

Northern Policy Institute

Annual Report 2018-2019

NORTHERN
POLICY INSTITUTE

INSTITUT DES POLITIQUES
DU NORD

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What We Do

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

MISSION

Northern Policy Institute is an independent policy institute. The objects for which the Institute is incorporated are:

To 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;

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

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

VISION

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

VALUES

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

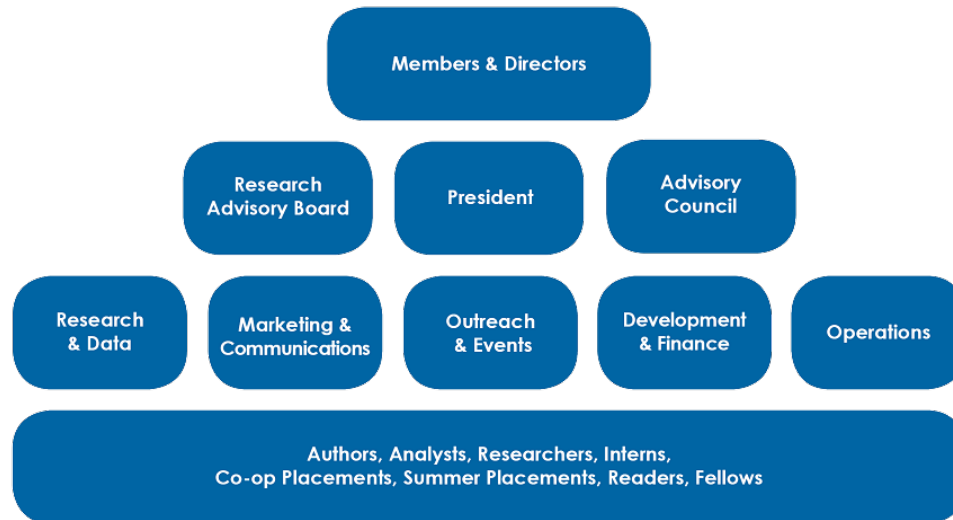
Relevance: Northern Policy Institute will support practical and applied research on current or emerging issues and implications relevant to Northern Ontario now and in the future;

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

Coordination: Northern Policy Institute will complement the existing research efforts of Northern Ontario's post-secondary institutions and non-government organisations 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.

Who We Are



BOARD OF DIRECTORS

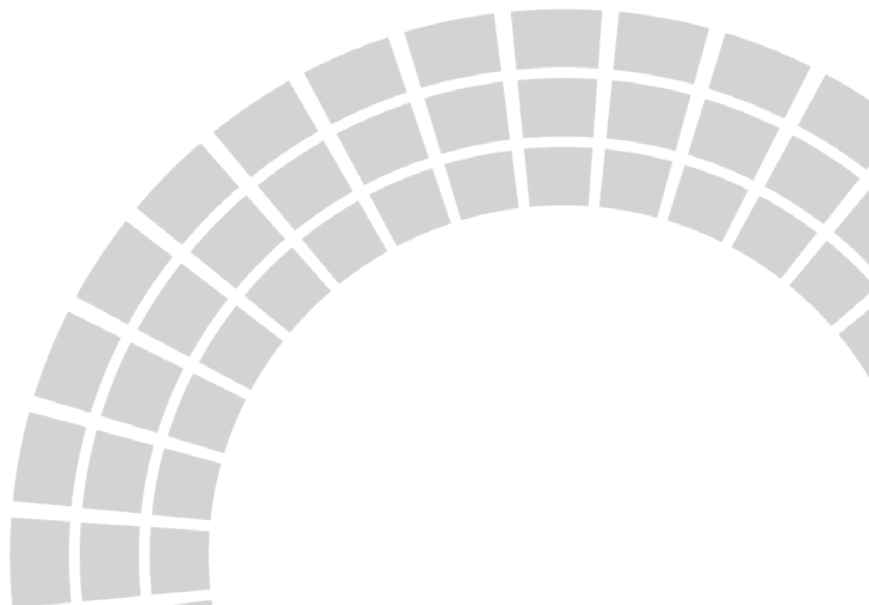
Pierre Bélanger (Acting Chair)
Dr. Brian Tucker (Secretary)
Charles Cirtwill (President & CEO)
John Beaucage
Terry Bursey
Dave Canfield
Jean Pierre Chabot
Alex Freedman
Diana Fuller Henninger
Dr. George C. Macey
Dawn Madahbee Leach
Hal McGonigal
Gerry Munt
Dr. Heather Murchison
Louise Paquette
Dr. Harley d'Entremont
Emilio Rigato
Asima Vezina

RESEARCH ADVISORY BOARD

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

ADVISORY COUNCIL

Michael Atkins
Kim Jo Bliss
Dr. Michael DeGagné
Don Drummond
Ronald Garbutt
Audrey Gilbeau
Jean Paul Gladu
Peter Goring
Seppo Paivalainen
Allyson Pele
Ogimaa Duke Peltier
Peter Politis
Tina Sartoretto
Bill Spinney
David Thompson



How We Set Our Research Agenda

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

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



Civil Society

Including unions, environmental organisations, local grassroots groups and other umbrella organisations



Federal

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



Indigenous Peoples

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



Individuals

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



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



MUSH

Municipalities, Universities, Schools and Hospitals

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



Private Sector

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



Provincial

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



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 organisations



Volunteers

Including unions, environmental organisations, local grassroots groups and other umbrella organisations

What's On Your Mind

At Northern Policy Institute, we have over 780,000 bosses (That's you, the people living, working and raising families in Ontario's northern regions.). Over the past six years, we've conversed with communities and players across Ontario's northern regions and engaged in knowledge sharing by hosting events such as Data 101 and our annual State of the North conference.

The information you share with us helps us determine our research priorities or what we call the "top ten priority list". Here is the latest list:

Big Buckets

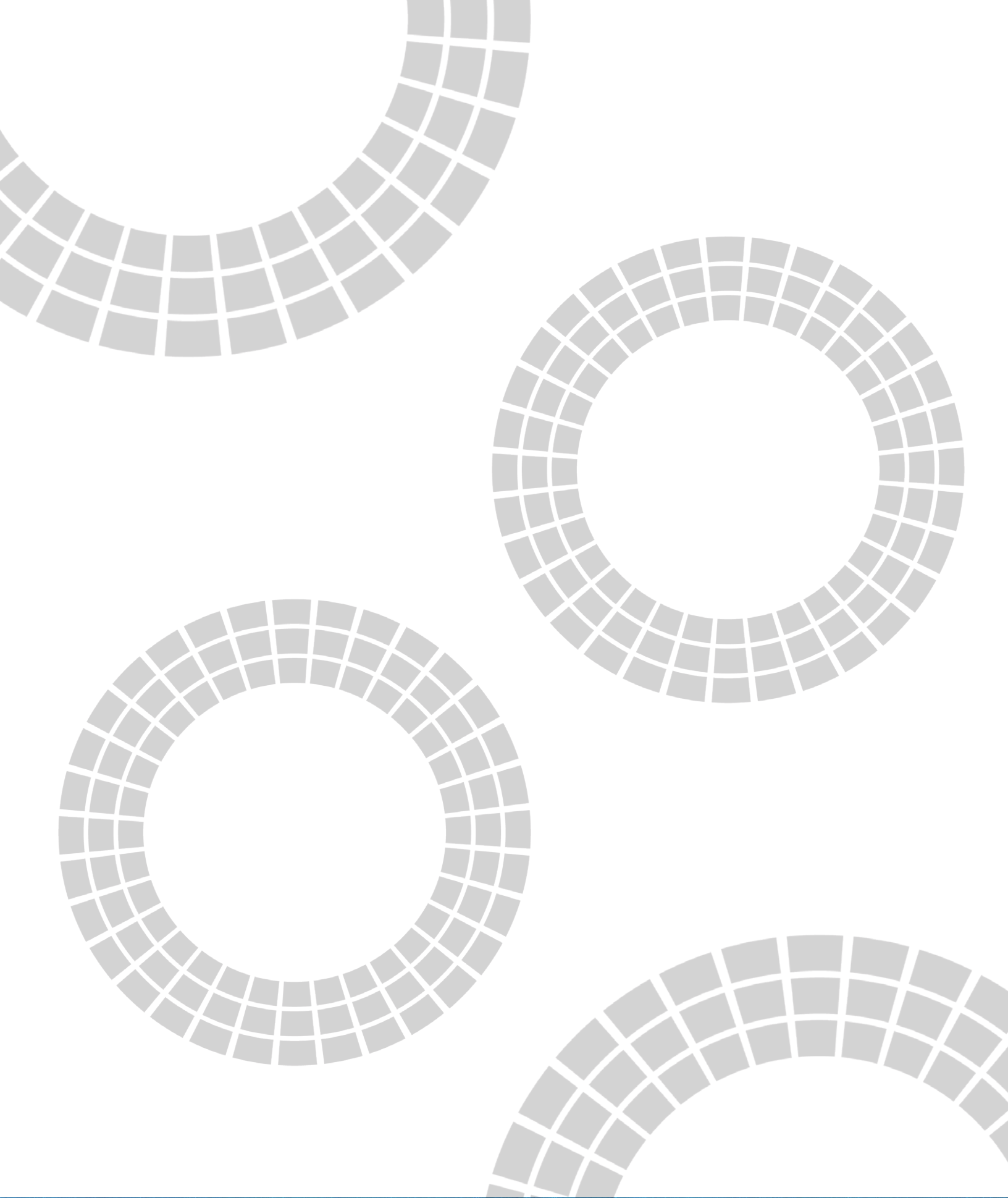
- 1. Economic Development**
- 2. Infrastructure**
- 3. Governance**
- 3. Healthcare**
- 4. Education**
- 5. Community**
- 6. Skills Gap**
- 7. Food and Agriculture**
- 8. Indigenous Peoples¹**
- 9. Environment**
- 10. Transfers**

