto
George R.M. Anderson, United Nations Mediation Support Unit
Joan Andrew, Niagara Parks Commission
Keith Banting, Queen’s University
Robin Broadway, Queen’s University
John Christian Bourque, KPMG
Neil Bradford, Western University
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The Mowat Centre is an independent public policy think tank located at the School of Public Policy & Governance at the University of Toronto. The Mowat Centre is Ontario’s non-partisan, evidence-based voice on public policy. It undertakes collaborative applied policy research, proposes innovative research-driven recommendations, and engages in public dialogue on Canada’s most important national issues.