



**NORTHERN**  
POLICY INSTITUTE

INSTITUT DES POLITIQUES  
**DU NORD**

**FIVE YEAR BUSINESS PLAN**

Covering the period August 2018-July 2023

## Table of Contents

2	Vision, Mission and Values
4	Making an IMPACT
5	A Brief History of Northern Policy Institute
8	Areas of Focus and Strategic Goals
9	Organizational Structure
10	Changing Mindsets
11	Community Engagement
13	780,000 Bosses
14	Quality Controls
16	Deliverables 2018-2023
18	Productivity, Awareness, Engagement and Impact 2018-2023
20	Planned Projects for the Next Five Years – Budgets & Descriptions
35	Total Budget Projections August 2018-July 2023
37	Total Actual Revenue & Expenses, December 2012-May 2018
39	Self-Sufficiency
40	Development Plan 2018-2023
42	Innovation, Responsiveness, and Flexibility

## Vision

---

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

## Mission

---

Northern Policy Institute is an independent policy and research centre. We exist to:

- a) advance education on the topic of sustainable growth in Northern Ontario, including sustainable growth for First Nations, Métis, and Inuit people and communities in Northern Ontario, by conducting research and analysis in the field of economic, technological and social trends and then making the results publicly accessible;
- b) 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,
- c) do all such things as are incidental or ancillary to the attainment of the above objects.

## Values

---

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

**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 broad based, multi-disciplinary, and multicultural contributions to the collective advancement of Northern Ontario and works in a collaborative and inclusive approach to provide a full range of policy options for decision makers;

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

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

## Making an IMPACT!

---

NPI exists to make a positive impact in Northern Ontario. To help our communities and partners use evidence to create or accelerate growth in all of the regions of Northern Ontario.

In our first four years we have:

- Worked to see a Basic Income Pilot launched in Northern Ontario;
- Seen our ideas incorporated in the new Anishinabek Education Authority;
- Contributed to the reintroduction of the Spring Bear Hunt;
- Supported a grid approach to accessing the Ring of Fire, doing away with divisive debates about north-south access versus east-west;
- Pushed for a balanced approach to population change that isn't a choice between immigrants and Indigenous peoples, but the support of both;
- Witnessed a new interest in understanding policy impacts in Ontario's northern regions from those in the south, including: the Mowat Centre, the Rural Ontario Institute, the Community Hub Secretariat, and the Legislature of Ontario.

NPI gave northerners:

- Online access to critical socio-economic information, for free, at [northbynumbers.ca](http://northbynumbers.ca),
- Created the Northern Ontario Data Consortium in partnership with the Canadian Council for Social Development;
- Enhanced local skills and knowledge to use data through our partnership with the Thunder Bay Local Employment Planning Council and our Data 101 classes, this pilot is now being expanded across the North;
- Increased the capacity of communities in the region, and those outside the region, to make evidence-based decisions on investments, programs, regulations and other policy decisions affecting Ontario's North.

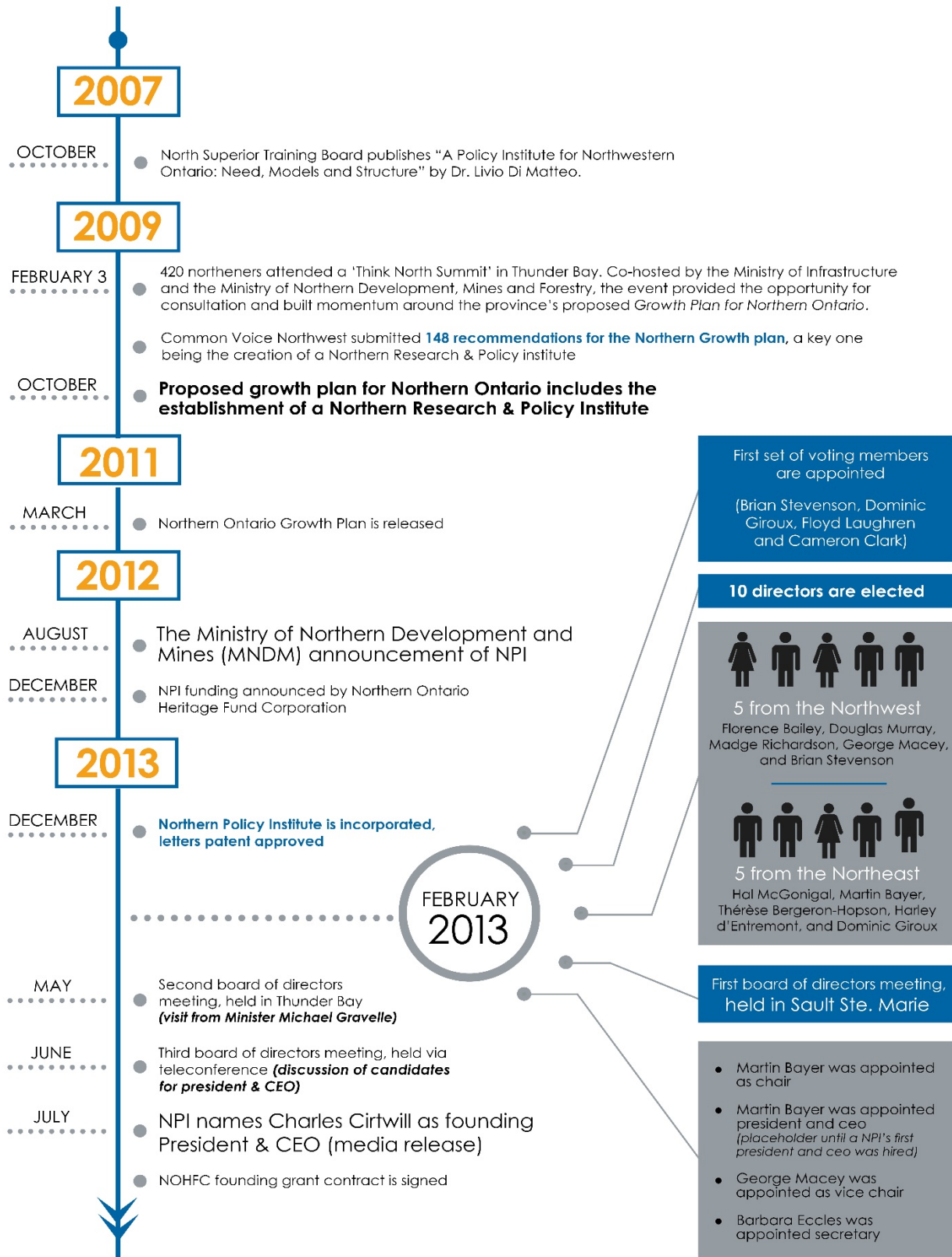
Leveraging the resources we brought to the table, we generated:

- 23 full-time positions, 41 seasonal or co-op placements;
- 43 community partnerships, including a survey on racism in Thunder Bay, a community engagement project in Baldwin and a case study on governance in Schreiber/Terrace Bay & environs;
- 70 research papers or commentaries, 127 blogs, 18 videos or podcasts, 2 interactive maps (with more on the way), 50 presentations across the North, 7 board meetings in different Northern Ontario municipalities, over 400 media mentions, 28 organized events and 45 communities visited.

We did all of that while reducing our reliance on our founding funder, the Northern Ontario Heritage Fund Corporation, from 98 per cent in year one to 71 per cent at the end of year four.

**And we are JUST GETTING STARTED.**

## A Brief History of Northern Policy Institute



SEPTEMBER

- NPI's first presentation is made at the NOMA, NOAAC and NODN conference in Thunder Bay (*presenter: Martin Bayer*)

OCTOBER

- Thunder Bay and Sudbury offices open with in-kind office space provided by Lakehead and Laurentian Universities
- Fourth board of directors meeting, held in Sudbury. First directors meeting for new President & CEO

**6** Six areas of research focus are agreed on - Indigenous peoples, communities, economy, environment, infrastructure and people

Three institutional goals are set - measurement and the availability of measures to all communities, building sustainable communities, capacity building and enhancing self-sufficiency of individuals, communities, sub-regions and the region as a whole

**3**

Standing committee membership and mandates are set

NOVEMBER

- First NPI staff expansion: Executive Assistant and Researcher are hired (Thunder Bay office)

**2014**

JANUARY

- Policy analyst hired (Sudbury office)
- [Northernpolicy.ca](http://Northernpolicy.ca) website launched
- Sixth board of directors meeting, held via teleconference
- First 5 year business plan and budget are approved

MARCH

- NPI receives first ever cash contribution, first cheques for the founding grant from NOHFC are received