Small Buckets

- 1. Education Infrastructure**
- 2. Investment Attraction**
- 3. Health infrastructure**
- 4. Public Sector**
- 5. Immigration**
- 6. Indigenous (infrastructure investment),**
- 6. Tourism**
- 6. Trade**
- 7. Local Decision Making**
- 8. Reconciliation**
- 9. Economic Development Planning**
- 10. Francophone issues**



¹ – This category covers: rights and treaties, business partnerships, Indigenous engagement, Indigenous capacity and governance, and reconciliation



Message From The Chair



For the past six years, Northern Policy Institute has been conducting exciting research and analysis in the fields of economic, technological and social trends – the results of which have been made accessible to decision-makers, local players, and the general public. This year, we took it a step further.

Through our partnerships with economic development offices, educational facilities, government agencies, local communities and municipalities, NPI was able to not only identify opportunities, but was able to pursue them.

Our International & Community Matchmaker project and our newly launched Northern Analyst Cooperative are applied research projects putting our ideas to work in your community. Furthermore, with the guidance of the public, the 2018 State of the North conference theme was “Bold Approaches: Taxing for Growth”. The conference explored how other regions use tax policies to drive growth, and how these policies might apply to Northern Ontario to grow our communities and reduce inequalities.

We continue to publish valuable and accessible research to everyone in the North. These papers have become important tools that are used by a variety of businesses and organisations throughout Northern Ontario. Our publications on immigration, public health, tourism, skills development, infrastructure and income have received media coverage at local, regional, provincial and national levels.

Each year we see a number of our Directors depart the Institute's Board. Their support, commitment and guidance was greatly appreciated. We look forward to the contributions to be made by this year's new faces from Thunder Bay, Kenora and Sudbury. These Board members are rich in experience and are a tremendous sources of knowledge – we are happy to welcome them.

And, of course, none of this work could have been done without the dedicated NPI staff. Charles's commitment to Northern Ontario is evident and NPI is fortunate to have such a creative and dynamic group of young professionals on the team. I would like to thank all of them for their ongoing hard work – they are what makes NPI a youthful and relevant organisation.

NPI looks forward to continuing its work in making Northern Ontario communities sustainable. We've come a long way and now is not the time to stop. NPI remains committed to making data publicly accessible, encouraging greater self-sufficiency and supporting the continuous growth of all communities. Together we build a Northern Ontario that contributes both to its own success and to the success of others.

PIERRE BÉLANGER

Chair of Board of Directors

Message From The President



A popular theme this year at NPI was “connecting and creating partnerships in Northern Ontario”. We’ve created twenty new partnerships this year, to complement the more than fifty we established in years past. We would like to first thank these partners for their continuous support. Because of them, NPI is closer to its goal of being a self-sufficient organisation with a diverse funding base and is better able to provide non-partisan, independent research for the people of Northern Ontario.

Just one example: NPI’s Experience North program is stronger than ever. In collaboration with educational partners across Northern Ontario, NPI gave a warm welcome to six summer placements. Projects ranged from francophone immigration and tourism to Northern Ontario post-secondary education and labour market trends, all with a focus on NPI’s mission to advance the conversation on the topic of sustainable growth in Northern Ontario.

With the support of our partners, we expanded our education efforts this year. In November, NPI held its first official Understanding Ontario’s Northern Regions session at Queen’s Park. All of the Northern members of the provincial parliament were invited to join this test run. Next year all MPPs as well as senior public servants will be invited to the briefing.

Partnerships were central to many of our newest or most impactful projects this year. This includes the launch of the Northern Analyst Cooperative, a Data 101 project. This project allows its members to “time share” a professional policy analyst. By merging our collective resources, we can ensure that the smallest municipality or local charity can access high-end skills at an affordable price. Data 101 has also expanded its horizons by becoming a primary source of data navigation training service through our Data 101 training sessions.

Immigration has been a critical topic of conversation in the past 12 months. NPI and its partners worked hard to push that file forward. First came the “Northern Attraction series”. This four-part series was written by one of our year-long NOHFC interns, Christina Zefi. Part One determined the need for a newcomer strategy. Part Two identified Northern Ontario’s strengths and weaknesses in the attraction and retention of newcomers. Part Three compared the current federal and provincial immigration programs to other provinces to develop a list of best practices. Finally, Part Four proposes strategies and solutions for small to medium-sized communities to attract newcomers.

In addition to this important research, and in partnership with multiple organisations, enter the International and Community Matchmaker Project. This program offers employability and entrepreneurship services for potential immigrants and secondary migrants, and employers seeking sources of skilled workers.

This important work requires many hands, and minds. NPI has a wonderful staff bursting with ideas, each having a different background and experiences that make us a diverse and talented team. Finally, I would like to say a special thank you to all our Board members (past and present) that continue to be committed to NPI’s work. We value their knowledge and expertise. Together, we are stronger.

CHARLES CIRTWILL

President and CEO

NPI BY THE NUMBERS

SOCIAL MEDIA

370

LinkedIn Followers



CONFERENCES & EVENTS

State of the North Conference
North Bay
Sept. 26-27, 2018

WEBSITE

1.8M+

Hits

143

MEDIA HITS

524

Instagram Followers



29

PRESENTATIONS

661,757

Page Views

5th Anniversary Gala
Thunder Bay
Oct. 18, 2018

20

Radio & Television Hits

1233

Facebook Likes



PARTNERSHIPS

New: 15
Renewed: 57
Data Requests: 43

202,485

Unique Visits

NPI
Networking Session
Sudbury
April 10, 2019

123

Print & Online Hits

2032

Twitter Followers



PUBLICATIONS

2

Research Reports

10

Commentaries

22

Newsletters
(FR: 11, EN: 11)

265

Knowledge North
Documents

9

Op-Eds

10

Success Stories

10

Commentaries

40

Blogs

9

Boundary Map
Additions

14

Blog Post/
Policy Bytes

7

The Walleye

25

News Releases

3

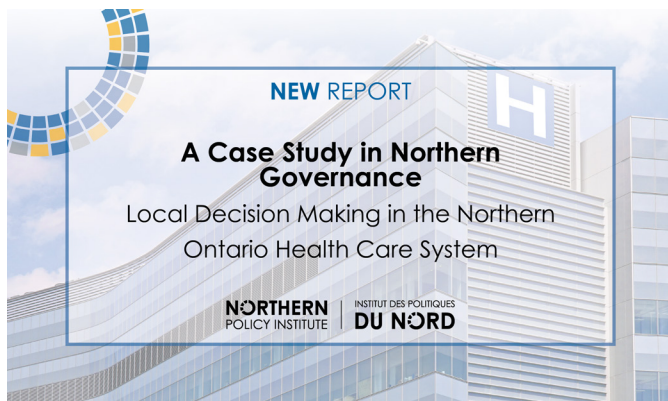
Infrastructure
Map Additions

Making an Impact on Policy

Ultimately, Northern Policy Institute exists to see better, more effective, more evidence-based policy developed and implemented to improve the lives and the future of all Northern Ontarians. We contract leading sector experts to undertake research and author the highest quality reports.

This past year, Northern Policy Institute produced 2 research reports and 10 commentaries, all with the goal to enhance measurement, support sustainable community capacity and encourage greater self-sufficiency.

