

FRONTIER CENTRE FOR PUBLIC POLICY

2012

ANNUAL REPORT

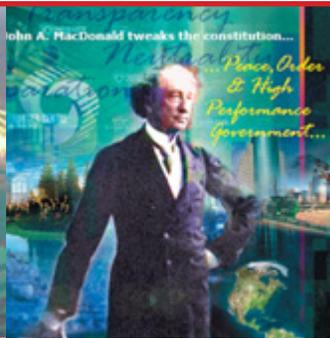
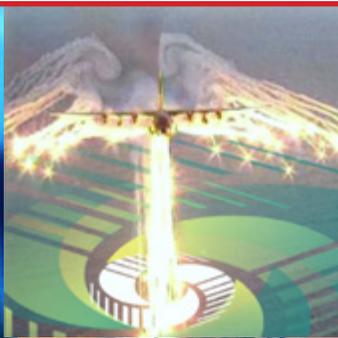


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Introduction

The Frontier Centre is an independent, non-profit think tank founded to undertake research and education in support of economic growth and social outcomes which will enhance the quality of life in our communities.

Through a variety of publications and public forums, the Frontier Centre explores policy changes required to make the Canadian Prairies a winner in the open economy. It also provides new insights into solving important issues facing our cities, towns and provinces.

In 2012, the Frontier Centre continued to push the boundaries as one of Canada's leading public policy think tanks through a comprehensive research agenda. The Frontier Centre published over 30 policy studies on a variety of topics ranging from equalization, local government, the environment, education and more. Frontier's policy analysts produced over 100 op-ed commentaries, and a variety of other research products. Frontier Centre analysts participated in dozens of public speaking engagements and other public events. The Centre's research was prominent in public discourse surrounding policy throughout the year, as our policy studies generated significant media attention from coast-to-coast, and our op-ed columns and radio commentaries were consistently placed in prominent regional and national media outlets.

The Centre is pleased to acknowledge two policy agenda victories involving the passage of legislation that reflects ideas long promoted by the Centre. First, the federal government announced its intention to bring forward legislation that will bring property rights to First Nations residents living on reserves. This legislation is forthcoming. Second, the marketing monopoly of the Canadian Wheat Board was officially removed in August 2012.



Natural Resource Minister Joe Oliver outlines regulatory reform policy changes during Lunch on the Frontier, March 2012, Winnipeg.

The Frontier Centre continues to be a “go to” forum and source of consultation and information for governments in Ottawa and western Canada. Federal Ministers Joe Oliver (Natural Resources) and Jason Kenney (Immigration) spoke at the Centre in 2012. Saskatchewan Minister Tim McMillan (Crown Corporations) addressed a Regina audience at Frontier earlier during the year as well. Frontier staff was invited to testify at several Senate hearings in Ottawa on topics ranging from tax policy to aboriginals. Frontier has been included in two Federal Government Ministerial Roundtables on Immigration and Human Resources.



Major Publications

A Valuation Analysis of ATB Financial

January 20, 2012

Ian Madsen

In this valuation of the Alberta Treasury Branch, Alberta's provincial owned bank, the Frontier Centre launched its new series to value Canada's Crown Corporations.

Food Inflation and Biofuel Production

February 2, 2012

Eric Merkley

This study demonstrated that the use of grains for biofuel production instead of feedstock can contribute to undesirable increases in the price of food.

A Return to Classical Federalism? The Significance of the Securities Reference Decision

February 24, 2012

Barry Cooper

This study examined the legal and political angles surrounding Ottawa's defeated desire to establish a single securities agency against the will of most provincial governments.

The Economic, Environmental and Political Consequences of Carbon Pricing

February 29, 2012

Eric Merkley, Ben Eisen and Kenneth Green

The authors examined 8 case studies of carbon pricing from around the world, and assess their economic, environmental and political consequences.

Reinterpreting Indian Control of Indian Education

March 6, 2012

Joseph Quesnel

Expected and long over-due systemic change to Aboriginal education should include an

emphasis on choice, with allowance for funding to follow students as well as the exploration of new models, including novel concepts like independent indigenous charter schools.

The Future of the Canadian Dairy Sector

March 23, 2012

Sylvain Charlebois and Tatiana Astray

The authors assessed the capacity of Canada's dairy sector to compete in a post supply management era, and offer policy reform ideas to help the industry succeed.

The Fifth Annual Aboriginal Governance Index

April 12, 2012

Joseph Quesnel

The fifth annual Aboriginal Governance Index examined 32 participating First Nations communities across three Prairie provinces, and highlighted the clear governance expectations of average band members.