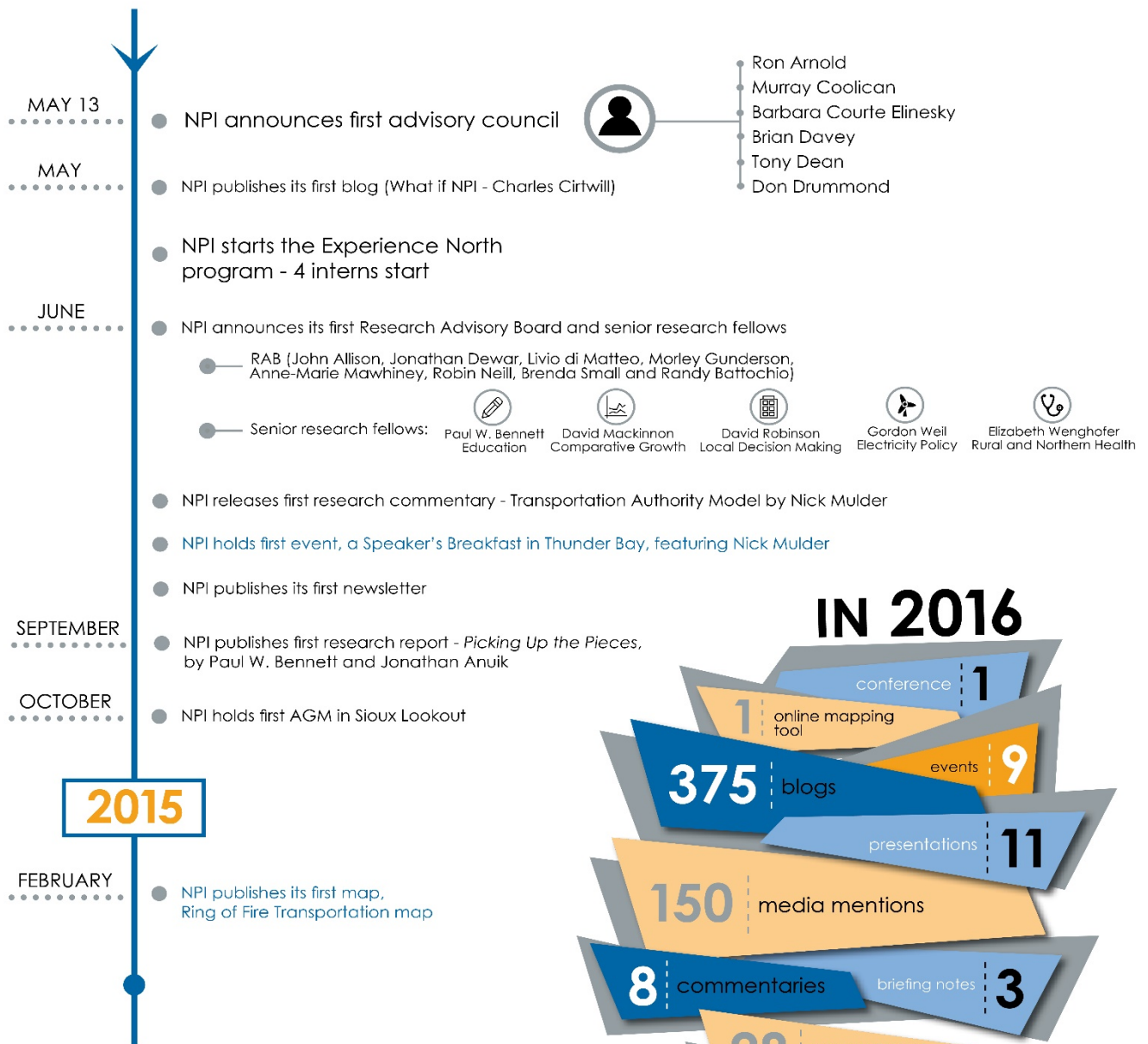
APRIL

- NPI Twitter, Facebook, Youtube, and LinkedIn profiles are launched

**IN 2015**

- 1 online mapping tool
- 44 blogs
- 9 events
- 22 presentations
- 102 media mentions
- 7 commentaries
- 5 briefing notes
- 18 community and project partnerships
- 4 reports
- 3 videos

- Seventh board of directors meeting, held in North Bay
- BDO chosen as auditors for the corporation
- Board agrees to increase number of directors to 15
- 3 directors from the Northeast, 3 from the Northwest, and 3 of Indigenous ancestry, as well as allowing up to 2 directors from outside of Northern Ontario
- Board agrees to two vice chairs



## IN 2016



13 reports,  
33 commentaries,  
1 briefing note, 16 blogs,  
11 presentations, 106 media  
mentions, 2 videos, 17 community  
and project partnerships

**January-June  
2017**

## Areas of Focus

---

In considering our areas of focus for the next five years, the NPI Board of Directors reviewed the early years of the Institute (Making an Impact, page 4) and the feedback we regularly receive from the people of Northern Ontario (Setting our Research Agenda – 780,000 bosses, page 13). They decided to maintain the same focus as our first five years, namely:

1. Communities
2. Demographics
3. Economy
4. Environment
5. Indigenous Peoples
6. Infrastructure

These six areas not only reflect feedback from across Northern Ontario's disparate regions, they also align in large measure with the areas of focus of both the federal government and the provincial Growth Plan for Northern Ontario.

As a result, NPI's work affects all eleven key sectors identified in the Growth plan:

- Advanced manufacturing
- Agriculture, aquaculture, and food processing
- Arts, culture, and creative industries
- Digital economy
- Forestry and value added forestry related industries
- Health sciences
- Minerals sector and mining supply and services
- Renewables energy services
- Tourism
- Transportation, aviation and aerospace
- Water technologies and services

## Strategic Goals

---

The NPI Board has decided, based again on feedback from the people of Northern Ontario and experience to date, that our three strategic goals will also remain in place.

Our work in the coming years will be focused on assisting in:

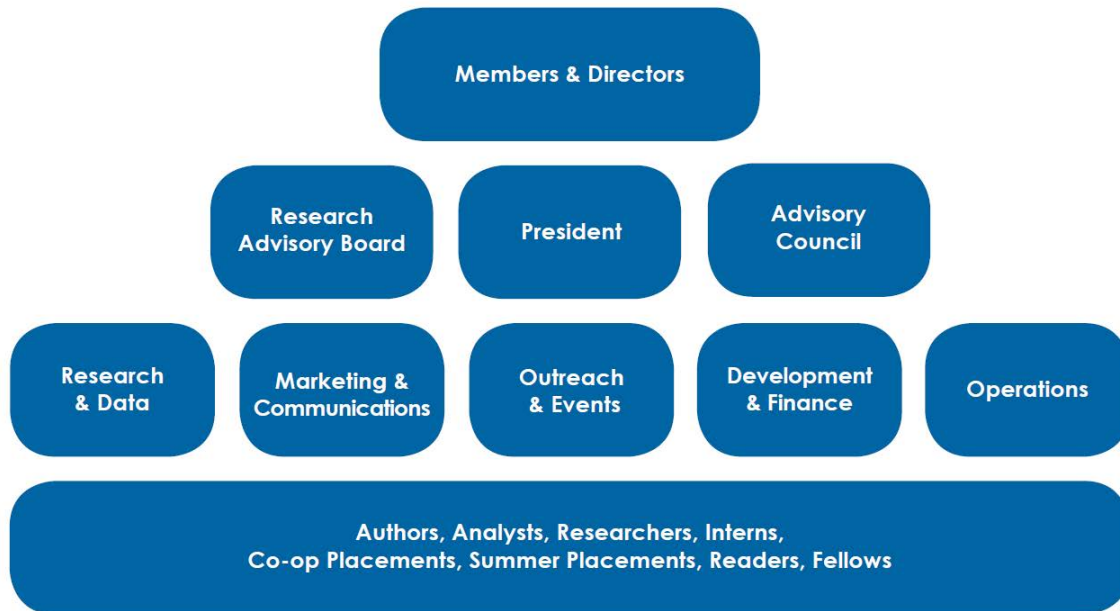
- The development and use by all communities of MEASURES of social, economic and environmental progress;
- The building of SUSTAINABLE human CAPACITY in all Northern Ontario communities;
- Enhancing SELF-SUFFICIENCY of communities, sub-regions, and the region as a whole.



## Organizational Structure

---

Internally, Northern Policy Institute seeks to be as “lean” as possible with much of the work contracted out to experts in the fields under consideration. This approach avoids the risks associated with group think and large bureaucratic organizations. It also allows Northern Policy Institute to flexibly respond across a wide range of issues. We can also build up in-house and region wide expertise by matching bright young minds on temporary placements and project specific work with talented experts who can supply guidance and coaching.



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

- **Directors & Voting Members** – NPI’s Directors are also its Members. As Voting Members they have three key duties: appoint new Directors, appoint the Auditor, and confirm any bylaw changes.

As Directors their role is to set strategic direction, approve budget and business plan, receive and approve financial reports and audited financial statements. They also serve on operational standing committees in areas of Audit and Finance, Governance and Director Nomination and Development. Hold CEO accountable. Principal responsibility to protect and promote the interests, reputation and stature of Northern Policy Institute. Not permitted to advocate for individual or special interests.

- **President and CEO** – Day to day responsibility for all aspects of the operation of Northern Policy Institute. Recommends strategic direction, develops plans and processes, and secures and allocates resources to achieve it.

- **Advisory Council** – A group of committed individuals interested in supporting, but not directing, the work of Northern Policy Institute. Leaders in their fields, they provide advice on potential researchers or points of contact in the wider community.
- **Research Advisory Board** – A group of College and University based researchers who provide guidance and input on potential research directions, potential authors, and draft studies and commentaries. They are Northern Policy Institute’s formal link to the academic community.
- **Research and Data** – Guide Northern Policy Institute’s research agenda and work directly with all authors, internal and external. Provide evidence-based recommendations on local, regional, provincial, national, and international issues affecting the people of Northern Ontario. Collect, analyze and present data on Northern Ontario and its constituent regions, districts, communities and peoples. Identify and recruit authors and readers from a diverse background and geography to ensure multiple perspectives are present in our work.
- **Marketing and Communications** – Oversee all internal and external communications procedures. Design, edit and layout all of Northern Policy Institute materials and publications to ensure consistency of messaging, branding and quality.
- **Outreach and Events** – Plan, coordinate and track community outreach and engagement. Event planning and coordination.
- **Development and Finance** – Coordinate and support staff and Board development efforts to private funders and individuals. Engage in foundation and government fundraising and reporting. In-house purchasing and financial controls, financial data entry and reporting, plus support other internal operations as needed. Participate in the planning process for all Institute activities.
- **Operations** – Manage and deliver all support services within Northern Policy Institute. Track and report on progress against business and annual plans and budget. Enforce NPI’s internal procurement policies including: value for money assessments, regular review of current and alternative suppliers, mandatory three bids for expenditures over \$25,000, travel and accommodation policy, and market analysis of salary ranges and other compensation on a two-year cycle. Ensure compliance with other financial control and reporting criteria set by project funders, including NOHFC.
- **Interns/Student Placements** – Provide opportunity for interested youth to expand their knowledge and understanding of Northern Ontario, to learn new skills and gain experience by supporting various branches of Northern Policy Institute: research, analysis, communication, development, engagement or operations.

- **Researchers** – Provide research and data collection to policy analysts at Northern Policy Institute.
- **Peer Reviewers** – Ensure specific papers are factual, relevant and publishable.
- **Authors and Research Fellows** – Provide independent expertise on specific policy areas, as and when needed.

### Changing mindsets – in Northern Ontario and beyond

---

Northern Policy Institute's focus is Northern Ontario, but to achieve our vision we cannot limit ourselves to a regional mindset or localized activity. Our mandate specifically allows us to carry on our work anywhere within the province of Ontario. This, of course, makes sense. Many of the policy decisions impacting the people of Northern Ontario are currently not made here. Even as some of those decisions are moved closer to home, others may never be. Northern Policy Institute must be able to engage with decision makers, and the people that influence them, wherever the decisions are being made today, regardless of where they should be made tomorrow.

It is also important for all Ontarians to remember, and be reminded of, the impact and contribution that Northern Ontario makes to Southern Ontario and to the country as a whole. Our success contributes to theirs, as their success contributes to ours. We cannot ask Southern Ontarians to come and experience Northern Ontario if we are not willing to continue to reciprocate.

We believe that opportunities exist even beyond the provincial borders to learn, and to teach, to the benefit of (and based on the hard-won experience of) the people of Northern Ontario. Northern Policy Institute attends meetings and conferences throughout Ontario and beyond. Taking up these invitations and opportunities are critically important to Northern Policy Institute's success. They are opportunities to discover ideas that may help solve problems we have in Northern Ontario. They are also significant windows to send the message about the innovation and ideas that can be found in Northern Ontario; innovations and ideas that could help solve the problems that others face.

Northern Policy Institute is headquartered in Thunder Bay, with additional offices in Sudbury and Sault Ste. Marie, but it is important to emphasize that Northern Policy Institute works in and with ALL of Northern Ontario. Simple logistics prevent Northern Policy Institute from having a permanent presence in every northern community, but input and advice is sought from everyone. Our authors and experts come from throughout Northern Ontario (and beyond), and our staff travel regularly and accept as many invitations to meet and speak as we possibly can. Our Board meets in person twice a year and those meetings are rotated between the Northwest and the Northeast and between the eleven Northern districts to ensure that we can see and experience Northern Ontario from every possible perspective.