RESEARCH REPORTS



A CASE STUDY IN NORTHERN GOVERNANCE: LOCAL DECISION MAKING IN THE NORTHERN ONTARIO HEALTH CARE SYSTEM

Author: Eric Everett

Publication date: February 2019

IN THE MEDIA: "The report also suggests that in order to solve these themes, the Ontario government should convene a broad public policy discussion, with inclusive representation from all government levels, Indigenous peoples and key players from health care and Northern Ontario as whole," – Sault Online



INCOME AND EMPLOYMENT MULTIPLIERS FOR 20 INDUSTRIES IN 11 CENSUS DIVISIONS IN NORTHERN ONTARIO

Author: Dr. Bakhtiar Moazzami

Publication date: March 2019

QUOTE: *Multipliers are a central component to economic impact analysis. A multiplier seeks to explain the amount by which a change in expenditure (i.e. cash investment) is magnified or multiplied to determine the total final change in expenditures and income in the region in question.*

COMMENTARIES



LOOK TO THE EAST: ACADIAN OFFERS CULTURAL WAYFINDING TACTICS FOR FRANCOPHONE TOURISM

Author: Myfanwy Pope

Publication date: April 2019

QUOTE: *"Asset-based community planning frameworks demonstrate a collaborative model of a tourist information centre that could be beneficial for Francophone-majority communities in Northern Ontario."*



NEW COMMENTARY

Strategic Plan for an Economic Development Officer Network North

A resource for the future of economic development in Northern Ontario

NORTHERN POLICY INSTITUTE | INSTITUT DES POLITIQUES DU NORD

STRATEGIC PLAN FOR AN ECONOMIC DEVELOPMENT OFFICER NETWORK NORTH: A RESOURCE FOR THE FUTURE OF ECONOMIC DEVELOPMENT IN NORTHERN ONTARIO

Author: Northern Policy Institute

Publication Date: March, 2019

QUOTE: "Over the course of 2015 and 2016, Northern Policy Institute conducted 98 interviews with Northern Ontario Economic Development Officers (EDOs), First Nations, Métis, and Inuit communities, and with Executive Directors of Community Futures Development Corporations with the goal of identifying gaps in partnership opportunities between Indigenous and non-Indigenous EDOs."



The Northern Attraction Series:

Evaluating the Suitability of Provincial and Federal Immigration Programs for Northern Ontario

NORTHERN ATTRACTION SERIES – NO.3: EVALUATING THE SUITABILITY OF PROVINCIAL AND FEDERAL IMMIGRATION PROGRAMS FOR NORTHERN ONTARIO

Author: Christina Zefi

Publication date: February 2019

QUOTE: "Given Northern Ontario's aging population and labour market needs, institutional changes are needed in the expedited pathway system."

IN THE MEDIA: "The commentary found that Northern Ontario could benefit from similar practices of the Atlantic Immigration Program, including the Labour Market Impact Assessment exemption." – Times Star



The Northern Attraction Series:

Identifying Northern Ontario's Strengths and Weaknesses in the Attraction and Retention of Newcomers

THE NORTHERN ATTRACTION SERIES - NO. 2: IDENTIFYING NORTHERN ONTARIO'S STRENGTHS AND WEAKNESSES IN THE ATTRACTION AND RETENTION OF NEWCOMERS

Author: Christina Zefi

Publication date: February 2019

QUOTE: "Recent immigrants in the North have both higher labour participation rates and higher levels of education than the general population, meaning that these individuals are more likely to meet or exceed required educational qualifications for jobs."

IN THE MEDIA: "The paper also highlights the strengths of Northern Ontario from a newcomer perspective. Necessities such as food, shelter and clothing are, for example, more affordable here than in Southern Ontario. Newcomers have a higher percentage of their income free for other things." - Sault Online



Connecting Our Communities: the Comparative Costs of Highway Construction

CONNECTING OUR COMMUNITIES: THE COMPARATIVE COSTS OF HIGHWAY CONSTRUCTION

Author: Winter Lipscombe

Publication date: January 2019

QUOTE: "The highways that stretch across Ontario's northern regions provide significant economic impact – ensuring that the highways continue to meet their full economic and safety potential, Ontario must continue to invest in Ontario's northern transportation infrastructure."

IN THE MEDIA: "Calculations determined that the average cost of highway per kilometre is higher in the northern regions of Manitoba and Ontario than in their southern counterparts. Lipscombe also concludes that the length of the project in kilometres has a greater impact on cost than the remoteness of the project's location." – Net News Ledger



Setting the Table: Food Insecurity and Costs in Ontario's North

SETTING THE TABLE: FOOD INSECURITY AND COSTS IN ONTARIO'S NORTH

Author: Eric Melillo

Publication date: December 2018

QUOTE: "In Ontario's northern communities, the relatively higher cost of food is a major contributor to the incidence of food insecurity in northern communities compared to those in the South."

IN THE MEDIA: "While costly, the construction of year-round road access to remote First Nations is one thing that would help, Melillo said. However, in the absence of those roads, the paper suggests government explore the potential of airship and drone technology to transport food more economically than by plane." – CBC Thunder Bay



CASE STUDIES IN EFFECTIVE INDIGENOUS SKILLS DEVELOPMENT

Author: Dharmjot Grewal

Publication date: October 2018

QUOTE: "Without transportation, many Indigenous youths from remote communities are unable to access the skills required to secure employment."



The Northern Attraction Series: Exploring the Need for a Northern Newcomer Strategy

THE NORTHERN ATTRACTION SERIES - NO. 1: EXPLORING THE NEED FOR A NORTHERN NEWCOMER STRATEGY

Author: Christina Zefi

Publication date: October 2018

QUOTE: “Northern Ontario needs to attract and retain migrants who are ready and willing to work while simultaneously integrating the existing Indigenous and non-Indigenous population into the workforce”

IN THE MEDIA: “The concern of local out-migration was identified in the first Timmins 2020 action plan released in October 2011, but Zefi said it’s not just Timmins. It is a problem in every city and every territorial district in Northern Ontario.” – Timmins Daily Press



Actions to move Northern Ontario forward

RESPONSE TO THE DRAFT 2041
NORTHERN ONTARIO MULTIMODAL
TRANSPORTATION STRATEGY

Passenger Rail

By Lucille Frith, Dr. Linda Savory Gordon & Howie Wilcox

ACTIONS TO MOVE NORTHERN ONTARIO FORWARD: RESPONSE TO THE DRAFT 2041 NORTHERN ONTARIO MULTIMODAL TRANSPORTATION STRATEGY NO. 4: PASSENGER RAIL

Authors: Lucille Frith, Dr. Linda Savory Gordon and Howie Wilcox

Publication date: September 2018

QUOTE: “...crashes occur at a higher rate on Northern Ontario highways than they do in the rest of the province. Restoring and reinvigorating passenger rail service could mitigate that.”

IN THE MEDIA: “The authors also highlight how access to passenger rail might play a part in mitigating climate change, as well as enhancing the economic sustainability and connectivity of municipalities and First Nations, Métis and Inuit communities.” – Bay Today



Places to Grow:

Best Practices for Community-based Regional
Economic Development in Ontario's North

PLACES TO GROW: BEST PRACTICES FOR COMMUNITY-BASED REGIONAL ECONOMIC DEVELOPMENT IN ONTARIO'S NORTH

Author: Jamie McIntyre

Publication date: May 2018

QUOTE: “Community-based regional economic development initiatives are key to the future stability and growth of Northern Ontario's economy.”

IN THE MEDIA: “To be successful, McIntyre said communities need to understand their needs, market and assets, acknowledge and make use of existing community capital, use knowledge and connections, measure and communicate impact and be prepared for change.” – The Sudbury Star

POLICY BYTES

Policy Bytes are short educational blogs that can offer policy advice and evidence-based data. We published 21 blogs this year, here is a sample:

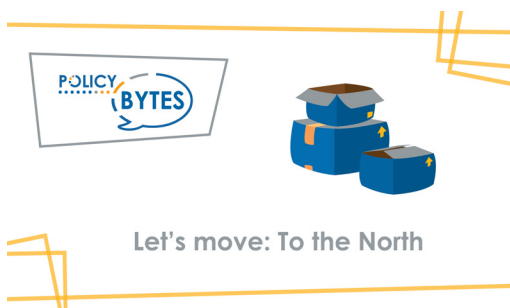


THE GREAT EXPERIMENT: TIME FOR AN AREA SERVICE BOARD IN NORTHERN ONTARIO

Author: Anthony Noga

Publication date: May 7, 2018

QUOTE: "Unless all levels of government, service providers and civil society actors pull in the same direction, an ASB is doomed to be an unhappy family."



LET'S MOVE: TO THE NORTH

Author: Christine St-Pierre

Publication date: June 4, 2018

QUOTE: "What most people don't realize is that Northern Ontario is a land of opportunity, especially for young professionals."



NORTH SIDE STORY

Authors: Dawson Mihichuk, Elektra Papadogiorgaki, Caitlin McAuliffe, Rachel Quinby, Rachel Armstrong and Myfannwy Pope

Publication date: September 10, 2018

QUOTE: "It has been amazing to see research capacity in the North expand and it has been even more rewarding to be part of it. While our summer of researching Francophone demographics and tourism has led to many interesting insights and partnerships, it has also highlighted to us the need for more research in this field. Northern Ontario is ripe with potential, and we can't wait to come back after our respective post-secondary graduations to watch that potential grow."



CONSIDERATIONS FOR NORTHERN ONTARIO ON CAPITALIZING ON THE GROWING MAINLAND CHINESE TOURISM MARKET

Author: Myfannwy Pope

Publication date: October 9, 2018

QUOTE: "Northern Ontario stands to benefit from increased travel from mainland China due to the proportionately higher spending that overseas visitors provide compared to Ontarians, the current leading visiting demographic to Ontario's northern regions."

CLIMATE CHANGE AND NORTHERN ONTARIO BY 2050



Climate Change and Northern Ontario by 2050:
Opportunities for the Great Claybelt Region?