Taming Two Dragons: Poverty, Welfare, and the Future of Income Support

April 17, 2012

Rick August

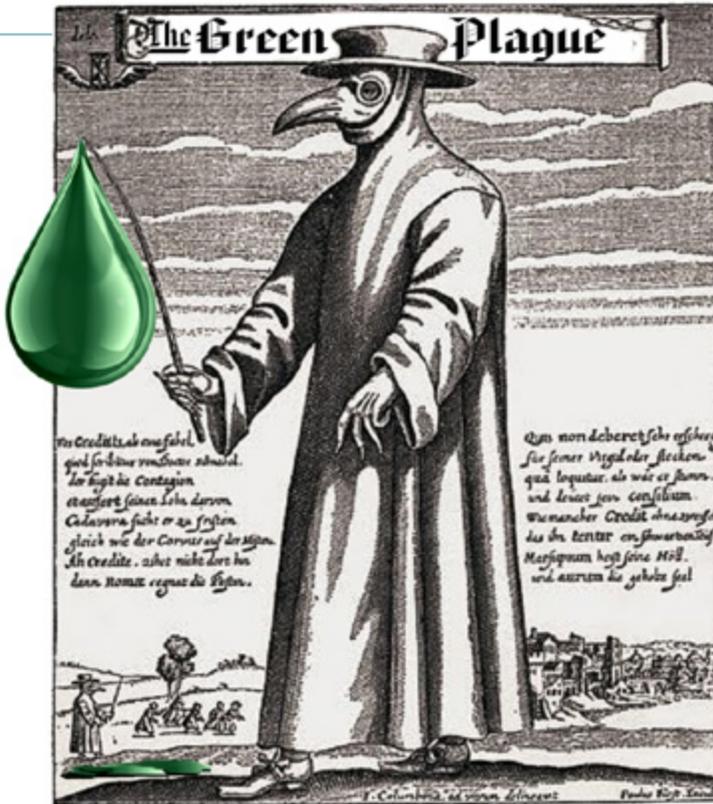
This policy paper examines the means and policies by which Canada could help people on welfare without trapping them in a cycle of poverty.

Rebuilding the Last Mile: Keeping up with world-leading Internet technology

April 27, 2012

Roland Renner

Canada has fallen behind the times in the area of high speed internet, where it once was a leader. To recover our former place, this study argues, a policy framework that encourages competition and allow third party companies to challenge incumbents will be necessary.



The Green Plague: How Biofuels Are Damaging the Environment

May 4, 2012

Eric Merkley

The author argues that the subsidization of biofuel production has unintended consequences which harm the environment.

Improving the Competitiveness of Metropolitan Areas

May 10, 2012

Wendell Cox

Centrally-determined national transportation policies are misguided and wasteful. They do not solve the choking traffic problems that plague large urban centers but often make matters worse, undermining the competitiveness of metropolitan areas.

Grain Freight Regulation in Canada

May 18, 2012

Mary-Jane Bennett

This study examined the history of railway and freight regulation in Canada to argue that while grain protection policy was seen as progressive at the time, the economic fall-out throughout

the industry has often been detrimental.

Second Annual Western High School Report Card

June 28, 2012

Rick Audas, Charles Citwell, Jamie Newman

The 2nd Annual Report Card on Western Canadian High Schools provided the public with the requisite information to identify problems and, when warranted, celebrate successes. The objective is to hold our schools accountable with it, and improve the education they deliver.

Airport Policy in Canada

August 23, 2012

Mary-Jane Bennett

The author argued that Canada should privatize its airports to reduce passenger loss to the United States and bolster our major airports as hubs of commercial activity.

Zero Support for No Zero Policies

August 27, 2012

Michael Zwaagstra

The author demonstrated that there is little empirical support in favour of no-zero policies in K-12 education and that such policies are unpopular with parents and teachers.

Admitted but Excluded: Removing Occupational Barriers to Entry for Immigrants to Canada

August 29, 2012

Bryan Schwartz

Professor Bryan Schwartz described the harmful impact of occupational licensing requirements that prevent skilled immigrants from working in the professions for which they are trained.

Free to Fish: How a How a Freshwater Fish Monopoly is Impoverishing Aboriginal Fishers

September 27, 2012

Joseph Quesnel

This paper examined the evidence for giving



Prairie fishermen, particularly from indigenous communities, more freedom to sell and market their own freshwater fish.

Canada's Organic Nightmare

November 1, 2012

Mischa Popoff and Patrick Moore

This study exposes serious shortcomings in Canada's organic food industry given the absence of a systematic testing system.