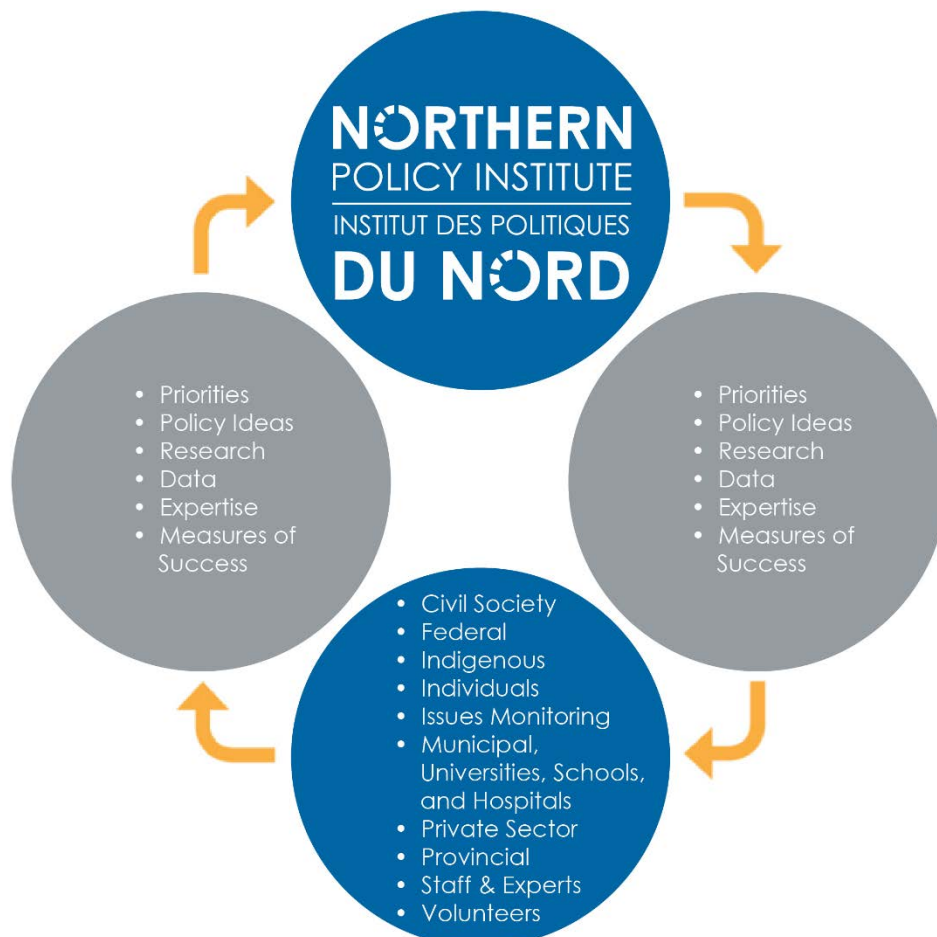
In addition to these outreach efforts, Northern Policy Institute seeks to place our summer interns throughout Northern Ontario in partnership with other organizations. Our goal is to help build policy capacity in our region, particularly in communities facing special policy challenges (remoteness, size, demographics, etc.) or with unique opportunities or learning environments for the future leaders of Northern Ontario.

## Community Engagement

---

Northern Policy Institute depends for its success on effectively engaging with policy makers, opinion leaders and the general public. We are not solely a research institute. Our goal is to educate and inform. **To advocate for truly evidence-based policy decisions even when they are politically unpopular.** In effect, we seek to make the impossible and unpopular at least possible, if not indeed popular, over time. To do this, we must be able to communicate our findings swiftly and in a format readily usable by our friends and neighbours. Those findings must be based on the most relevant and accurate evidence available, and this requires regular and direct contact with the community around us at all levels.

The Northern Policy Institute working model can be summarized as follows:



Unique among policy institutes in Canada, Northern Policy Institute sets its research agenda through ongoing discussions with all of the communities in Northern Ontario. The Board has set the strategic limits of the work of the Institute and our in-house staff and experts help define and operationalize projects, but **it is the people of Northern Ontario that set our research priorities.**

To ensure every community has a voice in this process, Northern Policy Institute collects feedback 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** – 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 via 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

## Quality Controls

---

Northern Policy Institute does not “take positions” on issues. We exist to ask questions and have experts in the field marshal the evidence to answer those questions. See “780,000 bosses” above to understand how we decide what questions to ask.

Once the question is asked, the author has significant protections from any undue influence. Their job is to go where the evidence leads them and to satisfy at least two external peer reviewers that they have done so in an unbiased and publishable manner.

Our Research Advisory Board are invited to review every piece pre-publication once it has passed into formal peer review (as an added level of review over and above the mandatory reviews).

There is also an internal review to test for basic readability and obvious error or bias pre the formal double-blind peer review.

These are our quality control mechanisms and they align with almost every other think-tank and are comparable to peer reviewed journals.

## Standing Open Invitations

---

### Point - Counter-point

While our staff, volunteers, communities and partners are barred from influencing our authors, they are also free to disagree with them as well. Northern Policy Institute exists to promote informed, respectful, evidence-based debate about policy solutions for and from Northern Ontario.

We have a standing open invitation to those who disagree with a paper or report to submit a counter argument, based on evidence, for consideration for publication. But the terms are the same for the counter-point as they were for the “point”. It has to pass through our double-blind peer review and be accepted by the readers for publication.

## **Research if Necessary – but not necessarily research**

Northern Policy Institute is very aware of the scope and quality of work being done around the globe on issues that have direct implications to the quality and sustainability of our communities. We invite anyone who has commissioned or written a report on issues of relevance to Northern Ontario to submit it for republication on our website.

## **Data and Measurement**

As with research and analysis, there are any number of organizations collecting, producing or using measures of economic, social and environmental sustainability or growth in Northern Ontario. We invite those in need of particular data to contact us so that we can ask the experts known to us if the data exists already or whether it can be collected going forward. We similarly invite those who collect or have data about Northern Ontario to let us know what they have and we invite them to allow us to share it with others in or interested in the North. We make this invitation to anyone doing direct measurement, primary interviewing (polls and surveys) or secondary (targeted or drill down) analysis of larger data sets.

## **Partnering**

While we are not a consulting firm for hire, Northern Policy Institute is always open to partnering on pure or applied research projects. Partners can contribute in cash, or in kind. We have only two conditions: the authors are free to reach whatever conclusion the evidence leads to, even if those findings run contrary to the interest of the partner organization; and, the research, once completed, must be made public.

Where privacy concerns are an issue, public reports will only include data that cannot be attributed to individuals.

## **Blogs**

Northern Policy Institute staff, members, volunteers, and guest authors are invited to produce blogs and op-eds to be published on the Northern Policy Institute website and, in some cases, in daily, weekly, and monthly publications across Northern Ontario.

Northern Policy Institute public comment must be evidence-based, solution oriented, and readily accessible to the average lay reader.

## **Volunteers and contractors**

Northern Policy Institute constantly collects names, resumes and contact information for individuals to serve on our many internal volunteer groups or as paid contractors as authors, readers or researchers. Individuals are invited to self-nominate or to nominate others for any and all of these positions. All applicants and all positions are reviewed regularly to ensure the maximum breadth and diversity of views within Northern Policy Institute.

## Deliverables for 2018-2023

---

In line with our three strategic goals, Northern Policy Institute has three categories of deliverables:

- The development and use by all communities of MEASURES of social, economic and environmental progress;
- The building of SUSTAINABLE human CAPACITY in all Northern Ontario communities;
- Enhancing SELF-SUFFICIENCY of communities, sub-regions, and the region as a whole.

## Improving Measurement 2018-2023

---

### Data

- Update existing data files
- Identify and collect data from new sources
- Continue to identify gaps and identify and pursue primary source opportunities to close gaps as they arise and are achievable
- Enhance searchable database by addition of new data and community level functionality – potential models include "Community Counts" in Nova Scotia or [nl.communityaccounts.ca](http://nl.communityaccounts.ca)
- Enhance predictive and analytical value of databases collected by building linkages between them. Potential model includes the Manitoba integrated data project.

### Evidence-Based Research

- Research papers – average 2 per quarter
- Issue Commentaries – average 2 per month
- Republish, repost, and enhance online access to existing papers and key documents relevant to Northern Ontario and Northern Ontario issues
- Become a key research resource for experts and academics looking to promote their work and for researchers looking to explore rural and remote issues



### **Educating the public, opinion leaders and communities:**

- Unearned media – op-eds – 1 per month
- Earned media – media mention or media interview – 4 per month
- Twitter presence – 5-10 tweets per week
- Blog posts – 4-6 per month
- Facebook posts – 6-10 per month
- LinkedIn posts – 6-10 per month
- Instagram posts – 4-6 per month
- Website posts – 2-4 per week
- Due North E-newsletter – 1 per month

### **Community Outreach:**

- One-on-one meetings – 1 per week
- Conference attendance (staff) – average 1.5 per quarter
- Conference speaking – average 1 per quarter
- Northern Policy Institute events – 2-5 per year

## Enhancing Self-Sufficiency 2018-2023

---

### **Helping our partners grow:**

- Identify and recruit project partners – 4 per year
- Community Partnerships – 3 per year
- Includes short or long-term projects/partnerships designed to enhance collective capacity or address a specific policy issue

### **Engaging with youth:**

- Identify and engage policy and project interns – 6 per year
- Expand beyond the Research Advisory Board to other affiliated academics to encourage students to research Northern Ontario and Northern Ontario issues – 6 per year
- Includes research advice from Research Advisory Board and other academics affiliated with Northern Policy Institute plus funds for a small stipend and for limited travel to Northern Ontario as appropriate
- Provide an opportunity for students to publicly present their ideas and to directly engage with community leaders and decision makers – 1 per year

## Building Northern Policy Institute:

- Ensure ongoing balance of skills and representativeness among Northern Policy Institute volunteers, readers, authors and fellows
- Perform annual performance assessments for individual volunteers and groups of volunteers
- Review and revise annual plan
- Review and revise policies and procedures
- Annual performance reviews for individual staff and staff positions
- Assess implementation and achievement of business plan goals and adjust operations and resource allocation accordingly

## Productivity, Awareness, Engagement and Impact 2018-2023

---

**Productivity** is important because productivity leads to awareness, awareness to engagement, and engagement ultimately leads to impact.

NPI measures its productivity by meeting or exceeding the goals set out above. We monitor progress towards these goals on a monthly basis. Looking at not only number and per cent of goals achieved, but the status of progress towards our annual goals. Adjusting Institute priorities and reallocating resources to ensure we stay on track and meet our objectives.