Author: Dr. Barry E. Prentice

Publication date: November 26, 2018

QUOTE: "If climate change is sufficient to grow corn in the Clay Belt, areas farther south are also likely to look less desirable. In particular, coastal areas may see forced relocation. A northern migration stimulated by eco-refugees is not hard to imagine."

HEALTH CARE CO-OPERATION BETWEEN NORTHWESTERN ONTARIO AND MANITOBA



Health care co-operation between
Northwestern Ontario and Manitoba

Author: Dawson Mihichuk

Publication date: December 16, 2018

QUOTE: "Clinicians in Ontario and Manitoba are working together to improve existing protocols based on a "patient first" principle – putting the patient's medical needs as primary concern, rather than provincial jurisdiction or cost of care."

PLUGGING INTO POTENTIAL: HOW BROADBAND AVAILABILITY CAN PLAY A ROLE IN ATTRACTING NEWCOMERS



Plugging into Potential: How Broadband Availability
Can Play a Role in Attracting Newcomers

Author: Christina Zefi

Publication date: January 14, 2019

QUOTE: "Regardless of welcoming newcomers, addressing the issue of unreliable internet to the unserved or underserved populations in Northern Ontario, and implementing solutions like the communities in Manitoba and Alberta, needs serious, continued effort."

GREEN INFRASTRUCTURE INITIATIVES FOR SUSTAINABLE CITIES IN NORTHERN ONTARIO



Green Infrastructure Initiatives for
Sustainable Cities in Northern Ontario

Author: Caitlin McAuliffe

Publication date: February 11, 2019

QUOTE: "Leadership in Energy and Environmental Design (LEED) offers four guiding principles that Northern Ontario communities could implement to meet infrastructure needs and green initiatives: be data driven, price-based, aligned with cities' structural adjustments and be integrated with other initiatives."

UNDERSTANDING THE NORTH

SUCCESS STORIES

Success stories are brief descriptions of an individual, organisation, or project that is contributing to the growth of Northern Ontario. These are published blogs and are also highlighted in our Due North newsletter! Here are a couple examples of things, people and places we are proud of:



NORTHERN ONTARIO'S RANGERS

Date: June, 2018

Location: Far North

QUOTE: "They're divided by geographic location into five Canadian Ranger Patrol Groups (CRPGs) and though they're sometimes incorrectly referred to as the "Arctic Rangers", the Patrol Groups are based and operate in remote regions across most of Canada."



RAINBOW CAMP

Date: July, 2018

Location: Thessalon, ON

QUOTE: "Rainbow Camp, founded in 2012 by Thessalon Native Harry Stewart, is a summer camp aimed at creating a safe space for LGBTQ2+ youth across Canada and the USA."

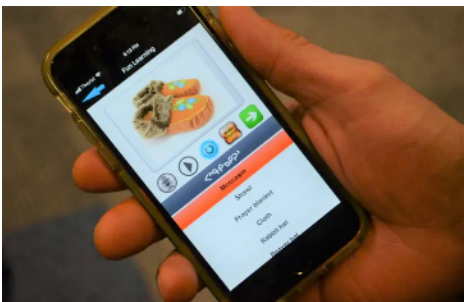


SCIENCE NORTH SUMMER SCIENCE CAMPS

Date: October, 2018

Location: Sudbury, ON

QUOTE: "One of Science North's popular programs are their annual summer science camps. Cathy Stadder-Wise, Senior Scientist in Education at Science North, says the camps were introduced around the same time as Science North and have seen a steady increase in participants every year since. According to Stadder-Wise, Science North has welcomed roughly 40,000 campers since starting the program in 1987, and is overwhelmed at the support this program receives from families and communities in the North."



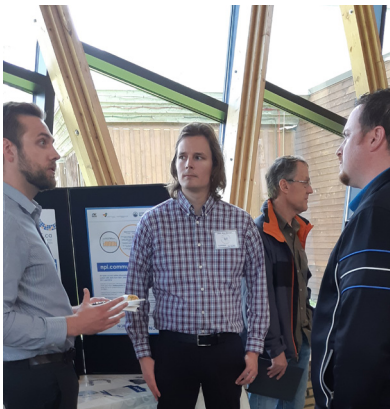
KOBE LEARNING APPS

Publication date: February 6, 2019

QUOTE: Recently launched Indigenous language apps, titled "KOBE Learn" have been developed and created by community members who live in Northwestern Ontario. The KOBE Learn apps were created to help users learn over 500 words and phrases from the three traditional languages most prominent in the North including Cree, Oji-Cree and Ojibway.

Information session

In April, Northern Policy Institute organized a community event in Sudbury, Ontario. Community leaders, partners and the general public were invited to come meet the NPI team and Board members in order to learn about our most recent and future projects.



NPI IN THE MEDIA

In 2018-2019, Northern Policy Institute maintained a solid media presence. NPI's research papers, commentaries and blogs have been quoted in over 138 media stories, 20 of which were featured interviews and appeared on TV and radio across Ontario's north, and beyond. NPI has continuously increased our media hits over the past six years.

In line with NPI's 2018-2019 plan to create partnerships, we worked to reach out to municipalities across Northern Ontario. As a result, 72 percent of NPI's work was seen at a municipal level.

Media Hits

72.7%

Municipal

22.2%

Regional

3.0%

Provincial

2.0%

National/
International

“

As part of our series The Next 40, imagining northern Ontario in 2058, we asked some experts to make some population predictions: Northern Ontario Policy Institute president Charles Cirtwill: “We have to make the case that this is a place that benefits them to be, not a place where it benefits us to relocate. But a place where they can have a secure lifestyle, raise a family and build a life.

**CBC SUDBURY
22.10.2018**

”

“

**TIMMINS PRESS
08.05.2018**

Northern Policy Institute (NPI) and its partners have introduced a new online tool called “Community Accounts” that, for the first time, provides Northern Ontarians with open access to information on key economic and social indicators at the community level.

”

“

Northern Policy Institute explores these issues, specifically through the lens of the health care system, and provides potential solutions in their most recent research report, “A Case Study in Northern Governance: Local Decision Making in the Northern Ontario Health Care System” by author Eric Everett.

**SAULT ONLINE
21.02.2019**

”



“

Working closely with employment agencies, job developers and businesses in need of new talent, Northern Policy Institute is hoping its two new community matchmakers can connect immigrants and newcomers with Northwestern Ontario companies and organisations in need of skilled workers.

**NET NEWS LEDGER
06.02.2019**

”

“

Charles Cirtwill, who heads the Northern Policy Institute, says northern programs often end up getting cut because they don't resonate in the voter-rich south. The myopia is a mistake, particularly when it comes to First Nations, he says.

**GLOBAL NEWS
03.05.2018**

”



“

Northern Policy Institute has a new Matchmaker program in Thunder Bay Ont., is designed to both attract newcomers, and fill labour shortages in the city, by connecting employers with skilled workers from other parts of the world.

**CBC THUNDER BAY
20.06.2018**

”



a. DIRECTING IMMIGRATION ACROSS ONTARIO
Northern Population Exposure **tvo**

“

After issuing a study finding that only 700 immigrants moved to Thunder Bay between 2001 and 2016 compared to 355,000 in Toronto, Northern Policy Institute called on the province to encourage more immigration to northern Ontario

**TBNEWSWATCH.COM
19.09.2018**

”

#FIGUREFRIDAY

#FigureFriday is a fun way to see important data. These little bits of data in forms of infographics are evidence-based and easy to remember. Here are our most liked #FigureFriday posts:



Tweets **3,771** Following **843** Followers **2,040** Likes **562** Lists **3**

[Follow](#)

Northern Policy

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northernpolicy.ca

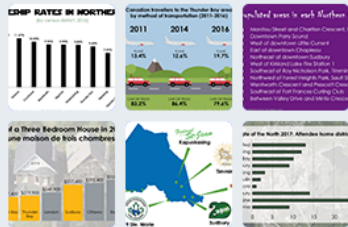
Joined January 2014

[Tweet @NorthernPolicy](#)

4 Followers you know



799 Photos and videos

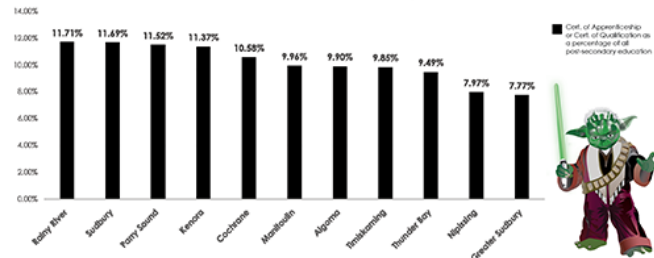


Tweets Tweets & replies Media

Northern Policy @NorthernPolicy
 May 4th, 2018 - How do apprenticeship rates in Northern Ontario compare to rates in a Galaxy far, far away? #MayThe4thBeWithYou #StarWarsDay #ONpoli #cdnpoli #FigureFriday