Strengthening Fiscal Responsibility Through Decentralization

November 15, 2012

Steve Lafleur

The constitution allocates responsibility over most policy areas exclusively to the provinces or the federal government. But the federal government routinely oversteps its bounds. To create more accountable, more efficient government, the federal government should

step back and allow the provinces and municipalities to fund and deliver the services that they are responsible for.

Inter-City Busing: A New Regulatory Framework for Canada

November 30, 2012

Steve Lafleur

Inter-city bus ridership has decreased in Canada over the last several decades. However, the thriving curbside bus industry in the US and in Southern Ontario demonstrates that there is significant growth potential for a liberalized inter-city bus industry. While urban service would increase under liberalization, rural service would likely continue to decrease. To maintain rural ridership, provinces should create a system of least-cost subsidies to ensure that companies are willing to serve otherwise unprofitable, but socially desirable routes.

Frontier's Provincial Offices

The Frontier Centre for Public Policy is the only independent, registered think tank with a physical and staff presence in each of the Prairie Provinces.

Manitoba Office

The Manitoba office put out several policy studies throughout 2012 that garnered significant media attention. A July report entitled *Distracted Driving Laws are Not Making the Roads Safer* presented surprising evidence that jurisdictions (including Manitoba) that implement fines for driving while using hand held cellular devices have actually seen increases in collisions relative to jurisdictions that have not. The penalties appear to cause drivers to call and text covertly, leading to greater distraction. The author appeared on radio programs throughout the country to discuss the report, and both national and regional newspapers ran columns discussing the findings.

Continuing on the transportation policy file, *Inter-City Busing: A New Regulatory Framework for Canada* examined the changing inter-city busing industry in North America. Drawing on best practices from several American states that have harnessed competition to reverse declining rural service while embracing an expansion of inter-urban services. Provinces such as Alberta and Manitoba have recently de-regulated their busing industries with Saskatchewan still clinging to its inefficient government monopoly provider.

Later in the year the office released *Strengthening Fiscal Responsibility Through Decentralization*. While having a lesser media footprint – though it did make appearances in the *National Post* and *Winnipeg Free Press*, among other publications – it is a foundational policy document that lays out the case for greater local and provincial policy responsibility, which is part of the philosophical core of Frontier's mission.



In addition to reports, the Manitoba office provided constructive commentary on budgets in the Prairie Provinces, as well as policy recommendations and commentary during the Alberta election. Frontier prides itself on engaging all parties, and examining both the good and the bad policies proposed by the respective parties.

Frontier occasionally manages to shine a light on gaps in news coverage of issues. For example, in December of 2012, the City of Calgary announced that its West LRT line was built on time and on budget. Having written an extensive study of the city's transit system the previous year, a Frontier analyst noticed that the final construction price was more than double the initial estimate that voters approved of, since numerous design changes that added costs were later voted on. The ensuing press release was reported on in both the *Calgary Sun* and the *National Post*.

Saskatchewan Office

Frontier's founding Saskatchewan Office Director, David Seymour, left the Frontier Centre during 2011 and was replaced by fellow New Zealander, Peter McCaffrey early in 2012.

Some highlights of the research that the Saskatchewan office was responsible for in 2012 include the release of the 2011 Local Government Performance Index (see article elsewhere in this report), an assessment of the state of Saskatchewan's Crown Corporations, a report on a potential overhaul of the Saskatchewan Transportation Company, a paper calculating the current market valuation of SaskTel and an interactive ticker displaying the losses to the Canadian economy of the lack of oil pipeline capacity in the West.

The Saskatchewan office also produced an Education Policy video series called Common Sense Education. Narrated by high school teacher, Michael Zwaagstra, the series features ten 5-minute videos, each of which covers a different education issue and tackles the



Research Fellow Michael Zwaagstra hosts the 10 part video series on better education policy.

problems in our schools head on.

The series received good reviews and media coverage, and was featured nationwide, in full, on Sun TV's Byline show. Each episode can be viewed on the Frontier YouTube channel: www.youtube.com/frontiercentre

Finally, the Centre hosted a number of high profile events in Saskatchewan throughout the year including a highly attended speech on 'Transforming Immigration' by the Federal Immigration Minister, Jason Kenney, where he announced new federal government policies. Minister Tim McMillan spoke on the topic 'Small Governments Expand Freedom', while Linda West outlined how to ease labour market shortages with workers from Europe and Asia; with advice for employers navigating the immigration system.

This year, as well as our traditional outreach at breakfast and lunch events, we also launched the first in a series of forums held in conjunction with the University of Regina targeting students and other young professionals.

Our policy analysts were also regular guest speakers at a wide variety of private and industry events such as the Saskatchewan Party convention, the Homebuilders Association annual conference and meetings of the Canadian Association of Farm Advisors.