**Awareness** is also largely a **short-term** objective as it has to be renewed continuously. Communities and priorities change, as do the decision makers and opinion leaders. NPI tracks the level of public awareness through measures that include:

- Google analytics on website:
  - hits
  - points of origin
  - time on site
  - downloads
  - other
- Social media impact:
  - followers/friends/connections
  - retweets
  - reposts
  - shares
  - likes
- Media mentions and media interview requests

**Engagement**, is a **medium-term** measure. NPI looks at indicators that demonstrate not only that our message is being heard, but that communities are engaging with us. Exchanging views, sharing information, offering their resources to leverage ours. As engagement varies over time and across issues and activities, we regularly assess and

reassess our performance. By determining what the most impactful projects products and practices are, we can expand those, and abandon or revise others. Measures in this area include:

- Citation by others – in academic circles, public documents, in the Legislature or elsewhere. Common Voice Northwest, the Ontario Chamber and all three main political parties have cited our work. As have other research institutes, authors and opinion page letter writers.
- Data usage, download and citation – economic development officers in Greenstone, Temiskaming Shores, Kenora and Sault Ste. Marie, and many communities in between all report using our data to support project proposals.
- Unsolicited community partnership proposals – our partnership numbers are growing all the time with MoCreebec and Nipissing First Nation being the two latest entities to seek our assistance. Before them were more than 50 others including the Timmins Economic Development Commission, the Thunder Bay United Way and Réseau du Nord.

**Impact** means seeing actual public policy change. That usually takes time. It also means that the connection between the work of NPI and the change achieved will rarely be linear or exclusive. There are many people and organizations hard at work trying to make our communities stronger, healthier and more vibrant. Credit shared is not, however, credit diminished.

Being productive, ensuring the widest possible audience is aware of our work, and engaging with a broad cross section of communities are all ways to ensure we can make an impact when the opportunity arises. Policy change impacting northern communities can take many forms and happen within many different contexts including:

- Policies, programs, or priorities that are adopted by local, regional, Indigenous, provincial, federal or international governments or organizations (private and public). [An example from our first four years would be the re-introduction of the Spring Bear hunt.](#)
- Policies, programs, or priorities that are altered by local, regional, Indigenous, provincial, federal or international governments or organizations (private and public). [This measure would include items like the inclusion of a northern and a First Nation community in the proposed provincial basic income pilot.](#)
- Policies, programs, or priorities that are ended by local, regional, Indigenous, provincial, federal or international governments or organizations (private and public). [Reducing external control on Indigenous education through the introduction of the Anishinabek Education Authority is an example of impact along these lines.](#)

## Planned Projects for the Next Five Years – Budgets & Description

NPI has developed fourteen projects that we believe will provide maximum growth for every region in Northern Ontario. Each project responds to specific needs that have been identified by the people of Northern Ontario. Each project budget is presented below along with a brief project description.



Devolution, Not Revolution. This is the objective of the NORTHERN Governance project. This project explores the evidence and literature around subsidiarity and local decision making. Assessing the distance between the governing structures currently in place in Northern Ontario and the structures that experience and evidence, from here and elsewhere, suggests we should have to achieve maximum effectiveness and efficiency.

<b>Northern Policy Institute Northern Governance</b>	August 2018 April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	15,000.00	20,000.00	25,000.00	25,000.00	25,000.00	6,250.00	111,250.00	19%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	0.00	0.00	0.00	10,000.00	10,000.00	2,500.00	22,500.00	4%
Indigenous Partners	0.00	0.00	0.00	0.00	10,000.00	2,500.00	12,500.00	2%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	49,790.00	66,335.00	61,335.00	51,335.00	41,335.00	10,330.00	285,460.00	49%
Other Grants - Province of Ontario	22,500.00	30,000.00	30,000.00	30,000.00	30,000.00	7,500.00	150,000.00	26%
Federal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>87,290.00</b>	<b>116,335.00</b>	<b>116,335.00</b>	<b>116,335.00</b>	<b>116,335.00</b>	<b>29,080.00</b>	<b>581,710.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	46,770.00	62,310.00	62,310.00	62,310.00	62,310.00	15,580.00	311,590.00	54%
Total Travel	1,237.50	1,650.00	1,650.00	1,650.00	1,650.00	412.50	8,250.00	1%
Total General Office Administration	1,220.00	1,625.00	1,625.00	1,625.00	1,625.00	410.00	8,130.00	1%
Total Publications Cost	38,062.50	50,750.00	50,750.00	50,750.00	50,750.00	12,687.50	253,750.00	44%
Total Event Costs	0.00	-	-	0.00	0.00	0.00	0.00	0%
Total Student Engagement	0.00	-	-	0.00	0.00	0.00	0.00	0%
<b>Total Expenses</b>	<b>87,290.00</b>	<b>116,335.00</b>	<b>116,335.00</b>	<b>116,335.00</b>	<b>116,335.00</b>	<b>29,090.00</b>	<b>581,720.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



The purpose of NORTHERN Directions is to examine strategic alignment in Northern Ontario communities. Identifying areas of convergence and divergence will help key organizations in our communities develop collaborative approaches to issues and opportunities facing the community. It will help our communities position themselves for success by making better use of existing assets and competitive advantages.

<b>Northern Policy Institute Northern Directions</b>	August 2018 - April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	15,000.00	20,000.00	45,000.00	50,000.00	40,000.00	10,000.00	180,000.00	23%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	0.00	0.00	5,000.00	5,000.00	0.00	0.00	10,000.00	1%
Indigenous Partners	0.00	0.00	5,000.00	5,000.00	0.00	0.00	10,000.00	1%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	79,980.00	106,935.00	71,935.00	66,935.00	56,935.00	14,230.00	396,950.00	51%
Other Grants - Province of Ontario	22,500.00	30,000.00	30,000.00	30,000.00	30,000.00	7,500.00	150,000.00	19%
Federal	0.00	0.00	0.00	0.00	30,000.00	7,500.00	37,500.00	5%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>117,480.00</b>	<b>156,935.00</b>	<b>156,935.00</b>	<b>156,935.00</b>	<b>156,935.00</b>	<b>39,230.00</b>	<b>784,450.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	74,115.00	99,110.00	99,110.00	99,110.00	99,110.00	24,780.00	495,335.00	63%
Total Travel	1,240.00	1,650.00	1,650.00	1,650.00	1,650.00	410.00	8,250.00	1%
Total General Office Administration	90.00	125.00	125.00	125.00	125.00	30.00	620.00	0%
Total Publications Cost	42,040.00	56,050.00	56,050.00	56,050.00	56,050.00	14,010.00	280,250.00	36%
Total Event Costs	0.00	-	-	0.00	-	0.00	0.00	0%
Total Student Engagement	0.00	-	-	0.00	-	0.00	0.00	0%
<b>Total Expenses</b>	<b>117,485.00</b>	<b>156,935.00</b>	<b>156,935.00</b>	<b>156,935.00</b>	<b>156,935.00</b>	<b>39,230.00</b>	<b>784,455.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



NORTHbyNumbers.ca is a free, online data tool developed by Northern Policy Institute. NORTHbyNumbers.ca provides access to current and historical Northern Ontario census data in the form of an easy-to-use interactive map. NORTHbyNumbers.ca allows searches by topic, variable, year, and geography. Plans are underway to expand NORTHbyNumbers.ca into a platform for the presentation and dissemination of locally collected information at the community level.

<b>Northern Policy Institute North by Numbers</b>	August 2018 - April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	0.00	0.00	20,000.00	15,000.00	15,000.00	3,750.00	53,750.00	27%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Indigenous Partners	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	29,970.00	39,885.00	19,885.00	24,885.00	24,885.00	6,220.00	145,730.00	73%
Other Grants - Province of Ontario	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Federal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>29,970.00</b>	<b>39,885.00</b>	<b>39,885.00</b>	<b>39,885.00</b>	<b>39,885.00</b>	<b>9,970.00</b>	<b>199,480.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	19,150.00	25,460.00	25,460.00	25,460.00	25,460.00	6,365.00	127,355.00	64%
Total Travel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Total General Office Administration	1,220.00	1,625.00	1,625.00	1,625.00	1,625.00	410.00	8,130.00	4%
Total Publications Cost	9,600.00	12,800.00	12,800.00	12,800.00	12,800.00	3,200.00	64,000.00	32%
Total Event Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Total Student Engagement	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Expenses</b>	<b>29,970.00</b>	<b>39,885.00</b>	<b>39,885.00</b>	<b>39,885.00</b>	<b>39,885.00</b>	<b>9,975.00</b>	<b>199,485.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



Every summer, Northern Policy Institute makes available up to ten four-month internships across Northern Ontario. Housed either in one of Northern Policy Institute's three permanent offices or with a partner organization, the interns learn first-hand about the cut and thrust of public policy debate, building human capital and experience in the North before graduation.

Northern Policy Institute Experience North	August 2018 - April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	20,000.00	60,000.00	50,000.00	90,000.00	65,000.00	75,000.00	360,000.00	25%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Indigenous Partners	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	133,720.00	206,525.00	216,525.00	176,525.00	201,525.00	15,130.00	949,950.00	65%
Other Grants - Province of Ontario	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Federal	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	22,500.00	142,500.00	10%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>177,720.00</b>	<b>290,525.00</b>	<b>290,525.00</b>	<b>290,525.00</b>	<b>290,525.00</b>	<b>112,630.00</b>	<b>1,452,450.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	131,150.00	175,100.00	175,100.00	175,100.00	175,100.00	43,775.00	875,325.00	60%
Total Travel	16,350.00	21,800.00	21,800.00	21,800.00	21,800.00	5,450.00	109,000.00	8%
Total General Office Administration	90.00	125.00	125.00	125.00	125.00	30.00	620.00	0%
Total Publications Cost	10,125.00	13,500.00	13,500.00	13,500.00	13,500.00	3,375.00	67,500.00	5%
Total Event Costs	0.00	-	-	0.00	0.00	0.00	0.00	0%
Total Student Engagement	20,000.00	80,000.00	80,000.00	80,000.00	80,000.00	60,000.00	400,000.00	28%
<b>Total Expenses</b>	<b>177,715.00</b>	<b>290,525.00</b>	<b>290,525.00</b>	<b>290,525.00</b>	<b>290,525.00</b>	<b>112,630.00</b>	<b>1,452,445.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# #KNOWTHENORTH #CONNAISSEZLENORD

To make effective evidence-based policy for the North, we must first KnowtheNORTH. This project has two parallel tracks. The first is to make information about society, the economy, and the environment publicly available. Not just at the national or provincial level but at the regional, district, community and neighborhood level. The second is to facilitate visits by decision makers and thought leaders to Northern Ontario to give them the context needed to make evidence-based decisions based on the unique circumstances of our diverse and dispersed communities.