APPRENTICESHIP RATES IN NORTHERN ONTARIO

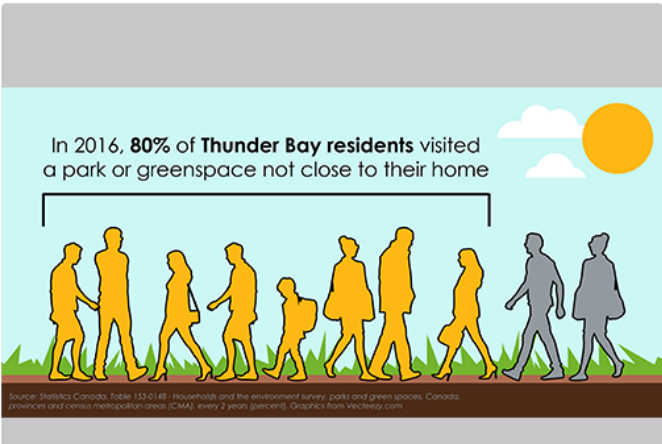
(by census district, 2016)



Source: Statistics Canada, 2016 Census of Population, Catalogue no. 98-601-X2016042, graphic from Vectrency.com

10 replies 29 retweets 55 likes

Northern Policy @NorthernPolicy
 June 1, 2018 - Get outside this summer! It's estimated that 80% of Thunder Bay households reported to have visited a park or green space that was further than a 10 minutes' drive from home in 2015, ranking third out of 33 cities. #FigureFriday #ONPoli



Source: Statistics Canada, Table 133-01-01 - Households and the environment survey, parks and green spaces, Canada, provinces and census metropolitan areas (CMAA), every 2 years (prevalent). Graphics from Vectrency.com

Who to follow · Refresh · View all

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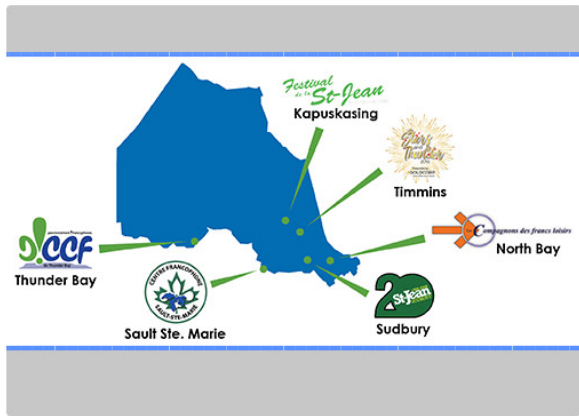
Find people you know
[Import your contacts from Gmail](#)

Trends · Changes

- #FigureFriday 105K Tweets
- #ONpoli 90K Tweets
- #cdnpoli 5K Tweets
- #NorthernOntario 2K Tweets
- #FigureFriday 2K Tweets

Northern Policy @NorthernPolicy

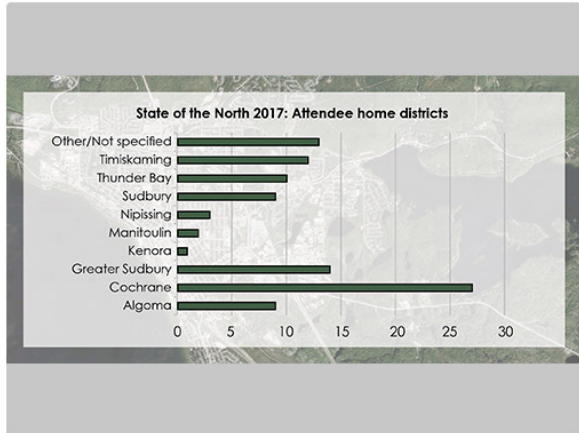
June 22, 2018 - Where will you celebrate your francophonie this summer? <https://bit.ly/2t849cj> #FigureFriday



80 29 24

Northern Policy @NorthernPolicy

July 13, 2018 - Over 25% of last year's State of the North attendees were from the Cochrane district. Plus de 25% des participants de l'an dernier aux activités d'État du Nord provenaient du district de Cochrane. #FigureFriday <http://www.stateofthenorth.ca>

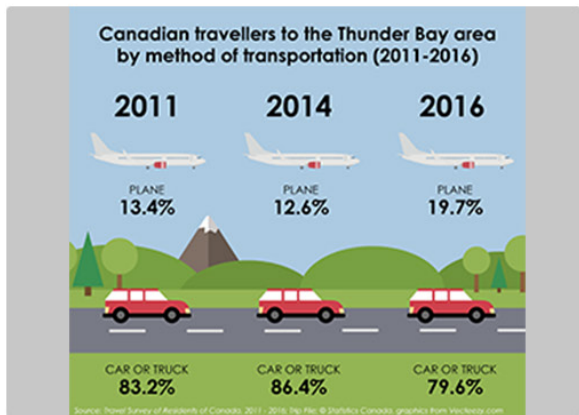


23 39 86

Tweets Tweets & replies Media

Northern Policy @NorthernPolicy

Sept 14, 2018 - In 2016, almost 80% of all Canadian travelers that visited Thunder Bay did so through use of a car or truck. Read more road trippin' stats from NPI in the latest issue of @thewalleye on page 60: <https://bit.ly/2NdpN9> #FigureFriday



12 29 21

Northern Policy @NorthernPolicy

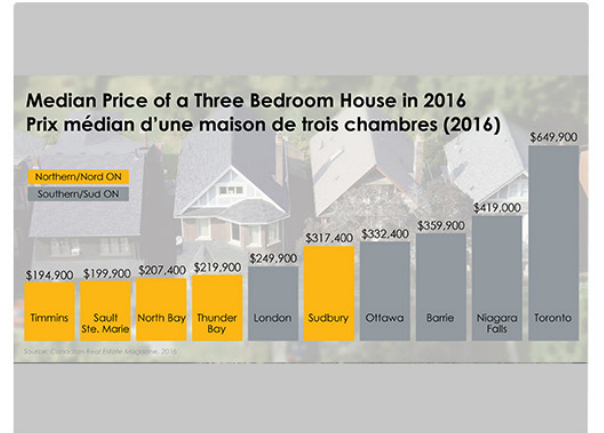
October 26, 2018 - Kids are gearing up for trick-or-treating next week - but where are the best spots in Northern Ontario to fill up on candy? As a Halloween hack, we've listed the most densely populated neighborhoods in each district so you can plan a profitable candy route! #FigureFriday



13 3 29

Northern Policy @NorthernPolicy

November 23, 2018 - The median price of a Toronto home is 3 times higher than in Timmins! Housing prices are another benefit of living in #NorthernOntario #FigureFriday

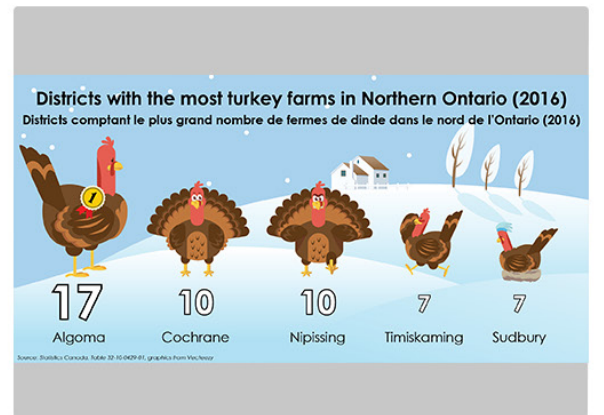


7 12 8

Tweets Tweets & replies Media

Northern Policy @NorthernPolicy

Dec 21, 2018 - Happy Holidays! Algoma had the highest number of turkey farms in N. Ontario, but Cochrane produced the most turkey at 3737 kg. #FigureFriday



48 33 11

The Walleye is Thunder Bay's only alternative arts and culture magazine with in-depth, intelligent and fresh cultural reporting that introduces new and exciting artists, acts and events that help define Thunder Bay. Northern Policy Institute partnered with the Walleye to provide data snippets linked to that month's theme. Below are some of our features from this year:



Title: Festival Season

Author: Alex Ross

Publication Date: July 2018

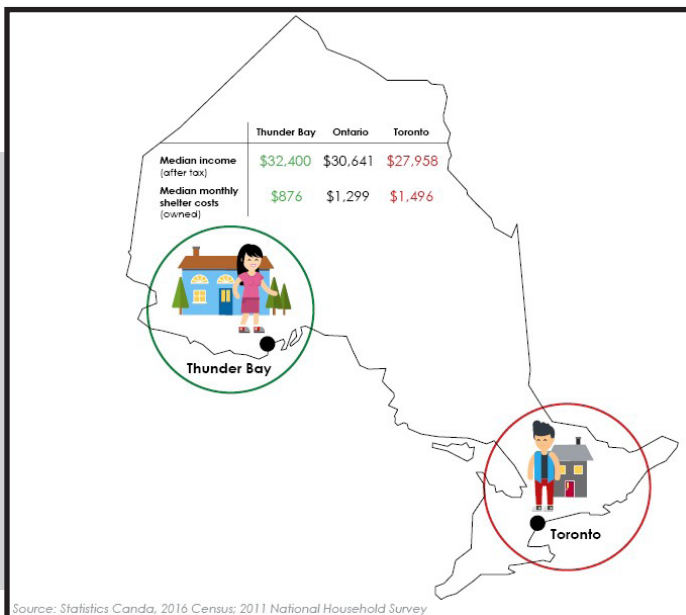
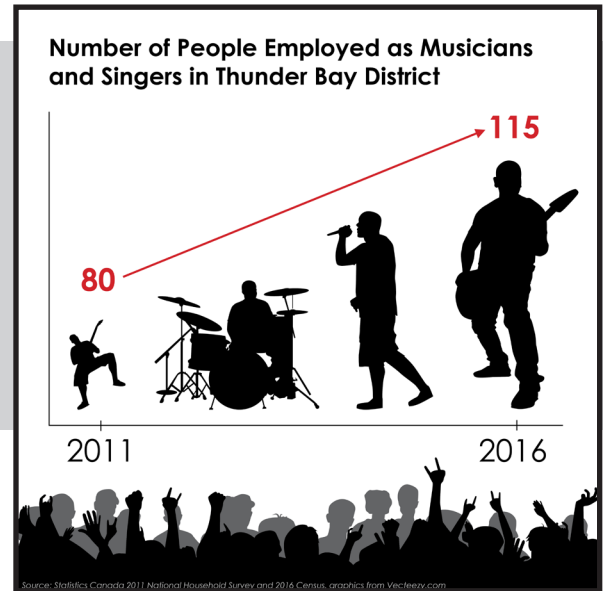
Quote: NPI took a look at recent numbers from Statistics Canada (the Travel Survey of Residents of Canada and the International Travel Survey) to get a better idea of how many people are attending festivals in Northwestern Ontario, where are they coming from – and how much money are pumping into local economies when they are here.

Title: Thunder Bay District Tops the Charts in Northern Ontario

Author: Allan Zhang

Publication Date: November 2018

Quote: Perhaps unsurprisingly, the districts of Thunder Bay, Algoma, Greater Sudbury, and Nipissing, which contain the four large urban municipalities of Thunder Bay, Sault Ste. Marie, Sudbury, and North Bay, have the highest number of people employed in music-related occupations, both nominally and proportionately.



Title: TBay vs. TDot: Affordable Living

Author: Anthony Noga

Publication Date: January 2019

Quote: The median value of a home in Thunder Bay is roughly \$170,000 less than the provincial median, and about \$371,000 less than in Toronto. Not only are homes in Thunder Bay less expensive, but they are generally bigger. Thunder Bay homes average nearly one-and-a-half extra rooms compared to Toronto homes, and for about a third of the price.

For over 30 years, Northern Ontario Business (NOB) has been the only integrated media outlet dedicated to the business community across the North. It provides vital news and relevant business information and events for the region's most influential business leaders and decision makers. With its exclusive focus on Northern business, NOB is the go-to source for pertinent stories, regional industry trends and forecasts, valuable statistics and vital interactive online services. Charles Cirtwill, NPI President and CEO is a regular columnist. Below are samples of what was on Charles' mind this year:

Op-Ed

The Northern To-Do List of the Next Government

THE NORTHERN TO-DO LIST OF THE NEXT GOVERNMENT

Publication date: May 17, 2018

QUOTE: Well, by the time this gets to the print edition, the provincial election will be either over or just about over. There will have been millions, nay billions, of dollars' worth of promises made. In the coming weeks, the harsh reality of governing, as opposed to campaigning, will start the slow process of whittling those promises down.

Op-Ed

Ontario should get Canadian taxpayers to help reduce poverty

ONTARIO SHOULD GET CANADIAN TAXPAYERS TO HELP REDUCE POVERTY

Publication date: September 19, 2018

QUOTE: If the province of Ontario is serious about finding a cost-effective way to alleviate poverty and create consistency in the social safety net, 100 per cent tax filing has to be part of it.

Op-Ed

Northern Ontario: A Digital Dead End?

NORTHERN ONTARIO: A DIGITAL DEAD END?

Publication date: November 20, 2018

QUOTE: A government serious about a sustainable future for Ontario's Northern regions would be looking to make the North a digital powerhouse.

Op-Ed

A Tale of Two Refugees

A TALE OF TWO REFUGEES

Publication date: March 20, 2019

QUOTE: Canada is facing two refugee crises, not one. Our responses are similar, but by no means identical, and they are demonstrably not equally effective. These thoughts struck me as I listened to an exchange at the recent immigration forum held in Thunder Bay. The exchange was between one of the panelists and one of the Indigenous singers who had been invited to set the tone for the day – one of welcoming and reflection.

International and Community Matchmaker Program

In order to maintain future workforce needs, Ontario's northern regions need to attract 150,000 people by the year 2041. This project is designed to help northern and rural communities build a skilled workforce and fill recognized labour shortages by helping immigrants and secondary migrants secure firm job offers. Overall, attracting immigrants to rural communities has a number of important social and economic benefits. Skilled workers require housing, services and products, which will provide broader benefits, including job creation, to the community. The International & Community Matchmaker program is a non-restricted program and will assist anyone who is interested in moving to Northern Ontario, regardless of residency status, physical address or location.

Program services include:

- Personalized appointments to assess specific needs and target assistance
- Professional orientation with regard to skills
- Tips and action plans for job searching
- Northern Ontario labour market information
- Help with resume and cover letter writing according to the Canadian model
- Various workshops related to employability
- Preparation for job interviews
- Job search assistance
- Guidance in navigating the immigration and job placement process
- Matching assistance for employers with international talent

Matchmaker Targets as of March 31, 2019

	Target	Actual
Job seeker information requests dealt with	1800	981
Number of information packages distributed	360	854
Employer information requests dealt with	360	170
Job seeker clients arrived in region	180	121
Information sessions held	12	148
Info packages distributed in French to French speaking clients	72	439
Employers expressing an appreciation for the value of French language skills in their workplace	30	72

For more information, visit www.communitymatchmaker.ca

Partners:

Thunder Bay Chamber of Commerce • Workforce Planning for Sudbury & Manitoulin • FedNor • Thunder Bay Community Economic Development Commission • Greater Sudbury Chamber of Commerce • North Superior Workforce Planning Board • Société Économique de l'Ontario

Meet Our Matchmakers



EMILY

Emily was born in Northern Ontario and grew up in Thunder Bay. She holds an Honours Bachelor of Social Work from Lakehead University and is currently completing a certification as a Regulated Canadian Immigration Consultant through Humber Business School.



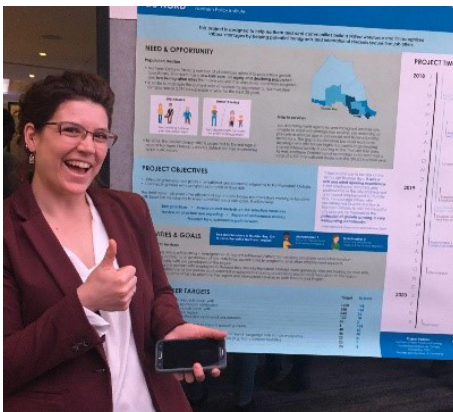
YAYE

Originally from Cameroon, Yaye moved to St. Mary's Bay, in southwestern Nova Scotia. Yaye graduated from Saint Anne's University with a Bachelor of Arts in History and a minor in Administration. In 2016, he organized an intergovernmental meeting between the province of Nova Scotia, the federal government and the Canadian Federation of Students (CFS) to discuss issues facing students.



THOMAS

Originally from a small town north of Saguenay in Quebec, Thomas has always been passionate about defending the interests of communities far from major centers. He has a Bachelor's degree in International Studies in Political Science from Université de Montréal. He completed a Master's degree in Political Science, with a focus on globalization, at the Université de Lausanne, where he wrote a dissertation on the relationship between the French-speaking and German-speaking communities of Switzerland.