Alberta Office

The Alberta office actively impacted the provincial policy landscape during 2012.

Joseph Quesnel presented at the Canadian Property Rights Conference in Ottawa in September. He discussed, "Why We Need a Canadian Index to Measure Property Rights Protection."

Notable highlights from the Alberta office included the release of the paper *Alberta Cannot Sustain a High Speed Train*, which presented the devastating economic case against a high speed railway system for Alberta. Later that year we contributed a piece entitled *Don't Throw Resources Under the Bus*, which defended energy development and pipeline expansion in Alberta and Canada.

The issue of political donation transparency in Alberta promoted us to publish the paper, *Let's Focus on Transparency First-Without Transparency Reducing Political Donations Limits is a Red Herring*.

The Alberta office also tackled the issue of Alberta Culture Days in the piece, *Government Doesn't Give Us Our Culture- Great Culture is the Result of Strong Individuals, Families, and Communities*.

Alberta's 2012 provincial election generated plenty of Frontier commentary analysis. We looked at the issue of Alberta dividends in the piece, *Alberta Dividends Could Restrain Government Spending*. Joseph Quesnel tackled various vote-buying schemes during the election in his piece, "Micro-targeting Alberta electorate obscures economic questions."

Alberta events included an appearance by Dr. Barry Cooper in Calgary discussing the federal securities regulator issue. In May, the Honourable Tony Clement, president of the Treasury Board, appeared in Calgary to address the issue of Canadian prosperity. In mid-June, Joseph organized a conference called, "Expanding Choices in Aboriginal Education: A National Conference." The conference drew over 70 participants and featured close to 10 speakers from across the country. The conference addressed the issue of school choice in the Aboriginal context.

In September, the Frontier Centre hosted Linda



Vice-President of Research Marco Navarro-Genie at a Frontier event in Calgary.

West in Calgary who discussed the economic difficulties confronting Ireland. In October, Frontier Research fellow Aruna Papp completed a book tour on gender, culture and religion, in both Edmonton and Calgary. The Frontier Centre co-hosted investigative journalist Donna Laframboise at the annual lecture with the Friends of Science. Laframboise's work has tackled the shaky work of the Intergovernmental Panel on Climate Change. The Frontier Centre also invited another author, Pierre Desrochers, in October to address a Calgary audience about his new book called 'The Locavore's Dilemma: In Praise of the 10,000-mile Diet'.

In November, Stephen Kushner of the Merit Contractors Association addressed a Calgary audience on the issue of *The Case for a More Competitive Labour Framework in Alberta's Oil Patch*. Energy expert David Yager also addressed a similar topic when he spoke about *Alberta in a Dynamic Global Oil and Gas Industry*.

Finally, John Carpay, president of the Justice Centre for Constitutional Freedoms, topped off the year with a Calgary talk. Carpay discussed how a Quebec court decision could challenge Canada's healthcare monopoly.



Major Project Highlights

Local Government Performance Index (LGPI)

The Local Government Performance Index (LGPI) was started in 2006 because the Frontier Centre saw an opportunity to shine a light on the lack of financial transparency in Canadian cities.

The aim of the LGPI Project is to “normalize and popularize the concept of measuring municipal performance.”

Measurement is essential to improving performance in any field, not just public policy. The LGPI makes it easy to compare financial information of cities, and assigns cities a score based on the financial and organizational transparency of their municipal governments.

When the LGPI was first published it covered only 30 cities and collected only limited financial data. Over time, the data set has expanded and for the first time in 2012, the LGPI ranks 100 cities from a broad cross section of Canada, including for the first time, the capital city of each Territory and many cities from Quebec.

The project has tracked significant improvements in city’s scores over the last few years. The average score of cities has continued to improve each year, increasing from 21/33 last year, to 23/33 this year. In fact, this year’s average score of 23/33 would have placed a city 12th in the 2009 report and an incredible 4th in 2008.

Overall, cities are producing annual reports and financial statements of a much higher quality than they were in the past. When the Index was first introduced, issues like not including schedules of tangible capital assets or depreciating those assets in a meaningful way were common across many, if not most, cities. Now, almost all cities report this kind of detailed information and we are considering adding in additional criteria and requirements to the Index to keep the rankings competitive.

Frontier can take some credit for this consistent improvement. The project continues to attract

significant media attention each year, and it is clear that many municipal officials do take notice of their city’s rankings each year and that the LGPI is having a direct impact on city’s financial reporting standards.

The plans for next year’s LGPI are already underway and the exciting improvements we are planning will ensure the project continues to get better and better every year.