<b>Northern Policy Institute Know the North</b>	August 2018 April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	0.00	0.00	0.00	0.00	20,000.00	6,250.00	26,250.00	5%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	0.00	0.00	5,000.00	7,500.00	12,500.00	3,125.00	28,125.00	6%
Indigenous Partners	0.00	0.00	10,000.00	10,000.00	5,000.00	1,250.00	26,250.00	5%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	3,750.00	5,000.00	10,000.00	10,000.00	10,000.00	2,500.00	41,250.00	9%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	67,845.00	90,610.00	70,610.00	53,110.00	48,110.00	10,780.00	341,065.00	71%
Other Grants - Province of Ontario	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Federal	0.00	0.00	0.00	15,000.00	0.00	0.00	15,000.00	3%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>71,595.00</b>	<b>95,610.00</b>	<b>95,610.00</b>	<b>95,610.00</b>	<b>95,610.00</b>	<b>23,905.00</b>	<b>477,940.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	31,280.00	41,860.00	41,860.00	41,860.00	41,860.00	10,465.00	209,185.00	44%
Total Travel	23,775.00	31,700.00	31,700.00	31,700.00	31,700.00	7,925.00	158,500.00	33%
Total General Office Administration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Total Publications Cost	16,540.00	22,050.00	22,050.00	22,050.00	22,050.00	5,510.00	110,250.00	23%
Total Event Costs	0.00	-	0.00	0.00	0.00	0.00	0.00	0%
Total Student Engagement	0.00	-	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Expenses</b>	<b>71,595.00</b>	<b>95,610.00</b>	<b>95,610.00</b>	<b>95,610.00</b>	<b>95,610.00</b>	<b>23,900.00</b>	<b>477,935.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>





Now that we *KnowtheNORTH*, it is time to put that knowledge to work in order to *GrowtheNORTH*. This action oriented project is designed to assess the efficiency and effectiveness of existing programs in growing the North. Drawing from evidence here and elsewhere authors are challenged to identify the way forward for our communities.

<b>Northern Policy Institute Grow the North</b>	August 2018 - April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	0.00	0.00	30,000.00	25,000.00	25,000.00	12,500.00	92,500.00	15%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	7,500.00	10,000.00	0.00	0.00	0.00	0.00	17,500.00	3%
Indigenous Partners	7,500.00	10,000.00	2,500.00	17,500.00	7,500.00	1,875.00	46,875.00	8%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	56,210.00	74,910.00	62,410.00	44,910.00	62,410.00	9,350.00	310,200.00	50%
Other Grants - Province of Ontario	22,500.00	30,000.00	30,000.00	30,000.00	30,000.00	7,500.00	150,000.00	24%
Federal	0.00	0.00	0.00	7,500.00	0.00	0.00	7,500.00	1%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>93,710.00</b>	<b>124,910.00</b>	<b>124,910.00</b>	<b>124,910.00</b>	<b>124,910.00</b>	<b>31,225.00</b>	<b>624,575.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	34,540.00	46,010.00	46,010.00	46,010.00	46,010.00	11,500.00	230,080.00	37%
Total Travel	1,240.00	1,650.00	1,650.00	1,650.00	1,650.00	410.00	8,250.00	1%
Total General Office Administration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Total Publications Cost	57,940.00	77,250.00	77,250.00	77,250.00	77,250.00	19,310.00	386,250.00	62%
Total Event Costs	0.00	-	-	0.00	0.00	0.00	0.00	0%
Total Student Engagement	0.00	-	-	0.00	0.00	0.00	0.00	0%
<b>Total Expenses</b>	<b>93,720.00</b>	<b>124,910.00</b>	<b>124,910.00</b>	<b>124,910.00</b>	<b>124,910.00</b>	<b>31,220.00</b>	<b>624,580.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



Of course, we can't *Grow the NORTH* without having the tools, or assets, required. *Assets NORTH* asks the hard questions about the differences between what our communities want and what they truly need to grow. Twinned highways, new post-secondary schools, regional hospitals, dispersed delivery or community hubs would be items explored in this context.

<b>Northern Policy Institute Assets North</b>	August 2018 April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	15,000.00	20,000.00	0.00	5,000.00	20,000.00	5,000.00	65,000.00	23%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	0.00	0.00	5,000.00	0.00	0.00	0.00	5,000.00	2%
Indigenous Partners	0.00	0.00	5,000.00	0.00	0.00	0.00	5,000.00	2%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	26,920.00	35,970.00	15,970.00	20,970.00	5,970.00	1,490.00	107,290.00	38%
Other Grants - Province of Ontario	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Federal	0.00	0.00	30,000.00	30,000.00	30,000.00	7,500.00	97,500.00	35%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>41,920.00</b>	<b>55,970.00</b>	<b>55,970.00</b>	<b>55,970.00</b>	<b>55,970.00</b>	<b>13,990.00</b>	<b>279,790.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	19,605.00	26,220.00	26,220.00	26,220.00	26,220.00	6,555.00	131,040.00	47%
Total Travel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Total General Office Administration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Total Publications Cost	22,310.00	29,750.00	29,750.00	29,750.00	29,750.00	7,440.00	148,750.00	53%
Total Event Costs	0.00	-	-	0.00	0.00	0.00	0.00	0%
Total Student Engagement	0.00	-	-	0.00	0.00	0.00	0.00	0%
<b>Total Expenses</b>	<b>41,915.00</b>	<b>55,970.00</b>	<b>55,970.00</b>	<b>55,970.00</b>	<b>55,970.00</b>	<b>13,995.00</b>	<b>279,790.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



The North needs newcomers – whether from other countries or other Canadian communities. Demographic trends will see us unable to sustain our quality of life or our standard of living without significant changes in the next 10-20 years. Northern Attraction focuses on the current legislative, regulatory, administrative, and policy environment impacting migration to the North. The project will propose changes to existing programs and policies. Changes that are better suited to meet the needs of Northern communities, and share these models with key decision makers, community partners and the broader public.

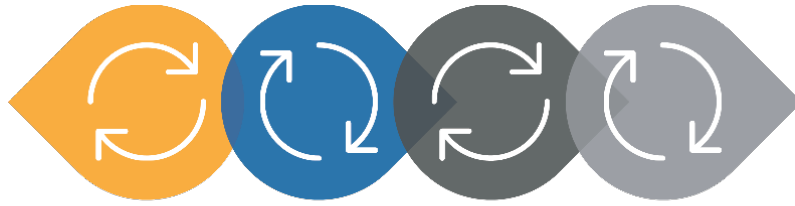
<b>Northern Policy Institute Northern Attraction</b>	August 2018 April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	0.00	0.00	23,600.00	25,000.00	30,000.00	10,000.00	88,600.00	17%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	7,500.00	10,000.00	5,000.00	10,000.00	10,000.00	2,500.00	45,000.00	9%
Indigenous Partners	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	18,230.00	35,055.00	16,455.00	10,055.00	35,055.00	6,260.00	121,110.00	23%
Other Grants - Province of Ontario	22,500.00	30,000.00	30,000.00	30,000.00	30,000.00	7,500.00	150,000.00	29%
Federal	30,610.00	30,000.00	30,000.00	30,000.00	0.00	0.00	120,610.00	23%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>78,840.00</b>	<b>105,055.00</b>	<b>105,055.00</b>	<b>105,055.00</b>	<b>105,055.00</b>	<b>26,260.00</b>	<b>525,320.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	42,820.00	57,030.00	57,030.00	57,030.00	57,030.00	14,260.00	285,200.00	54%
Total Travel	1,240.00	1,650.00	1,650.00	1,650.00	1,650.00	410.00	8,250.00	2%
Total General Office Administration	90.00	125.00	125.00	125.00	125.00	30.00	620.00	0%
Total Publications Cost	34,690.00	46,250.00	46,250.00	46,250.00	46,250.00	11,560.00	231,250.00	44%
Total Event Costs	0.00	-	-	0.00	0.00	0.00	0.00	0%
Total Student Engagement	0.00	-	-	0.00	0.00	0.00	0.00	0%
<b>Total Expenses</b>	<b>78,840.00</b>	<b>105,055.00</b>	<b>105,055.00</b>	<b>105,055.00</b>	<b>105,055.00</b>	<b>26,260.00</b>	<b>525,320.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



Sharing Data    Providing Information    Developing Knowledge  
Partager des données    Fournir des informations    Développer des connaissances

Maps are excellent tools, as is the Census, but they don't tell the whole story. [npi.communityaccounts.ca](http://npi.communityaccounts.ca) is an interactive online tool that helps even the data novice analyze trends in their local community. Health, education, economic, social, environmental data will be added here allowing every community to build an enriched and evidence-based understanding of their hometown. This knowledge can be used as a marketing tool to attract others, or as a means to target policy interventions and to assess impacts.

Northern Policy Institute Community Accounts	August 2018 - April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	3,750.00	5,000.00	5,000.00	10,000.00	0.00	0.00	23,750.00	8%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	1,875.00	2,500.00	12,500.00	12,500.00	12,500.00	3,125.00	45,000.00	14%
Indigenous Partners	937.50	1,250.00	1,250.00	1,250.00	6,250.00	1,562.50	12,500.00	4%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	40,090.00	53,395.00	43,395.00	30,895.00	43,395.00	7,350.00	218,520.00	70%
Other Grants - Province of Ontario	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Federal	0.00	0.00	0.00	7,500.00	0.00	3,500.00	11,000.00	4%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>46,652.50</b>	<b>62,145.00</b>	<b>62,145.00</b>	<b>62,145.00</b>	<b>62,145.00</b>	<b>15,537.50</b>	<b>310,770.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	28,410.00	37,820.00	37,820.00	37,820.00	37,820.00	9,455.00	189,145.00	61%
Total Travel	6,450.00	8,600.00	8,600.00	8,600.00	8,600.00	2,150.00	43,000.00	14%
Total General Office Administration	1,220.00	1,625.00	1,625.00	1,625.00	1,625.00	410.00	8,130.00	3%
Total Publications Cost	10,575.00	14,100.00	14,100.00	14,100.00	14,100.00	3,525.00	70,500.00	23%
Total Event Costs	0.00	-	-	0.00	0.00	0.00	0.00	0%
Total Student Engagement	0.00	-	-	0.00	0.00	0.00	0.00	0%
<b>Total Expenses</b>	<b>46,655.00</b>	<b>62,145.00</b>	<b>62,145.00</b>	<b>62,145.00</b>	<b>62,145.00</b>	<b>15,540.00</b>	<b>310,775.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



**NORTHERN ONTARIO DATA CONSORTIUM**  
**CONSORTIUM DE DONNÉES DU NORD DE L'ONTARIO**

Sometimes, decision makers need even more evidence, raw data at the very lowest level, information that may not be available to the general public. Northern Policy Institute is a consortium lead for access to statistical data in Northern Ontario through the Community Data Program led by Canadian Council on Social Development. This group purchase plan reduces the cost for decision makers and analysts to secure data beyond that which is released free by providers like Statistics Canada.