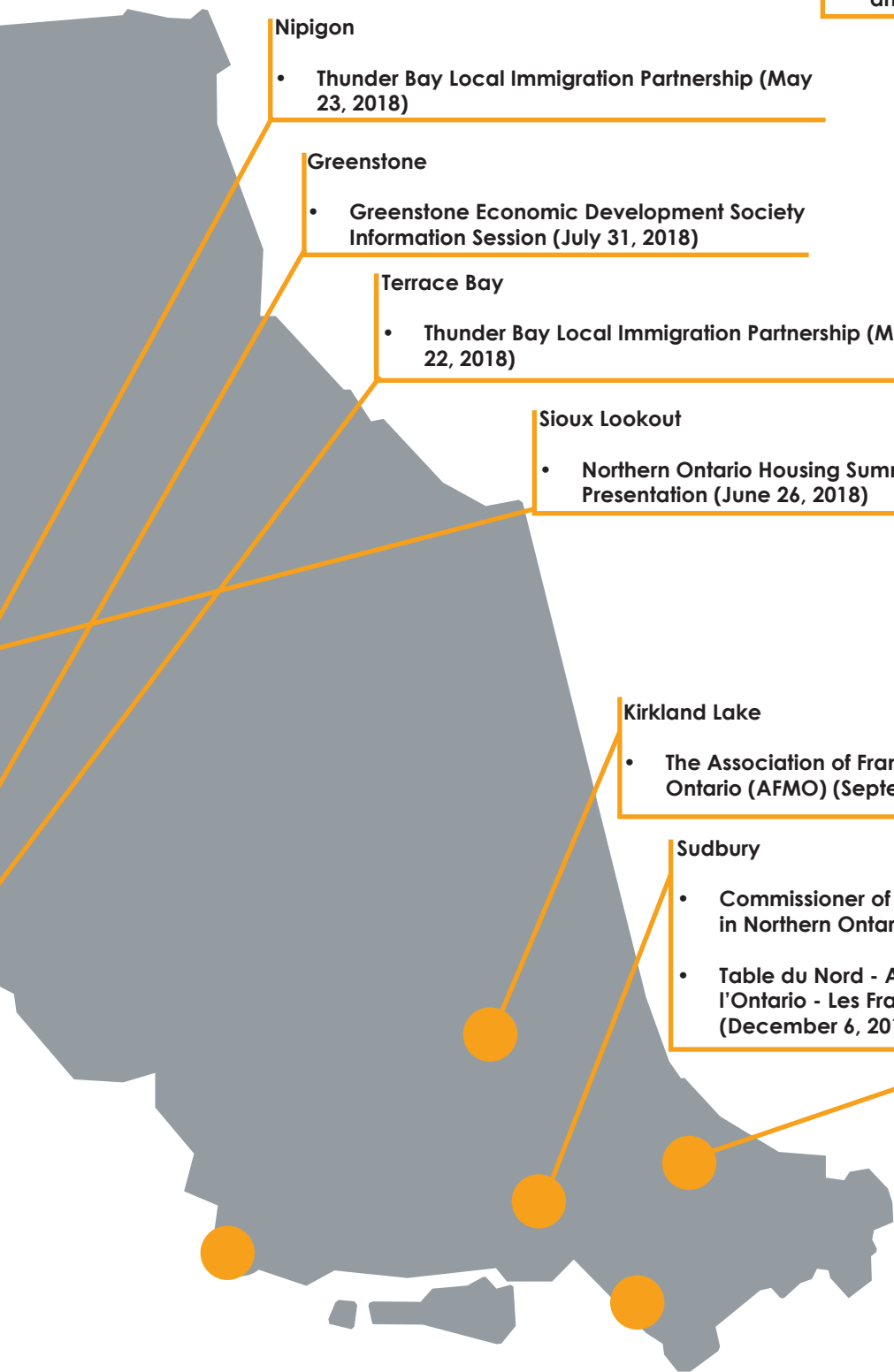
ENGAGING THE NORTH

Thunder Bay

- Northern Attractions Series - Newcomer Strategies - 11th Annual Immigration Forum (February 5, 2019)
- Thunder Bay Airport Presentation (October 31, 2018)
- Thunder Bay Community Economic Development Commission Board of Directors - Matchmaker program (October 25, 2018)
- Confederation College Presentation (October 9, 2018)
- Update to stakeholders - Community Matchmaker Program (August 2, 2018)
- North Superior Workforce Planning Board - Community Matchmaker Program (August 2, 2018)
- Data & Descriptive Statistics - Francophone Demographics (July 18, 2018)
- Association Francophone du Nord-Ouest de l'Ontario (July 12, 2018)
- Thunder Bay Community Economic Development Commission (June 20, 2018)
- Ambassadors Northwest Presentation (June 8, 2018)
- MoCreebec - Northern Policy Institute - Business Plan (June 4, 2018)
- Association Francophone du Nord-Ouest de l'Ontario AGA (June 2, 2018)
- Canadian Council on Social Development AGM (May 24, 2018)
- Data 101 Presentation - Ontario Centre for Workforce Innovation (May 18, 2018)
- Data 101 Presentation - Employment Plus - North Superior Workforce Planning Board (May 16, 2018)
- Data 101 Presentation - North Superior Workforce Planning Board - Board of Directors (May 16, 2018)
- Data 101 Presentation - YES employment (May 15, 2018)
- Thunder Bay Local Immigration Partnerships (May 8, 2018)
- Northern Ontario Municipal Association (May 3, 2018)

Kenora

- Community Matchmaker Program Information Session (September 27, 2018)



Paris, FR

- **Vivre en français dans le Nord de l'Ontario - partenariat avec l'ambassade du Canada à Paris (June 27, 2018)**

Toronto

- **Symposium 2018 Se projeter, se préparer / Looking ahead, getting ready - (November 26, 2018)**

Mississauga

- **Newcomer Center of Peel - Move to Northwestern Ontario presentation (July 19, 2018)**

Waterloo

- **Waterloo University Economic Development Year 1 (June 22, 2018)**

Nipigon

- **Thunder Bay Local Immigration Partnership (May 23, 2018)**

Greenstone

- **Greenstone Economic Development Society Information Session (July 31, 2018)**

Terrace Bay

- **Thunder Bay Local Immigration Partnership (May 22, 2018)**

Sioux Lookout

- **Northern Ontario Housing Summit Matchmaker Presentation (June 26, 2018)**

Kirkland Lake

- **The Association of Francophone Municipalities of Ontario (AFMO) (September 19, 2018)**

Sudbury

- **Commissioner of official languages - Francophones in Northern Ontario (February 1, 2019)**
- **Table du Nord - Association des Francophones de l'Ontario - Les Francophones du Nord de l'Ontario (December 6, 2018)**

North Bay

- **State of the North - Presentation by Charles Cirtwill - State of Ontario's Northern Regions (September 26, 2018)**

EVENTS

STATE OF THE NORTH 2018 CONFERENCE

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



Charles Cirtwill President and CEO of Northern Policy Institute gave his annual update on the state of Northern Ontario.



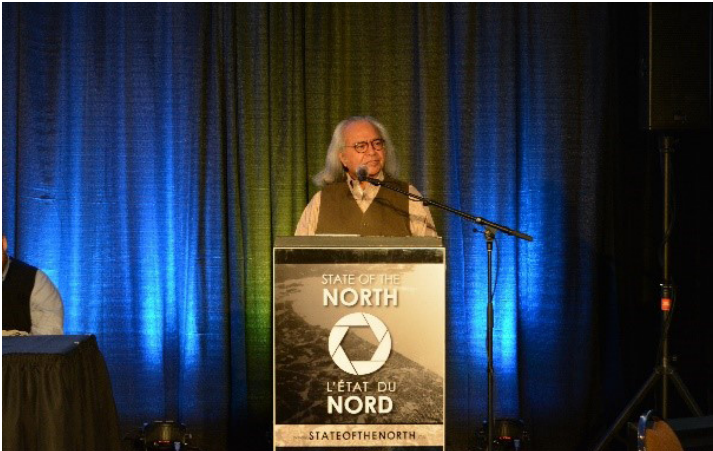
Dr. Jack Mintz, Founding Director of the School of Public Policy at University of Calgary, delivers a **#TaxTalk: Canadian taxes, what needs to change and why?**



Mikko Annala, Head of Governance Innovation at Demos Helsinki, delivers the second **#TaxTalk on: Global evidence of the value of pilots and policy experimentation**



Kevin Milligan, Professor of Economics in the Vancouver School of Economics at the University of British Columbia; **Fred O'Riordan**, Ernst & Young LLP and **Toby Sanger**, senior economist for the Canadian Union of Public Employees (CUPE), discuss: **How can taxation support growth?**



Manny Jules, First Nations Tax Commission



Dwayne Nashkawa, CEO of Nipissing First Nation



NOHFC • Canadore College • 106.3 Moose FM • Northern Ontario Workforce Planning • MFOA

NORTHERN
POLICY INSTITUTE

INSTITUT DES POLITIQUES
DU NORD

FIFTH ANNIVERSARY

Gala

5th ANNIVERSARY FUNDRAISING GALA

Northern Policy Institute celebrated our 5-year anniversary in 2018. In order to celebrate this milestone and thank those who have contributed to our success, NPI hosted a Fifth Anniversary Gala fundraiser. All funds raised go directly toward future projects and programs of NPI as we look ahead to the next five years.

The Gala in Northwestern Ontario took place at The Chanterelle on Park in Thunder Bay, Ontario on October 18, 2018. The Gala included dinner with locally sourced food, networking opportunities, and a talk from keynote speaker, Dr. Matthew Coon Come.