Aboriginal Frontiers Project

In 2012, the Aboriginal Frontiers Project continued to focus on Aboriginal policy proposals that emphasized individual and community empowerment, as opposed to increased state dependency. According to former B.C. Liberal Leader Gordon Gibson, the Frontier Centre is a clear leader on new aboriginal policy thinking.

In early March, the Centre released *Reinterpreting Indian Control of Indian Education*, a paper calling for more family choice in the First Nations education system. An op-ed accompanied the policy series that appeared in the *National Post*.

The following month, the Frontier Centre released its fifth annual Aboriginal Governance Index, a unique and convenient measure of First Nations’ perception of governance and services. This year’s project involved 32 First Nations in all three Prairie Provinces and relied on opinions of over 3,000 average First Nations members. The Chief Big Bear prize system was improved and staff personally visited winning communities in Alberta, Saskatchewan, and Manitoba.

In June, the Frontier Centre held *Expanding Choices in Aboriginal Education: A National Conference* in Calgary. The conference brought together seven speakers from across the country to discuss how to improve Aboriginal education. The conference followed along the lines of the Aboriginal education paper and emphasized empowering parents in the Aboriginal education system, including



Alberta winner of Big Bear Award for Good Governance – Siksika First Nation, with Chief Fred Rabbit Carrier and Band Council.



Manitoba winner of Big Bear Award for Good Governance – Fisher River First Nation, with Chief David Crate and Band Council.



Saskatchewan winner of Big Bear Award for Good Governance – Ahtahkoop First Nation, with Chief Larry Ahenakew and Band Council.



a focus on indigenous charter schools. Dr. Ku Kahakalau, a native Hawaiian educator and leader of the Hawaiian-focused charter school movement, was keynote speaker at the conference.

On September 27th, the Frontier Centre released *Free to Fish: How a Freshwater Fish Monopoly is Impoverishing Aboriginal Fishers*. The policy series focused on problems associated with the Freshwater Fish Marketing Corporation (FFMC), which holds a monopoly in Manitoba, Alberta, and the Northwest Territories. Policy analyst Joseph Quesnel proposed moving towards a dual monopoly system where fishers would be free to sell outside the FFMC.

Governments and organizations invited Frontier's Aboriginal policy analyst Joseph Quesnel to speak at several events. In September, he addressed an event for the Carleton Students for Liberty at Carleton University on the issue of First Nations property rights. In October, he appeared before the House of Commons Standing Committee on Aboriginal Affairs and Northern Development as a witness to discuss Bill C-27, An Act to enhance the financial accountability and transparency of First Nations. Also in October, the C.D. Howe Institute invited him to speak at the Accountability of First Nation Governments and Institutions Policy Conference. Joseph addressed the crowd about his Aboriginal Governance Index research. Finally, in June, he presented at a Canadian Economics Association conference in Calgary about his past Nisga'a self-government research. The C.D. Howe Institute and the Centre for the Study of Living Standards hosted the event.

In June, the Frontier Centre conducted an interview with Professor Elizabeth Rata, a specialist in New Zealand indigenous education, at Mount Royal University in Calgary. Dr. Rata presented her views on how too much emphasis on culture could be a bad thing for Maori educational achievement.

In July, Joseph also released a column that coincided with the 2012 Assembly of First Nations leadership race. The piece, entitled *Is there a Big Bear among the AFN candidates?* appeared in several media outlets.

International Property Rights Index

The Frontier Centre partnered with the Washington, D.C.-based Property Rights Alliance, comprised of think tanks from around the globe, in the Canadian release of the 2012 International Property Rights Index (IPRI).

The IPRI measures intellectual and physical property protections in 130 countries. In 2012, Canada maintained its position as the highest ranking country in the Western hemisphere and is seen as a model of stability, with increased scores in the Access to Loans sub-component of its Physical Property Rights (PPR) score. Overall, Canada was 10th. (The United States was 18th.) Only Copyright Piracy saw improvement. Canada has one of the best Copyright Piracy scores in the world.

The Centre also announced during the release that it will be developing and releasing its own Canadian Property Rights Index in 2013, which will measure property rights protections across all 10 provinces and three territories. It will use several indicators will be used to measure property rights protection, including civil forfeiture, land use planning, heritage property and endangered species.