<b>Northern Policy Institute Northern Ontario Data Consortium</b>	August 2018 - April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	18,750.00	25,000.00	25,000.00	25,000.00	25,000.00	6,250.00	125,000.00	100%
Indigenous Partners	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Other Grants - Province of Ontario	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Federal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>18,750.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>6,250.00</b>	<b>125,000.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	7,370.00	9,850.00	9,850.00	9,850.00	9,850.00	2,460.00	49,230.00	39%
Total Travel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Total General Office Administration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Total Publications Cost	11,380.00	15,150.00	15,150.00	15,150.00	15,150.00	3,790.00	75,770.00	61%
Total Event Costs	0.00	-	-	0.00	0.00	0.00	0.00	0%
Total Student Engagement	0.00	-	-	0.00	0.00	0.00	0.00	0%
<b>Total Expenses</b>	<b>18,750.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>25,000.00</b>	<b>6,250.00</b>	<b>125,000.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



Northern Policy Institute isn't the only agency studying the North and making evidence and analysis available to decision makers and the community at large. In an effort to help us and others leverage the large body of pre-existing and ongoing work, Northern Policy Institute has developed *KnowledgeNORTH* - an online policy library of current and historical policy related research affecting Northern Ontario; and in addition, an on-line calendar of policy related events and activities (consultations, presentations, round tables, meetings, conferences, etc.).

<b>Northern Policy Institute Knowledge North</b>	August 2018 April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	0.00	0.00	0.00	0.00	10,000.00	2,500.00	12,500.00	10%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	1,875.00	2,500.00	2,500.00	2,500.00	2,500.00	625.00	12,500.00	10%
Indigenous Partners	937.50	1,250.00	1,250.00	1,250.00	1,250.00	312.50	6,250.00	5%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	0.00	0.00	0.00	5,000.00	0.00	0.00	5,000.00	4%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	15,670.00	20,915.00	20,915.00	15,915.00	10,915.00	2,730.00	87,060.00	71%
Other Grants - Province of Ontario	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Federal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>18,482.50</b>	<b>24,665.00</b>	<b>24,665.00</b>	<b>24,665.00</b>	<b>24,665.00</b>	<b>6,167.50</b>	<b>123,310.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	15,650.00	20,890.00	20,890.00	20,890.00	20,890.00	5,220.00	104,430.00	85%
Total Travel	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Total General Office Administration	1,220.00	1,625.00	1,625.00	1,625.00	1,625.00	410.00	8,130.00	7%
Total Publications Cost	1,610.00	2,150.00	2,150.00	2,150.00	2,150.00	540.00	10,750.00	9%
Total Event Costs	0.00	-	-	0.00	0.00	0.00	0.00	0%
Total Student Engagement	0.00	-	-	0.00	0.00	0.00	0.00	0%
<b>Total Expenses</b>	<b>18,480.00</b>	<b>24,665.00</b>	<b>24,665.00</b>	<b>24,665.00</b>	<b>24,665.00</b>	<b>6,170.00</b>	<b>123,310.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



What is the *State of the North*? Are we growing? If so, where, and by how much? How do we compare to similar jurisdictions around the globe and to other communities in Canada? Each year, Northern Policy Institute will provide an annual update on the *State of the North*. Providing updates on a set of environmental, social and economic indicators that we will define and select in partnership with our communities.

<b>Northern Policy Institute State of the North</b>	August 2018 April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	18,750.00	15,000.00	20,000.00	25,000.00	15,000.00	3,750.00	97,500.00	17%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Indigenous Partners	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	38,610.00	61,370.00	56,370.00	51,370.00	31,370.00	7,840.00	246,930.00	42%
Other Grants - Province of Ontario	22,500.00	30,000.00	30,000.00	30,000.00	30,000.00	7,500.00	150,000.00	26%
Federal	0.00	0.00	0.00	0.00	30,000.00	7,500.00	37,500.00	6%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	7,500.00	10,000.00	10,000.00	10,000.00	10,000.00	2,500.00	50,000.00	9%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>87,360.00</b>	<b>116,370.00</b>	<b>116,370.00</b>	<b>116,370.00</b>	<b>116,370.00</b>	<b>29,090.00</b>	<b>581,930.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	45,675.00	60,790.00	60,790.00	60,790.00	60,790.00	15,200.00	304,035.00	52%
Total Travel	3,470.00	4,630.00	4,630.00	4,630.00	4,630.00	1,160.00	23,150.00	4%
Total General Office Administration	1,220.00	1,625.00	1,625.00	1,625.00	1,625.00	410.00	8,130.00	1%
Total Publications Cost	34,090.00	45,450.00	45,450.00	45,450.00	45,450.00	11,360.00	227,250.00	39%
Total Event Costs	2,910.00	3,875.00	3,875.00	3,875.00	3,875.00	970.00	19,380.00	3%
Total Student Engagement	0.00	-	-	0.00	0.00	0.00	0.00	0%
<b>Total Expenses</b>	<b>87,365.00</b>	<b>116,370.00</b>	<b>116,370.00</b>	<b>116,370.00</b>	<b>116,370.00</b>	<b>29,100.00</b>	<b>581,945.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

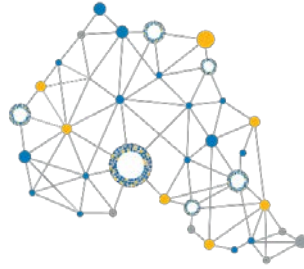


Every analyst and decision maker aspires to make evidence-based decisions. In many cases, however, they lack the skills and experience to find the data they need or to put it to the most effective use. Northern Policy Institute has heard this request many times and wants to help. Our analysts will visit communities throughout the North to teach community leaders how to find and use data. Working from a set of scenarios, such as “where do we put our new hospital?”, or “do we even need a new hospital?” we will work with community members to navigate the sea of data available to them to build capacity to inform and assess decisions affecting their everyday lives.

<b>Northern Policy Institute Data 101</b>	August 2018 - April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	0.00	0.00	0.00	15,000.00	19,435.00	6,110.00	40,545.00	18%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Indigenous Partners	0.00	0.00	0.00	2,500.00	7,500.00	1,875.00	11,875.00	5%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	0.00	0.00	0.00	0.00	5,000.00	1,250.00	6,250.00	3%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	32,940.00	43,865.00	43,865.00	26,365.00	11,930.00	1,730.00	160,695.00	73%
Other Grants - Province of Ontario	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Federal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>32,940.00</b>	<b>43,865.00</b>	<b>43,865.00</b>	<b>43,865.00</b>	<b>43,865.00</b>	<b>10,965.00</b>	<b>219,365.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	24,450.00	32,540.00	32,540.00	32,540.00	32,540.00	8,135.00	162,745.00	74%
Total Travel	6,450.00	8,600.00	8,600.00	8,600.00	8,600.00	2,150.00	43,000.00	20%
Total General Office Administration	90.00	125.00	125.00	125.00	125.00	30.00	620.00	0%
Total Publications Cost	1,950.00	2,600.00	2,600.00	2,600.00	2,600.00	650.00	13,000.00	6%
Total Event Costs	0.00	-	-	0.00	0.00	0.00	0.00	0%
Total Student Engagement	0.00	-	-	0.00	0.00	0.00	0.00	0%
<b>Total Expenses</b>	<b>32,940.00</b>	<b>43,865.00</b>	<b>43,865.00</b>	<b>43,865.00</b>	<b>43,865.00</b>	<b>10,965.00</b>	<b>219,365.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



# NORTHERN POLICY RESEARCH NETWORK



## RESEAU DE RECHERCHE SUR LES POLITIQUES DU NORD

In addition to our broad mandate of partnering wherever possible with whomever possible, Northern Policy Institute maintains a close relationship with our northern colleges and universities. The Northern Policy Research Network (NPRN) will take this interaction to a new level. Modelled on the Canadian Policy Research Network, NPRN will seek to develop formal research partnerships between NPI and northern institutions to share resources and knowledge to explore policy priorities identified by our communities. The NPRN will put northern thought leadership to work in maximizing opportunities and minimizing challenges in the communities in which we live.

<b>Northern Policy Institute Northern Policy Research Network</b>	August 2018 - April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	30,000.00	132,415.00	91,315.00	69,915.00	60,480.00	40,120.00	424,245.00	25%
Corporations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Community Partners & NFP	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Indigenous Partners	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Individuals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Municipal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
In-Kind Contributions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
NOHFC - Five Year Project Grant	110,020.00	64,230.00	195,330.00	226,730.00	226,165.00	6,560.00	829,035.00	48%
Other Grants - Province of Ontario	45,000.00	60,000.00	60,000.00	60,000.00	60,000.00	30,000.00	315,000.00	18%
Federal	30,000.00	30,000.00	30,000.00	20,000.00	30,000.00	17,500.00	157,500.00	9%
Event Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Sponsorship	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
<b>Total Revenue</b>	<b>215,020.00</b>	<b>286,645.00</b>	<b>376,645.00</b>	<b>376,645.00</b>	<b>376,645.00</b>	<b>94,180.00</b>	<b>1,725,780.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	83,865.00	111,770.00	111,770.00	111,770.00	111,770.00	27,940.00	558,885.00	32%
Total Travel	9,225.00	12,300.00	12,300.00	12,300.00	12,300.00	3,075.00	61,500.00	4%
Total General Office Administration	90.00	125.00	125.00	125.00	125.00	30.00	620.00	0%
Total Publications Cost	121,840.00	162,450.00	252,450.00	252,450.00	252,450.00	63,110.00	1,104,750.00	64%
Total Event Costs	0.00	-	-	0.00	0.00	0.00	0.00	0%
Total Student Engagement	0.00	-	-	0.00	0.00	0.00	0.00	0%
<b>Total Expenses</b>	<b>215,020.00</b>	<b>286,645.00</b>	<b>376,645.00</b>	<b>376,645.00</b>	<b>376,645.00</b>	<b>94,155.00</b>	<b>1,725,755.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

In addition to these fourteen projects, NPI does, of course, have core operating expenses. We work hard to keep these to a minimum. Our goal is to maximize the matching between expenses (whether salaries, travel or publication-related) and project-based revenues. This ensures that our funders and partners are contributing as much as possible directly to the future of Ontario's northern regions. **For the next five years, NPI is projecting that no federal or provincial funding, including funding from NOHFC, will be required to cover base operational expenses.**

<b>Northern Policy Institute General Operations</b>	August 2018 April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	26,250.00	35,000.00	35,000.00	25,000.00	25,000.00	6,250.00	152,500.00	19%
Corporations	37,500.00	50,000.00	62,500.00	75,000.00	75,000.00	18,750.00	318,750.00	40%
Community Partners & NFP	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Indigenous Partners	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Individuals	19,500.00	26,000.00	26,000.00	26,000.00	26,000.00	6,500.00	130,000.00	17%
Municipal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
In-Kind Contributions	18,000.00	24,000.00	24,000.00	24,000.00	24,000.00	6,000.00	120,000.00	15%
NOHFC - Five Year Project Grant	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Other Grants - Province of Ontario	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Federal	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%
Event Registration	1,500.00	2,000.00	2,000.00	2,000.00	2,000.00	500.00	10,000.00	1%
Event Sponsorship	7,500.00	10,000.00	10,000.00	10,000.00	10,000.00	2,500.00	50,000.00	6%
Interest	900.00	1,200.00	1,200.00	1,200.00	1,200.00	300.00	6,000.00	1%
<b>Total Revenue</b>	<b>111,150.00</b>	<b>148,200.00</b>	<b>160,700.00</b>	<b>163,200.00</b>	<b>163,200.00</b>	<b>40,800.00</b>	<b>787,250.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	15,390.00	20,280.00	20,280.00	20,280.00	20,280.00	5,070.00	101,580.00	15%
Total Travel	7,695.00	10,260.00	10,260.00	10,260.00	10,260.00	2,565.00	51,300.00	7%
Total General Office Administration	74,700.00	99,550.00	99,550.00	99,550.00	99,550.00	24,890.00	497,790.00	71%
Total Publications Cost	3,825.00	5,100.00	5,100.00	5,100.00	5,100.00	1,275.00	25,500.00	4%
Total Event Costs	3,075.00	4,250.00	4,125.00	4,125.00	4,125.00	1,030.00	20,730.00	3%
Total Student Engagement	0.00	-	-	0.00	0.00	0.00	0.00	0%
<b>Total Expenses</b>	<b>104,685.00</b>	<b>139,440.00</b>	<b>139,315.00</b>	<b>139,315.00</b>	<b>139,315.00</b>	<b>34,830.00</b>	<b>696,900.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>6,465.00</b>	<b>8,760.00</b>	<b>21,385.00</b>	<b>23,885.00</b>	<b>23,885.00</b>	<b>5,970.00</b>	<b>90,350.00</b>	<b>0.00</b>