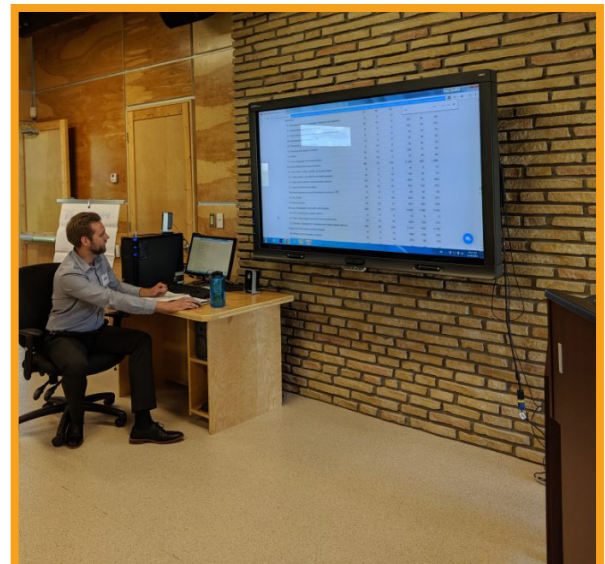
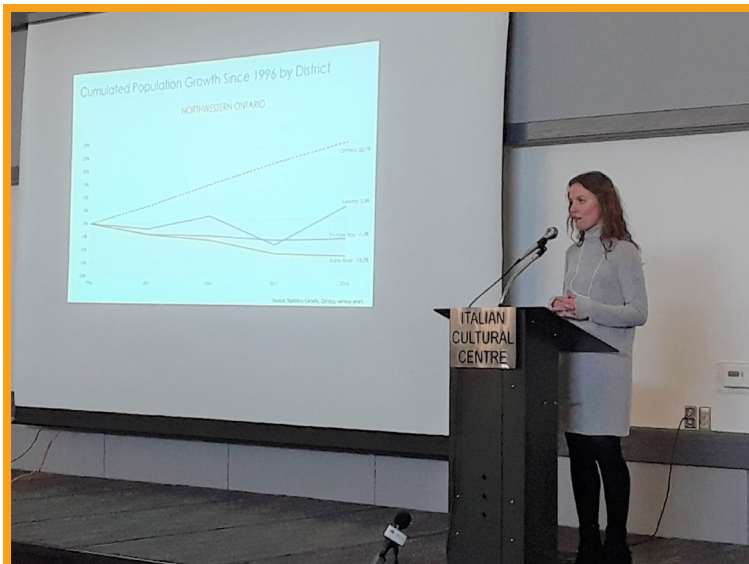
OUR SPONSORS:

Northern Superior Workforce Planning Board ● Royal Bank of Canada Foundation ● Lowerys
Thunder Bay Airport ● Port of Thunder Bay



TRAINING SESSIONS – DATA & DATA TOOLS 101

Our analysts will visit communities throughout the North to teach community leaders how to find and use data. Working from a set of scenarios, asking questions 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. These sessions will build local capacity so communities can make informed decisions going forward.



EXPERIENCE NORTH

RBC Foundation took the opportunity of our 5th anniversary celebration to announce their two-year, \$50,000 commitment, to support our annual Summer Placement program, Experience North.

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



FORT FRANCES

Elektra Papadogiorgaki – Data Analyst
Dawson Mihichuk - Data Analyst

NORTH BAY

Caitlin McAuliffe - Policy Analyst
Rachel Quinby - Policy Analyst

TIMMINS

Rachel Armstrong - Data Analyst
Myfannwy Pope - Data Analyst



RBC Foundation
RBC Fondation

NOHFC Internships

The intent of the Northern Ontario Internship Program is to strengthen Northern Ontario's competitive advantage and build economic development capacity by attracting and retaining graduates in the North. The program provides recent graduates who are interested in launching and building their careers in Northern Ontario access to internships. Northern Policy Institute was home to 6 NOHFC interns in 2018 - 2019.



THUNDER BAY

Kathleen Baker – Policy Analyst – Shared Economy

Anthony Noga – Policy Analyst – Unincorporated Areas

Fenfang Li – Data Analyst – Fiscal Flows

SUDBURY

Christina Zefi – Policy Analyst – Northern Attractions

Allan Zhang – Data Analyst – Growth Measures

SAULT STE. MAIRE

Christine St-Pierre – Communications Officer – Small Market Focus



nohfc

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the Government
of Ontario



Northern Policy Institute Financial Statements

For the year ended April 30, 2019

Contents

Independent Auditor's Report	2
Financial Statements	
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Statement of Operations and Net Assets	6
Statement of Cash Flows	7
Notes to Financial Statements	8



Tel: 807-625-4444
Fax: 807-623-8460
www.bdo.ca

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

2

Independent Auditor's Report

To the Board of Directors of Northern Policy Institute

Qualified Opinion

We have audited the financial statements of Northern Policy Institute (the Institute), which comprise the statement of financial position as at April 30, 2019 and the statements of operations and net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the *Basis of Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Institute as at April 30, 2019, and its results of operations and its cash flows for the year then ended in accordance with the Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

In common with many not-for-profit organizations, the Institute derives revenue from fundraising activities the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Institute. Therefore, we were not able to determine whether any adjustments might be necessary to fundraising revenue, excess of revenues over expenses, and cash flows from operations for the year ended April 30, 2019, current assets as at April 30, 2019, and net assets as at April 30, 2019.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Institute in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Institute's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Institute or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Institute's financial reporting process.

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

Independent Auditor's Report (Cont'd)

Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institute's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Institute's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Institute to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



Independent Auditor's Report (Cont'd)

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

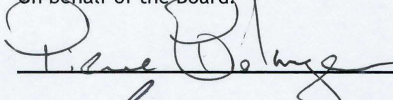
Chartered Professional Accountants, Licensed Public Accountants


Thunder Bay, Ontario
July 18, 2019

Northern Policy Institute Statement of Financial Position

April 30	2019	2018
Assets		
Current		
Cash	\$ 3,775	\$ 141,928
Accounts receivable (Note 2)	108,596	51,569
Government remittances receivable	16,315	15,590
Short term investments (Note 3)	57,129	149,624
Prepaid expenses	53,267	17,498
	239,082	376,209
Long term investments (Note 3)	-	56,007
Plant and equipment (Note 4)	36,336	52,704
	\$ 275,418	\$ 484,920
Liabilities and Net Assets		
Current		
Line of credit (Note 5)	\$ 15,000	\$ -
Accounts payable and accrued liabilities (Note 6)	156,231	5,568
Deferred revenue (Note 7)	43,378	363,111
	214,609	368,679
Deferred capital contributions (Note 8)	5,020	16,720
	219,629	385,399
Net assets		
Unrestricted	55,789	99,521
	\$ 275,418	\$ 484,920

On behalf of the Board:


 _____ Director


 _____ Director

The accompanying notes are an integral part of these financial statements.
 The notes to the financial statements can be found online at
www.northernpolicy.ca

Northern Policy Institute Statement of Operations and Net Assets

For the year ended April 30	2019	2018
Revenue		
NOHFC grant	\$ 924,353	\$ 1,146,812
Other province of Ontario funding	128,747	76,804
Federal funding	56,052	9,576
Indigenous, municipal and other community partners	207,229	59,100
Individual, corporate and foundation support	4,080	8,810
Donations-in-kind	21,354	23,800
Event registration and sponsorship	54,150	25,125
Interest income	1,405	4,062
Amortization of deferred capital contributions	11,700	17,644
	1,409,070	1,371,733
Expenses		
Amortization	29,017	30,455
Board meetings	26,538	50,510
Event promotion	24,721	23,255
Insurance	6,852	6,401
Interest and bank charges	3,266	777
Interns and project staff	317,131	242,212
Office	15,283	22,460
Publications	71,278	65,127
Professional fees	44,507	71,941
Public relations	8,286	15,555
Rent	48,435	26,468
Repairs and maintenance	32,463	35,436
Research	19,016	21,301
Subscriptions	127	2,045
Telephone	12,854	8,331
Travel	106,065	93,250
Wages and benefits	681,418	576,949
Website	5,545	61,758
	1,452,802	1,354,231
Excess (deficiency) of revenue over expenses for the year	(43,732)	17,502
Net assets, beginning of year	99,521	82,019
Net assets, end of year	\$ 55,789	\$ 99,521

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

The notes to the financial statements can be found online at
www.northernpolicy.ca

Northern Policy Institute Statement of Cash Flows

For the year ended April 30	2019	2018
Cash flows from operating activities		
Excess (deficiency) of revenue over expenses for the year	\$ (43,732)	\$ 17,502
Items not involving cash:		
Amortization of plant and equipment	29,017	30,455
Amortization of deferred capital contributions	(11,700)	(17,644)
Unrealized gain on investments	(2,129)	(3,132)
	<u>(28,544)</u>	<u>27,181</u>
Change in non-cash working capital balances:		
Accounts receivable	(57,027)	99,650
Government remittances receivable	(725)	1,437
Prepaid expenses	(35,769)	(11,249)
Accounts payable and accrued liabilities	150,663	(67,152)
Deferred revenue	(319,733)	(353,712)
	<u>(291,135)</u>	<u>(303,845)</u>
Investing activities		
Purchase of equipment	(12,649)	(17,575)
Proceeds on disposal of investments	150,631	-
	<u>137,982</u>	<u>(17,575)</u>
Financing activities		
Advance on line of credit	15,000	-
Decrease in cash for the year	<u>(138,153)</u>	<u>(321,420)</u>
Cash, beginning of year	141,928	463,348
Cash, end of year	<u>\$ 3,775</u>	<u>\$ 141,928</u>

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

The notes to the financial statements can be found online at
www.northernpolicy.ca

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