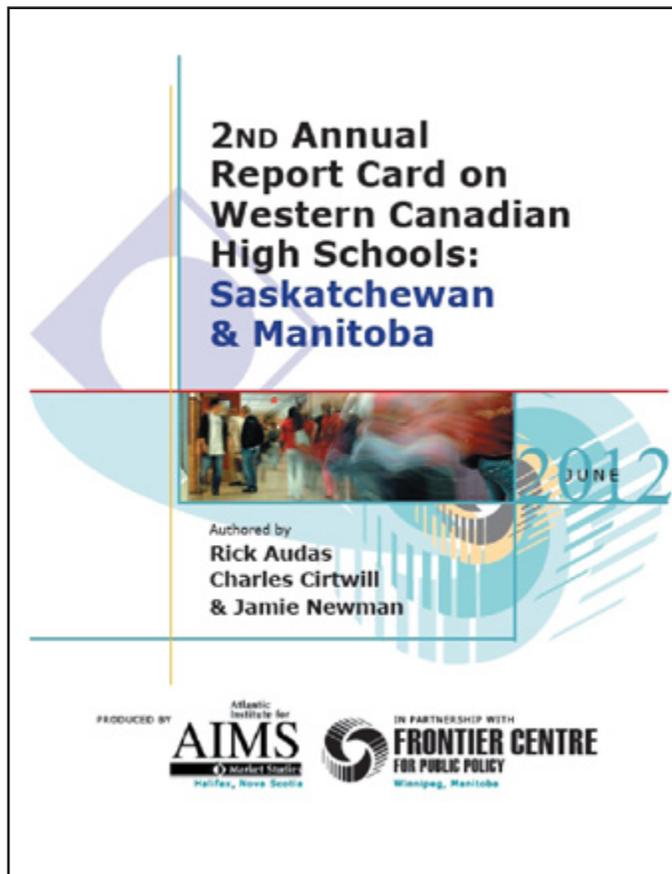
Education Video Series

In the summer, Frontier produced a series of ten short videos on education policy issues that parents, students, and taxpayers have been increasingly concerned about. The series is called *Common Sense Education*, and was written and narrated by high school teacher and Frontier research fellow Michael Zwaagstra.

The topics covered in the ten videos included: "the absurd no-zero policies" to "the confusing new math curriculum and teaching" and from "the effectiveness of standardized testing" to "the impact of overbearing teachers' unions".



We designed the series to target many of the “hot-button” issues in contemporary Canadian education, anyone wishing to know more about what is going on in public schools should watch the videos. They are available on the Frontier YouTube channel and have also been rebroadcast on the Sun News Network.



Western Canadian High School report cards

Over the last 12 years, the Atlantic Institute for Market Studies (AIMS) has evaluated high schools in Nova Scotia, New Brunswick, PEI, and Newfoundland and Labrador. In 2010 Frontier Centre started partnering with AIMS to report on the performance of public secondary schools in Manitoba and Saskatchewan. The data for the 2005-06, 2006-07 and 2007-08 school years were used to produce stable results for the public secondary schools in these two provinces.

The assessment provides valuable information on the quality of education delivered to the students, prompting considerable debate about ways of improving public education. When parents and students know how well their school does in comparison with other schools, especially those that are similar, they are more likely to voice their concern to school administrators.

This research is designed to engage parents, students, and taxpayers in improving the quality of education for students in public schools. We pointed out, for example, that in Saskatchewan some small rural schools were doing much better than many large urban schools. Consequently, we suggested that school administrators in urban schools should attend in-service sessions organized by some rural school administrators instead of going to big American conferences in Las Vegas and Hawaii.

Demographia International Housing Affordability Survey

Frontier released the 8th Annual Demographia International Housing Affordability Survey, with Senior Fellow Wendell Cox, in January. The report covers 325 metropolitan markets in Australia, Canada, Hong Kong, Ireland, New Zealand, the United Kingdom and the United States. The Demographia International Housing Affordability Survey employs the “Median Multiple” (median house price divided by gross [before tax] annual median household income) to rate housing affordability. The Median Multiple is widely used for evaluating urban markets, and has been recommended by the World Bank and the United Nations and is used by the Harvard University Joint Center on Housing.

The report documented eroding housing affordability in Canada, finding that Vancouver had the second least affordable housing in the English speaking world. The report drew nationwide and regional media attention.



Internship Program

Frontier's successful student intern program offers research placements for 15 undergraduate and graduate students throughout the year. Each Frontier intern is directly supervised by a specific member of our research team, who provides guidance and direction through the course of the internship. Interns have the opportunity to participate in several different components of the research process, assisting with research, copy editing and writing on Frontier projects.

Past interns have had the opportunity to co-author policy studies as well as accompanying op-ed commentaries published in newspapers across Canada with Frontier Centre analysts.

Eric Merkley co-authored a controversial study on the Unintended Consequences of Biofuel Subsidization and published his own policy paper on the effects of Biofuel production on the world's poor.

Frontier continues to host international interns for a six week period during the year. These interns have the opportunity to divide their stay in Canada between the three prairie offices. This very successful program is co-sponsored by the Mannkal Economic Education Foundation in Perth, Australia, and will host two international interns in 2013.