## Total Budget Projections, August 2018-July 2023

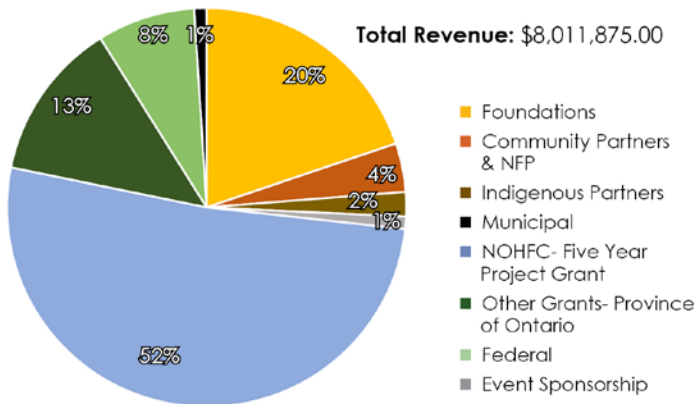
Combining these fourteen project budgets and the operating costs of NPI gives the following total revenue and expense projections for the period August 2018 to July 2023.

<b>Northern Policy Institute Total August 2018 - July 2023</b>	August 2018 April 2019	May 2019- April 2020	May 2020- April 2021	May 2021- April 2022	May 2022- April 2023	April 2023- July 2023	Total	Percentage Share
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$	\$
Foundations	143,750.00	307,415.00	339,915.00	379,915.00	369,915.00	187,480.00	1,728,390.00	20%
Corporations	37,500.00	50,000.00	62,500.00	75,000.00	75,000.00	18,750.00	318,750.00	4%
Community Partners & NFP	37,500.00	50,000.00	60,000.00	72,500.00	72,500.00	18,125.00	310,625.00	4%
Indigenous Partners	9,375.00	12,500.00	25,000.00	37,500.00	37,500.00	9,375.00	131,250.00	1%
Individuals	19,500.00	26,000.00	26,000.00	26,000.00	26,000.00	6,500.00	130,000.00	1%
Municipal	3,750.00	5,000.00	10,000.00	15,000.00	15,000.00	3,750.00	52,500.00	1%
In-Kind Contributions	18,000.00	24,000.00	24,000.00	24,000.00	24,000.00	6,000.00	120,000.00	1%
NOHFC - Five Year Project Grant	700,000.00	900,000.00	900,000.00	800,000.00	800,000.00	100,000.00	4,200,000.00	48%
Other Grants - Province of Ontario	157,500.00	210,000.00	210,000.00	210,000.00	210,000.00	67,500.00	1,065,000.00	12%
Federal	84,610.00	84,000.00	114,000.00	134,000.00	144,000.00	66,000.00	626,610.00	7%
Event Registration	1,500.00	2,000.00	2,000.00	2,000.00	2,000.00	500.00	10,000.00	0%
Event Sponsorship	15,000.00	20,000.00	20,000.00	20,000.00	20,000.00	5,000.00	100,000.00	1%
Interest	900.00	1,200.00	1,200.00	1,200.00	1,200.00	300.00	6,000.00	0%
<b>Total Revenue</b>	<b>1,228,885.00</b>	<b>1,692,115.00</b>	<b>1,794,615.00</b>	<b>1,797,115.00</b>	<b>1,797,115.00</b>	<b>489,280.00</b>	<b>8,799,125.00</b>	<b>100%</b>
<b>Expenses</b>								
Total Human Resources	620,240.00	827,040.00	827,040.00	827,040.00	827,040.00	206,760.00	4,135,160.00	47%
Total Travel	78,372.50	104,490.00	104,490.00	104,490.00	104,490.00	26,117.50	522,450.00	6%
Total General Office Administration	81,250.00	108,300.00	108,300.00	108,300.00	108,300.00	27,090.00	541,540.00	6%
Total Publications Cost	416,577.50	555,400.00	645,400.00	645,400.00	645,400.00	161,342.50	3,069,520.00	35%
Total Event Costs	5,985.00	8,125.00	8,000.00	8,000.00	8,000.00	2,000.00	40,110.00	0%
Total Student Engagement	20,000.00	80,000.00	80,000.00	80,000.00	80,000.00	60,000.00	400,000.00	5%
<b>Total Expenses</b>	<b>1,222,425.00</b>	<b>1,683,355.00</b>	<b>1,773,230.00</b>	<b>1,773,230.00</b>	<b>1,773,230.00</b>	<b>483,310.00</b>	<b>8,708,780.00</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>6,460.00</b>	<b>8,760.00</b>	<b>21,385.00</b>	<b>23,885.00</b>	<b>23,885.00</b>	<b>5,970.00</b>	<b>90,345.00</b>	<b>0.00</b>

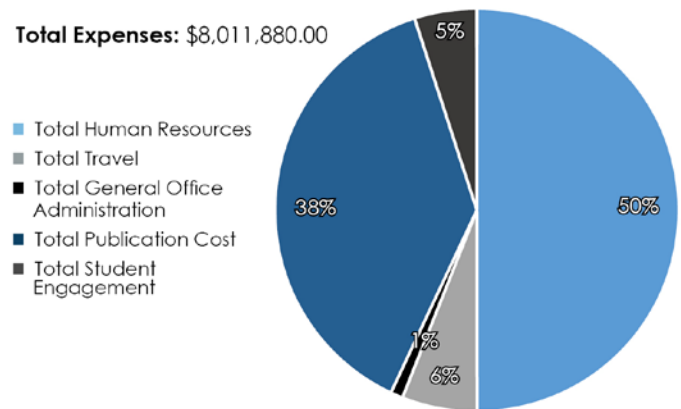
Projects & Operations, Projected Revenue & Expenses, August 2018-July 2023

Over the August 2018-July 2023 period, projects are forecasted to represent **91% of the total budget**. The largest part of project revenue is projected to come from NOHFC with increasing diversification from other sources including private foundations. On the other hand, operations are forecasted to represent **9% of total budget**. The revenue for operations is expected to come exclusively from private sources, such as corporations or individual donations and private foundations.

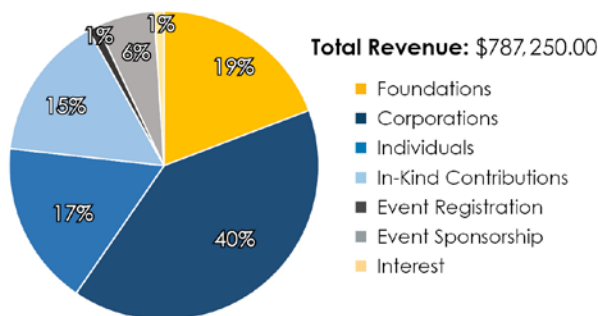
**Projects**



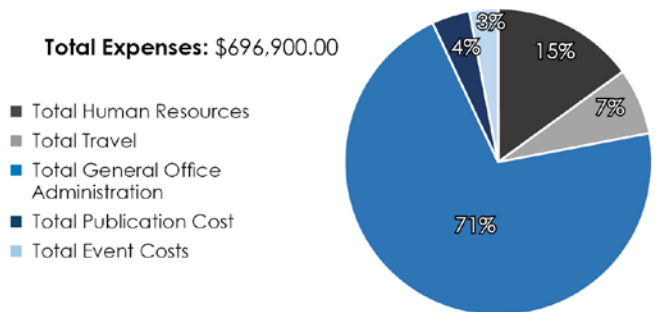
**Total Expenses: \$8,011,880.00**



**Operations**



**Total Expenses: \$696,900.00**



## Total Actual Revenue & Expenses, December 2012-May 2018

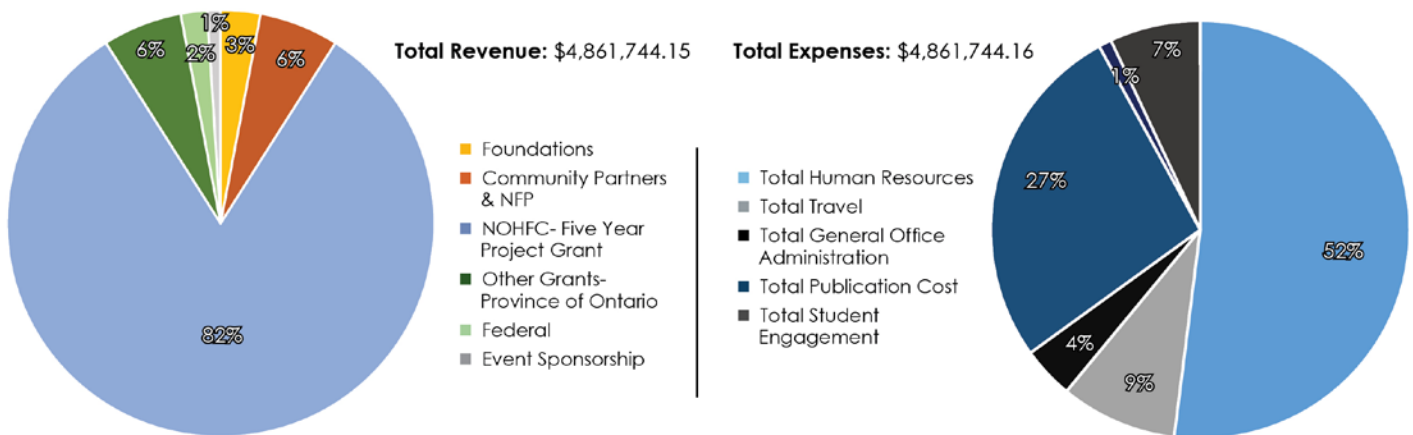
The budget for the next five years is built from NPI's actual performance in our first five years. The following sections offer a comparative look at those figures. It should be noted that the projections above do reflect adjustments to allow for growth trends and projected revenue increases related to our charitable status which NPI secured in our fourth operating year.

<b>Northern Policy Institute Total December 2012-May 2018</b>	Year 1 2012-2014	Year 2 2014-2015	Year 3 2015-2016	Year 4 2016-2017	Year 5 2017-2018	Total	Percentage Share
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	FORECAST		
<b>Revenue</b>	\$	\$	\$	\$	\$	\$	\$
Foundations	0.00	0.00	0.00	1,000.00	175,000.00	176,000.00	3%
Corporations	0.00	2,500.00	0.00	8,500.00	50,000.00	61,000.00	1%
Community Partners & NFP	0.00	0.00	68,766.66	238,766.66	61,900.00	369,433.32	6%
Indigenous Partners	0.00	0.00	0.00	0.00	0.00	0.00	0%
Individuals	0.00	0.00	0.00	9,794.00	26,500.00	36,294.00	1%
Municipal	0.00	0.00	0.00	8,500.00	0.00	8,500.00	0%
In-Kind Contributions	9,357.00	41,198.36	34,543.24	29,819.92	24,000.00	138,918.52	2%
NOHFC - Five Year Project Grant	519,762.00	964,665.00	993,725.00	1,040,850.85	1,080,997.16	4,600,000.00	79%
Other Grants - Province of Ontario	0.00	0.00	1,101.00	76,500.00	210,000.00	287,601.00	5%
Federal	0.00	0.00	2,640.00	28,350.00	71,000.00	101,990.00	2%
Event Registration	0.00	928.49	0.00	5,110.00	2,000.00	8,038.49	0%
Event Sponsorship	0.00	400.00	1,000.00	4,050.00	22,500.00	27,950.00	0%
Interest	464.09	1,691.38	632.08	2,893.56	1,200.00	6,881.11	0%
<b>Total Revenue</b>	<b>529,583.09</b>	<b>1,011,383.23</b>	<b>1,102,407.98</b>	<b>1,454,134.99</b>	<b>1,725,097.16</b>	<b>5,822,606.44</b>	<b>100%</b>
<b>Expenses</b>							
Total Human Resources	311,069.22	590,663.76	568,097.65	605,609.99	705,840.74	2,781,281.36	49%
Total Travel	63,899.91	86,635.28	70,669.82	103,844.71	139,020.00	464,069.72	8%
Total General Office Administration	140,936.28	123,592.17	146,037.53	212,498.19	137,275.00	760,339.17	13%
Total Publications Cost	12,311.88	110,629.11	165,298.33	372,928.38	652,550.00	1,313,717.70	23%
Total Event Costs	901.71	11,659.12	2,483.53	29,970.27	11,875.00	56,889.63	1%
Total Student Engagement	0.00	81,150.38	72,189.66	97,425.00	70,000.00	320,765.04	6%
<b>Total Expenses</b>	<b>529,119.00</b>	<b>1,004,329.82</b>	<b>1,024,776.52</b>	<b>1,422,276.54</b>	<b>1,716,560.74</b>	<b>5,697,062.62</b>	<b>100%</b>
<b>Surplus/Loss</b>	<b>464.09</b>	<b>7,053.40</b>	<b>77,631.46</b>	<b>31,858.45</b>	<b>8,536.42</b>	<b>125,543.82</b>	<b>0.00</b>

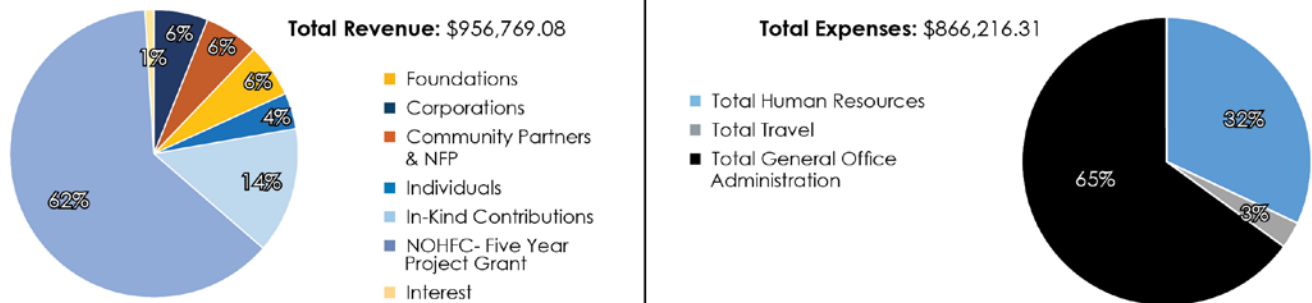
Projects and Operations, Revenue & Expenses December 2012-May 2018

For the period December 2012-May 2018, projects accounted for **84% of the total budget**. NOHFC was by far the largest donor with diversification accelerating in later years. On the other hand, operations amounted to **16% of total budget**. The revenue for operations was more diverse, but NOHFC still represented the majority share.

**Projects**



**Operations**



## Self-Sufficiency

---

How an Institute finances its work can have a profound impact on all aspects of its internal operations and how it is perceived by communities and decision makers. Some organizations take no money from specific sources so as to avoid bias (government or “big business”), others take money only from those who share their values (unions or “committed supporters”). Northern Policy Institute’s approach is to welcome any and all funders who endorse our evidence-driven approach, no strings attached.

As an organization seeking to be exclusively evidence-driven, self-sufficiency is the single most important fiscal priority of Northern Policy Institute. Defining self-sufficiency is a matter of some delicacy however. There is, in our view, greater predictability in a donor base made up of varied and perhaps even “competing” interests. Big and small business, public and private funds, individual donors and “vested interests”. Competing interests make for greater freedom to follow the evidence and less concern about impacting the bottom line through unpopular findings.

For Northern Policy Institute, we have elected to define self-sufficiency as having no single donation amounting to greater than 25% of our operational budget. Our goal is to achieve our 25% target in stages. By the end of this five-year mandate, we intend to have no single donor represent more than 50% of our operational budget. By the end of our third five-year mandate, and going forward, we will achieve and maintain our 25% goal.

This 25% limit is already applied and will be applied going forward to any “consulting style” work that Northern Policy Institute may take on. If Northern Policy Institute agrees to take on specific projects funded by particular interested parties (whether governments, business, unions or other), our first condition is always that the authors must be free to follow where the evidence leads, our second will be the 25% limit on the size of any individual project. Again, self-sufficiency, for Northern Policy Institute, means depending on multiple sources for our fiscal viability. We cannot, sustainably, live or die on the continuation of a single grant or project.

### Percentage size of Largest Single Contribution:

2012-2014 – Actual: **98%** of total revenue

2014-2015 – Actual: **95%** of total revenue

2015-2016 – Actual: **90%** of total revenue

2016-2017 – Actual: **72%** of total revenue

2017-2018 – Forecast: **63%** of total revenue

2018-2019 – Projected: **59%** of total revenue

2019-2020 – Projected: **59%** of total revenue

2020-2021 – Projected: **50%** of total revenue

2021-2022 – Projected: **44%** of total revenue

2022-2023 – Projected: **44%** of total revenue

## Development Plan 2018-2023

Pursuing self-sufficiency by seeking to ensure that no single donation represents more than 25% of our annual expenditures requires a plan. NPI developed and is pursuing just such a detailed approach with clear goals, benchmarks and milestones (all reflected in our budgets presented above). Our development plan lays out the roles of the various NPI actors, the types of groups and agencies targeted as potential supporters, and the tools that have been developed to attract and retain their support.

## Roles

---

### Staff:

- **Donate**
- Prepare all marketing material
- Mail out targeted asks
- Email follow-up approaches where needed
- Prepare donor target lists and keep contact information as current as possible
- Track donor requests, follow-ups and donations
- Prepare all donor receipts, reports and renewal requests
- Track events occurring in and impacting the region
- Identify potential available speakers

### Development Committee:

- **Donate**
- Review and provide comment on marketing material
- Review and provide input into donor target lists
- Identify 5-10 donors to follow up with by phone/email or in person
- Assist with the identification and planning of annual fundraising events

### Directors:

- **Donate**
- Identify contacts or associates Northern Policy Institute should target as donors
- Follow up with donors as and where personal networks allow
- Act as ambassadors for Northern Policy Institute and the giving program



## Start-up priorities

---

- Target 100% donation from staff, target range: \$50-100
- Target 100% donation from Directors/voting members (current and former)
- Focus on project oriented support
- Test all districts across a range of donors
- Test a sample of major provincial donors
- Test a sample of major national donors
- Begin spreading donors across fiscal quarters to better manage cash flow going forward

## Proposed general operating donor ranges

---

### Individual:

- Youth/Student: \$10 - \$50
- Associate \$50 - \$500
- Friend \$500 - \$1000
- Patron \$1,000 - \$5,000+

### Corporate:

- Micro (1-4 employees): \$250 - \$500
- Small (5-24 employees): \$500 - \$1,000
- Medium (25-99 employees): \$1,000 - \$2,500
- Large (100-500 employees): \$2,500 - \$7,500
- Very large (more than 500 employees): \$7,500 - \$15,000+

\*We also welcome in-kind support from corporate donors.

### First Nations, Métis and Inuit peoples:

- Local communities \$500 - \$1,500
- Regional/provincial/national entities \$1,000 - \$2,500+

### Not-for-Profit and Government organizations\*:

- Local: \$250 - \$500
- District: \$500 - \$1,000
- Regional: \$1,000 - \$2,500
- Provincial: \$2,500 - \$7,500
- National: \$7,500 - \$15,000+

\*This category will be open to in-kind partnerships and contributions (to be valued by agreement on a case by case basis) or reciprocal membership arrangements.

## Foundations

---

**Operational support** will be sought from Foundations in accordance where their giving priorities and protocols align with NPI's purposes and objects.

**Project-based grants (including support for summer internships)** will also be pursued from charitable foundations where giving priorities and protocols align with those NPI has set for itself.

Other donors without a direct interest in the outcome of a particular project may also contribute. Donors with a direct interest may only contribute where they agree in writing to respect the independence of the author and the results.

## Endowment Fund

---

At the earliest opportunity, Northern Policy Institute will explore the creation of an endowment fund to offset the ongoing cost of its summer internship and northern measures of sustainable success programs.

## Innovation, Responsiveness and Flexibility

---

This second five year business plan reflects the priorities and voices of Ontario's northern regions. The projects laid out here are the ones NPI has built in partnership with our friends and neighbours across the North.

What appears innovative today may, however, be less cutting edge tomorrow. Just as the unimportant or non-urgent today may be tomorrow's crisis. As a result, this plan, and its constituent parts, have all been built with flexibility and responsiveness in mind.

The communities of Northern Ontario guided the development of this plan. They will also guide its implementation. As the issues facing the people of Northern Ontario change over time, so too will this plan.





**NORTHERN**  
POLICY INSTITUTE

INSTITUT DES POLITIQUES  
**DU NORD**

874 Tungsten Street

Thunder Bay, Ontario P7B 6T6

1 (807) 343-8956

[info@northernpolicy.ca](mailto:info@northernpolicy.ca)

[www.northernpolicy.ca](http://www.northernpolicy.ca)