Ideas Getting Noticed

Canada's Organic Nightmare, a study authored by Mischa Popoff and Patrick Moore, was profiled on the front page of the *National Post* on November 24th. This study exposes the serious shortcomings in Canada's organic food industry, given the absence of a systematic testing system. The authors show that existing regulations lack any meaningful definition of "organic" beyond what has been certified, and argue that Canada needs to develop a science-based testing and certification system. Popoff and Moore show that Canada's lax testing standards for organic certification are leaving this country susceptible to foreign organic importers, and have the potential to undermine Canadian food producers.

They further demonstrate that a science-based testing system would cost less than a tenth of what it costs to run the current organic certification system.

Perhaps the most controversial publication the Frontier Centre released in 2012 was a July backgrounder on distracted driving legislation, in which the author found that bans on using hand-held cellular devices while driving have not reduced collisions. In fact, such bans appear to increase collisions relative to other jurisdictions based on controlled studies. Steve Lafleur, the author, made over a dozen related media appearances which included Toronto's NewsTalk 1010, several major prairie talk radio programs, and the *National Post*.

In August, Regina based analyst Peter McCaffrey weighed in on the Quebec tuition fee debate that dominated much of the provincial election. His research showed that even the watered down compromise deal proposed by the Liberal government would leave Quebec's students paying thousands of dollars a year less than the rest of their Canadian counterparts. Newspapers across the country picked up the story as Canada's equalization system leaves other provincial governments picking up the tab for Quebec's poor public policy. He also wrote the most commented on blog on *Huffington Post* in August and was interviewed on Sun TV following the release of the report.

In November, the Frontier Centre released a policy series paper entitled *Strengthening Fiscal Responsibility Through Decentralization* authored by policy analyst Steve Lafleur. The study demonstrated how intergovernmental transfers reduce government efficiency and accountability, and recommended steps that could be taken to eliminate most intergovernmental transfers, and empower cities to become fiscally self-reliant. The study garnered national and regional media attention, including mentions in the *National Post*, and an editorial in the *Winnipeg Free Press*. The study resulted from a series of editorials, and is part of the Frontier Centre's focus on restoring the constitutional role of the federal government.



Frontier Radio

The Frontier Centre continues to broadcast its weekly public policy radio commentary on 17 stations across the three Prairie Provinces. Our listeners can tune into Frontier commentary on five stations in Manitoba, including Winnipeg’s largest station CJOB, nine stations

in Saskatchewan and three in Alberta. The weekly radio commentary also doubles up as the Frontier podcast distributed over iTunes. Frontier continues to look for new opportunities to expand its radio outreach programming.

New Media

Reported Period: Year 2012					
First Visit:	01 Jan 2012 - 00:00				
Last Visit:	31 Dec 2012 - 23:59				
	Unique Visitors	Number of Visits	Pages	Hits	Bandwidth
Viewed Traffic *	<= 187,633 Exact value not available in 'Year' view	484,361 (2.58 visits /visitor)	6,167,012 (12.73 pages/visit)	10,680,432 (22.05 hits/visit)	258.56 GB (559.74 KB/visit)
Not Viewed Traffic *			5,392,223	5,490,116	101.51 GB

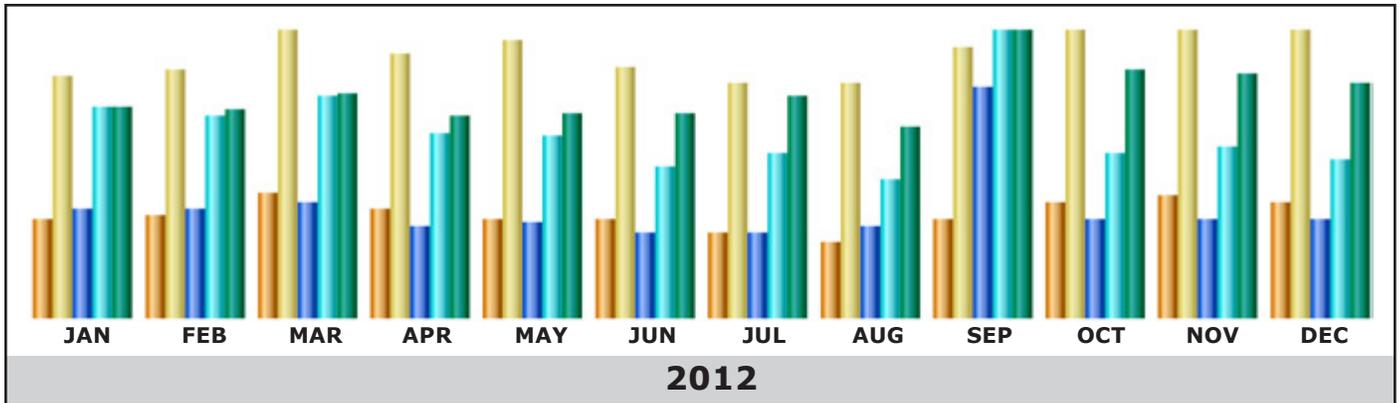
* Not viewed traffic includes traffic generated by robots, worms, or replies with special HTTP status codes.

Monthly History

 **Twitter Followers: 451**

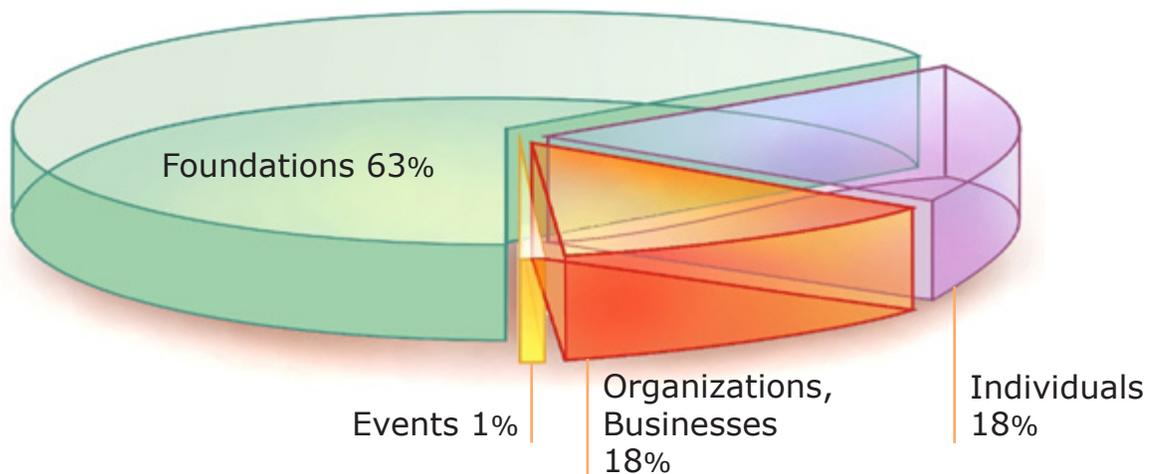
 **Facebook Followers: 650**

 **YouTube: approx. 36,000 views**



Month	Unique Visitors	Number of Visits	Pages	Hits	Bandwidth
Jan 2012	14,905	36,712	509,163	1,007,441	20.26 GB
Feb 2012	15,363	37,795	515,704	951,942	20.03 GB
Mar 2012	18,729	45,172	538,288	1,047,418	21.41 GB
Apr 2012	16,487	39,901	430,106	871,817	19.47 GB
May 2012	14,655	41,965	444,236	865,332	19.79 GB
Jun 2012	14,727	37,975	401,477	716,599	19.55 GB
Jul 2012	12,957	35,403	409,008	785,753	21.36 GB
Aug 2012	11,545	35,305	427,714	662,038	18.30 GB
Sep 2012	14,837	40,910	1,090,109	1,420,775	28.74 GB
Oct 2012	17,375	43,695	459,764	778,268	23.73 GB
Nov 2012	18,543	45,374	473,368	816,780	23.40 GB
Dec 2012	17,510	44,154	468,075	756,269	22.53 GB
Total	187,633	484,361	6,167,012	10,680,432	258.56 GB

Frontier's sources of support 2012





STATEMENT OF OPERATIONS YEAR END DECEMBER 31, 2012

Income		
Grants and Activities	\$	1,402,619.00
Expenses		
Salaries, Office Costs, Projects & Publications	\$	1,328,082.00
(Deficiency of Revenue/Expenses)	\$	74,537.00

Statement of Financial Position as of December 31, 2012

Assets		
Bank Account	\$	583,435.00
GST	\$	2,844.00
Accounts Receivable	\$	15,754.00
Prepaid Expenses and Deposits	\$	3,587.00
	\$	605,620.00
Capital Assets	\$	56,058.00
Total Current Assets	\$	661,678.00
Liabilities		
Current		
Accounts Payable	\$	115,109.00
Deferred Revenue	\$	95,000.00
Capital Lease Obligations current portion	\$	4,941.00
	\$	215,050.00
Capital Lease Obligations	\$	24,817.00
Net assets	\$	421,811.00
	\$	661,678.00

01-Dec-13



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